

Agenda

Cabinet

Date: Monday 24 July 2017
Time: 10.30 am
Venue: Mezzanine Rooms 1 & 2, County Hall,
Aylesbury

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2 Declarations of Interest	
3 Minutes Of the meeting of the Cabinet held on 26 June to be agreed by Cabinet and signed by the Chairman.	3 - 6
4 Hot Topics	
5 Question Time	

This provides an opportunity for Members to ask questions to Cabinet Members

6	Forward Plan for Cabinet and Cabinet Members For Cabinet to consider the Forward Plan	7 - 24
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11	Q1 2017/18 Finance Monitoring Report For Cabinet to consider the report.	87 - 106
12	Buckinghamshire Strategic Infrastructure Plan For Cabinet to consider the report.	107 - 142
13	Date of the Next Meeting 11 September 2017	

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Members:	Martin Tett (Leader)	
	Mike Appleyard	Cabinet Member for Education & Skills
	Noel Brown	Cabinet Member for Community Engagement & Public Health
	Bill Chapple OBE	Cabinet Member for Planning & Environment
	John Chilver	Cabinet Member for Resources
	Lin Hazell	Cabinet Member for Health & Wellbeing
	Mark Shaw	Deputy Leader & Cabinet Member for Transportation
	Warren Whyte	Cabinet Member for Children's Services

Minutes

Cabinet

Date: 26 June 2017

Venue: Mezzanine Rooms 1 & 2, County Hall, Aylesbury

Time: 10.30 am to 11.40 am

MEMBERS PRESENT

Mr M Shaw (in the Chair).

Mr M Appleyard, Mr N Brown, Mr W Chapple OBE, Mr J Chilver, Lin Hazell and Mr W Whyte

OTHER MEMBERS IN ATTENDANCE

OFFICERS IN ATTENDANCE

Mr R Ambrose, Mrs S Ashmead, Ms R Shimmin, Ms C Beevers, Ms C Douch and Mrs M Smith

1 APOLOGIES FOR ABSENCE

Apologies were received from Mr M Tett.

Mr M Shaw Chaired the meeting in Mr Tett's absence.

Mr P Irwin stood in as Deputy Cabinet Member for Transportation.

2 DECLARATIONS OF INTEREST

Declarations of interest were received from:

Mr B Chapple & Mr W Whyte for the Woodlands Update item on the agenda and advised they would leave the meeting at that time.

3 MINUTES



The minutes from the meeting held on 05 June 2017 were agreed as an accurate record and signed by the Chairman

4 HOT TOPICS

- Mr J Chilver commented on the tragic events of the Grenfell Tower in London and advised all properties in the Bucks County Council portfolio were being assessed for their fire safety suitability. The Chairman sent his commiserations on behalf of the Council to those who had been impacted by the event.
- Mr P Irwin asked if Members could promote the online HGV strategy survey in their local areas.
- The Chairman commented there would be a minutes silence on 26 June 2017 at 12pm to pay respects to the victims of the Finsbury Park Mosque attack. The Chairman sent his commiserations on behalf of the Council to those who had been impacted by the event.

5 QUESTION TIME

There were no questions.

6 FORWARD PLAN FOR CABINET AND CABINET MEMBERS

Cabinet noted the plan and advised the Early Help review had been moved to the meeting on 10 July.

7 CABINET MEMBER DECISIONS

Cabinet noted the report.

8 SELECT COMMITTEE WORK PROGRAMME & INQUIRY WORK PROGRAMME

The Chairman noted the report.

9 ADULTS SERVICES UPDATE

Ms L Hazell gave an overview of the report provided and commented that:.

- This was the first overview report presented to Cabinet on Adult Social Care.
- Since the report was written, Buckinghamshire had been designated an Accountable Care System (ACS)..
- Partnership work would be critical in making the ACS a success.

RESOLVED: Cabinet AGREED the recommendation to:

Note the national, regional and local developments in relation to Adult Social Care and support development for further improvements to the service.

10 Q4/YEAR-END 2016/17 PERFORMANCE REVIEW

Mr J Chilver gave a general overview of the report provided.

- Mr Mark Shaw gave an overview of Mr M Tett's portfolio, Economy, in his absence:
 - There were no further questions
- Mr N Brown gave an overview of Community Engagement:
 - There were no further questions
- Ms L Hazell gave an overview of the Health and Well-being portfolio:
 - There were no further questions
- Mr W Whyte gave an overview of the Children's Services portfolio:
 - There were no further questions
- Mr Appleyard gave an overview of Education & Skills portfolio:
 - There were no further questions
- Mr J Chilver gave an overview of the Resources portfolio:
 - There were no further questions
- Mr B Chapple gave an overview of the Planning and Environment portfolio:
 - There were no further questions
- Mr P Irwin gave an overview of the Transportation portfolio as the Deputy Cabinet Member:
 - In response to a question on the HGV review, Mr Irwin confirmed that the service was currently in contact with Bedfordshire and Slough and trying to work with as many authorities as possible.
 - The need for parishes to be involved was reiterated.

RESOLVED: Cabinet NOTED the report.

11 WOODLANDS UPDATE

Mr B Chapple and Mr W Whyte left the meeting for this item due to Declarations of Interest.

Mr J Chilver and Mr R Ambrose gave a brief overview of the report. In discussion the following points were made:

- Concerns were raised about the provision of adequate school provision although it was noted that options were still being explored
- The need for the Council to set standards in relation to education requirements for new developments
- The link road plans were integral to the application
- If planning consent was granted a further report would be made to Cabinet
- The planning application for Hampden Fields would be considered on 26 July, followed by Woodlands on 9 August
- A complete ring road for Aylesbury would be dependent on developer contributions.

RESOLVED: The Cabinet AGREED the recommendation to:

Consider the proposals and the associated risks set out in the report and give their view on a reduced education contribution to be fed back to AVDC for consideration before the planning application is determined, on the understanding the proposals would come back to the County Council's Cabinet for further consideration once the application had been through the AVDC Planning Committee.

12 YOUTH JUSTICE STRATEGIC PLAN 2017/18

Mr W Whyte gave an overview of the report.

RESOLVED: the Cabinet AGREED the recommendation too:

Endorse the Youth Justice Strategic Plan 2017/18.

13 DATE OF THE NEXT MEETING

10 July 2017

**MARTIN TETT
LEADER OF THE COUNCIL**

CABINET/CABINET MEMBER FORWARD PLAN

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 24 July 2017				
Alternative Service Models - Lessons Learned	Alternative Service Models – Lessons Learned		Leader of the Council / Rachael Shimmin	First notified 13/6/17
Buckinghamshire Strategic Infrastructure Plan	This report represents phase 1 of the Strategic Infrastructure Plan and recommends the adoption of a set of spatial principles to guide and influence decision-making regarding the growth of Bucks. These principles require a Cabinet decision to steer all responses from the County Council, including national and local planning processes.	All Electoral Divisions	Cabinet Member for Planning and Environment / Rachel Wileman	First notified 13/6/17
Q1 2017/18 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 27/3/17
The New Aylesbury Library	The report provides the business case and outline design for a new and modern library for Aylesbury. The library will be created by integrating the Lending library with the Study Centre	Aylesbury North	Cabinet Member for Community Engagement and Public Health / Sheila Norris	First notified 4/7/17

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Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 11 September 2017				
Acquisition of Investment Properties	Potential acquisition of Investment Property - if required		Cabinet Member for Resources / Oster Milambo	First notified 20/3/17 Likely to include confidential appendices
Q1 Council Performance Report	How the council has performed in Q1 (April, May, June)		Leader of the Council / Sarah Ashmead	First notified 5/6/17
Skills Strategy	To approve a partnership Skill Strategy for Buckinghamshire and to agree priorities within the Strategy		Cabinet Member for Resources / Gillian Quinton	First notified 23/6/17
Cabinet 2 October 2017				
Children's Services Update	6-monthly update		Cabinet Member for Children's Services / David Johnston	First notified 1/3/17
Cabinet 23 October 2017				
Cabinet 13 November 2017				
Q2 2017/18 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 27/3/17

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Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 11 December 2017				
Adults Services Update	6-monthly update		Cabinet Member for Health and Wellbeing / Sheila Norris	First notified 1/3/17
Cultural Strategy	To agree a partnership Cultural Strategy for Buckinghamshire		Cabinet Member for Community Engagement and Public Health / Gillian Quinton	First notified 23/6/17
Cabinet 8 January 2018				
Q2 Council Performance Report	How the council has performed in Quarter 2 (July, August, September 2017)		Leader of the Council / Sarah Ashmead	First notified 14/6/17
Cabinet 12 February 2018				
Q3 2017/18 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 27/3/17
Cabinet 5 March 2018				
Cabinet 26 March 2018				
Q3 Council Performance Report	How the Council has performed in Quarter 3 (Oct, Nov, Dec)		Leader of the Council / Sarah Ashmead	First notified 14/6/17
Cabinet 23 April 2018				
Cabinet 21 May 2018				

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Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Cabinet 18 June 2018				
Q4 Council Performance Report	How the Council has performed in Quarter 4 (January, February, March).		Leader of the Council / Sarah Ashmead	First notified 14/6/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
July 2017 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services</u>				
Care Leavers Staying Put Policy	This policy aims to provide a framework for making decisions to enable looked after young people to remain with their current foster carer, or regular relief carer, after the age of 18 years and sets out the arrangements necessary to support this. This policy covers all care leavers, including unaccompanied asylum seeking children (UASCs).		Cabinet Member for Children's Services / Anthony Decrop	First notified 30/3/17
Financial support to carers of children leaving care through adoption, special guardianship, or child arrangements orders Policy & Procedures			Cabinet Member for Children's Services / Anthony Decrop	First notified 8/12/14
Placement Sufficiency Strategy - Looked After Children	This sufficiency strategy describes how we plan to put the right mix of services in place to meet the needs of Looked After Children.		Cabinet Member for Children's Services / Anthony Decrop	First notified 30/3/17
Policy on Delegation of authority for children placed in foster care	Delegated authority policy regarding children placed in foster care		Cabinet Member for Children's Services / Anthony Decrop	First notified 10/4/17
<u>Cabinet Member for Children's Services and Cabinet Member for Resources</u>				
Troubled Families Funding Approval for 2017 Onwards	Approval Required for the Troubled Families Grant Funding Ring-Fenced and Non-Ring-fenced for 2017 Onwards.		Cabinet Member for Resources, Cabinet Member for Children's Services / Yukta Acharya	First notified 5/6/17 Report to be re-drafted

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Children's Services, Cabinet Member for Education and Cabinet Member for Health and Wellbeing</u>				
Agreement of legal framework S75 for integrated commissioning for adult social care	Sign off of the Statutory framework which underpins the Health and Social care commissioning arrangements across children and adults		Cabinet Member for Children's Services, Cabinet Member for Education and Skills, Cabinet Member for Health and Wellbeing / Susie Yapp	First notified 9/5/16
<u>Cabinet Member for Community Engagement and Public Health</u>				
Falls Service	A review of the Falls Service		Cabinet Member for Community Engagement and Public Health / Angie Blackmore, Liz Wheaton	First notified 23/3/17 May contain confidential appendices
<u>Cabinet Member for Community Engagement and Public Health and Cabinet Member for Resources</u>				
Sports Ground Safety - Silverstone - Section 101 Agreement re Sports Ground Safety Act (1975)	Silverstone race track lies in both Northamptonshire and Buckinghamshire. The County Councils have statutory duties in relation to sports ground safety (1975 and 1987 Acts) and emergency management. Historically, Northamptonshire public sector organisations have led on both aspects and no change is anticipated. There is already a Section 101 Agreement in place in relation to the 1987 Act. This decision is to extend this to the 1975 Act in order to rationalise and ensure seamless provision of safety management responsibilities at the Silverstone sports ground.		Cabinet Member for Community Engagement and Public Health, Cabinet Member for Resources / Andrew Fyfe	First notified 9/6/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Education and Skills</u>				
Adult Learning - future delivery options	Adult Learning - future delivery options		Cabinet Member for Education and Skills / Laura Nankin	First notified 17/2/16
Specialist Teaching Service	Transfer of delivery of the Specialist Teaching Service from the Buckinghamshire Learning Trust to the Council		Cabinet Member for Education and Skills / Sarah Callaghan	First notified 11/4/17 May contain confidential appendices
<u>Cabinet Member for Health and Wellbeing</u>				
Annual Fee uplift	To set out the recommended fee uplifts across care and support contract for 2017/18 and payments rewarding high quality provision of care in regulated services.		Cabinet Member for Health and Wellbeing / Graeme Finch	First notified 22/3/17 May contain confidential appendices
Direct Payment Policy	Cabinet Member to agree the Direct Payment Policy		Cabinet Member for Health and Wellbeing / Marcia Smith	First notified 29/3/17
Home from Hospital	Decision to recommission service		Cabinet Member for Health and Wellbeing / Gemma Workman	First notified 26/4/17
Re-commissioning of 6 Supported Living Services in Buckinghamshire	Re-commissioning of 6 Supported Living Services in Buckinghamshire		Cabinet Member for Health and Wellbeing / Christopher Reid, Lisa Truett	First notified 8/6/17
Seeleys Consultation Report 2017	End of Consultation Report for Seeleys House in regards to the Respite and Day Services		Cabinet Member for Health and Wellbeing / Kelly Taylor	First notified 7/11/16 May contain confidential appendices

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Planning and Environment</u>				
Buckinghamshire Minerals and Waste Local Plan draft plan consultation	The Draft Plan for Consultation sets out the new Minerals and Waste Local Plan strategy, provision to be met and locations for development, along with detailed policies to guide planning proposals for minerals and waste development. This is to seek Cabinet Member approval to undertake a consultation on the draft plan.		Cabinet Member for Planning and Environment / Rachel Wileman	First notified 19/5/17
Land Drainage Enforcement Policy	Approval of Land Drainage Enforcement Policy as part of BCC's role as Lead Local Flood Authority		Cabinet Member for Planning and Environment / David Sutherland	First notified 22/2/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Planning and Environment and Cabinet Member for Resources</u>				
Disposal & re-letting of Moorcroft Farm House & Moorcroft Farm, Moorcroft Lane, Uxbridge. UB8 3QL	<p>This report seeks approval for the disposal of Moorcroft Farmhouse and re-letting of the rest of the farm. The holding is situated outside of the County in Hillingdon, Uxbridge.</p> <p>Moorcroft Farm extends to 39 acres including a 4 bedroom Grade II listed farmhouse, a 2 bedroom cottage and a range of farm buildings. The holding was let on an Agricultural Holdings Act 1986 (AHA) tenancy.</p> <p>It is proposed to sell the farmhouse on the open market, re-let the cottage to enable us to pursue outline planning on one of the outbuildings, and retender/ re-let the major portion of the farm land and farm buildings which will be retained for its long term development potential.</p>		Cabinet Member for Planning and Environment, Cabinet Member for Resources / Joe Nethercoat	First notified 2/6/17
<u>Cabinet Member for Resources</u>				
Anti Fraud and Corruption Strategy	A review of the Council's Anti Fraud and Corruption Strategy.		Cabinet Member for Resources / Maggie Gibb	First notified 5/12/16
Anti Money Laundering Policy	A review of the Council's Anti Money Laundering Policy		Cabinet Member for Resources / Maggie Gibb	First notified 5/12/16
Bucks Sports & Social Club	Future of the BSSC	Aylesbury South East	Cabinet Member for Resources / Lloyd Jeffries	First notified 28/6/17 Likely to contain confidential appendices

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
People Strategy	This strategy incorporates the revised People Strategy and the wider Workforce Plan for Council employees and aims to capture all Business Units and the HQ Functions. The People Strategy will be supported by a number of key work streams most of which are already underway. An action plan has been developed to help review and report on the impact/delivery of the Strategy.		Cabinet Member for Resources / Gillian Quinton	First notified 18/8/16
Transfer of Land at Spade Oak, Marlow	The transfer of land held by Buckinghamshire County Council as Trustee of the Thameside Preservation Trust to new Trustees. The land was purchased with monies raised by public subscription and is to be preserved for the benefit and recreation of the public.	Marlow	Cabinet Member for Resources / Linda Forsythe	First notified 6/4/17
Unit 5B Knaves Beech Industrial Estate - issue of new lease	Issue of lease to new tenant	Tylers Green & Loudwater	Cabinet Member for Resources / Marion Mayhew	First notified 26/6/17
<u>Deputy Leader and Cabinet Member for Transportation</u>				
Appointments to Outside Bodies 2017/18	The Deputy Leader will be asked to approve the list of appointments to outside bodies for the year 2017/18.		Deputy Leader & Cabinet Member for Transportation / Kristi Bhanja, Clare Capjon	First notified 8/3/17
Aylesbury South East Link Road - Project Progression	Report seeking formal approval to progress the Aylesbury South East Link Road project (A413-B4443) following successful award of £13.5m Local Growth Funding in Autumn 2016.	Aylesbury South East; Wendover, Halton & Stoke Mandeville	Deputy Leader & Cabinet Member for Transportation / John Rippon	First notified 16/3/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Beaconsfield cycleway	Proposed shared cycleway. Upgraded of existing footway, between Grenfell Road and Ledborough Lane. 3 week Consultation to commence 03 March 2017.	Beaconsfield	Deputy Leader & Cabinet Member for Transportation / Adrian Lane	First notified 28/2/17
Beaconsfield Waiting Restrictions- Holtspur Top Lane-Heath Road-Skelton Close, Area 7	Waiting Restrictions Holtspur Top Lane (Bucks Fire and Rescue, Beaconsfield Station), Heath Road and Skelton Close (Private Road). Beaconsfield Waiting Restriction Review (Area 7)	Beaconsfield	Deputy Leader & Cabinet Member for Transportation / Shaun Pope	First notified 19/4/17
Chesham Town Parking Review	Single yellow lines – changes to operating hours ('no waiting' times) and restrictions Resident Permit Parking – new	Chesham	Deputy Leader & Cabinet Member for Transportation / Keith Burns	First notified 16/5/17
Proposed 50 mph Speed Limit - Cuddington Road / Aylesbury Road	Decision for: Proposed 50 mph Speed Limit on the Cuddington / Aylesbury Road following Statutory Consultation	Stone and Waddesdon	Deputy Leader & Cabinet Member for Transportation / Shane Thomas	First notified 25/4/17
Developer Funding Programme (TEE): Financial Year 2017/18	Update on 2016/17 programme and seeking approval for a proposed programme of 2017/18 schemes funded through developer contributions.		Deputy Leader & Cabinet Member for Transportation / John Rippon	First notified 10/2/17
Highways Development Management - Service Charging	Setting fees for pre-application advice and planning performance agreements in line with Buckinghamshire County Council's Corporate Charging Policy.		Deputy Leader & Cabinet Member for Transportation / Martin Dickman, Christine Urry	First notified 4/1/16

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
Network Hierarchy Review	The details of the network hierarchy were reviewed and comments received at the Member meetings in February. Each suggestion has been reviewed and changes to the allocation of hierarchy have been agreed or rejected. This report details those changes for approval.		Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 16/6/17
Sustainable Travel South (A4 Taplow: Maidenhead to Slough) Cycleway Scheme		Cliveden; Farnham Common & Burnham Beeches; Stoke Poges & Wexham	Deputy Leader & Cabinet Member for Transportation / Ian McGowan	First notified 8/10/15
<u>Deputy Leader and Cabinet Member for Transportation and Cabinet Member for Resources</u>				
Aylesbury Link Roads Programme - Land Acquisition	Report laying out land acquisition strategy for Aylesbury Link Road Schemes - including delegation of resolution to make Compulsory Purchase Order powers to the appropriate Service Director.	Wing; Aylesbury South East; Aylesbury West; Aston Clinton & Bierton; Aylesbury North West; Stone and Waddesdon; Wendover, Halton & Stoke Mandeville	Cabinet Member for Resources, Deputy Leader & Cabinet Member for Transportation / John Rippon	First notified 27/3/17 May contain confidential appendices
Winslow Station Car Park	Decision that Buckinghamshire County Council will retain the land required for the car park at Winslow Station, to then construct and operate the car park.	Winslow	Cabinet Member for Resources, Deputy Leader & Cabinet Member for Transportation / Nick Henstock	First notified 30/5/17
<u>Leader of the Council</u>				
Recycled Strategic Infrastructure Feasibility Budget Re-Profiling	Report recommending approval of a re-profiled allocation of the Strategic Infrastructure Feasibility Budget, also known as Leader Capital.		Leader of the Council / John Rippon	First notified 9/3/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
August 2017 Cabinet Member Decisions				
<u>Cabinet Member for Education and Skills</u>				
Future Transport Charges	To set out the plans for charging for home to school transport	All Electoral Divisions	Cabinet Member for Education and Skills / Debbie Munday	First notified 2/5/17
Millbrook School	A proposal that the school expands by one form of entry (i.e. 30 children) from September 2018. The governing body and school are holding a public consultation with parents, the local community and other interested parties on the proposed increase. If after the end of the public consultation the decision is to proceed with the proposal then a statutory notice will be published in a local newspaper, followed by a four week representation period for people to comment on, support or object to the proposal.	West Wycombe	Cabinet Member for Education and Skills / Andrew Tusting	First notified 3/4/17
<u>Cabinet Member for Planning and Environment</u>				
Extension to Rights of Way Improvement Plan	Extension of current Rights of Way Improvement Plan(which runs out in 2018) to allow time for document to be refreshed and updated and consultation to be undertaken.		Cabinet Member for Planning and Environment / David Sutherland	First notified 12/6/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Deputy Leader and Cabinet Member for Transportation</u>				
Chepping Wye Valley Waiting Restrictions	Chepping Wye Valley LAF Area Waiting Restrictions Key Decision Report	Hazlemere; Flackwell Heath, Little Marlow & Marlow South East; The Wooburns, Bourne End & Hedsor; Tylers Green & Loudwater	Deputy Leader & Cabinet Member for Transportation / Shaun Pope	First notified 19/6/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
November 2017 Cabinet Member Decisions				
<u>Deputy Leader & Cabinet Member for Transportation</u>				
A412 Uxbridge Road / Black Park Road, Wexham.	Implementation of TRO's to ban a right turn for vehicles exiting Black Park Road onto the A412 and a No U Turn on the A412 for south bound vehicles.	Stoke Poges & Wexham	Deputy Leader & Cabinet Member for Transportation / Trevor Bonsor	First notified 27/6/17
<u>Cabinet Member for Children's Services</u>				
Short Breaks Strategy	<p>To develop a Short Breaks Strategy 2018 - 2022 that will inform the re-commissioning and future procurement options to deliver a new Buckinghamshire short breaks service from 2018/19.</p> <p>The strategy will be set within available resources identified by Buckinghamshire County Council (BCC) and the Clinical Commissioning Groups (CCGs), where appropriate, with the aim to improve outcomes for both disabled children and young people and their families and prioritises resources to disabled children and young people and their families with the highest needs.</p>		Cabinet Member for Children's Services / Rona Hopwood	First notified 6/7/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Education and Skills</u>				
Dagnall Church of England School	A proposal that from 1 September 2018 Dagnall Church of England School increases its age range to admit children up to year 6 (11 years of age). If implemented the change would be phased in, starting with the admission of year 3 children from September 2018 and then to build up over a number of years.	Ivinghoe	Cabinet Member for Education and Skills / Andrew Tusting	First notified 28/2/17
Great Kimble Church of England School	A proposal that the school expands from September 2018 from being an infant school to become a combined primary school admitting children from 4 to 11 years of age. The school currently admits children from 4 to 7 years of age.	Ridgeway East	Cabinet Member for Education and Skills / Andrew Tusting	First notified 22/2/17
Proposed St Michael's Catholic School satellite school on former Quarrendon School site in Aylesbury	A proposal that St Michael's Catholic School in High Wycombe opens a secondary satellite school on the former Quarrendon School site in Aylesbury. If approved the satellite school would open in September 2018 with an initial intake of four forms of entry (120 students) and would over time build up to six forms of entry (180 students).	Stone and Waddesdon	Cabinet Member for Education and Skills / Andrew Tusting	First notified 22/2/17

Item	Description	Local Members Affected	Member(s) / Contact Officer	Comments
February 2018 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services</u>				
Business Case for Re-Commissioning of Short Breaks	To agree the full Business Case (based on the Short Breaks Strategy 2018 - 2022) for the re-commissioning of short breaks for disabled children and young people, which will include the preferred procurement option leading to the contract award.		Cabinet Member for Children's Services / Rona Hopwood	First notified 6/7/17 May contain confidential appendices
<u>Cabinet Member for Education and Skills</u>				
2019 Determined Admission Rules	Annually determined admissions policy for voluntary controlled and community schools plus the admissions scheme		Cabinet Member for Education and Skills / Debbie Munday	First notified 2/3/17
<u>Cabinet Member for Health and Wellbeing</u>				
Care market pressures	Annual response to care market pressures from suppliers		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 13/4/17

Please note the following information since the report included in the previous Cabinet agenda:-

- 3 decisions have been published but not yet taken
- 3 decisions have been taken
- 32 decisions on the forward plan are pending for July

DECISIONS TAKEN

Cabinet Member for Planning and Environment

14 Jul 2017

PE08.17 - Buckinghamshire Minerals and Waste Local Plan draft plan consultation (Decision taken)

The Cabinet Member AGREED:

1. That the Draft Bucks Minerals and Waste Local Plan 2016-2036: Preferred Options Consultation document is accepted and agreed by the Cabinet Member for community and stakeholder consultation for 8 weeks from 2nd August until 27th September 2017.
2. The Director of Growth, Transport and Development, in consultation with Cabinet member for Planning and Environment, be authorised to make any minor amendments to the document prior to consultation.

14 Jul 2017

PE07.17 - Disposal & re-letting of Moorcroft Farm House & Moorcroft Farm, Moorcroft Lane, Uxbridge. UB8 3QL (Decision taken)

The Cabinet Members:

AGREED to the sale of Moorcroft Farmhouse, the re-letting of the cottage and re-letting of the farmland.

Deputy Leader & Cabinet Member for Transportation

6 Jul 2017



T12.17 - Revocation of part of the improvement line AY-LR-01 - Stoke Mandeville Realignment (Decision taken)

The Cabinet Member:

APPROVED the partial revocation of the improvement line AY-LR-01. As shown in Maps 1 and 2.

DECISIONS TO BE TAKEN

Cabinet Member for Education and Skills

11 Jul 2017

ED08.17 - Adult Learning - future delivery options (Decision to be taken)

Recommendation

To AGREE to maintain the Buckinghamshire Adult Learning Service within Buckinghamshire County Council as a directly delivered Service

Cabinet Member for Resources and Deputy Leader & Cabinet Member for Transportation

10 Jul 2017

R03.17 - Winslow Station Car Park (Decision to be taken)

Recommendation

That Buckinghamshire County Council should retain the land required to construct and operate the proposed car park at the future Winslow East West Rail Station and not pass all the land to Network Rail as part of the local contribution in relation to the East West Rail Scheme.

Deputy Leader & Cabinet Member for Transportation

18 Jul 2017

T13.17 - Proposed 50 mph Speed Limit - Cuddington Road / Aylesbury Road (Decision to be taken)

Recommendation(s)

That the Cabinet Member for Transportation approves:-

- 1. The making and introduction of the Traffic Regulation Order comprising speed limit reduction as advertised.**
- 2. That Legal Services can then be instructed to make the Traffic Regulation Order and bring it into operation.**
- 3. All consultees are informed of the decision.**

For further information please contact: Nichola Beagle on 01296 382662

Select Committee Combined Work Programme

About our Select Committees

This work programme sets out all formal meetings of the Council's Select Committees.

The purpose of Select Committees is to carry out the Council's overview and scrutiny function. Their role is to support public accountability and improve outcomes for residents through scrutinising the work of decision-makers.

Select Committees can carry out this function either through an in-depth Inquiry or one-off item at Committee meetings.

A scrutiny Inquiry is an investigation on a topic that will lead to a report and evidence-based recommendations for change to decision-makers. The key difference between one-off committee items that are not part of an inquiry and scrutiny inquiries is that Select Committees normally only make recommendations to Cabinet as a result of an in-depth Inquiry.

Evidence for scrutiny Inquiries may be gathered in different ways depending on the topic, this includes taking evidence at formal Select Committee meetings and/or informal meetings, visits or external research. Prior to any work commencing the Select Committee will agree an Inquiry scoping document which will outline the terms of reference, the methodology and inquiry timeline.

For more details about Select Committee Inquiries and guidance please see <http://www.buckscc.gov.uk/services/council-and-democracy/scrutiny/>

[Finance, Performance & Resources Select Committee](#)

[Children's Social Care & Learning Select Committee](#)

[Health & Adult Social Care Select Committee](#)

[Transport, Environment & Communities Select Committee](#)

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Finance, Performance & Resources Select Committee				
26 Sep 2017	Budget Scrutiny 2017 - 6 month progress report	The Committee will review the progress of the implementation of the recommendations of the 2017 Budget Scrutiny Inquiry.	Richard Ambrose, Director of Finance & Assets	Cabinet Member for Resources, Richard Ambrose, Director of Assurance
26 Sep 2017	Quality Assurance and Performance Management	The Committee will be briefed on the Council's approach to Quality Assurance and Performance Management and how the Committee can contribute to this.	Joanna Sage, Head Of Insight And Business Improvement	Cabinet Member for Resources, Jo Sage, Head of Insight and Business Intelligence
14 Nov 2017	Income Generation - 12 month progress report	The Committee will receive a 12 month progress report on the implementation of the recommendations of the Income Generation Inquiry report.	Jonathon Noble, Commercial Director	Cabinet Member for Resources, Jonathan Noble, Commercial Director, Business Services Plus

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Children's Social Care & Learning Select Committee				
18 Jul 2017	The Growth Agenda	For Committee Members to hear from the Children's Social Care and Learning Business Unit about their plans around the growth agenda.	Kevin Wright, Committee and Governance Adviser	
5 Sep 2017	Children's Workforce Inquiry	To review and make an assessment of progress against the agreed recommendations of the inquiry 12 months on..	Kevin Wright, Committee and Governance Adviser	
5 Sep 2017	Education Strategy	For Members to consider the proposals for the new Buckinghamshire Education Strategy following consultation.	Sarah Callaghan, Service Director Education	
5 Sep 2017	Inquiry Scope - Permanent Exclusions From School	For the Committee to consider and agree the scope for the Permanent Exclusions from school inquiry.	Kevin Wright, Committee and Governance Adviser	
5 Sep 2017	Preventing Bullying in Schools	For the Committee to look at the work going on to prevent bullying in schools in Buckinghamshire	Yvette Thomas, Children's Policy and Equalities Manager	
5 Sep 2017	The Educational Psychology Service Action Plan	To update Members on progress with implementing the Educational Psychology Service Action Plan	Craig Tribe	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
5 Sep 2017	Update Improvement Plan and Ofsted Letter	For Members to consider the revised Ofsted Improvement Plan and to look at the issues raised by Ofsted following their monitoring visit in April	Carol Douch, Service Director (Children & Family Service)	
5 Sep 2017	Voice of the Child and Young Person Inquiry	To review and make an assessment of progress against the agreed recommendations of the inquiry 6 months on	Kevin Wright, Committee and Governance Adviser	
17 Oct 2017	Independent Reviewing Officer Service	For Members to look at the performance of the IRO service and current resourcing.	Sharon Graham, Interim IRO manager	
17 Oct 2017	National Funding Formula for Schools	For Members to consider changes to the National Funding Formula and the impact on Buckinghamshire schools.	Sarah Callaghan, Service Director Education	
17 Oct 2017	National Youth Advocacy Service (NYAS)	For Members to look at the performance of NYAS following recent management changes in Buckinghamshire.	Simon Brown, Operations Manager (Commissioning)	
17 Oct 2017	NHS England Sustainability and Transformation Plan	Understanding the impacts of integrating Health and Social Care on Children's Services including the NHS England Sustainability and Transformation Plan	David Johnston, Managing Director, Children's Social Care, Children and Young People	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Health & Adult Social Care Select Committee				
25 Jul 2017	The "Growth" agenda	For Committee Members to hear from health and adult social care colleagues about their plans around the growth agenda.	Liz Wheaton, Committee and Governance Adviser	
19 Sep 2017	Accessibility & Promotion of Services for Adults with Learning Disabilities	For Committee Members to receive a 12 month update on the progress made on the recommendations made in the above Inquiry report.	Kelly Taylor, Commissioner	Oliver Stykuc-Dean
19 Sep 2017	Care Closer to Home	For Members to scrutinise the care closer to home model which was implemented in early 2017 to ensure the quality of patient care and experience has not be affected as a result of the changes.	Liz Wheaton, Committee and Governance Adviser	Neil Dardis, Chief Executive, Buckinghamshire Healthcare Trust
19 Sep 2017	Vascular Services update on PROM project	Following the January meeting, Members will receive a further update on the results of the Patient Reported Outcome Measures (PROM) which seeks to gain feedback from patients on their experiences of care across the network.	Liz Wheaton, Committee and Governance Adviser	Aarti Chapman, Associate Director, Strategic Clinical Network and Senate Clíodhna Ni Ghuidhir, Thames Valley Vascular Network and Service Manager Annie Tysom, Senior Communications and Engagement Manager Carolyn Hinton, Quality Improvement Lead

Date	Topic	Description and purpose	Lead Service Officer	Attendees
28 Nov 2017	Hospital Discharge Inquiry - 6 month recommendation monitoring	For Members to hear about the progress of the recommendations made in the Hospital Discharge Inquiry.	Alison Bulman, Service Director (ASC Operations)	Debbie Richards, Clinical Commissioning Groups Neil Macdonald, Buckinghamshire Healthcare Trust

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Transport. Environment & Communities Select Committee				
12 Sep 2017	Modern Slavery Inquiry (Fact Finding)	<p>Members will review the Council's current approach and partnership arrangements for addressing and responding to Modern Slavery. They will also consider lessons learnt from pilot projects in other areas.</p> <p>This will be a fact finding item to gather information and help the committee identify potential areas where the inquiry could have a tangible impact, so that a detailed inquiry scope can be developed.</p>	Kama Wager, Committee Adviser	Faye Blunstone, Community Safety Officer
12 Sep 2017	The Growth Agenda in Bucks	For Members to agree the Joint Select Committee Inquiry Report: The Growth Agenda in Bucks	Kama Wager, Committee Adviser	
31 Oct 2017	Economic Development Inquiry: 12 Month Recommendation Review	Members will review and assess the progress towards completion/implementation of the inquiry recommendations.	John Rippon, Head of Growth & Strategy Development	
31 Oct 2017	Sustainable School Travel Inquiry: 6 Month Recommendation Review	The Committee will review and assess the progress towards the recommendations made within the Inquiry report, as agreed by Cabinet in April 2017.	James Gleave, Transport Strategy Manager	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
29 May 2018	Growth; Is the Council Ready?: 6 Month Recommendation Review	Members will review and assess the progress towards implementation of the inquiry recommendations.	Rachel Wileman, Infrastructure Strategy Manager	
29 May 2018	Sustainable School Travel Inquiry: 12 Month Recommendation Review	Members will review and assess the progress towards completion/implementation of the inquiry recommendations.	James Gleave, Transport Strategy Manager, Joan Hancox, Head of Transport Strategy	
6 Nov 2018	Growth Inquiry; Is the Council Ready? 12 Month Recommendation Update	Members will review and assess the progress towards completion and implementation of the inquiry recommendations.	Rachel Wileman, Infrastructure Strategy Manager	

Report to Cabinet

Title:	The New Aylesbury Library
Date:	Monday 24 July 2017
Date can be implemented:	Tuesday 1 August 2017
Author:	Cabinet Member for Community Engagement and Public Health
Contact officer:	David Jones, Head of Community Focus. 01296 382254
Local members affected:	All
Portfolio areas affected:	Community Engagement

For press enquiries concerning this report, please contact the media office on 01296 382444

This report has been taken under the General Exception Rule which means it has not had the required notice on the Forward Plan. This is due to the need to proceed quickly because of current market conditions.

Summary

The integration of lending and study services will generate savings of £87,000 per annum due to the new library requiring less staff and equipment. This saving represents an important contribution towards the library service MTP targets and will help avoid service reductions and maintain a sustainable library for Aylesbury.

The current arrangement, with lending and reference resources split over two sites, is inefficient and does not reflect the needs of our customers. The absence of a 'shop-front' makes the study centre difficult to find for some customers and disabled access is unsatisfactory.

A capital bid was submitted to enable a scheme to integrate Aylesbury Lending library with the Study Centre and create a modern state of the art Library fit for the future and appropriate for the Centre of Aylesbury. The study centre services and resources will move from the existing space in County Hall and all library services will be then be delivered from the current lending library 'shopfront' premises on Walton Street.

Some initial ideas and designs have been developed (see Appendix A) and these have been shared with elected members.

The outline design offers an attractively refurbished modern library with self-service technology, improved children's facilities, new teenage area, two meeting rooms and improved toilet and baby changing facilities.

Subject to Cabinet approval, it is proposed to deliver a number of community engagement events to involve customers and stakeholders in the development of the design.

Work would then take place to finalise the design and procure the works. It is anticipated that the scheme could take 12 weeks and so interim library services would be delivered from the study centre during this time.

Recommendation

To agree the proposal to integrate lending and reference provision in Aylesbury in principle and to undertake community engagement on the design for a new and modern library for Aylesbury

1 Narrative setting out the reasons for the decision

1.1 Key benefits of proposal;

The integration of lending and study services has been proposed because this model will deliver an improved and more accessible library service for Aylesbury at reduced cost.

A new and modern integrated library will:

- deliver a well-designed and refurbished modern library with self-service technology, improved children's facilities, new teenage area, two meeting rooms and improved toilet and baby changing facilities.
- increase the accessibility of the study centre resources ensuring an increase in usage.
- deliver increased opening hours from 43 hrs a week to 46 hrs a week.
- generate annual revenue savings of £87,000 to be realised by reducing staff numbers and equipment.
- provide a strongly branded, high quality shop front for library and council services.

1.2 Outline design

Work has taken place to develop an outline design. The floor plan and a range of 3D impressions are attached as Appendix A to this report.

This design shows only how the main elements of the scheme could work together. These are initial designs and are for illustrative purposes. The designs will be shared with library customers and stakeholders during a series of community engagement events in August.

The outline design demonstrates how all lending and reference services could be delivered from the one site. The following design work has helped to make better use of the space available:

- Create more public space by removing reception desks and introducing self-service technology.
- Reduce the staff work/rest areas and create a new flexible public meeting room space. This space could be used for additional study area capacity during peak times.
- Utilise the columns to create computer work stations.

1.3 Key features of Design

The key proposed elements are as follows:

- Comprehensive refurbishment i.e. paint/decorate, re-carpet, new furniture and shelving
- Improved ICT services
- Improved accessible public toilet and baby changing facilities
- Large flexible meeting room
- New 'island' reception area
- New teenage area
- Low energy 'daylight' lighting throughout
- Small 121 'surgery' meeting room
- New Local Studies / Tourist Information area
- Introduction of self-service technology
- Sound-proofed study / reading area
- Larger children's library with striking 'feature' furniture
- Re-modelled entrance area
- New external lighting and re-designed façade

1.4 Stakeholder engagement

Subject to Member approval, the ideas and designs for the new library will be displayed in the lending library and study centre during August and September. The local press, council eNewsletter and local posters will be used to raise awareness of the proposal.

Open days will also be organised and publicised to provide an opportunity for customers and stakeholders to meet with members of the design team to discuss the designs, offer comments and suggestions and ask questions. The designs and information will also be made available on the Council web-site.

Comment and feedback received will be used to inform the final design and this design will be communicated to customers and stakeholders along with details of interim service arrangements and timeframes for the project.

1.5 Indicative timeframes and interim service arrangements

1.5.1 Timeframes

Work will commence in January 2018 with a view to opening the new facility in April 2018.

1.5.2 Interim service

It is essential to maintain library services during the implementation stage of the project. Consideration has been given to the use of mobile libraries or alternative shop front premises in Aylesbury but by far the most effective arrangement will be to use the existing Study Centre space to deliver library services for the duration of the works.

Library staff will organise effective sign-posting to ensure that customers visiting the lending library site are able to easily find the study centre premises and library staff will also work with the Friars Square Centre to provide sign-posting for customers accessing the study centre through the shopping centre.

2 Other options available, and their pros and cons

The proposal to integrate lending and reference services and deliver a new library for Aylesbury will generate savings of £87,000. If the services are not integrated then savings would need to be found from elsewhere. One option would be to reduce the opening hours of both the lending library and study centre.

3 Resource implications

A bid for Capital Funding was agreed in September 2016 and a total capital budget of £366,000 was formally agreed as part of the Council budget in February 2017.

The new library will generate a reduction in premises and staff costs and deliver a saving of £87,000 every year.

Staff savings will be generated through a staff restructuring and it is likely that redundancy costs will apply. It is not possible to calculate the size of redundancy payments at this stage

At a time of real financial challenge, the one-off investment of £366,000 in this new library will ensure a more cost-effective and therefore sustainable library service for Aylesbury.

4 Value for Money (VfM) Self-Assessment

The integration of lending and study centre services will deliver increased value for money.

4.1 Property arrangements

The integration makes better use of space and the new library will be delivered from a site with preferential lease terms.

4.2 Revenue savings and opening hours

The new library will generate annual revenue savings of £87,000 and also result in increased opening hours.

4.3 Access and usage

The current lending library site is more visible and accessible than the study centre and study centre resources and services will benefit from increased usage as part of a new integrated library on Walton Street.

5 Legal implications

If the proposal is agreed then legal advice will be sought.

6 Property implications

Aylesbury Study Centre is part of the New County Offices (NCO). The total gross space is 420 sq. metres. Access is via the shopping centre or via steps and ramp from Walton street. The lift access is not satisfactory because customers require staff assistance in order to access the lift.

Aylesbury Lending Library is a leased site on Walton Street. The lease is for 60 years at a nominal or 'peppercorn' rent (i.e. nil) and commenced in 1987. The gross space is 883 sq. metres. The lending site benefits from ground floor level access, good footfall and an attractive and extensive shop-front.

The Library Service is currently engaged within the Council's strategic property asset initiatives. These are the Location & Asset Strategy Review (LASR) which looks at the utilisation and efficiency of the Council's portfolio and the One Public Estate initiative (OPE) which seeks to identify opportunities across a range of public sector partner's asset base and land holdings. Each initiative seeks to promote efficiency in use, lower running costs and better access to services.

In each instance, the service was represented (and continues to be engaged with OPE) in the formulation of the strategic aims and multi-agency aspirations of each of these initiatives.

As part of this engagement, there was specific consultation on the plans for Aylesbury Library. It was confirmed that this proposal does not impede any of the broader initiatives proposed under the banners above and is positively supported by Property Services as embracing the ethos of promoting more efficient use of assets, delivering lower running costs whilst providing a more customer-focussed service for the people of the area.

7 Feedback from consultation, Local Area Forums and Local Member views

Two Member briefing events have been organised to share the business case and outline design with BCC elected members.

The key areas of feedback are:

- proposal endorsed by all attendees
- request that vending or café facilities be considered
- suggestion of naming new facility to reflect modern vision for service

- consider re-positioning children's area to allow more window space

Subject to Member approval, the ideas and designs for the new library will be displayed in the lending library and study centre during August and September. Open days will also be organised and publicised to provide an opportunity for customers and stakeholders to meet with members of the design team to discuss the designs, offer comment and suggestions and ask questions. {see 1.4 Stakeholder engagement}

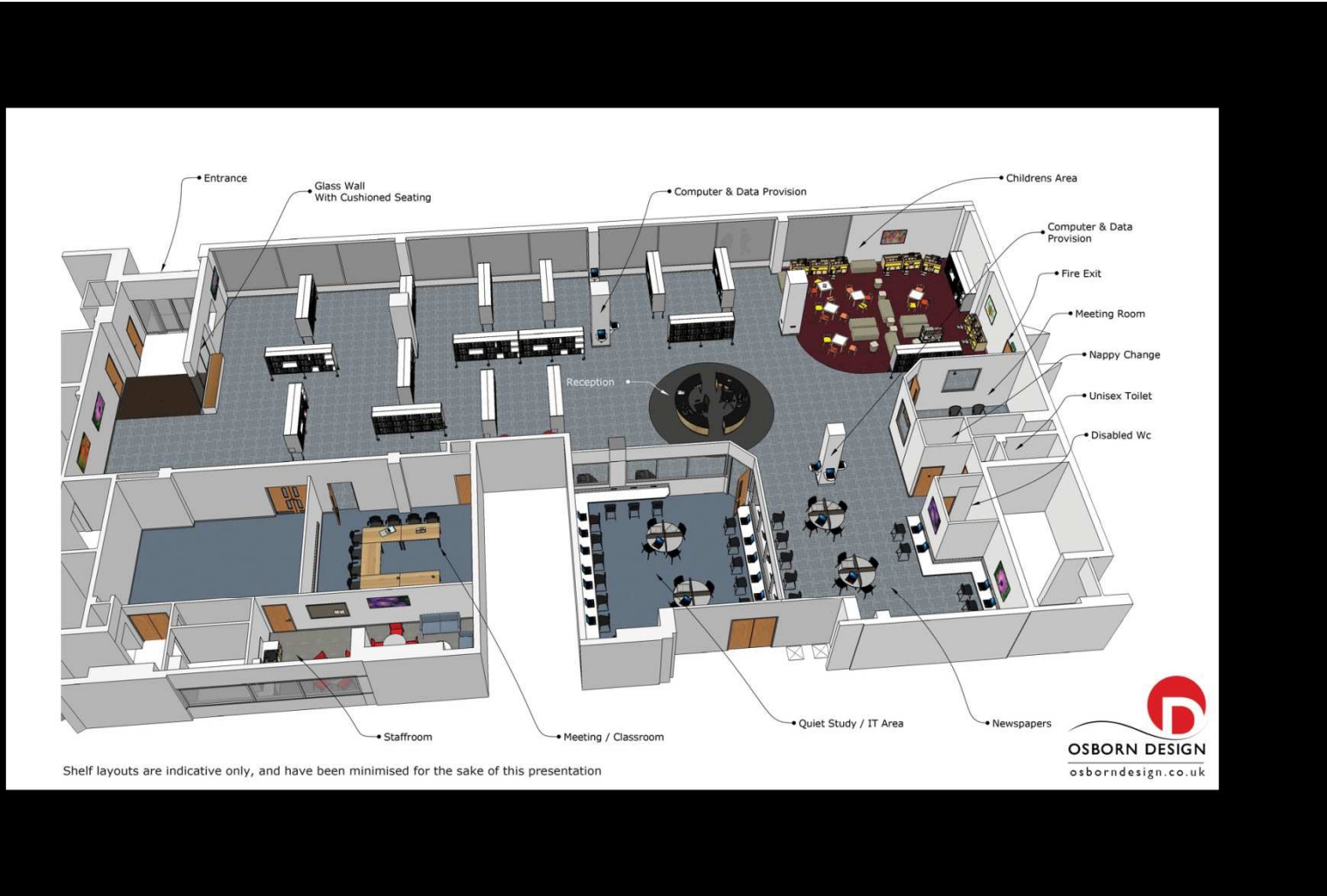
I. Communication issues

If the proposal is agreed, a media campaign to promote the community open days and engage stakeholders in developing the design for the new library will take place.

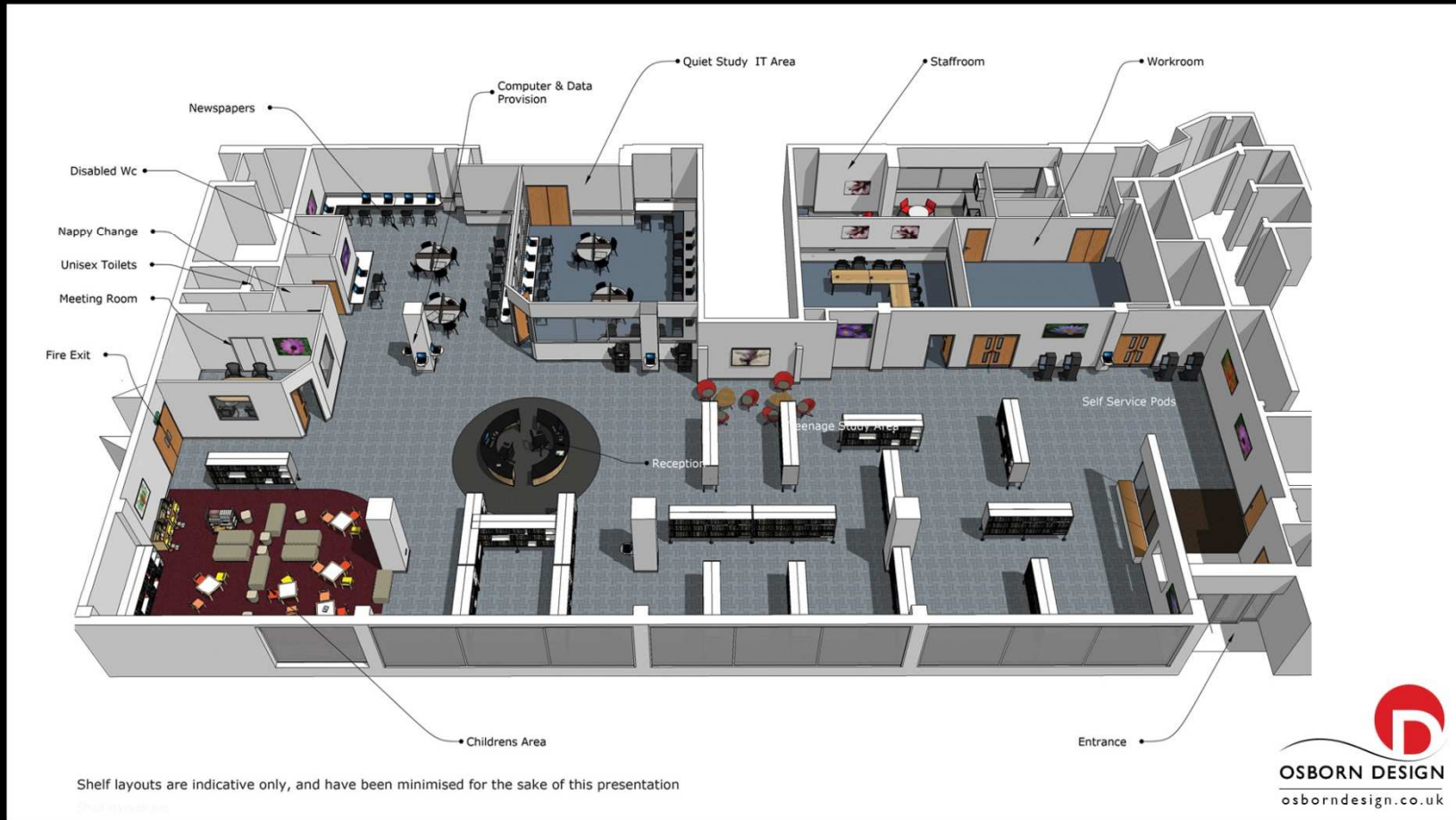
Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Member Services Team by 5.00pm on Friday 21 July 2017. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk



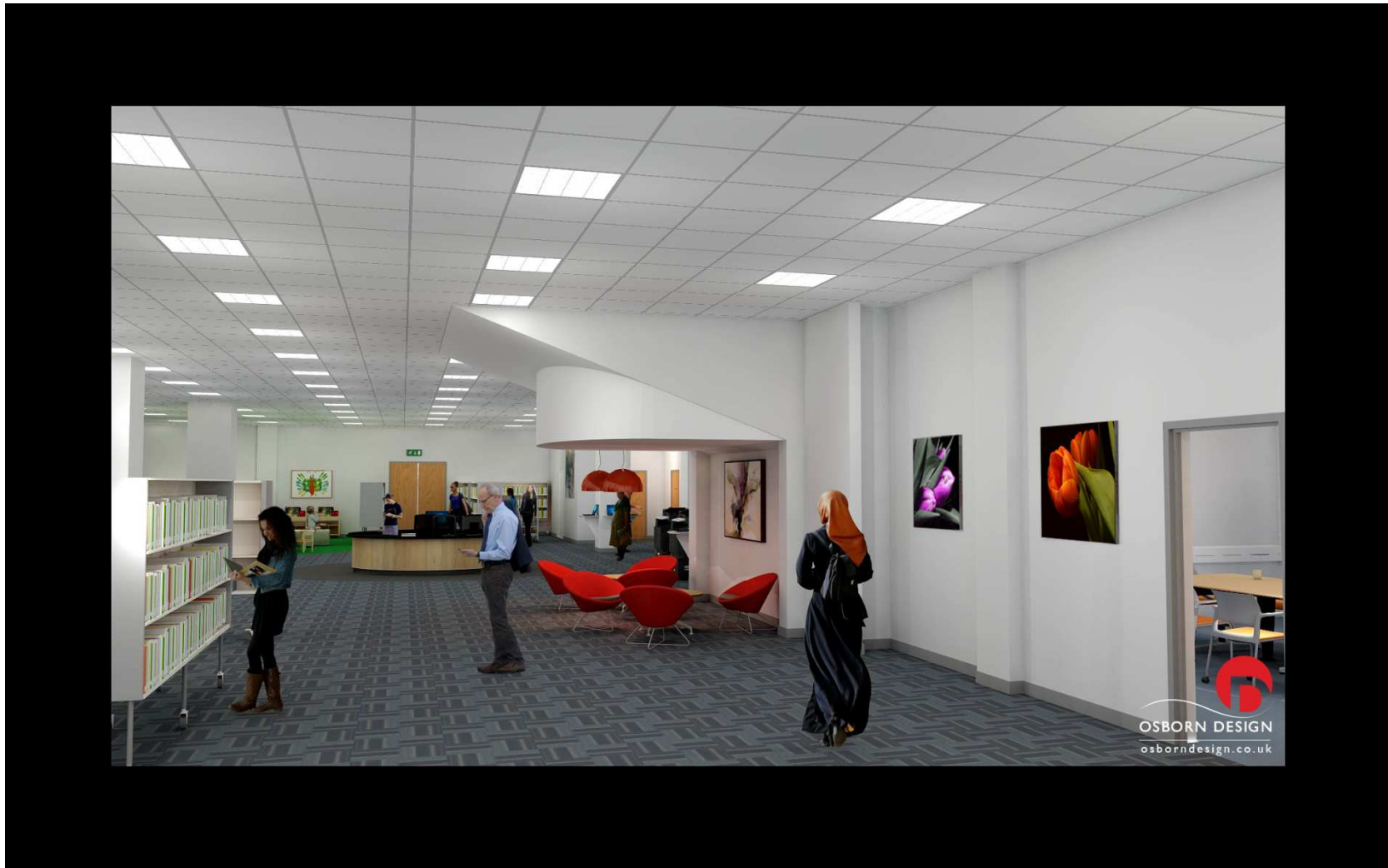
Shelf layouts are indicative only, and have been minimised for the sake of this presentation



Shelf layouts are indicative only, and have been minimised for the sake of this presentation



- On arrival showing glazing to left
- Staff pod and self service machine



- Meeting room/classroom to right
- Student area
- New reception



- Meeting room / classroom



- Main staff desk
- Study area
- Student area



- View out from study / quiet area



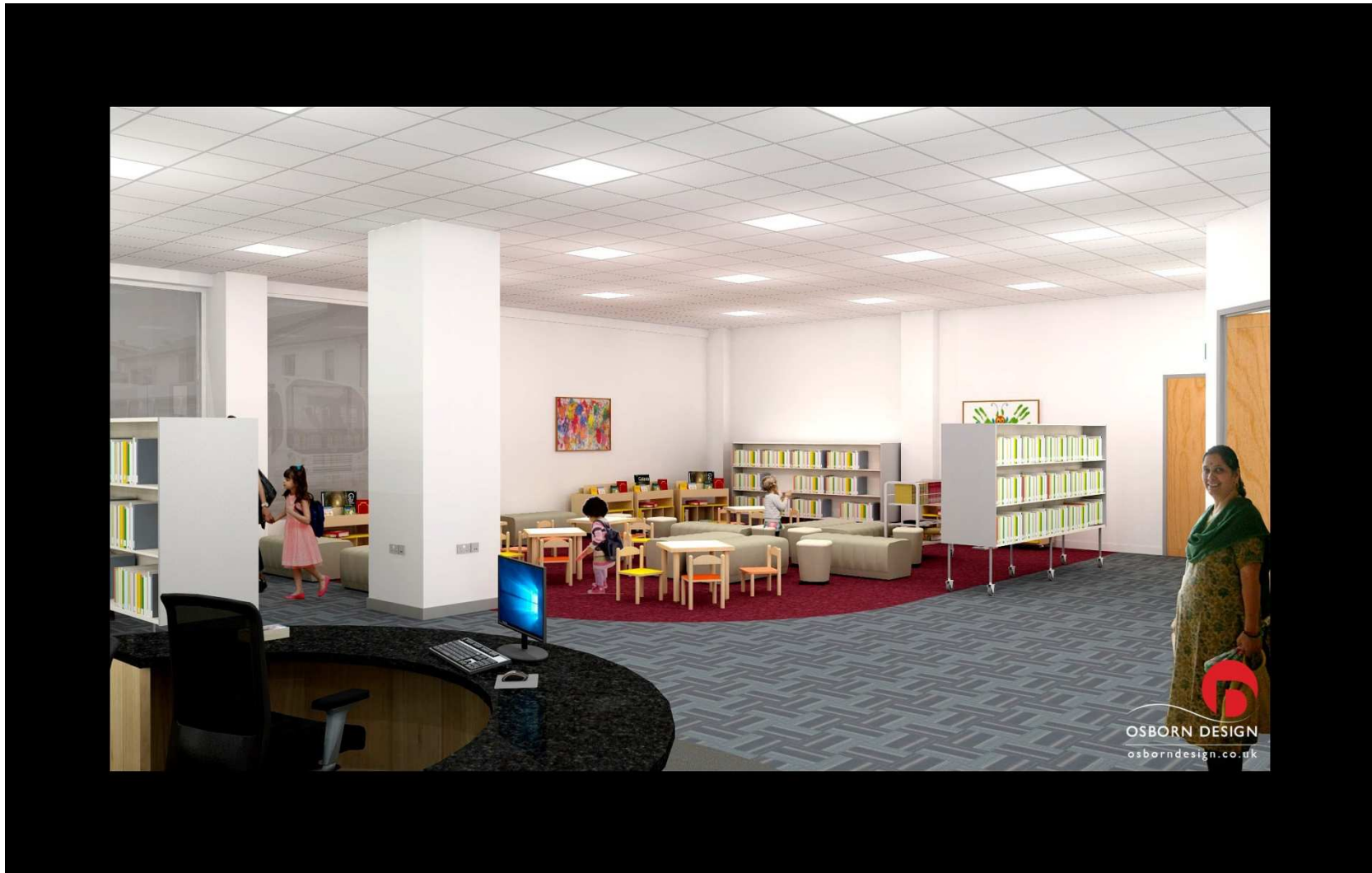
- Looking out from quiet / study area



- New WC's and nappy changing
- Study area - note laptop stations on columns
- Children's library at rear



- Student area near staff desk
- Staff pod and printing



- Children's area
- Staff desk / reception




- Children's library
- New meeting room / office
- Fire escape through double doors




- Children's library showing window frontage

Shelving



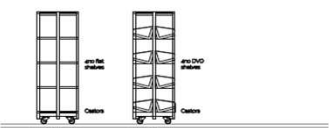
Libatone offers you an efficient shelving system that is fully customisable to meet your individual needs and requirements and optimises both space and budget. A popular choice amongst libraries, this system complements both traditional and contemporary interiors while bringing a touch of style and class - G1 to G2

Counters & IT/Study Space



Models Counter - F
Modula Staff Pods - A1 to A3 for Libatone
Study Carrel - G3
Desk 50 - desk - G4 & G2

Units G1 to G2 - Libatone shelving bay shelving systems are available with:



PEOPLE in room
PEOPLE in room
PEOPLE in room
PEOPLE in room

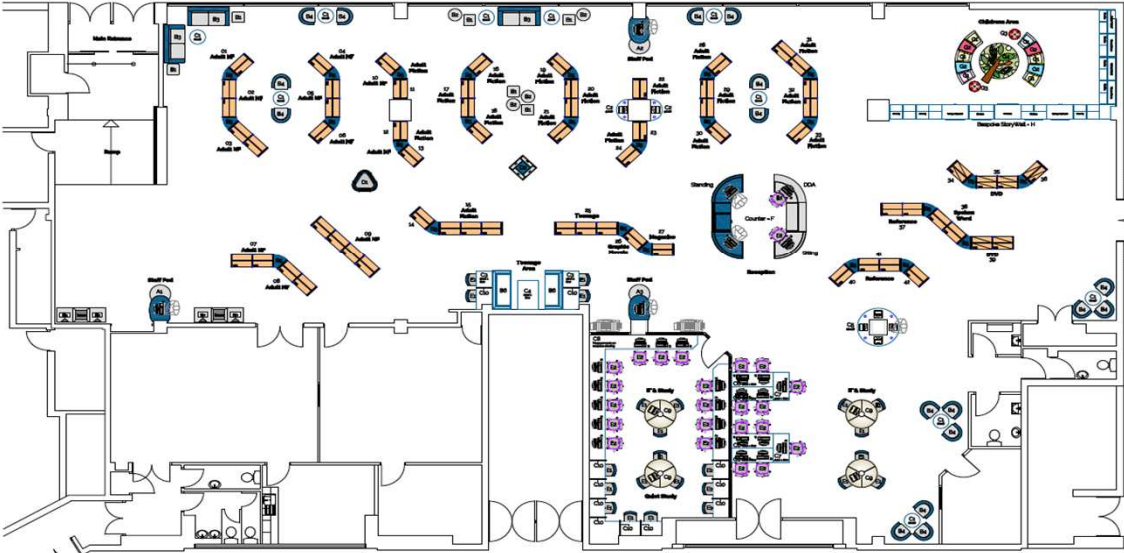
Options: Plain Timber or Colour RFC, Graphite panel
Standard colour information available upon request

Based on 2000 books per 1000mm shelf in adults, 3000 books per 400mm shelf in children and 2000 books per bookroom 2000mm


Bookstock

Adult Fiction - Large Print, Hard Backs & Paperbacks - 624000 books; 100 Linear Metres
Adult Non-Fiction - 420000 books; 84 Linear Metres
Spoken Word - 48000 Spoken Word items; 14 Linear Metres
CDs - 144000 CDs; 28 Linear Metres
Reference - 144000 books; 28 Linear Metres
Graphic Novels - 48000 books; 9 Linear Metres
Teenage & Picture books - 144000 books; 42.4 Linear Metres
Total Book Stock - 18 60000 books; 421.24 Linear Metres

IT Spaces for 2000 people; Study Spaces for 2000 people & Soft Seating for 6000 people




Adult Soft Seating & Collaboration



Common fully upholstered operators chair - E2
Humbra Tub Chair - E4
Calypro upholstered stool - B1 & B2
The Pearl sofa has a distinctive style and charm that will add a unique look to any breakout area - B3
Coffee table w/ spole legs, 600mm diameter - C1
Henley booth with acoustic qualities, to be used in teenage area - B5
Table to be used with Henley booth - C4
Elements display shelving - G4 & G2
45 degree stool to sit inbetween shelving bays - B5



Children Soft Seating & Collaboration



Tree Rug - G4
Bookroom browser complete with modular seats and browser units on castors - G1 & G2
The Todd stool is a soft seating stool with removable covers and white vinyl base - G3

Creating immediate 'Wow' in any space StoryWall is a magical oasis where children can engage in study times whilst enjoying inspirational surroundings. The StoryWall features a selection of modules especially designed to meet the display and storage needs of any library and learning space. In this particular design we have integrated shelving, seating with storage above with Story on side - H

Do Not Scale
Use Figured Dimensions Only. All dimensions to be checked on site.
Colours are for guidance only refer to samples for accurate representation.
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frem.co.uk

CLIENT: **AYLESBURY LIBRARY**

PROJECT: Library

TITLE: Proposed Library Design

DEALER:

CONTACT: DALLCOCK

DRAWN BY: C.DE FRATES


DATE: MARCH 17

REVISION:

SCALE: 1:75 @ A1

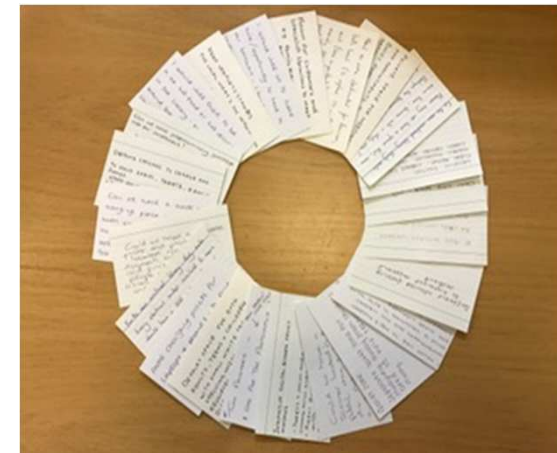
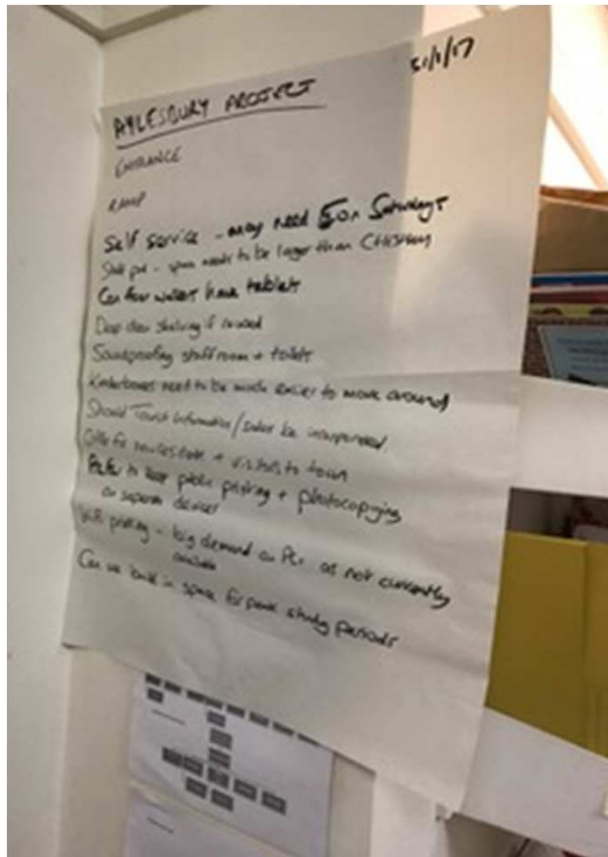
QUOTE NO: G29001

DRAWING NO: **0308D2L**



Complete, inspired design solutions

- Furniture concepts



- Staff ideas

Colour Scheme

White carcass, Ambers, Grotto & Marmas
IC Grape Vinyl

PLAN VIEW

SEEN VIEW OF STORYWALL H

BACK VIEW OF STORYWALL H

FRONT VIEW OF STORYWALL H, SHOWING STORY TEXT

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+44(0)1604 750507
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CLIENT: **AYLESBURY LIBRARY**

PROJECT: Library

TITLE: Proposed StoryWall®

DEALER:

CONTACT: DALLCOCK

DATE: MARCH 17

REVISION:

SCALE: 1:25 @ A1

QUOTE NO: Q29001

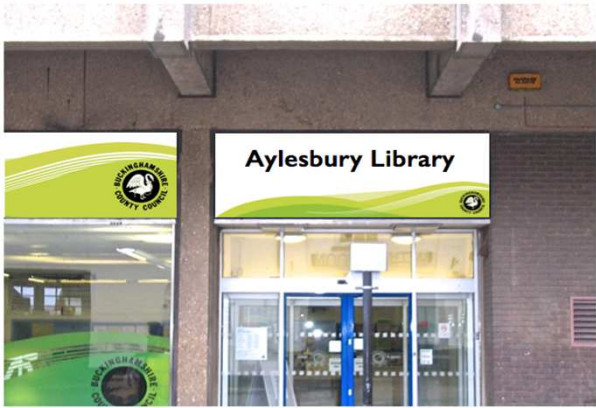
DRAWING NO: **0308D3R - 1**

Complete, inspired design solutions

- Children's play wall

Ideas for external facia

60



Report to Cabinet

Title:	Alternative Service Models - Lessons Learned
Date:	Monday 24 July 2017
Date can be implemented:	Tuesday 1 August 2017
Author:	Leader of the Council
Contact officer:	Sarah Ashmead, Assistant Chief Executive
Local members affected:	All
Portfolio areas affected:	All

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

The purpose of this report is to review the progress of a range of alternative service models which were developed to deliver services on behalf of the County Council, and to consider lessons arising from the process to date.

Recommendation

Cabinet is asked to:

- i) note the progress of the individual service models;**
- ii) agree the recommendations in the report for the development of current and future models;**
- iii) agree to receive a report in six months on the Council's progress in implementing the recommendations.**

Background

1. Over recent years, the Council has increasingly moved towards a commissioning model for the delivery of local services. Key drivers for change have included:
 - Financial Savings
 - Income generation
 - Opportunities to access external funding
 - Resilience – particularly for small, specialist services
 - Innovation to achieve service improvement.

2. In 2016/17, approximately 70% of the Council's expenditure was spent on externally commissioned services.
3. A range of different operating models and commissioned services have been developed according to the needs of different services. These include for example:
 - shared services with other authorities (for example, the Trading Standards service with Surrey County Council; the shared legal, HR and payroll services with London Borough of Harrow)
 - community delivery models (community libraries and youth centres)
 - commissioning the voluntary and community sector (for example Barnardos)
 - joint ventures with the private sector (for example Ringway Jacobs).
4. Like a number of other authorities, the County Council has also been involved in the development of delivery models which have been resulted in the establishment of separate legal bodies. These "Alternative Delivery Vehicles" (ADVs) have provided the opportunity to explore the benefits of new forms of governance and legal arrangements in the provision of public services. They have taken a variety of different forms from independent Trusts through to wholly owned subsidiaries.
5. In Buckinghamshire, the following delivery vehicles have been established since 2013:
 - Buckinghamshire Learning Trust (BLT)
 - Bucks Care
 - Adventure Learning Foundation (ALF)
 - Bucks Law Plus
 - Buckinghamshire Museum Trust.
6. Each of these bodies established their own internal governance arrangements to manage their business – for example the BLT Board within the Trust. In addition, in each case, the Council developed internal governance arrangements to oversee its relationship with the individual organisation, and to hold each new organisation to account for the delivery of services commissioned by the Council. These arrangements included the shareholder commissioning group for Bucks Care and the commissioning groups for ALF and BLT, comprising Cabinet Members and senior officers. Taken together, these delivery vehicles have reduced the Council's spend by £4.3m to date, rising to £4.6m by 2019/20.
7. In line with the recommendation from Budget Scrutiny in February 2017, Cabinet commissioned a review of the progress of the alternative delivery vehicles, and the lessons arising from the Council's experiences with these models.
8. The purpose of the report is to review the progress of the delivery vehicles to date and consider lessons which will benefit the organisation in future projects. The review has been undertaken by revisiting the original published business cases for each of the delivery models and comparing these against actual financial and performance monitoring information in order to assess the degree to which the benefits have been delivered. In each case, the review has also considered local and national developments which have taken place since the

establishment of the delivery vehicles and the options for future service delivery. In addition, the review draws on the findings of internal audit reviews of Buckinghamshire Care, Bucks Learning Trust and Adventure Learning Foundation over the past 3 years.

Performance of Alternative Service Models

9. A template setting out key information about each delivery vehicle is attached to this report. Key issues are summarised below.

Bucks Law Plus (Appendix 1)

10. Buckinghamshire Law Plus Ltd. was created in 2014 as a 'shell company' in order to trade with external clients within the increasingly rigorous compliance framework set out by the Solicitor's Regulation Authority.
11. No new senior management posts were created and no budget or staff transferred to the company. Existing officers discharged administrative roles on the company board. The company generated revenues of £186,000.
12. The County Council subsequently entered into a shared service with HBPL which is projected to make savings of £600k p.a. by 2019/20. Staff transferred to HBPL and are no longer working on behalf of BLP Ltd. The decision was therefore taken to dissolve Bucks Law Plus. No net costs were incurred by the Council in relation to BLP during its lifetime and decisions were taken on a clear business basis both in relation to the creation and cessation of the company.

Bucks Museum Trust (Appendix 2)

13. The Bucks Museum Trust was established as a company limited by guarantee in 2014. The services transferred to the Trust represent 4% of the Council's budget for Community Engagement services in 2016/17.
14. Since the transfer, the Trust has been delivering services to our specification, and within budget. There have been some slight variations from the original business case but on the whole the performance of the Trust is in line with the projections. The Trust has realistic aspirations for growth and becoming more self-sustaining, through developing additional SLAs with smaller collections and museums, and accessing new funding streams. It has recently been announced that the Trust's application to the Arts Council of England to become a National Portfolio Organisation has been successful, resulting in an award of £400k over 4 years from 2018.
15. The Trust is managing its finances appropriately and is managing to deliver a small surplus (estimated £25k this year) which it is holding as reserves in line with Charity Commission recommendations. The Trust model has achieved savings of £59k p.a. from 2016/17 (£181k cumulative savings for BCC over the first 4 years of operation).

Buckinghamshire Care Ltd (Appendix 3)

16. Bucks Care was established in 2013 by the Council as a Local Authority Trading Company (LATC) to provide adult day care, respite and reablement services for people eligible for social care services. A key reason for setting up Bucks Care was to be able to 'directly' provide services to clients in receipt of direct payments & self-funders, which the County Council was not able to do at the time. This was subsequently changed by the Care Act.
17. The annual contract with the Council was £8m. The model delivered savings to the Council, which had built up to be £1.4m p.a. from 2016/17, on both contract costs and service delivery. This was in line with projected savings. The services transferred to Bucks Care represented 6.2% of the Council's budget for adult social care services in 2016/17. Approximately 5.5% of people in receipt of adult social care services across the county were supported by Bucks Care.
18. In December 2016, the County Council took the decision to end the contract. This was largely due to concerns around the quality of care and safety of service users at Seeleys House respite-care, following an inspection by the Care Quality Commission in November 2016. These concerns were compounded by the management and financial difficulties at Bucks Care which had emerged in mid-2016. The staff and services were transferred to the County Council in January 2017 and an improvement action plan put into operation. Consideration is currently being considered to the options for the provision of the services in the longer term.

Bucks Learning Trust (Appendix 4)

19. The BLT was established in 2013 in order to deliver school improvement services on behalf of the County Council. The contract is due to expire in 2018, although there is provision for an extension.
20. The key focus of the BLT is to improve the % of pupils attending a school judged as Good or Outstanding by Ofsted, and there has been steady improvement against this indicator in recent years.
21. The grant provided by the County Council to BLT reduced from £8.0m in 2013/14 to £6.8m in 2016/17. It has further reduced to £5.6m in 2017/18 following further cuts to government grants. The services transferred to BLT represented 8.7% of the Council's budget for education services (excluding Direct Schools Grant) in 2016/17.
22. The Council is currently in discussion with the BLT about the management of these grant reductions, and the future landscape in relation to school improvement services. The emerging local children's education and skills strategy for Buckinghamshire will set a clear direction on what is required. Subject to consultation and decision making on the strategy this will set the framework for the Council's future role in school improvement, its service delivery model and, therefore, its commissioning relationship with BLT.

Adventure Learning Foundation (Appendix 5)

23. ALF was established as a charity in 2013 to take on the running of Green Park Outdoor Education and Training Centre and Shortenills Environmental Education Centre and the provision of outdoor education activities.
24. Whilst ALF has been successful in delivering outdoor education opportunities for children and young people, the ongoing challenge for the charity remains the need for significant investment in the facilities available in order to provide a competitive offer to schools in Buckinghamshire and beyond.
25. The Council has been proactive in supporting ALF to date, including through the provision of working capital loans and investment funding. We are closely monitoring ALF's financial performance in order to manage the risks around its future sustainability, and also developing contingency plans for the site.

Key Lessons for Future Service Models and Recommendations

26. A number of lessons have been identified which can be applied both to current and future service delivery models. A consistent theme is the need to apply greater scrutiny and monitoring of the activities of the new businesses, and the management controls, particularly during the start-up phases of operation when the risks are heightened. It is also notable that the external environment has changed significantly since these vehicles were originally established, and the Council needs to retain the flexibility to respond to the changing landscape and review its strategy for service delivery over time.

Start Up Phase

27. The initial emphasis for the alternative delivery vehicles was to reduce the Council's direct involvement in running services, with the intention of promoting commercialisation and innovation. Whilst governance arrangements have been in place in all cases, it is proposed that in the future, any similar type of delivery vehicle should be established within a tighter governance framework and with greater input at the start of the process to ensure the new organisation makes a solid start.
28. In the case of any new service delivery vehicle in future, it is recommended that:
 - A full internal audit should be undertaken within six months of go live, in order to provide assurance about the governance arrangements and identify any issues. A further internal audit should be triggered in the event of any change in financial system, change in key controls and/or change in key personnel;
 - An independent challenge of both the service and financial risks of the business case should be undertaken prior to the handover of business, and a well documented risk management strategy should be produced which specifies those risks that the Council is sharing, retaining or transferring;

- Risks associated with new delivery vehicles should be included on the Business Unit risk register of the relevant Business Unit.

Outcomes

29. Whilst the business cases for the new delivery vehicles were very precise in relation to savings targets, the outcomes which were expected in relation to customer experience and service quality were not always specified as clearly as they might have been. These are critical to the Council in being able to judge performance and understand triggers for intervention/exit.

30. In the case of Bucks Care, there was evidence of a loss of sight of users and their families and they were not engaged sufficiently in care. Users have to be placed at the centre of the Council's systems and processes to ensure that they are supported to achieve good quality lives. In the case of Seeley's House, we are now working much more closely with service users and carers to keep them informed and engaged and to understand the service as they experience it.

31. It is recommended that:

- Each business case should identify specific performance measures and targets in relation to customer satisfaction and the quality of service delivery, as well as financial performance. The performance regime should then focus on ensuring that these outcomes are delivered;
- Systems and processes need to be established for the systematic engagement of users and carers for all social care services.

Governance

32. Governance arrangements had been established for each of the new service models, involving both senior officers and Members, with the aim of holding the delivery vehicle to account for performance. However, the review has identified some concerns about the frequency of meetings as well as the scope and focus of the discussions. For example, in the case of Bucks Care, the meetings of the Shareholders Commissioning Group (the Council's internal group overseeing the relationship with Bucks Care) focused primarily on financial performance. However, it should also have had a clearer remit in relation to quality of care and been supported to take a more robust and thorough approach triangulating contract monitoring information with service user and carer feedback and information from care managers as well as financial information.

33. In terms of frequency of monitoring, it is recognised that start-up businesses are particularly vulnerable and the risks associated with them should be closely scrutinised in the initial phase of operation. Monitoring arrangements need to be sufficiently frequent to be able to pick up any issues in sufficient time to take appropriate remedial action.

34. It is recommended that:

- The terms of reference of each of the commissioning groups should be reviewed to ensure that the scope of the meetings covers service quality and user experience as well as financial performance. Going forward, the terms of reference should be reviewed on an annual basis by the Regulatory and Audit Committee;
- Annual training should be provided for officers and Members appointed to such governance boards to ensure that they have access to the skills, expertise and advice required to fulfil their roles;
- Governance boards should meet more frequently in the early days of a new delivery vehicle, with meetings reducing over time as confidence is gained in the ability of the organisation to deliver the desired outcomes;
- An annual report should be presented to Cabinet on the performance of individual delivery vehicles, specifically Bucks Learning Trust, Adventure Learning Foundation and the Museum Trust.

Contract Management

35. Contract management in relation to the new service models has not always been as robust as would be expected with commercial suppliers and the Council's approach has sometimes been too light touch. This was a particular issue with Bucks Care. In this case, contract monitoring should have coordinated intelligence from different sources – including users, carers, care managers, complaints etc - and triangulated this with performance data to ensure an accurate picture was developed about performance. Although numerical performance and financial data was considered, insufficient attention was given to other information which could have indicated emerging concerns in relation to Bucks Care prior to the CQC inspection in Autumn 2016.

36. In future, contract managers should ensure that they collect and take account of a wide range of data and information including views of users, partners and other stakeholders and report these regularly to senior officers and governance structures. Contract management processes should distinguish between existing and new businesses, and recognise the risks associated with newly formed businesses in terms of the frequency and rigor applied to the scrutiny of performance.

37. It is recommended that:

- For commissioned services, commissioning should co-ordinate and collate contract management information and ensure a full and detailed picture of commissioned services is understood and communicated to stakeholders;
- In the case of new businesses, contract managers should produce a monthly report on services for senior managers and Members outlining any issues of concern and also areas of good practice;

- In the case of alternative delivery vehicles, Commissioning Groups should determine key triggers for escalation/intervention, which should include any delays in providing the Council with accurate or timely access to financial information;
- Reports to Commissioning Groups should present a wide range of data and information including views of users, partners and other stakeholders, complaints information and data about service quality, according to a rigorous schedule;
- In the case of registered services, commissioning should work closely with CQC/OFSTED on inspections of services and ensure that action plans are robust and actions delivered.

Support Services

38. The County Council's Operating Framework made provision to allow new service delivery vehicles to withdraw from BCC support services after one year. The purpose of this was to give the new companies the flexibility to move to alternative arrangements to encourage the commercialisation of the business. It also provided an incentive to internal support services to be as competitive as possible. This approach has however caused a number of issues. The reduction in the use of support services had an impact on the economies of scale available to these services and therefore their viability. Furthermore, as delivery vehicles have developed separate finance and HR systems, the Council's ability to oversee key management information was reduced. A similar issue arose in relation to health and safety; where delivery vehicles opted out of the County Council's health and safety service, the Council's line of sight on the health and safety standards of service provision was reduced.

39. It is recommended that, unless exceptional circumstances can be demonstrated, any future ADVs should normally be expected to continue to use the Council's support services.

Future Development of Alternative Delivery Vehicles

40. A guidance document has been developed for officers which takes account of the lessons learned and clarifies roles, responsibilities and processes in relation to the establishment of any future delivery vehicles. This will ensure that the lessons identified are consistently applied across the Council.

Monitoring

41. This report contains a series of recommendations for developing the Council's approach to establishing and commissioning alternative models of service delivery. It is proposed that Cabinet should receive a further report in six months setting out the Council's progress in implementing these recommendations.

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Member Services Team by 5.00pm on Friday 21 July 2017. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Appendix 1 - Buckinghamshire Law Plus Ltd.

Executive Summary

- Buckinghamshire Law Plus Ltd. was created in 2014 as a 'shell company' in order to trade with external clients within the increasingly rigorous compliance framework set out by the Solicitor's Regulation Authority.
- Unlike other Alternative Delivery Vehicles, no new senior management posts were created except those discharged by existing officers to fulfil administrative roles on the company board and no budget or staff transferred to the company.
- The company has generated revenues of £186,000.
- BCC has subsequently entered into a shared service with HBPL which is projected to make cumulative savings of £600k over a 4 year period. Staff have transferred to HBPL and are no longer working on behalf of BLP Ltd.

Background and Context

Buckinghamshire Law Plus Ltd (BLP) was an 'Alternative Business Structure' (ABS) for legal services, with 95% owned by Buckinghamshire County Council (BCC) and 5% by Buckinghamshire and Milton Keynes Fire and Rescue Service (BMKFR). The company was set up in to allow the council's legal team to trade on a commercial basis with non-public sector clients, which has to date been a requirement of the Solicitors Regulation Authority (SRA). In August 2014, BCC became the first local authority to be awarded ABS status.

This was an impressive achievement for the legal team and the council and an important milestone in the commercialisation of our services, for which we won the Legal Team of the Year at the Lawyers in Local Government Awards (2014).

The operating model for the company differs in a number of significant ways from other 'Alternative Delivery Vehicles' established by the County Council:

1. There was no TUPE transfer of staff to the new organisation; solicitors opted onto dual contracts with BCC and BLP to allow them to undertake work.
2. No new management was recruited for the company (e.g. Managing Director). Director roles were created as a requirement of setting up the company but these were fulfilled by existing officers and Members of BCC and BMKFR.
3. There was no transfer of budget or any contract or funding agreement in place between BCC and BLP.
4. There was no transfer of leases for office accommodation and no transfer of support services budget (nor any intention that there ever would be).

In summary, the company was established as a means by which to undertake commercial work while maintaining compliance with SRA regulations but in all material respects acts as a 'shell' company.

There are two statutory roles required by the company:

- Compliance Officer for Legal Practice (COLP) – currently Graham Britten (also Director of Legal and Governance, BMKFR)
- Compliance Officer for Finance and Administration (COFA) – currently Mark Preston (also Resources Finance Director, BCC)

Performance

In its first full year of trading (15/16), the company generated revenues of £186,000. A loan of £100k was provided for start-up costs and this was repaid in full in 2016/17.

Overall, the legal team generated external revenues of £598,000 but the majority of work (£412,000) was received directly by the County Council's Legal Services Trading Account.

This was a deliberate strategy to maximise the net revenue received as local government is the most efficient tax model but having the ABS in place allowed us to do work with clients that the compliance framework set by the SRA would not otherwise allow. To that end, BLP Ltd. performed its intended function well.

Subsequent Developments

An options appraisal for Legal Services was undertaken in November 2014, which considered a number of options for the future of the service. In April 2015, Cabinet agreed the recommended option to enter into a shared service with the London Borough of Harrow – becoming the largest customer of HB Public Law (HBPL), the largest local government legal practice in the country, hosted by Harrow Council.

The business case was predicated on the greater efficiencies offered by a larger legal practice and the greater range of specialisms which will reduce the amount of work that is commissioned to external law firms. The financial modelling in the business case produced council-wide savings projections of £600k p.a. from 2019/20 onwards. The profiling of these savings is as follows:-

16/17	17/18	18/19	19/20
-200	-100	-200	-100

To support this, BCC staff TUPE transferred to Harrow Council in July 2016. Solicitors are still based at County Hall, Aylesbury as a 'branch office' in order to provide an on-site presence and maintain high standards of customer care but are now under the line management of HBPL. In line with this strategy, all fee-earning solicitors have resigned from BLP and so the company no longer has the capability in practice to trade.

Current Status and Future Developments

On 30th September 2016, all legal instructions and cases were transferred to HBPL. BLP has no live legal matters and is not currently pursuing new business. This led to the view that it would be a logical time to consider the future of the company, including the option to dissolve it. A decision was taken by the Cabinet Member for Resources and by the BLP Board to bring the company balance sheet to a break-even position and dissolve the company.

Appendix 2 - Bucks County Museum Trust

Executive Summary

- The Bucks County Museum Trust was established as a company limited by guarantee in August 2014.
- Since transfer the Trust has been delivering services to the County Council's specification, and within budget. There have been some variations from the original business case but on the whole the performance of the Trust is good.
- It has realistic aspirations for growth and becoming more self-sustaining, through developing additional SLAs with smaller collections and museums, and accessing new funding streams.
- Its work with community and heritage groups across the county is broadening the range and appeal of its offering, to ensure that the museum service remains relevant and beneficial to our residents.
- The Trust model has achieved savings of £59k p.a. (from 2016/17 onwards) which is slightly below that originally planned.

Background and Context

The Buckinghamshire County Museum attracts around 90,000 visitors and provides educational visits to over 14,000 school children each year. The museum site in Aylesbury Old Town also contains The Roald Dahl Children's Gallery. The Resource Centre in Halton is home to the 150 year old museum collection containing 130,000 objects which represent the heritage of the county.

The Museum works in partnership with Bucks Archaeological Society which owns the Church Street site in Aylesbury and owns the museum collections pre-1957. The site is leased to BCC at a peppercorn rent for 125 years with the legal conditions placed on BCC that the building is maintained and the collections are cared for to museum accreditation standards. The Museum is accredited through Arts Council England. The other key partners are the Museum Friends and Patrons who support collections acquisition and conservation and volunteer across both Museum sites.

The Bucks County Museum Trust was established as a company limited by guarantee with exclusively charitable objects. The Museum is accredited by Arts Council England. Dr Bob Sutcliffe was appointed as Chair of the Trust and a further five trustees have been appointed including Cllr Bill Chapple as the BCC trustee. The skills base and experience of the trustees is wide and covers finance, HR, marketing, heritage, local government and the charitable sector.

Charitable status brings a number of financial benefits: Charitable rates relief obtained of 100% at Missenden Store, 90% at Halton MRC and 85% at Church St. Each year this saves around £48,000. The public purchase of Roald Dahl Children's Gallery tickets and donations for projects are eligible for gift aid – realising extra income of £10,700 in 2016/17. The Trust has a range of other fundraising possibilities e.g. membership scheme, legacy funding, more association between the public and a charity for philanthropic purposes than BCC, and commercial partnerships/sponsorships. Additionally, some streams of grant funding are only available to charities.

The relationship between BCC and the Bucks County Museum Trust is well developed.

Regular review meetings are held at 2 levels: quarterly service review meetings between the BCC Contract Manager and Museum Director and twice-yearly Executive Committee meetings which also include Chair of Museum Trust, Cabinet Member for Community Engagement and Communities Service Director. One of these meetings each year is the formal annual review of performance.

Performance

The Funding and Management Agreement includes performance measures in relation to visitor numbers and school visits. If either of these drops by more than 15% of benchmark (2013/14) levels, this will trigger a review, while taking into account strategic decisions which may affect these levels.

Actual Performance:

	2013/14(benchmark)	2014/15	2015/16	2016/17
Total Attendance	91088	85292	89163	88874
Schools attendance	15391	13194	14311	14990

In addition, the following areas are reported on:

- Current and future exhibition programme
- Development and approval of a revised forward plan and financial plan projections
- Proposals for acquisitions using the Purchase Fund
- Acquisitions, disposals and loans over the period
- Achievement of full museum accreditation status under the ACE scheme.
- Summary update on key partnerships and attendance at scheduled partner/stakeholder meetings
- Compliments and complaints.
- Health and Safety.

The service review and monitoring reports ensure that museum delivery meets the required objectives and continues to contribute to the Council's strategic priorities.

Financial Performance against original/business case:

BCC contribution	2014/15	2015/16	2016/17	2017/18
Planned	435k + 26k	420k + 10k	400k	400k
	<i>transition funding</i>	<i>transition funding</i>		
Actual	448k + 26k	435k + 10k	414k	414k
	<i>transition funding</i>	<i>transition funding</i>		
BCC savings	25k	38k	59k	59k

The Trust is managing its finances responsibly and is managing to deliver a small surplus which it is holding as reserves in line with Charity Commission recommendations. The Trust has achieved £59k savings p.a. (from 16/17 onwards) and will achieve £181k cumulative savings for BCC over the first 4 years of operation. This is slightly below the planned savings, due to incorrect assumptions in the business case about charitable rates relief on properties and the salary uplift awarded to staff in 2014 which BCC agreed to honour.

Current Status and Future Developments

The Bucks County Museum Trust has run a successful exhibition and events programme since spin out, and is developing its programming to appeal to the changing demographic of the county. The Trust has recently re-launched its Roald Dahl Children's Gallery, having raised funds to refresh the gallery last year. The gallery is a very popular choice for visiting school groups as well as local families. It is hoped that the relaunch will improve falling visitor numbers.

Subject to final auditor's adjustments, the budget for 2016/17 indicates a net surplus of around £20k, which the Trust is keen to build into a healthy reserve over the next few years. The BCC management fee is now fixed at £400k per annum until the end of the first year 5 year funding period, after which time a new funding package will be negotiated to take effect from 2019/20.

The Museum Trust is working to become increasingly self-sustaining, and is working on a commercial membership scheme, to add to the support of its successful Friends and Patrons scheme. It has recently been announced that the Trust's application to the Arts Council of England to become a National Portfolio Organisation has been successful, resulting in an award of £400k over 4 years from 2018. It is developing new collections care and management SLAs to generate additional income – specifically with The Embroiderers Guild and The National Paralympic Heritage Trust. The Trust also has aspirations to work more closely with other Culture and Leisure services. The current Museum Director recently retired and a new director has been appointed to start in August.

Appendix 3 – Bucks Care

Executive Summary

- Bucks Care was established in October 2013 as a wholly owned subsidiary of Buckinghamshire County Council to provide day care, employment, respite, reablement and laundry services to 900 social care clients and their families
- A key reason for setting up Bucks Care was to be able to provide services to clients in receipt of direct payments & self-funders, which the County Council was not able to do at the time. This was subsequently changed by the Care Act.
- In December 2016, the Council concluded that it had lost confidence in Buckinghamshire Care's ability to manage and deliver services to the high standards required
- Services and eligible staff were transferred back 'in-house' in January 2017. Consideration is currently being considered to the options for the provision of the services in the longer term.
- An improvement action plan was developed and initiated to improve service quality. Actions have been taken to address the weaknesses identified, and lessons arising from the relationship with Bucks Care have been assessed.
- The annual contract with the Council was £8m (6% of Adult Social Care (ASC) expenditure). The model delivered savings to the Council which have built up to £1.4m p.a. by 2016/17 on both contract costs and service delivery.

Background and context

Buckinghamshire Care was established in October 2013 as a limited company known as a Local Authority Trading Company (LATC) and as a wholly owned subsidiary of Buckinghamshire County Council. The company provided day care, employment, respite, reablement and laundry services. It employed 394 staff (approx. 250 FTE).

Buckinghamshire Care Ltd managed two services which are regulated by the Care Quality Commission (CQC) – one of these services was respite care which is based in Seeleys House, Beaconsfield. The service can provide overnight respite care for up to 12 adults with learning disabilities, autism and physical disabilities.

At the time Buckinghamshire Care Ltd was established it was anticipated that such a vehicle could increase business and sell services outside the county. A Shareholder Commissioning Group was created to enable oversight by BCC and provide assurance to the Council. Membership of this Group included the Cabinet Member for Health and Wellbeing, the Cabinet Member for Resources, the Director of Adult Social Care, the Director of Finance & Assurance and the Director for Service Provision. The contract for social services was commissioned and contract managed by Adult Social Care.

The contract period was for three years from October 2013 with a possible extension of a further two years to 30 September 2018. This option was not taken but the contract was extended until the end of March 2017 while future plans were being considered. The annual contract value for Buckinghamshire Care was approximately £8m.

Performance

a. Financial

During the first year of trading (2014 /15) a break-even position was anticipated. However at year-end, on the instruction of Grant Thornton, an additional charge was made to Profit & Loss

of £600, 000 creating a loss for the year. This related to pension deficit accounting criteria, which are different in the private from the public sector. Prior to this advice being received, BCC was not aware of this requirement and it had not been highlighted as part of the business case prepared for the Council.

In 2015/16, Bucks Care exercised their right not to use SAP (the County Council's finance and human resources business system) and purchased an alternative financial system which resulted in reduced visibility of trading performance. The expected outturn was reported to the Council (via the Shareholding Commissioning Group) in April 2016 as a breakeven position.

In February 2016 the Finance Director of Bucks Care left, followed by the Managing Director in June 2016. Following an investigation by an interim Financial Director appointed by Bucks Care, the outturn was revised to a loss making position of £900k in July 2016, and a potential loss of £1.2m was forecast for 2016/17. The interim MD and FD in Bucks Care developed a recovery plan with the aim of reducing the forecast loss for 2016/17 to £900k and break-even in 2017/18. This plan included a robust restructure of staffing across the organisation.

Internal Audit was commissioned in October 2016 to carry out an internal audit of the financial systems and controls in place within Bucks Care. The audit reported limited assurance in all areas. This was presented to Regulatory and Audit Committee early in January 2017. However, at this point the services had been transferred back to the Council.

b. Service performance

While performance against a range of KPIs was generally good, they indicated under-utilisation in some day centres and initially in Seeleys respite, particularly during weekdays. Similarly utilisation of reablement and the laundry service was lower than anticipated in the business case.

In May 2016 the Seeleys Respite service received an overall 'Requires Improvement' rating from CQC with 'Good' in two categories and 'Requires Improvement' in the other three. A warning notice was also served around some safeguarding concerns. While a CQC rating of 'Requires Improvement' applies to approximately a third of all registered services, it is a clear call to action, particularly when combined with the deteriorating financial position at Bucks Care and concerns from a range of stakeholders about performance. In hindsight, it is recognised that contract and performance monitoring was not sufficiently robust to identify the issues at an early stage and escalate to key stakeholders accordingly. An improvement plan was developed and some actions were taken, with additional funding made available to address concerns on staffing levels. However, actions did not respond sufficiently to the poor performance that had been identified by the CQC.

When CQC visited again in November/December 2016 they found that improvements had either not been made or sustained and they issued an 'Inadequate' rating. In November CQC also inspected the Reablement/Homecare service and gave this an overall rating of 'Requires Improvement' with 3 elements as 'Good' and two areas as 'Requires Improvement' (Safe and Responsive).

In December 2016, the Council concluded that it had lost confidence in Bucks Care's ability to manage and deliver services to the high standards required. It decided that it was in the best interests of service users and their families to bring the services and eligible staff back 'in-house', while a longer term solution was considered.

Current Status

Following the decision to terminate the contract, the services and staff have transferred back into the Council. A Bucks Care transfer management group, chaired by the Executive Director for Communities, Health and Adult Social Care (CHASC), has been meeting regularly to ensure the smooth transition of former BC staff into the Council. This has included regular meetings with staff and newsletters to keep them informed of changes and to induct them into the Council. A report was presented to the Senior Appointments and Buckinghamshire Pay Awards Committee on 30th May addressing the terms and conditions for former Bucks Care staff following their TUPE transfer into the Council.

Firm and decisive action has been taken since December 2016 to address the failings identified in the CQC reports. Improvement plans have been drawn up, addressing both health and safety and service quality issues, and implementation has been overseen by the Director of Adult Social Care. In relation to Seeleys House in particular, it is recognised that it will take some time to embed some of the improvements and we are working closely with CQC to achieve this.

Action has included:

- Appointing an Interim director to oversee Bucks Care Services including Seeley's House
- Appointing a new service manager and deputy manager for the respite service and not for respite and day centre as in the previous structure
- Training for staff including record keeping, infection control and bed care/positioning
- Improvements to the medication process
- Developing a new Quality Assurance framework to monitor quality and competence checks for staff
- Developing a programme of maintenance and action to address health and safety issues, tackling immediate priorities and planning for the premises in the longer term
- Risk assessment awareness training, safeguarding training and accident, incident awareness training has been delivered to all staff.
- A file audit for all staff working for the respite service was undertaken and all gaps or concerns have been corrected
- Internal audit review of Bucks Care contract management and commissioning has been undertaken and management action plan drawn up
- Appropriate action progressed with some staff in relation to their involvement with Bucks Care management, oversight and contract monitoring.

At the instigation of the Executive Director CHASC, a review was undertaken by Buckinghamshire Safeguarding Adults Board in response to concerns about Seeley's House Respite Service. Due to the number of people involved, this is known as a Large Scale Enquiry (LSE). Immediate actions undertaken as part of the enquiry included reducing the number of people accessing the respite unit at any one time, robust multi-agency training for staff, full reviews of all clients in receipt of respite care and dependency/compatibility tools introduced. In March 2017 the LSE concluded its enquiries and is satisfied with the actions taken. Any further concerns, should they arise, would be referred to the Multi Agency Safeguarding Hub for follow up action.

During this period there have been meetings with Seeley's House service users and carers to keep them informed and engaged. Parents have been very open about their views and what changes they would like to see. CQC have recently reinspected Seeley's House and we are awaiting the outcome.

Future Developments

Strategic commissioners are developing options for the future of the former Bucks Care services taking full account of the lessons learned and in close partnership with service users and carers. They will look at good practice models nationally and the profile of current and projected service users' needs. It is anticipated that the market will be tested for suitable providers to deliver these services. All services will remain in-house until these can be re-commissioned and will remain in the Council unless suitable providers can be identified.

Appendix 4 – Buckinghamshire Learning Trust

Executive Summary

- The Buckinghamshire Learning Trust (BLT) was established in 2013 in order to deliver school improvement services on behalf of the County Council. The contract with BLT will expire in 2018.
- The key focus of the BLT is to improve the % of pupils attending a school judged as Good or Outstanding by Ofsted, and there has been steady improvement against this indicator in recent years.
- The removal of the Education Support Grant and the National Funding Formula for schools has significantly impacted on the budget available to support the current arrangements for school improvement. The grant provided by the County Council to BLT reduced from £8.0m in 2013/14 to £6.8m in 2016/17. This was predominantly due to efficiencies / additional income expected to be delivered by BLT. The grant then further reduced to £5.6m in 2017/18 and has meant genuine cuts around school improvement. This followed significant reductions in government funding (Education Support Grant).
- Alongside the reducing budgets, policy drivers indicate clearly that schools are responsible for their own improvement. However, the Children's Act makes clear that some statutory duties remain and the local authority remains 'champion of the learner', particularly the vulnerable learner, whatever the status of an individual school.
- The Council is currently in discussion with the BLT about the management of these latest grant reductions, and the future landscape in relation to all activities currently managed by the BLT. As part of these discussions we have made clear our intention to give notice in line with the current agreement (by end of July 2017).

Background and Context

BLT was established in 2013 as an independent charitable trust to deliver a range of educational services to schools and early years' settings, including school and early years improvement services, workforce development, Governor Services, financial management and specialist teaching services.

A Commissioning Group, including the Deputy Cabinet Member for Resources and the Cabinet Member for Education and Skills oversees the County Council's relationship with the BLT.

Performance

The overarching Key Performance Indicator that the work of the Trust is held accountable for is:

% of pupils attending a school judged as Good or Outstanding by Ofsted

There has been a steady improvement in the Trust's contribution to this as demonstrated in the table below:

Date –	% of pupils attending a school judged as Good or Outstanding by Ofsted – Buckinghamshire	% of pupils attending a school judged as Good or Outstanding by Ofsted - National
Summer Term 2013 (prior to the Trust becoming operational on 1 August 2013)	79%	76%
Summer Term 2014 (end of Trusts first year of delivery)	79%	78%
Summer Term 2015	82%	82%
Summer Term 2016	87%	87%
18/1/2017 (Latest data)	89%	87% (31/08/16)

Key Attainment Indicators – 2015/6

	Buckinghamshire	South East	National
% children achieving a good level of development at EYFS	71%	73%	69%
% pupils achieving the expected standard at Year 1 phonics	81%	81%	81%
% of pupils achieving the expected standard at KS1			
• Reading	77%	76%	74%
• Writing	65%	67%	65%
• Mathematics	72%	74%	73%
% of pupils reaching the expected standard at KS2	56%	54%	53%
Average score of pupils at attainment 8	55.4	51.0	50.1

The outcomes for children fitting the criteria for free school meals and/or subject to an Education, Health and Care Plan and children and young people who are looked after do not have as positive outcomes as their peers.

Financial Performance

In terms of a financial summary, the BLT's accounts for year ending 30th June 2016 show:

- The Trust broke even on income of £12.9m, compared to a loss of £1.6m the preceding year.
- £0.9m reserves, including designated funds of £1.1m and deficit on unrestricted funds of £0.2m.
- Net current liabilities of £0.5m. This has impacted on BLT's ability to repay debts (including to BCC) on a timely basis.

The BLT's management accounts for year ending 30th June 2017 is forecasting a small surplus on £12.7m of activity, of which

- £4.7m comes from trading (schools buyback)
- £1.2m from other grants and
- £6.8m from the Council.

Current Status and Future Developments

There have been a number of significant changes in the educational landscape since the development and launch of the BLT. Increasing 'academisation', selection and choice through the development of free schools, along with the changing role of the LA and the development of Regional School Commissioners mean that the environment in which the BLT now operates is fundamentally different to that in which it was created.

Policy drivers including 'Educational Excellence Everywhere' all make very clear that school Improvement needs to be led by schools through a system led model operating in a collaborative way where best practice is shared and opportunities for staff to develop their skills and expertise create opportunities for continuous professional development.

The Children's Act also makes clear that some statutory duties remain and the LA remains 'champion of the learner', particularly the vulnerable learner, whatever the status of an individual school.

In light of these recent considerations, the Council has recently launched a consultation with the education community regarding a future Education and Skills Strategy.

This provides the opportunity to explore a new system led models for school improvement and access to a full range of services that will support children and young people in their learning environments. The strategy will set the framework for the Council's future role in school improvement, its service delivery model and therefore its relationship with BLT.

To support the consultation process, it is necessary within the terms of the agreement to indicate our intention to terminate the contract by the end of July 2018. Whilst this does not preclude the opportunity for BCC to sustain the relationship with BLT, it presents an opportunity to explore options for sustainable delivery models to tackle local priorities.

In parallel to the consultation, we have also commenced negotiations with BLT to develop a revised 2017/18 (academic year) activity plan and specification aligned to the anticipated ambitions of the draft Education and Skills strategy. In particular, this plan should include a focus on improving outcomes for targeted groups of vulnerable pupils and children, including SEND, and avoiding further schools and early years' settings slipping into special measures around quality and financial management. Current performance indicators will also be under review through this process.

Appendix 5 – The Adventure Learning Foundation

Executive Summary

- ALF was created in November 2013 to provide quality outdoor education services at reduced costs to the County Council;
- Numbers of children and young people participating in the outdoor education programmes has remained fairly steady, and satisfaction levels are high;
- Since its inception ALF has struggled financially due to a number of reasons, including:
 - Significant reduction in income from conferencing, mainly due to reduced use by BCC;
 - Non recurrent issues (and associated costs) relating to premises and grounds;
 - Large amount of non-recoverable VAT from sales, reducing profitability;
 - Difficulty in growing the business sales partly due to poor asset quality e.g. accommodation.
- The Council has been proactive in supporting ALF to date, including through the provision of working capital loans and investment funding (some in loan form).
- There are a number of implications if ALF was unable to see through its 25 year partnership agreement including financial risks to the Council due to the loans provided.
- The arrangement is being closely monitored and contingency plans are being developed in the event that ALF is not sustainable in the longer term.

Background and Context

ALF was established in 2013 to provide outdoor education services to children, young people and families. It is a registered charity and a company limited by guarantee. The County Council leased Green Park Outdoor Education and Training Centre and Shortenills Environmental Education Centre to the Trust for a period of 25 years, with the ambition of protecting and building on the centres' provision for children and young people.

Following recent investment in the accommodation at Green Park, the site is now shared as follows:

- ALF youth activity, managed through newly provided pods and group rooms
- County Council uses the Coach House conferencing and meeting rooms on weekdays, under an SLA with ALF;
- Buckinghamshire Learning Trust subleases the Main Building from ALF for their learning centre

Overall responsibility for the strategic direction of ALF sits with the Board of Trustees. An internal Strategic Advisory Group was established in September 2016, consisting of Elected Members and senior officers, with the purpose of acting on behalf of the County Council in holding the Adventure Learning Foundation to account for performance (financial and non-financial) against the Partnership Agreement and Business Plan. This is designed to provide assurance to the Council in relation to the management of associated financial, reputational and service risks. The Group meet on a quarterly basis.

Additionally, there are monthly contract management meetings between the Business Unit and ALF that pick up on day to day issues as well as any performance issues.

Service Performance

ALF is generally performing well against targets for participation in and satisfaction with the opportunities provided for young people. Satisfaction with accommodation and catering tends to be poor, reflecting the poor condition of many of the facilities.

Measure	Actual 14/15	Actual 15/16	Target 16/17	Actual 16/17
Green Park – Total number of children and young people participating in Learning Outside the Classroom (LOC) or Outdoor Education (OE)	4,642	4,185	4,000	4,095
Shortenills – Total number of children and young people participating in LOC or OE	1,985	2,628	2,500	3,278

Customer Satisfaction – average @ Q4 2016/17

Measure	Target	Actual
Green Park % of schools accessing LOC or OE that report overall satisfaction with the price, facilities, services and range of programmes as good or better	85%	77%
Green Park % of children and young people accessing all activities that report overall satisfaction with the facilities, services and range of programmes as good or better	85%	55%*
Shortenills % of schools attending LOC or OE activities report good or better satisfaction with the facilities and services provided	85%	100%
Shortenills % of children and young people that report good or better satisfaction with the facilities and services provided	85%	93%

* Most concerns raised from those using Green Park are in relation to the poor accommodation and catering. The Council has been working with ALF on addressing many of these problems.

Financial performance

“ALF overall results were very positive despite a very challenging year.

Sales were 29% over target and were 37% above the previous year. In comparison costs were only 6% above budget and 28% higher than 2015. This resulted in a deficit of £66,718 which was only 35% of the budgeted deficit and only 25% of the 2015 position. This shows that the cost savings and cash management measures that the Operations Team put into place are moving the charity in the right direction and we need to continue to build on this in 2016/17. This position was achieved with the help of all of the sites doing better than predicted.” (ALF Report to Trustees March 2017)

Accounts

ALF’s 2015-16 profit & loss account (year ending 31st October 2016) reported a deficit of £67k. ALF have been pro-active in managing their costs down by reducing permanent staff and finding lower cost alternatives and the latest (Quarter 1) monitoring shows better than budgeted sales with bookings for the 2017 season looking strong. This is positively impacting on their cash flow, profitability and balance sheet.

The cash position for ALF is negative and they do not have an overdraft facility to aid them with cash management. They have relied on working capital loans and forward funding from the County Council. In 2015/16 donations represented circa 24% of total income. These are predominantly for specific projects / activities. Should donations reduce in future years then costs will also reduce by the same amount.

County Council Commitments

The County Council's grant funding to ALF for youth activities has now ended, in accordance with the original business case, (£40k paid in 2016/17). The County Council pays ALF £144k p.a. for the use of the conference and meeting spaces at the Coach House (Green Park). The County Council receives c£30k per annum of income from renewal heat incentive payments relating to the biomass boiler installed at Green Park.

In order to place ALF on a more sustainable footing, the following arrangements were agreed between the Council and ALF in June 2016:-

- Sustained losses in the first two years led to significant cash flow problems for ALF. The Council agreed, a few years ago, to increase the working loan advance to £580k (from the originally agreed £250k). This is now not due to be repaid until November 2021. A bad debt provision has been made in the accounts for this £580k loan;
- An additional investment loan of £185k over three years was provided for safari lodges. This was based on a sound business case and was needed to secure a 3 year contract from National Citizenship Services, due to the poor state of accommodation blocks at Green Park. (Contract for summer 2017 worth c£100k gross). This is due for repayment in November 2018. Other new bookings have also been taken as a direct consequence of having the safari lodges;
- £190k capital investment in Green Park to facilitate exclusive occupancy of the main centre by Buckinghamshire Learning Trust;
- £350k capital for the re-provision of ALF services (pod buildings and group rooms).

A Service Level Agreement for BCC weekday use of the Coach House was agreed in January 2016 (£144k p.a. guaranteed income from conferencing for ALF) and an exclusive use agreement for Green Park's Main Building was agreed (effective from November 2016) with the Buckinghamshire Learning Trust (also £144k p.a.).

Current Status and Future Developments

The County Council is keen if possible to support the ongoing relationship with ALF to enable them to continue to trade successfully, in order to develop the opportunities for young people, and deliver future trading surpluses which will support the repayment of loans from the Council.

In recognition of the financial uncertainties, however, the County Council is closely monitoring ALF's financial position and will carry out a further review after the end of their financial year (31st October 2017).

A high level study has also been commissioned to examine possible options for alternative uses of the Green Park site if some, or all, of the site were no longer required to provide outdoor education at some point in the future.

Report to Cabinet

Title:	Q1 2017/18 Finance Monitoring Report
Date:	Monday 24 July 2017
Date can be implemented:	Tuesday 1 August 2017
Author:	Cabinet Member for Resources
Contact officer:	Matt Strevens – Corporate Finance Business Partner (ext 3181)
Local members affected:	
Portfolio areas affected:	All portfolios

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary


Purpose of the Report



This report provides information on the financial performance for the council to the end of Quarter 1 of the financial year 2017/18.

Background

The Financial information informs Cabinet of the forecast revenue and capital outturn position for the financial year 2017/18. A full analysis of the outturn of Portfolios and the Council as a whole is contained in the appendices to this report.

As well as narrative information, finance performance against target is shown visually as follows:

	Green	Performance is on or above target. (Revenue under spends against budget and overspends up to +0.1% are shown as green) (Capital slippages are shown as green)
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	Amber	Performance is below target (+0.1% to +1%) for financial performance
	Red	Performance is well below target (worse than +1%) for financial performance

Summary

1. Managing Resources (Finance)

Revenue

The overall revenue forecast is an underspend of £2.85m. This comprises portfolio overspends of £0.5m and an underspend in Corporate Costs of £3.36m.

Table 1 of **appendix 1** shows a breakdown of both the Portfolios forecast revenue overspend against the net portfolio revenue budget of £294.58m (0.2%), and the Corporate Costs and Funding position.

The most significant variances fall in the Health and Wellbeing portfolio (£0.6m overspend), largely due to increasing numbers and costs of care packages. Further details are reported in Appendix 2.

The significant underspend in Corporate Costs of £3.36m is largely as a result of contingency budgets that are not expected to be required during the year.

Further details on all revenue budgets are set out in the Portfolio tables in **appendix 2** of this report.

Capital

Overall the Capital Programme shows a gross underspend of £12.55m against planned budgets for the year. A significant proportion of this relates to project slippage.

Further details on the capital budgets are set out in the Portfolio tables in **appendix 2** of this report.

Other Financial Issues

Details of the monitoring of General Fund reserves (forecast of £27.5m as at 31 March 2018), outstanding debt and payment performance are reported after the tables in **appendix 2** of this report.

Recommendation

Cabinet is asked to:

1. **Note the forecast outturn position for revenue and capital budgets and discuss areas requiring attention.**

A. Narrative setting out the reasons for the decision

A full analysis of the forecast outturn and financial performance for the Council for the financial year 2016/17 is contained in the attached appendices.

B. Other options available, and their pros and cons

None arising directly from this report.

C. Resource implications

Actions resulting from consideration of this report may influence future expenditure in areas of concern / interest.

D. Value For Money (VFM) Self Assessment

All decisions involving finances are scrutinised to ensure that the best value for money is achieved.

E. Legal implications

None arising directly from this report

F. Property implications

None arising directly from this report

G. Other implications/issues

None arising directly from this report

H. Feedback from consultation, Local Area Forums and Local Member views

None arising directly from this report

I. Communication issues

Quarterly monitoring reports on budget are published on the Council's website.

J. Progress Monitoring

The budget monitoring report is updated on a monthly basis.

K. Review

Not applicable.

Background Papers

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Member Services Team by 5.00pm on Friday 21 July 2017. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Appendix 1

1. Revenue Budget outturn

- 1.1. The revenue budget outturn is summarised in Table 1 below. The significant variance falls in the Health and Wellbeing portfolio (£0.6m overspend), largely due to increasing numbers and costs of care. These are detailed in the relevant Portfolio tables that follow.

Table 1 – Summary of Council revenue budget outturn as at June 2017

Portfolio Area	Outturn	Budget	Variance	Variance
	£000	£000	£000	%
Leader	6,582	6,585	(3)	(0.0%)
Community Engagement	9,459	9,485	(26)	(0.3%)
Health & Wellbeing	125,873	125,273	600	0.5%
Children's Services	64,666	64,653	13	0.0%
Education & Skills	25,922	26,009	(87)	(0.3%)
Resources	24,366	24,257	109	0.4%
Planning & Environment	10,380	10,475	(95)	(0.9%)
Transportation	27,837	27,845	(8)	(0.0%)
Subtotal - Portfolios	295,085	294,582	503	0.2%
Corporate Costs (non Portfolio)	(297,937)	(294,582)	(3,355)	1.1%
Overall BCC	(2,852)	(0)	(2,851)	

2. Capital Budget outturn

- 2.1 The capital budgets are summarised in Table 2 below. There is an overall underspend / slippage of £12.5m (13.7%).
- 2.2 There is a total of £13.0m unreleased capital budget across the Authority, reflecting schemes which have yet to satisfy criteria for the release of funding.
- 2.3 The notable areas of underspend / slippage are Education & Skills (£4.0m) and Resources (£6.2m). These are detailed in the relevant Portfolio tables that follow.


Table 2 - Capital Budget Table as at June 2017

Portfolio Area	Outturn	Budget	Variance	Variance
	£000	£000	£000	%
Leader	10,173	10,172	0	0.0%
Community Engagement	613	716	(103)	(14.4%)
Health & Wellbeing	0	1,450	(1,450)	(100.0%)
Children's Services	929	992	(63)	(6.4%)
Education & Skills	31,239	35,246	(4,007)	(11.4%)
Resources	6,141	12,344	(6,203)	(50.2%)
Planning & Environment	2,184	2,223	(39)	(1.8%)
Transportation	27,939	28,061	(123)	(0.4%)
Subtotal - Portfolios	79,217	91,204	(11,987)	(13.1%)
Corporate	0	561	(561)	(100.0%)
Overall BCC	79,217	91,765	(12,548)	

1. Portfolio summary


Cllr Martin Tett, Leader of the Council

Financial Performance – Leader Portfolio

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
REVENUE	6,585	6,582	-3	0%	

REVENUE – COMMENTS

The Leader portfolio is forecasting to break-even; there are no budget concerns to highlight


Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
CAPITAL					
Released	9,984	9,984	0	0%	
Unreleased	188	188	0	0%	
Funding	-8108	-8,135	-27	-0.3%	

CAPITAL - COMMENTS

The portfolio is reporting breakeven for its capital programme.


Cllr Noel Brown

Financial Performance – Community Engagement and Public Health

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
REVENUE – Community	9,485	9,459	-26	-0.3%	
- Public Health	0	0	0	0%	

REVENUE – COMMENTS

Community Engagement is forecasting a small underspend against property costs in the Children’s Services Business Unit.

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
CAPITAL					
Released	372	269	-103	-28%	
Unreleased	344	344	0	0%	
Funding	-40	0	40	-100%	

CAPITAL – COMMENTS

Slippage on released budgets relates to the Marlow Library project.

Financial Performance – Health & Wellbeing Portfolio

Type	Budget for year £000	Outturn £000	Variance		
			£000	%	
REVENUE	125,273	125,873	600	0.5%	

REVENUE – COMMENTS


The Health and Wellbeing portfolio is forecasting an overspend of £0.6m as Adult Social Care is currently facing a number of budget pressures:

- Numbers of care packages continue to increase as do the costs of some care settings.
- Securing sufficient numbers of residential nursing beds is a particular challenge.

The forecast take account of significant savings which are anticipated from the review of high cost placements & the introduction of the New Operating Model. A number of further lines of enquiry have been identified , including :

- The introduction of an enhanced service user reassessment model
- Contracts approaching termination which could be either delayed or ended
- Discussions with CCG's about costs which should be funded from Continuing Health Care budgets

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Type	Budget for year £000	Outturn £000	Variance		
			£000	%	
CAPITAL Unreleased	1,450	0	-1,450	-100%	

CAPITAL – COMMENTS

A review of delivery options and service requirement is underway and is giving rise to the slippage reported.

Cllr Warren Whyte and Cllr Mike Appleyard

Financial Performance –Children’s Services and Education and Skills Portfolio including Client Transport

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
REVENUE					
Children’s Services	64,653	64,666	13	0%	
Education & Skills	26,009	25,922	-87	-0.3%	

REVENUE – COMMENTS



Children’s Services

Children’s Services portfolio is currently forecasting to a small overspend of just £13k. Significant forecast overspends on legal of £775k and staffing of £945k are being offset by forecast underspends on placement costs and other underspends. However, if demand increases these forecast overspends may not be contained.

Education and Skills including Client Transport

Whilst the Education and Skills portfolio is forecasting an overall underspend of £87k, there are a number of offsetting under and overspends within the portfolio, in particular:

- Underspend on staffing in Fair Access & Youth and Adult Learning of £188k
- Overspend on Change for Children savings, partially offset by reduced implementation costs and other savings in the in-scope service areas resulting in a £50k forecast net overspend
- Additional income in the Fair Access & Youth service of £73k
- Forecast underspend on legal services of £150k.
- An overspend 218k on strategic savings for Client Transport; plans are being worked through the Integrated Transport Programme.
- Overspend on digital and strategic options appraisal savings of £76k

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
CAPITAL					
<u>Children's Services</u>					
Released	992	929	-63	-6%	
<u>Education & Skills</u>					
Released	33,469	29,457	-4,012	-12%	
Unreleased	1,778	1,782	5	0.3%	
Funding	-24,961	-23,738	1,223	5%	

CAPITAL – COMMENTS

Children's Services: Slippage of £63k is due to completion of one of the properties expected in summer of 2018 ie next year.

Education & Skills: Forecast slippage on released budgets of £3.5m within the Children's Services business unit will reduce to £2.5m when £1m is transferred back to unreleased pending confirmation of funding for Royal Latin School. Delays to major schemes at Bierton and Hughenden account for the remainder of the slippage. There is also £488k of underspend within the Schools Property Maintenance programme.


Cllr John Chilver

Financial Performance – Resources Portfolio

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
REVENUE	24,257	24,366	109	0.4%	

REVENUE – COMMENTS

The Resources portfolio is forecasting an overspend of £109k. This is mostly attributable to an ongoing budget realignments. There are no other serious budget concerns to highlight. There are, however, there are a number of key projects that need to be monitored closely, particularly ensuring that the Harrow HR savings are delivered. The additional Property Investment income has largely already been delivered, but opportunities to deliver future MTP investment income will also continue to be monitored

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
CAPITAL					
Released	4,151	4,275	124	3%	
Unreleased	8,193	1,866	-6,327	-77%	
Funding	-1,342	-747	585	44%	

CAPITAL – COMMENTS


The forecast position shows an underspend of £6.2m comprising an underspend of £6.3m on unreleased capital offset by an overspend of £124k on released capital.

There is an underspend of £5.5m in relation to the Orchard House project (£3.7m) and the Additional Lift project (£1.7m). Expenditure against these projects is subject to a successful business case being agreed to release the funds. At this stage of the year there is a significant risk of slippage, but it is difficult to assess until the business cases have been agreed.

Although no forecasts are currently included for the unreleased ICT projects, the full ICT capital allocation is expected to be fully spent by the end of the financial year.


Cllr Bill Chapple OBE

Financial Performance – Planning & Environment Portfolio

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
REVENUE	10,475	10,380	-95	-0.9%	

REVENUE – COMMENTS

Overall there is a forecast underspend of £95k. The underspend includes reduced unitary charges of £262k in relation to the Energy from Waste contract as a result of the Amersham site not going ahead, offset by a £137k overspend on bio-waste due to forecast increases in Green Waste tonnage as a result of the good weather and more minor overspendings in other parts of the Portfolio.

Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
CAPITAL					
Released	1,722	1,683	-39	-2.2%	
Unreleased	501	501	0	0%	
Funding	-371	-316	55	15%	


CAPITAL – COMMENTS

The underspend of £39k relates to:

- Underspend of £10k on the bulky waste shredder scheme
- Slippage on flood defence schemes pending approval from the Environment Agency.

Cllr Mark Shaw, Deputy Leader

Financial Performance – Transportation Portfolio


Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
REVENUE	27,845	27,837	-8	-0%	

REVENUE – COMMENTS

The overall position for Transportation portfolio is an £8k underspend. The main items are:

- An underspend of c. £300k in relation to TFB activities. This reflects a partial reinvestment of efficiencies in overheads (around insurance and staffing costs) into additional frontline services; and the development of plans on routine maintenance to catch up on spend, which is currently behind profile.
- An anticipated £170k shortfall in achievement of Integrated Transport Programme saving target with the need for an ongoing development of delivery plans; plus pressures in Highways Infrastructure projects around the risk of non-recovery of project costs through capitalisation.

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Type	Budget for year £000	Outturn £000	Variance		Performance
			£000	%	
CAPITAL					
Released	28,051	27,939	-113	-0.4%	
Unreleased	10	0	-10	-100%	
Funding	-2,379	-2,412	-33	-1.4%	

CAPITAL – COMMENTS

The current position reflects forecast slippage of £65k on vehicles that are due to be replaced, but have not been requested for replacement and an underspend on £84k capitalisation of staff time / works in kind on East West Rail. However no significant variances are expected at year end.

2. Corporate Costs

Corporate Costs has a reported outturn of a £3.36m underspend

The Corporate Costs part of this budget area has underspent by £3.36m, largely as a result of contingency budgets that are not expected to be required during the year. A breakdown of the Contingency budget position can be found in section 3 of this appendix.

Treasury Management & Capital Financing and External Financing are both forecasting to break-even.

3. Contingencies

	Original Budget	Allocations	Revised Budget	Spend	Un-allocated
	£'000	£'000	£'000	£'000	£'000
Budget Risk Contingency					
Inflation	100		100	-	100
Pay inflation - BCC	1,378		1,378	-	1,378
Risk on MTP proposals	1,500		1,500	-	1,500
National Living Wage	3,068		3,068	-	3,068
Corporate Contingency	3,621	- 60	3,561		
Total	9,667		9,667	-	- 6,046
Service Risk Contingency					
Older People care package choices	150		150	-	150
Social Care pressures	700		700	-	700
Demographics - H&W	1,100		1,100	-	1,100
Demographics - CS	600		600	-	600
Pressures within the Health & Social Care system	1,000		1,000		
Property Reprocurement	150		150		
Childrens safeguarding - high cost placements	500		500	-	500
Total	4,200		4,200	-	- 3,050
Redundancy Contingency					
Redundancy Contingency	700		700	89	- 611
Total	700		700	89	- 611
Total Contingencies	14,567		14,567	89	- 9,707

4. Payment targets – 10 day payments

Portfolio (Target 90%)	Invoices Paid	Paid Late	% Paid on Time
Health & Wellbeing	556	62	89%
Children's Services	249	51	80%
Education & Skills	221	13	94%
Community Engagement	295	6	98%
Leader	50	4	92%
Planning & Environment	64	4	94%
Resources	204	15	93%
Transportation	49	1	98%
Year to Date	1,688	156	91%

5. Outstanding Debt

Portfolio	0-30 days		31-90 days		Aged Debt		Total Due	
					91-180 days	more than 180 days		
Secured Debt								
Health & Wellbeing	-		1		111	1,969	2,080	
Children's Services	-		-		-	56	56	
Resources	-		-		1	5	6	
Portfolio Not Determined	-	0	-	0	11	78	89	
Total Secured Debt	-	0		1	123	2,108	2,232	
Unsecured Debt								
Health & Wellbeing		3,230		874	739	1,832	6,675	
Children's Services		54		48	1	340	443	
Education & Skills		952		559	56	245	1,811	
Community Engagement		23		102	4	26	154	
Leader	-	32		63	30	0	61	
Planning & Environment		642		36	1	124	804	
Resources		163		497	177	489	1,326	
Transportation		321		129	132	383	966	
Portfolio Not Determined	-	8	-	219	-	73	-	564
Total Unsecured Debt		5,344		2,089	1,067	3,175	11,675	
Total Debt		5,344		2,090	1,189	5,283	13,907	

6. General Reserves

		£m	£m
	General Fund at 1 April 2017		24.508
Add	Budget Roll Forwards	0	
	Current underspend	2.851	
	Budgetted contribution to GF	0.179	
			3.030
Less	Planned use of Reserves in MTP	0	
			-
	General Fund at 31 March 2018		27.538

Report to Cabinet

Title:	Buckinghamshire Strategic infrastructure Plan
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Local members affected:	All
Portfolio areas affected:	Planning and Environment

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Summary

This report sets out the progress so far on the preparation of the Bucks Strategic Infrastructure Plan (BSIP) and sets out recommendations for agreement on phase 1 spatial principles to manage growth in Buckinghamshire. The principles are based on the County Council's Strategic Plan outcomes (2017-2020) and clearly set out the County Council's position on growth in relation to County Council services and strategic infrastructure investments. The Strategic Infrastructure Plan is not a statutory planning document, it is intended to add value to infrastructure planning through the Local Plan process; influence and engage key stakeholders in managing and mitigating growth impacts, including promoters of national infrastructure projects. The BSIP is intended to overcome the difficulties in planning for growth by taking a positive approach to development and outcome maximisation both in the delivery of services and strategic infrastructure investment.

Recommendation

That the County Council note the progress so far in the development of the Bucks Strategic Infrastructure Plan and adopt the following spatial principles to influence and shape future development in Buckinghamshire:

- Concentrated rather than dispersed housing and employment development

- Development that is well connected to transport corridors and transport hubs
- Growth patterns that respect the County's environmental and other planning constraints (including Green Belt and AONBs).

A Narrative

1.0 Purpose of the report

1.1 The purpose of this report is to update members on the work undertaken so far on the preparation of a Buckinghamshire Strategic Infrastructure Plan (BSIP) and to endorse part 1 of the work around spatial principles.

1.2 A key objective of the BSIP is to engage the Districts and the Local Enterprise Partnership in preparing, updating and refreshing work previously undertaken by Shared Intelligence two years ago, including the spatial principles for growth. This Cabinet report is the first stage in this process, to gain Buckinghamshire County Council's strategic leadership with this process.

1.3 The shift in approach from reacting to unplanned housing growth to a more responsive, planned approach enables the County Council to shape and influence growth as a key stakeholder alongside the Districts and the LEP. As the only Local Authority managing growth across the whole of the County geography the County Council is well placed to guide and influence spatial development in order to respond to service pressures and prioritise infrastructure investment according to needs. The adoption of spatial principles enable the County Council to most effectively plan and deliver services and work with key stakeholders to meet needs in the most efficient and integrated way. Commonly agreed strategic, spatial principles across all key stakeholders enable the effective co-ordination of growth and strategic infrastructure priorities across the District Local Plans, County-wide strategies and the Strategic Economic Plan for Bucks.

1.4 This report introduces the first part of the BSIP recommendations from Local Partnerships, a set of spatial principles around which to engage and influence key stakeholders including the District Local Plans, adjacent Local Authorities, government agencies and promoters of nationally significant infrastructure projects. The second part of the BSIP, prepared by Local Partnerships will include more detailed modelling and prioritisation of strategic infrastructure priorities – to be reported to Buckinghamshire County Council's Cabinet later this year, anticipated in October after engagement with the Districts and Local Enterprise Partnership over the summer. The BSIP has been informed to date by the emerging District Local Plans and the infrastructure needs assessed so far jointly with the Districts through the Infrastructure Delivery Plans supporting each Local Plan in Bucks.

2.0 Background

2.1 The BSIP is intended to update the spatial principles and strategic infrastructure priorities of the Buckinghamshire Infrastructure Plan, commissioned by the Local Enterprise Partnership with and on behalf of Bucks County Council and Districts in 2015.

3.0 Buckinghamshire Strategic Infrastructure Plan

3.1 The BSIP is needed to manage growth in Buckinghamshire to address the impact on services and infrastructure alongside the emerging District Local Plans and the Strategic Economic Plan, prepared by the Local Enterprise Partnership. The County Council commissioned Local Partnerships, a public sector consultancy owned jointly by the Local

Government Association and HM Treasury to undertake this work in December 2016. The work has been commissioned in two parts, set out below. Taken as a whole, parts 1 and 2 of the BSIP set out the County Council's vision for social, economic and environmental well-being in Buckinghamshire as set out in the County Council's Strategic Plan 2017-2020.

3.2 Methodology and approach

3.3 The Spatial Principles proposed in this report are based on the County Council's Strategic Plan, a corporate planning framework which sets out the County Council's vision for Buckinghamshire. The aims and objectives set out in the County Council's Strategic Plan can also be used to prioritise infrastructure and measure success in the delivery of outcomes (a parallel piece of work informing part 2 of the Strategic Infrastructure Plan and expected to be reported to Cabinet in October 2017).

3.4 The Districts have been engaged so far in the development of the BSIP through their respective Local Plan processes and the Bucks Planning Group, which brings together County and District members and officers with responsibility for planning, transport and the environment with representatives from the Local Enterprise Partnership.

3.5 Local Partnerships, on behalf of the County Council has interviewed each of the Districts, at Leader and Chief Executive level, or their representatives in the preparation of this part 1 report and it has been regularly discussed at Bucks Planning Group meetings with District Cabinet members and officers. Local Partnerships has also met and interviewed the heads of service and key members of staff of Buckinghamshire County Council responsible for delivering and planning for the County's services and the executive team of the Local Enterprise Partnership. Information was obtained and discussed on how County Council services are planned and delivered at present, along with the opportunities that growth (and other strategic infrastructure proposals) provides for delivering these services in the future.

3.6 Part 1 – Spatial Principles

3.7 The spatial principles presented in the Part 1 report, produced by Local Partnerships underpin the County Council's position on known infrastructure and growth proposals alongside the District Local Plans. They are also intended to form the basis of the County Council's approach to longer term proposals, beyond the current Local Plan period of 2033 in Aylesbury Vale and Wycombe and 2036 in Chiltern and South Bucks.

3.8 Local Partnerships recommend the following spatial principles:

- a) Concentrated rather than dispersed housing and employment development
- b) Development that is well connected to transport corridors and transport hubs
- c) Growth patterns that respect the County's environmental and other planning constraints (including Green Belt and AONBs).

3.9 These principles broadly reflect the settlement options proposed by the emerging District Plans and underpin the County Council response to the District Local Plans so far, as reported to the TEC Select Committee in March, report appended. These principles are intended to guide:

- ✓ the planning and delivery of services that the County Council is responsible for;
- ✓ the identification of strategic infrastructure priorities for investment;
- ✓ County Council consultation responses to the emerging District Local Plans and Neighbourhood Plans in Buckinghamshire as well as all statutory and non- statutory

consultation responses affecting Buckinghamshire from adjacent Local Authorities or agencies;

- ✓ decision-making regarding growth in Bucks and influence key stakeholders;
- ✓ spatial development in Buckinghamshire in order to maximise outcomes and minimise impacts arising from growth.

3.10 Part 2 – Prioritisation and Delivery Options

3.11 Part 2 of the BSIP uses a business case model to inform decision-making for strategic infrastructure planning, prioritisation and delivery options and will follow in a later report, expected to Cabinet in October. The second stage of the infrastructure work will look at the cost of the infrastructure, how it could be funded and how it will be delivered.

4.0 The Role of the County Council in Spatial Planning

4.1 Buckinghamshire County Council has a non-statutory role in strategic development planning since the abolition of Structure Plans in 2004. However, the County Council has an obligation through the National Planning Policy Framework to work collaboratively with other bodies, to ensure that strategic priorities across local authority boundaries are properly coordinated and clearly reflected in individual Local Plans. Buckinghamshire County Council has continued to respond positively to sustainable development on strategic planning matters and continues to work alongside the Districts, the Local Enterprise Partnership and central government on spatial planning matters affecting strategic infrastructure, growth and development across the whole County of Buckinghamshire.

4.2 Buckinghamshire County Council has a statutory responsibility for strategic planning as the County Highways Authority, County Transport Authority, County Flood Authority, County Education Authority and County Minerals and Waste Planning Authority and as the strategic authority with responsibility for Public Health. The County Council also fulfils other functions which advise on planning proposals such as the County Archaeology service which maintains the Historic Environment Record, the County Ecology service which has responsibility for monitoring and protecting the natural environment including the maintenance of the Bucks and Milton Keynes Environmental Records Centre and ecological resource of the County and the Public Rights of Way service which has responsibility for the managing and maintaining the County's Definitive Map. Aside from these statutory responsibilities the County Council fulfils an important role as a service commissioner and provider, landowner, landlord and commissioner of strategic infrastructure. The County Council provides an important strategic leadership role for the whole of the County, in terms of planning and delivering services and strategic infrastructure.

4.3 The County Council is not the Local Planning Authority for Buckinghamshire (with the notable exception of minerals and waste planning) as such the County Council is not seeking to take over the spatial planning role within the County; this role is clearly taken by the individual District Councils through their respective Local Plan processes. As such the County Council is not seeking to make any new proposals for growth but to set out a non-statutory, strategic infrastructure plan for Buckinghamshire with which to influence and engage key stakeholders in strategic planning; to co-ordinate and effectively manage the strategic infrastructure and service pressures arising from housing and employment growth and nationally significant infrastructure projects within and across the border of Buckinghamshire.

4.4 Spatial planning has an impact on service delivery and strategic infrastructure planning. The location and form new development takes will affect how efficiently the Council can deliver

its own services - in particular new highways and transport schemes, mitigation of flood risk, broadband, environmental impacts and take account of additional service demands arising from new housing growth including school places, health and social care services, countryside and environmental services. The BSIP has taken into account how these services are planned and delivered currently, as well as the opportunities to deliver them more efficiently, particularly in the light of continuing growth. Clear spatial principles relating to growth and infrastructure are needed to ensure the service outcomes for the people of Buckinghamshire are delivered in the most effective and efficient way.

5.0 Conclusion

5.1 The County Council has commented at each stage of the District Local Plan process in each of the Districts in Buckinghamshire, each response is consistent with the spatial principles recommended in this report, as reported to the TEC¹ Select Committee in March 2017.

5.2 The conclusion of the Local Partnership's part 1 BSIP report is that commonly agreed spatial principles are needed which provide a clear spatial framework for managing growth in Bucks. Adoption of these spatial principles by the County Council is needed to:

- a) effectively engage with key partners and stakeholders in managing growth;
- b) enable the efficient planning and delivery of Council services and
- c) maximise the value / mitigation of national infrastructure projects and proposals in Buckinghamshire.

6.0 Next Steps

6.1 The immediate next step is firstly to invite the Bucks District Councils and LEP to respond to the spatial principles recommended in this report and feedback through the Bucks Planning Group. Secondly, the Districts, BTVLEP and the County Council will need to meet perhaps as a workshop in August to discuss early prioritisation of strategic infrastructure and the process for preparation of Delivery Plans. Thirdly the Districts and BCC will need to work on the preparation of business cases for the Housing Infrastructure Fund; the deadline for submissions is the end of September.

6.2 BCC as a statutory consultee will need to respond to each of the Draft Local Plans during their public consultation periods, expected to be over the next few months. The County Council will continue to work with each of the District Local Planning Authorities and the LEP on the evidence base for the prioritisation and delivery of strategic infrastructure to support the Local Plans. Meanwhile County Council services will be preparing for growth through ongoing collaborations with Local Authorities and key agencies in each of the Districts. This process is ongoing and represents a long term commitment to sharing, refreshing and prioritising strategic infrastructure needs, service needs and funding strategic infrastructure investments.

6.3 The next stage of the BSIP will be to consider the Part 2 BSIP report of infrastructure prioritisation and consultation with the Districts and BTVLEP. The part 2 work will recommend criteria and economic modelling for strategic infrastructure prioritisation and report through the County Council, Local Enterprise Partnership and Bucks Planning Group in the autumn.

¹ Transport, Economy and Communities Select Committee of Buckinghamshire County Council

B. Other options available, and their pros and cons

6.4 An alternative option to the spatial framework for growth set out above is to continue the current operating model of BCC reacting to unplanned growth, planning with uncertainty and managing unrealistic expectations for County Council services, infrastructure plans and investment. The County Council has very good relationships with development management teams in the districts and negotiates contributions for many of its services however; there is limited opportunity to deliver the transformational infrastructure without significant government investment. The current approach is reactive, ad hoc and incremental based around individual planning applications which weakens resource efficiency and the realisation of benefits. The shift towards a more plan-led approach to development through the Local Plans will reduce uncertainty and closer co-operation on the sequencing and phasing of development will enable more strategic co-ordination of service and infrastructure pressures. The real challenge is in the delivery of critical, strategic infrastructure to enable the implementation of the Local Plans and join up service and infrastructure pressures across Local Plan geographies at a County wide spatial scale.

6.5 The County Council has a strategic co-ordinating role for shaping and influencing growth to deliver County wide benefits – a programme based approach is an option that would demonstrate visibility and transparency for County Council decision-making. Alternative models of service delivery and infrastructure investment are needed to manage the scale of growth proposed in line with delivery of the County Council's strategic outcomes, as set out in the County Council's Strategic Plan. The pace and scale of growth and infrastructure projects proposed in Bucks is unprecedented outside London and needs to be well managed and co-ordinated to maximise resource efficiency and outcomes. The Bucks spatial geography is diverse and requires co-operation with adjacent local authorities, for example the Oxford to Cambridge growth corridor in the north and the proposed expansion of Heathrow and Slough to the south. County wide co-ordination of growth based on commonly agreed spatial principles is needed to support the delivery of District Local Plans, deliver the benefits of sub-national growth plans and mitigate undesirable impacts on Bucks. Visibility and transparency of approach is needed that improves confidence and collaboration across key stakeholders.

C. Resource implications

6.6 The purpose of developing Spatial Principles is to enable the County Council to influence growth proposals more efficiently so that they reflect the Council's priorities and enable it to deliver its services more efficiently.

6.7 This will allow the Council to use current resources more efficiently. It is too early to quantify the impact, however this is an area that should be considered in more detail and that should feed into the work on growth and infrastructure delivery.

D. Value for Money (VfM) Self Assessment

NA

E. Legal implications

6.8 The Spatial Principles are not part of the statutory planning process. However they will be used to respond to consultation on statutory documents.

F. Property implications

NA

G. Other implications/issues

NA

H. Feedback from consultation, Local Area Forums and Local Member views

6.9 The Cabinet Member for Planning and Environment is championing this Part 1 report of spatial principles for the Bucks Strategic Infrastructure Plan with the support of the Leader of the Council. It has been discussed by the Districts who broadly support the need for an integrated strategic infrastructure plan but query the need for the County Council to adopt spatial principles for influencing infrastructure priorities / growth in Bucks, preferring to see the spatial principles for growth to be led through their emerging Local Plans. The Districts agreed to discuss more fully at the next stage – part 2 of the report, in terms of infrastructure prioritisation, programming and funding in order to deliver a co-ordinated programme to manage the strategic infrastructure needs of their Local Plans. It is supported by the Local Enterprise Partnership and has been referenced at the FPR Select Committee on 4 July, the TEC Select Committee on 11th July and full Council at the meeting on 13 July. Feedback from members at the Select Committees was that an annual review of the report is needed in order to be transparent on how the County Council is influencing growth and supporting the delivery of prioritised strategic infrastructure investment with the Districts.

I Communication issues

NA

J Progress Monitoring

NA

K Review

NA

Background Papers

Buckinghamshire Infrastructure Plan Spatial Principles (Part 1) – Local Partnerships
Ref *Spatial Principles cabinet supporting document V5 13-07-17 WAP1*

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Member Services Team by 5.00pm on Friday 21 July 2017. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk



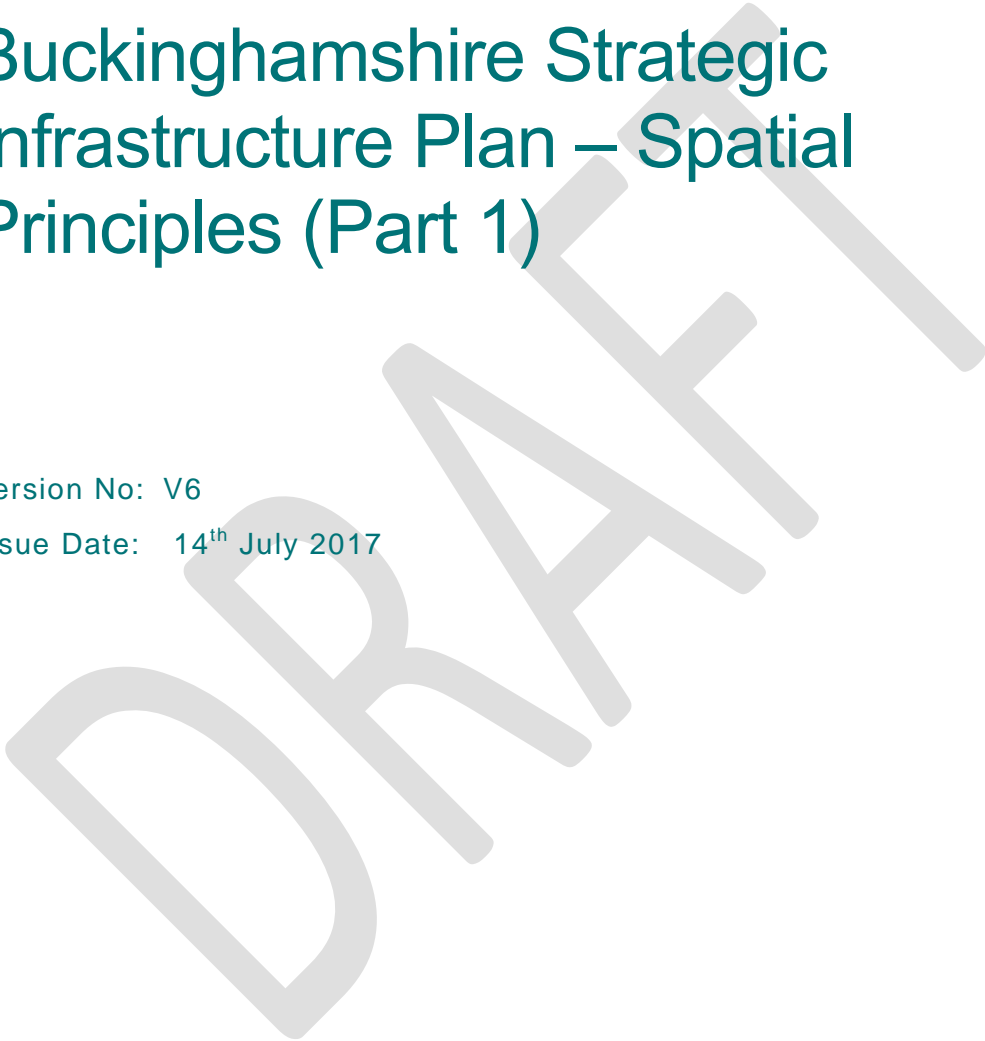
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Buckinghamshire Strategic Infrastructure Plan – Spatial Principles (Part 1)

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1 Executive summary

1.1.1 Opportunity for Buckinghamshire

Buckinghamshire, abbreviated Bucks, is a county in South East England which borders Greater London to the south east, Berkshire to the south, Oxfordshire to the west, Northamptonshire to the north, Bedfordshire to the north east and Hertfordshire to the east. Bucks has the highest GDP per capita outside Inner London, the highest quality of life, the highest life expectancy and the best education results in the country. One of the oldest Counties in England, Bucks has four Districts including Aylesbury Vale, Wycombe, Chiltern and South Bucks. Almost half of the County falls within London's metropolitan green belt and includes land within the Chilterns Area of Outstanding Natural Beauty.

Buckinghamshire is home to a number of high value industrial sectors as well as a highly skilled workforce. Residents in Buckinghamshire benefit from and value its distinctive rural character with outstanding villages and countryside within the Chilterns Area of Outstanding Green Belt situated within close proximity to the cities of Oxford, Cambridge, Reading, London and Milton Keynes. A key challenge for Buckinghamshire is to make the most of the opportunities for housing and economic growth (supporting the delivery of the County's emerging Local Plans and the Government's Industrial Strategy) while conserving the environment and creating attractive new communities. The efficient planning and delivery of infrastructure will be central to achieving this goal.

1.1.2 Purpose of the report

The purpose of this report is to agree a set of spatial principles that the County Council can use to;

- Influence the nature and location of strategic infrastructure
- Plan and deliver the services that the County Council is responsible for
- Help coordinate the provision of utilities and other services (including, electricity, gas, water and telecommunications).
- Protect the County's existing assets
- Coordinate its response to the emerging Local Plans and other development proposals

It is intended that the principles should be used to respond to growth and infrastructure proposals within current planning time horizons (including current local plan timescales). The growth proposals referred to in this report are taken from the emerging local plans, local plan background information, work carried out by the Bucks Thames Valley Local Enterprise Partnership and national infrastructure policies. **The County Council is not the planning authority for the County (with the major exception of waste and minerals planning). This report and the spatial planning principles are not part of the statutory planning process and this report does not include any new proposals for growth.**

1.1.3 Context – the importance of having agreed spatial principles

The location and nature of the development and infrastructure planned for the County will determine how and where the County Council will have to deliver its own services as well as those services that it has a responsibility for planning and coordinating. It will also have a direct impact



on the cost and efficiency of delivering these services (both in terms of initial investment as well as longer term revenue costs).

The County Council does not currently have a formal position setting out the principles that should be used to influence where future development takes place. It has an input into local plans and other policy documents but responds on a case-by-case basis, as is usual with planning applications and other infrastructure proposals. As a result, County level influence on planning is currently weak. County level infrastructure planning takes place with little co-ordination across services or agencies and has limited County wide strategic context or strategic infrastructure budget. In turn existing budgets are not used most efficiently and, in many circumstances, the expectations placed on the County Council as a service provider are beyond what it can afford.

In addition to significant growth pressures, Buckinghamshire is currently the subject of an unprecedented and unique set of national infrastructure proposals. These include the road and rail routes in the Oxford to Cambridge Corridor, HS2, the proposed third runway and rail links to Heathrow as well as the development of Crossrail and M4 Smart Motorway upgrade to the south. The County Council is working hard to effectively mitigate the impact of these nationally significant infrastructure projects and trying to maximise their potential benefits. Having clear spatial principles relating to growth and infrastructure will help to deliver these objectives.

1.1.4 Methodology and approach

The approach to developing the Spatial Principles uses the County Council's Strategic Plan as a starting point – as the document which sets out the County Council's vision for Bucks along with aims, objectives and its strategic outcomes. The aims and objectives of the Plan can be used to prioritise infrastructure and measure success (Part 2 of the BSIP work that will be reported to Cabinet later this year).

Taking this as a starting point the report considers the requirements and impact of a number of other factors. These are;

- Delivering council services and considering how spatial principles can be used to increase the efficiency of delivery;
- Implications for delivering other utilities and infrastructure;
- The scale and nature of the growth already proposed within existing and emerging plans;
- The policies and objectives of the County Council's delivery partners – in particular Central Government, the BTVLEP and Strategic Alliance.

These factors have led to the development of three simple Spatial Principles which in turn are expressed as more detailed Spatial Implications for the County set out in paragraphs 3.2 to 3.3.

1.1.5 Using the County Council's Strategic Plan to feed into the Spatial Principles

Whilst the Buckinghamshire County Council Strategic Plan does not set out where development should or should not take place, the success in delivering its aims and objectives will be dependent, in part, upon the scale and location of growth.

A key element of the Corporate Plan is the need to balance elements that impact on the quality and value of the County as it is today with future growth - in particular the balance between;

- The needs of the County's existing residents with new occupiers and residents
- The need to protect and enhance existing urban and rural environments with that to create attractive new communities
- The need to develop significant numbers of new homes and jobs and the need to use Buckinghamshire's limited land and other resources most efficiently – maximizing the economic benefit for the County and Country that the growth will deliver.



1.1.6 Efficient delivery of the County Council's Services

Currently service planning takes place in the context of the County not yet having adopted up-to-date local plans. Whilst all services have had an input into the emerging local plans the main input that the County Council has to growth proposals is in response to individual sites and planning applications. Responding to individual applications is resource hungry. This approach also means that it is difficult to consider the cumulative impact of different developments or to consider services delivery issues relating to a known development programme.

The report considers the opportunities for improving service delivery on a service by service basis and draws out some key themes. These fall into three categories;

- I. All service areas would benefit from early strategic engagement with growth and infrastructure planning, with the infrastructure and services considered collectively. This would provide the opportunity to consider the interrelationships and dependencies between different services (education and transport being the clearest example). It would also enable joint use of infrastructure to be planned (for example using transport routes for utilities, telecommunications and forms of environmental mitigation);
- II. Service delivery issues should influence the pattern of development within the County. This will enable the County Council to ensure that the capacity of existing as well as planned infrastructure is used effectively;
- III. Service delivery issues should influence the form and detailed planning of development areas. Most services with a requirement for capital investment have thresholds which justify the investment. For example circa 700 new homes generate the requirement for a new primary school. A series of unrelated development proposals, none of which individually reach this threshold, would exacerbate the cumulative impact of development on services and infrastructure and makes service planning and delivery more difficult.

1.1.7 Spatial Principles

The conclusion of the Local Partnership's report is that there are some clear principles which will provide a clear framework for growth. This will help to ensure that the efficient planning and delivery of the Council's services can effectively mitigate or respond to the national infrastructure proposals affecting Bucks and will help to deliver the growth and economic potential for the County (supporting central governments ambitions for the wider area).

The Council should support and promote:

- Concentrated rather than dispersed development;
- Development that is well related to transport corridors and transport hubs;
- Growth patterns that respect the County's environmental and other planning constraints (including Green Belt, and AONBs).



2 Introduction and Background

2.1 Purpose of the report

Buckinghamshire County Council has commissioned Local Partnerships (LP) to prepare a Strategic Infrastructure Plan for the County. It will be used to provide a framework to shape and influence the delivery of critical strategic infrastructure, including physical, social and green infrastructure over the next 25 years.

The Plan will not be a statutory planning document. It will need to reflect the area's emerging Local Plans, LEPs' economic strategy, mitigate and lever benefits from national infrastructure projects. It should guide delivery of the County's aspirations and influence rather than duplicate the plans of partner organisations.

The County Council is responsible for strategic services and infrastructure needed to support existing and growing communities. A key requirement for the plan will be its use as a tool to support the delivery of the services and infrastructure that the County is responsible for providing and planning, including those relating to;

- Schools
- Strategic road and rail infrastructure
- Social and community infrastructure
- Health
- Environment, open space and countryside management
- Supported housing

The Council also has a role in ensuring that utilities, broadband and other services are provided to meet the needs of the whole of the County.

The Importance of digital and utility infrastructure

Using infrastructure to create a more attractive and productive Buckinghamshire is a key objective of the Strategic infrastructure Plan. This does not just require infrastructure to fill a basic capacity gap but also requires a quality and level of infrastructure that provides;

- Flexibility to meet changing and future needs (including those required to support new industry, transport and communications),
- Resilience to meet changes to the environment and economy,
- Robustness to stand up to potential shocks.

These features are particularly important with regard to the provision of new utilities required to support growth and in particular Digital communications (including high speed broadband as well as mobile communications) as well as electricity supply.

It is intended that the plan will be influential in relationship to the various strategic infrastructure funding and delivery strategies at the sub-regional and national level – making the most of the opportunities provided and providing a justification for new infrastructure which benefits the agreed strategy, providing the appropriate links between strategic infrastructure and local spatial planning priorities. The plan will also consider different and more efficient models of funding infrastructure than the current arrangements (to be reported to Cabinet later in the year).

Developing a set of spatial principles is particularly relevant bearing in mind the pressures that the County is facing. The County Council is having to respond to housing and economic growth pressures (from within the County and external to it) as well as proposals for significant pieces of national infrastructure. This report sets out a forward thinking strategy to enable the Council to



influence the planning and delivery of strategic infrastructure projects, guide and influence growth proposals including;

- Emerging local plans;
- Options for future growth (within Buckinghamshire and in surrounding authorities (including Greater London));
- Routes, location, form and mitigation required to deliver National Infrastructure (Oxford to Cambridge Expressway and rail line, HS2, Heathrow 3rd runway and rail links);
- The planning and delivery of other strategic infrastructure (serving the economic and housing growth and to optimise the benefit of national connections);
- The delivery approach to the services that are the responsibility of the County Council;
- Investment decisions of the Government and the private sector.

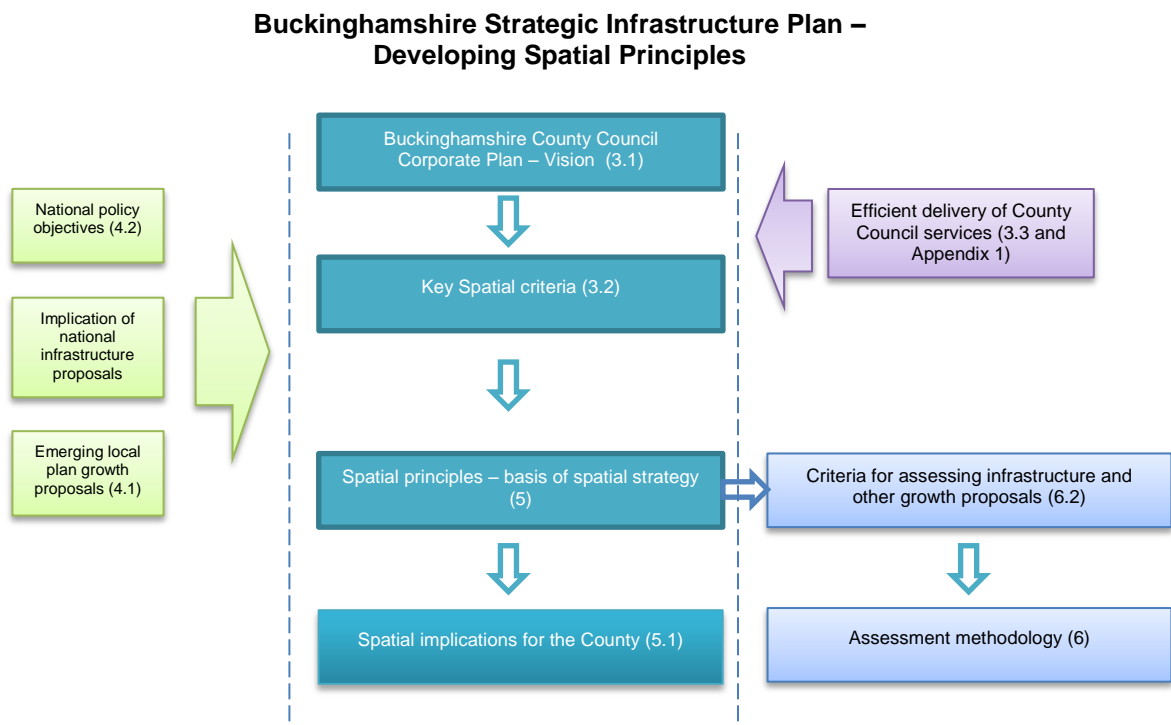
2.2 Scope and Methodology

The basis for this work is a set of criteria drawn from the County's Strategic Plan and Vision.

These criteria are being used to develop a set of Spatial principles that;

- Will inform the County Council's position on items covered by the bullet points in 2.1 above , and
- Can be used to prioritise investment decisions relating to infrastructure and services

The diagram below sets out the broad approach used to develop the spatial principles with the central block representing the subject of this report. The numbers refer to subsequent report sections.



2.3 Next steps

This report is the first stage of the work Local Partnerships is carrying out for Buckinghamshire County Council. The next steps which are currently underway are to consider;

- Where and how the County Council can effectively influence growth and manage the provision of strategic infrastructure and services;
- A more detailed approach to prioritising infrastructure and infrastructure funding (based on the criteria and spatial principles set out in this report);
- An analysis of costs and availability of funding;
- Future approaches to infrastructure delivery including -
 - Options and different delivery solutions
 - Model for assessing benefits including impact on GVA





3 Vision for Buckinghamshire

3.1 Buckinghamshire County Council Strategic Plan 2017-20

The vision for Buckinghamshire is contained in the County Council's Corporate Plan 2017-20. The Plan sets the context within which the County Council is operating, the County's aims, objectives and values for the next three years. This is explained within the context of a growing economy, the impact of major infrastructure proposals, and growth pressures from surrounding authorities. The Plan identifies three specific aims, all relevant in assessing spatial proposals and the infrastructure required to deliver these proposals. These are;

- *Safeguarding Our Vulnerable Communities*
- *Creating Opportunities & Building Self Reliance*
- *Ensuring Buckinghamshire is Thriving & Attractive*

The third of these three aims is considered as an important driver both of itself and in delivering the other two aims. Critical to the success of the third aim is the assessment of spatial proposals, both in the context of protecting the elements of the County that residents value and in ensuring that growth and change delivers thriving and attractive communities that realise benefits for the whole of the County;

“Ensuring Buckinghamshire is Thriving and Attractive

*Buckinghamshire is growing rapidly and its economy is one of the strongest in the country. As it grows our challenge is to **shape quality places**, ensuring they are **prosperous, thriving and attractive**. We will continue to **plan and deliver early interventions** with our partners to drive forward and **secure good jobs, good road, rail and other essential infrastructure** which will meet the current and future needs of our residents. Proactively protect and **mitigate the impact of development on the county's unique natural environment**. (LP Highlighting)”*

Eight objectives are identified to deliver this aim. These are to work with partners to:

- “1. Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible*
- 2. To work with the England Economic Heartland / Local Enterprise Partnership's and other partners to maximise investment in the County, to deliver, manage and maintain local services and strategic infrastructure including digital highways, in line with changing demands*
- 3. Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth*
- 4. Enable the right conditions to attract people to live, learn and work in Buckinghamshire*
- 5. To improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel*
- 6. Protect and enhance our high quality environment and major towns including protecting the Green Belt, AONB, Rights of Way and Green Spaces*
- 7. Mitigate the impact of strategic national infrastructure projects i.e. HS2, Heathrow expansion*
- 8. Promote and encourage sustainable approaches to the use of natural resources and waste. Improving our natural environment, water management, biochemistry, recycling and animal welfare.”*

Buckinghamshire County Council Strategic Plan 2017-20.

3.2 Criteria derived from Strategic Plan to assess spatial proposals / prioritise strategic infrastructure

One of the key drivers of the County Council's vision is the emphasis on quality rather than quantity - with the key objective being the delivery of attractive and prosperous places.

Using the County Council's Strategic Plan as the basis, this report draws out 5 criteria that can be used to help develop spatial principles for Bucks and to help prioritise the critical strategic infrastructure required to enable growth.

In any such exercise it is necessary to summarise the key elements of the Plan, the criteria for success and balance key issues, in particular the balance between;

- The needs of the County's existing residents with new occupiers and residents;
- The need to protect and enhance existing urban and rural environments with that to create attractive new communities;
- The need to develop significant numbers of new homes and jobs and the need to use Buckinghamshire's limited land and other resources most efficiently – maximizing the economic benefit for the County and Country that the growth will deliver the five criteria, explained in more detail below.

The five criteria for success we would propose to BCC are;

1. Creating attractive new communities
2. Improving the quality of life for existing and new residents
3. Protecting and respecting the environment and key strategic constraints - including AONBs, Green Belt, flooding, air quality, open space
4. Delivering housing growth which meets Buckinghamshire's needs and supports the expansion of the local economy - concentrating on higher value businesses and jobs
5. The efficient coordinated delivery of growth and infrastructure and services along with the efficient use of capacity created

The following section explains in more detail what each criteria means in the development of a strategy.

3.2.1 Creating attractive new communities

This will cover development proposals that extend existing settlements as well as those that are of a scale that can be considered as new settlements. There are two broad elements to assessing whether a proposal contributes to this criteria;

- The quality of the physical environment
- Whether the mix of uses and necessary range of services and infrastructure can be provided to deliver an attractive, strong and stable community

Whilst the ability of any development to meet these criteria will be dependent upon the detailed plans and proposals (as well as the capacity of existing infrastructure and services), the ability to create attractive new communities will be dependent upon some key principles. In particular the proposal's ability to fund the infrastructure and services required for its residents and businesses.

Note - It is not the role of the County Council to develop detailed planning policies, however, the development of the Aylesbury Garden Town does provide the opportunity to work with partners to develop in more detail the definition of what an attractive new community would mean for Buckinghamshire – particularly in relationship to infrastructure and service delivery. This definition could be used as a delivery model for use across the County.



Spatial Consideration

There are three broad options for creating new communities:

- Concentrating development in larger communities or urban extensions (which could include a number of smaller extensions in an area which cumulatively deliver a scale of development);
- Dispersing development across the County and across the existing villages and towns;
- A mixed approach.

Through the delivery of small sites and windfall sites through the planning system there will always be the need to manage a mixed approach. However, the criteria that are likely to lead to the creation of attractive new communities depend upon the ability to deliver at scale leading to a mixed approach and leaning heavily to concentrated development.

3.2.2 Improving the **quality of life** for existing and new residents.

Whether Buckinghamshire delivers the economic potential identified by the County Council, central government and other partners will be dependent upon it remaining an attractive location for existing and new residents, businesses and investors. The objective of achieving an improved quality of life, whilst not entirely dependent upon spatial principles is affected by them. Central to these are those that will affect access to new homes and jobs. This has a physical element but, just as importantly, relates to education, skills and training:

- Choice of homes and jobs
- Necessary infrastructure and services
- Protection and improvement of existing living and working environment
- Providing training and education to support existing employees

Clearly the actions of partners such as the Bucks Thames Valley Local Enterprise Partnership (BTVLEP) will be important in relationship to this and other principles.

Spatial Considerations

The spatial considerations here relate to the broad idea of accessibility and choice for jobs, homes and services. Community planning has spatial implications in terms of ensuring the right mix of uses and services. At a more strategic level it leads to the need to link new and existing communities with the necessary transport infrastructure.

Conversely where there are clear principles that define where communities should be, this provides a steer to where the infrastructure should be provided – a key issue for determining the route of transport infrastructure such as the Oxford to Cambridge Express Way.

Again this criteria emphasises the advantage of concentrating new development and ensuring that there are close links between new growth areas and strategic infrastructure.

3.2.3 Protecting and respecting **the environment** and key strategic constraints including AONBs, Green Belt, Flooding, Air quality, Open space

Buckinghamshire's countryside as a significant environmental asset – one which is valued and protected in its own right through local, national and international policies and designations. However, respecting the countryside and environment is also central to creating attractive new communities and preserving and improving people's quality of life.

There are a number of criteria which are central to delivering this objective:

- Protecting countryside and open space as a resource that residents have access to and can enjoy (including the creation of new and well-designed new landscapes, open spaces and urban countryside edges);

- Retaining features as mitigation or protection (for example flooding, air quality habitat) as a valuable resource in their own right.

Again whilst these criteria can be delivered in many different ways, by using them to feed into spatial principles the objectives behind the criteria can be delivered more comprehensively.

Spatial Consideration

Much of the County is covered by national planning and environmental constraints. The value and attractiveness of Buckinghamshire's countryside should have a wider impact on the spatial principles of growth. Wherever development does take place it should use the land required most efficiently (both for built development and wider infrastructure) to retain and maximise benefits of development rather than harm to land designated within the green belt or Chilterns Area of Outstanding Natural Beauty.

3.2.4 **Delivering Housing growth that supports the expansion of the region's economy - enabling the creation of high value businesses and jobs**

Buckinghamshire is already at the centre of one of England's best performing south-east economy. This is clearly recognized by central government and in specific reports such as the National Infrastructure Commission's 'Oxford – Milton Keynes - Cambridge Corridor: Interim Report'. The potential of Buckinghamshire to contribute to the national economy is based on its high quality environment, existing high value businesses combined with the skills and education of its residents and workers.

Reflecting the Council's emphasis on quality rather than numbers, the spatial strategy needs to cover elements that ensure that development opportunities are tied as closely as possible to the generation of a high value economy and high quality, attractive communities.

Clearly maximizing this opportunity will depend upon the action of many partners and will be reflected in the BTVLEPs Plans and in particular its response to the Government's Industrial Strategy. However there are some important physical and spatial criteria which will affect this relationship between new homes and jobs, set out as follows -

- Balance between the number of homes and number of jobs;
- Range and quality of the new homes provided;
- Spatial relationship between new homes and employment sites;
- Providing the necessary physical, education and training infrastructure.

Spatial Consideration

This criteria raises the issue of the mix of homes and jobs at the strategic level and the physical links between homes, jobs and supporting infrastructure at the local level.

Whilst modern technology provides opportunities to reduce some physical connections, there is still a clear requirement to be close to this infrastructure.


Bucks has three existing Enterprise Zones that have been identified as areas for accelerated and high value economic growth. Linking these to new communities and infrastructure would seem to be a key starting point.

3.2.5 **The efficient coordinated delivery of growth and infrastructure and services along with the efficient use of capacity created**

This is an overarching criteria which relates to ensuring that the County Council and others can deliver their services as efficiently as possible. There are three elements to this:

1. That the County Council can continue to deliver services to existing residents as efficiently as possible;
2. That the County Council can ensure that existing and new residents benefit as much as possible from the infrastructure and services funded by new development and growth;



- 
3. That where further funding is required (for example from Central Government or via the BTVLEP) the County Council and delivery partners can demonstrate that it has maximized the use of existing resources and funding and that any 'gap' identified is justified.

In addition to having a strategic and coordinated approach to infrastructure planning there are three more detailed criteria to be considered:

- A spatial plan that relates to service delivery principles – reducing the capital and revenue cost of delivery;
- Incorporation of detailed service delivery principles into design of new development;
- Relationship to national and regional infrastructure to areas for economic and housing growth.

Using the delivery tools that the County Council currently has is the first stage in ensuring that this criteria is met. This could include the development of principles in parallel to the work around the Aylesbury Garden Town project as mentioned above.

In the longer term there are also other approaches to delivery that the County Council could consider. This could involve the County Council taking a more direct approach to the delivery of growth and infrastructure – taking a greater control over programme, investment and outputs.

These delivery options are being considered by Local Partnerships in the next stage of its work.

Spatial Considerations

These are considered in the section below.

3.3 Efficient delivery of the Council's services – spatial implications

Buckinghamshire County Council is responsible for planning, delivering and commissioning a range of strategic services and infrastructure across the County. Whilst the County Council is not the planning authority, to ensure that its services are planned and delivered efficiently the County Council needs to have a strong and early input into the spatial strategy of the County's Local Plans as well as detailed development proposals as they come forward. The County Council has commented on the emerging Local Plans at each stage of their development and worked with central government departments and promoters of national infrastructure projects, including HS2, Crossrail, Western Rail Link to Heathrow and the M4 Smart Motorway upgrade.

Local Partnerships has met and interviewed the heads of service and other members of staff responsible for delivering and planning for the County's services. Information has been provided on how the services are planned and delivered at present, along with the opportunities that growth (and other strategic infrastructure proposals) provide for delivering these services in the future.

From the information provided there are three interrelated issues linking service delivery to the spatial principles:

- Where growth is proposed in relationship to existing settlements and infrastructure
- The location and scale of development proposed and the relationship between this and the thresholds triggering the requirement for new infrastructure
- The ability of new development to pay for the new infrastructure or services

These issues are easy to illustrate when applied to education and transport, where there are clear thresholds which can be linked to the delivery of the service or infrastructure. However in all cases covered by this report, the efficient delivery of these services has a spatial implication.

These have been used to feed into the spatial principles and the strategy contained in this report.

Appendix 1 includes a table which sets out against County Council Service area:

- The corporate plan objective it delivers;



- Current position in terms of planning and service delivery;
- The opportunities for delivery provided by growth and new infrastructure;
- The detailed spatial implications for each service area if current barriers are to be overcome and opportunities for more efficient delivery taken up. (Note – the details of delivering these opportunities will be covered in the second stage of the work).

The following sections draw the conclusions from the table contained in Appendix 1.

3.3.1 Current position in terms of service planning and delivery

The current Local Plan positions, combined with the restrictions relating to CIL / S106, mean that most service planning, in relationship to growth and new development is site-based or carried out in response to individual planning applications.

The County Council has very good relationships with development management teams in the districts and negotiates contributions for many of its services. However, there is limited opportunity to influence overall special strategy, as it relates to service delivery or detailed design. Similarly, the opportunities for planning services, or mitigation, at a strategic level are often not possible.

Without a plan-led, strategic approach service planners have to be reactive to development proposals and projects which makes it very difficult to mitigate cumulative impacts or manage opportunities in areas of high demand.

This position is magnified the more dispersed the development pattern is. Where the development is dispersed the cumulative impact on existing services is hard to measure, with mitigation harder to deliver.

The outcome of this approach is that services and infrastructure are not planned or delivered in the most efficient way. At best the approach is incremental and site specific at worst the impact can have ripple effects for example reducing the capacity of strategic transport corridors to such an extent that a more strategic, transformational infrastructure investment is needed. Furthermore, the requirement to fund a single piece of infrastructure from a relatively small development may make the development unviable, or prevent it from making a full contribution to affordable housing or other community or social infrastructure. Limitations on developer contributions and pooling restrictions limit the delivery of more strategic, transformational infrastructure investment or service delivery. An alternative, County wide approach is needed.

3.3.2 The opportunities for improved delivery provided by growth and new infrastructure

At the simplest level there are key opportunities available to plan and deliver services more strategically – using service delivery models as an early input into spatial planning.

One of the starting points for this would be thresholds that relate to the provision of different services. Whilst those that relate to education are the easiest to illustrate (with circa 700 units generating the requirement for a 1FE primary school and 6000 units the requirement for a secondary school) there are relevant if more flexible thresholds that apply to most services including transport, health and social care, as well as waste infrastructure.

Using service delivery models as an input into early spatial planning (alongside a consideration of environmental and other constraints) is an opportunity that further growth will provide and will enable services to be delivered more efficiently.

The efficient delivery of services is not just dependent upon the strategic relationship of growth and infrastructure. It also depends on how delivery issues are considered within the detailed design of individual new communities. One of the difficulties with the current model is that service planners have to respond to a large number of planning applications. The opportunity exists to develop a series of development principles that will ensure that services are taken into consideration as part of development planning decision-making.



As stated above, the Aylesbury Garden Town project provides the opportunity to explore and develop these principles further within the context of place-shaping for delivering attractive and sustainable new communities.

Whilst the County Council will only have a limited ability to influence detailed issues relating to infrastructure such as HS2 and Heathrow there will be opportunities to develop detailed delivery solutions that may be beneficial to the County Council and infrastructure providers. For example the proposed Oxford to Cambridge Expressway – where the objective is to unlock the area’s housing and economic potential there is a clear case that the infrastructure should follow a route which most enables the growth aspirations of the County Council and District Councils. Here there is a clear case that the spatial principles should be one of the key starting points for determining the route.

3.3.3 Spatial implications of efficient service delivery

There are some core spatial implications that relate to the delivery of the Council’s services. These are:

- Services can be more efficiently planned and delivered where development is concentrated;
- There are different thresholds that relate to different services. These should be used as one of the key starting points for determining the scale of new communities and urban extensions;
- Environmental constraints can be used to determine the appropriate response to delivering a service;
- In the north there is the opportunity to link new development to new and existing transport infrastructure;
- In the south the strategy needs to maximise the opportunity for linking with existing services and transport infrastructure (along with the corridors that are likely to be improved). Here spatial constraints mean that there is a greater need to consider mitigation measures and, in the case of transport, the opportunities for moving more people away from a dependence upon cars.

Having considered how services are delivered at present, along with the opportunities for improving service delivery, three broad themes have been identified that should feed into the Spatial Principles.

- I. Most services can be delivered more efficiently when development is concentrated on a particular location. This could include a new community, Enterprise Zone or a number of related large sites within a small area. The scale of growth proposed in Buckinghamshire means that there are few locations where services and infrastructure has the capacity to support significant growth. Spreading growth across the County would make services and infrastructure more difficult to plan, fund and deliver. It would also make environmental mitigation more difficult.
- II. Whilst the need for services and infrastructure is triggered by growth, most services need to be accessible to both new and existing communities. Again schools are an illustration of this - even without selective secondary education, school planning is not based on local catchments. Both the new growth and services that they incorporate need to be well related to transport corridors and facilities. Whilst alternative forms of transport will have a significant role to play in how individual new settlements function efficiently the growth in Buckinghamshire will be dependent upon making the best use of existing and proposed new road and rail corridors.
- III. Whilst not a strategic infrastructure issue, there are a number of design principles relating to different services which could be used to feed into the proposals for new

communities or urban extensions. These cover all of the County's services considered in this report. The Aylesbury Garden Town initiative could be explored as an illustration of how service planning could be integrated with site planning.

Further research justifying this approach

The spatial implications for delivering services more efficiently largely relate to developing a more strategic approach.

The case for more concentrated development from a service and infrastructure provision perspective has not been quantified in financial terms. However both the Government Office for Science (2014) and the Royal Town Planning Institute (2015) have undertaken relatively recent studies that considered the implications of urban form on these aspects. The conclusions are summarised below:

- A lot of UK infrastructure is now owned by multi-national companies, which may make coordination harder in the future. It may also make it difficult to secure investment in more costly projects where these are in more remote areas as already been evident in the provision of high speed broadband;
- Services relating to health, education, culture and leisure can be provided at lower per capita costs when they are in close proximity, making them accessible to large, high-density populations;
- There is greater potential to achieve efficiencies in infrastructure provision by providing it at a sub-regional or regional scale. This lowers cost by enabling the interdependencies between infrastructure (e.g. energy and waste, transport and ICT) to be planned and co-ordinated more effectively;
- Low-density, car-oriented and dispersed developments are often disconnected from physical and social infrastructure, creating economic, social and environmental problems over time;
- Dispersed settlements typically result in higher levels of greenhouse gas emissions and resource consumption (land, energy and water) than compact settlements. This is attributable to increased car-dependency and energy consumption associated with low-density housing, coupled with the increased embodied energy during infrastructure provision. Dispersed settlements may also cover land with value for future climate adaptation, such as green spaces which mitigate against flood risk;
- Dispersed development has an impact on flood and drought risk and the expansion of sprawl results in more motor vehicle collisions, higher climate change, transport emissions and level of local pollutants, which also impose significant costs on the economy and people;
- Those in less urban areas are less likely to use public transport; and whereas bus fares have risen by 30% between 2001 and 2013, petrol prices have risen by 70%. This obviously has a disproportionate effect on low-income suburban households who are reliant on the car.





4 Emerging Local Plans and Infrastructure Objectives

4.1 Emerging Local Plans / housing and infrastructure requirement

The Housing White Paper released in February 2017 reiterates central government's expectation that local authorities will work together through the planning system to deliver significant housing growth. Some penalties for councils not achieving agreed rates of development are proposed and a national methodology for Objectively Assessed Need for housing is expected later in the year. The Draft Vale of Aylesbury Local Plan and Draft Wycombe Local Plan is expected to be published for public consultation in October and September, the Chiltern and South Bucks Draft Joint Local Plan is expected to be published for public consultation later this year.

The Government has indicated broad support for the planning and delivery of growth within Bucks and already prioritised infrastructure investment to deliver critical priorities such as East-West Rail. The National Infrastructure Delivery Plan (2016-2021) identifies three key criteria guiding the Government in deciding which projects to invest in or support.

- Projects are **nationally significant** and must enhance **quality, sustainability and capacity**;
- Projects must have the potential to **drive economic growth** or attract significant **private sector investment**;
- Projects must help **meet the government's strategic objectives**.

There is significant overlap between the County's and Government's objectives. The Spatial Principles covered by this report can be seen to support these objectives in supporting the quality of infrastructure and growth and in enabling it to be delivered most efficiently. Using the principles to demonstrate the continuing overlap in objectives will be important.

At the centre of the County's economic strategy is the need to support the successful industry sectors already located in the County and to take advantage of growth and new infrastructure to expand these sectors (including supporting their skill and training requirements).

Work carried by Bucks Advantage on behalf of the BTVLEP identified 7 strategic principles to inform infrastructure planning:

- I. Integrate with existing policy and support the Local Plan making process, to ensure the investment proposed in this plan is consistent with local land use strategies;
- II. Support the delivery of the major national strategic transport infrastructure and local highway improvements we need to accommodate growth;
- III. Strengthen economic drivers and key sectors – targeting investment to support the needs of business, particularly 'high value' businesses;
- IV. Protect the environment and the character of settlements – keeping Buckinghamshire a special place;
- V. Enable town centre regeneration and support the wider growth agenda – notably the major centres of Aylesbury and High Wycombe as well as smaller towns;



- VI. Make provision for the appropriate expansion of existing settlements and strategic sites; and
- VII. Promote SMART growth¹ - to strengthen and future proof our infrastructure.

In terms of suitable locations for growth BTVLEP identified 3 growth corridors reflecting current opportunities as well as future infrastructure proposals and development opportunities;

- I. M40 / Thames Valley Corridor
- II. Chiltern Line connected settlement corridor
- III. East West Corridor (reflecting the opportunity now included in the Oxford to Cambridge Corridor expressway and rail link).

These corridors are directly reflected in the proposed Spatial Principles of the Bucks Strategic Infrastructure Plan.

4.2 Economic Growth and National Infrastructure

Economically, Buckinghamshire is the most successful County in England. This position is reflected in the Bucks Strategic Economic Plan developed and promoted by the Buckinghamshire Thames Valley LEP (BTVLEP). The unique combination of world leading universities, research and globally competitive business clusters spotlights the Oxford to Cambridge growth corridor as the top priority for growth in the UK by the National Infrastructure Commission (NIC) and the England's Economic Heartland Strategic Alliance.

Emerging work by the NIC highlights the lack of suitable housing as a potential barrier to growth. The economic potential of Bucks is further increased with the proposal for East West Rail and the Oxford Cambridge Expressway which open up new opportunities for growth and development through improving east-west and north-south connectivity within Bucks.

The Government's recent Industrial Strategy issued in January 2017 highlighted the themes brought out in the NIC work. Key commitments of the strategy are:

- investing in science, research and innovation – a key part of Buckinghamshire and neighbouring county's economies;
- upgrading infrastructure - the Housing Infrastructure Fund will be used to fund important infrastructure to enable new housing to be developed;
- cultivating world leading sectors – a key part of the LEP's Strategic Economic Plan.

¹ Communities that use digital technologies to enhance performance and well-being in order to reduce costs and resource consumption, and to engage more effectively and actively with its citizens, creating places which are more "liveable" and resistant and, hence, able to respond quicker to new challenges such as climate change adaptation and planning for new communities, creating new ways to build stronger places and neighbourhoods.



5 Spatial conclusions

There are three simple principles that are recommended to be the basis of the County Council's Spatial Strategy:

- Concentrated rather than dispersed development
- Development that is well related to transport corridors and transport hubs
- Growth patterns that respect the County's environmental and other planning constraints

5.1 Spatial Implications

Taking the three principles a stage further the implications of these principles are:

- Development centred on existing, strategic urban areas (Aylesbury, Buckingham, High Wycombe, Princes Risborough) or in locations suitable for a new settlement (potential within the Oxford to Cambridge Corridor);
- Development linked to existing employment hubs (including Enterprise Zones);
- Development that is well related to transport corridors and transport hubs including;
 - the Oxford to Cambridge Corridor (particularly the proposed Express Way)
 - North South A4010
 - Crossrail stations
- Suitable locations for Growth should influence the route of the Expressway;
- Growth (particularly that supporting economic growth above that which meets locally generated need) will be concentrated in the north of the County;
- Growth in the South of the County needs to be based on existing settlements and be focused on locally generated need.

6 Infrastructure Prioritisation

6.1 The infrastructure required to support growth

The link between strategic infrastructure, housing and employment growth is relatively simple.

Additional infrastructure provision is usually required to enable development to take place. Additional infrastructure investment is needed to mitigate development impacts and provide the additional capacity in services and amenity required by residents and businesses. Infrastructure needs include,

- Physical infrastructure including roads and rails, public transport, utilities, broadband,
- Social Infrastructure – including school places, health and social care, cultural amenities.
- Green Infrastructure – including trees, open space, ecology, biodiversity, landscape and archaeology and environmental mitigation including mitigation of flood risk.

Additional infrastructure required to support the additional housing needs is usually negotiated on a site by site basis as sites come forward for development. Infrastructure that is relevant, reasonable and appropriate in scale to specific development is normally paid for in total or part by the developer (through developer contributions such as Section 106 Agreements, Community Infrastructure Levy payments or other planning obligations).

A more strategic approach is needed to effectively manage and mitigate cumulative impacts of a development and deliver critical transformational, strategic infrastructure priorities. The aims and ambitions of the County Council, BTVLEP and the Districts require strategic infrastructure that goes well beyond a minimum, site by site provision, both in terms of quality and quantity.

Strategic infrastructure which creates value to existing and new residents is transformational and capable of attracting higher value industry and provides the increase in infrastructure capacity needed to enable new and attractive communities.

The Strategic Infrastructure Investment Plan (part 2 of the BSIP report) will cover the basic infrastructure providing capacity for growth but also,

- That which provides accessibility to a full range of social and community services (including education, health, adult social care etc).
- Support for skills and training
- High levels of physical accessibility
- Digital connectivity
- Environmental infrastructure
- Resilience to change.

The County wide, strategic approach outlined in this report is required to manage growth and development in Bucks such that shared ambitions across the County Council, BTVLEP, Districts and central government departments are met so that growth in Buckinghamshire fully maximises strategic outcomes and the productivity of investment.

This co-ordinated approach to infrastructure investment will also ensure that growth creates a real value for the County with the following benefits:

- Growth is more likely to be able to pay for the infrastructure it requires (without the need for external funding);
- Growth will be able to support long term service provision through its contribution via Council Tax and Business Rates;





- Growth will be able to attract higher value businesses;
- Growth will contribute to increased levels of productivity.

This type of infrastructure may be part funded by the development taking place in the County.

However, there are a number of other funding sources, such as:

- Strategic national and subnational infrastructure funded through Government;
- Funding through private sector investment – repaid by end customers;
- Public sector service providers.

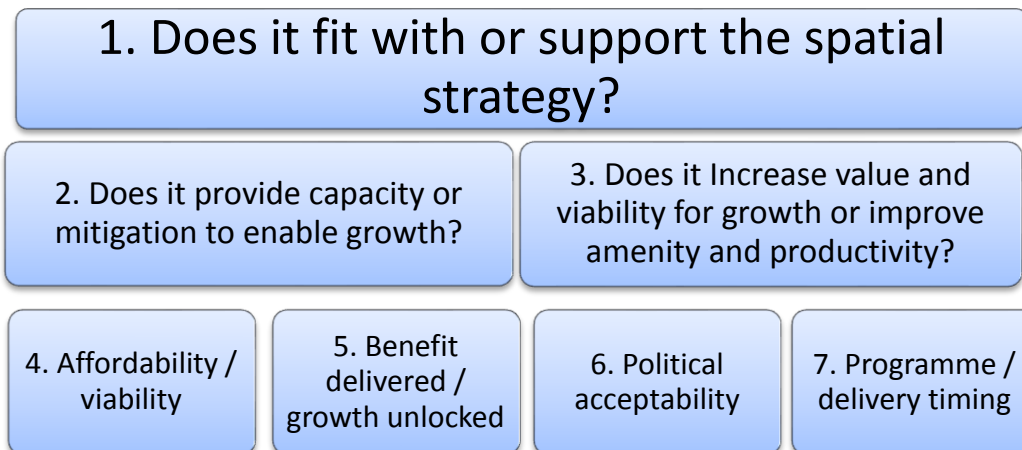
6.2 Relationship of the Spatial Principles to Infrastructure

The key role of the spatial principles, in relationship to prioritisation, is to ensure that infrastructure can be delivered efficiently.

To deliver the County's aims and objectives, strategic infrastructure needs to provide the additional capacity needed to be of a level of quality to create value and increase productivity.

The main element of the prioritisation relates to the spatial principles and objectives that have been set out in sections 5 of this report.

The following questions are proposed as criteria to test the prioritisation of strategic infrastructure investments, as set out below:



The questions covered by 4 to 7 above are the same criteria that were recommended in the Shared Intelligence report on infrastructure investment in Bucks, commissioned by BTVLEP in 2015.

6.2.1 Fit with Spatial Strategy

This will be the primary test for prioritising infrastructure. The Spatial Strategy is justified as it is driven by the Council's aims and objectives contained in its Strategic Plan along with the objective of delivering the Council's services in an efficient way. This test is therefore relatively simple - infrastructure that supports growth in line with the spatial principles passes the test. Infrastructure that does not should fail the test and not be supported as a high priority.

The key spatial principles are:

- Concentrated rather than dispersed development;
- Development that is well related to transport corridors and transport hubs;

- Growth patterns that respect the County's environmental and other planning constraints (including Green Belt, and AONBs).

Elements of strategic Infrastructure, such as the Oxford to Cambridge Expressway, will reinforce the spatial principles by reinforcing a north-south and east-west strategic transport corridor.

6.2.2 Does Infrastructure provide additional capacity to enable growth

Does the infrastructure enable growth or mitigate development impacts (this could cover environmental mitigation or compensation). The answer yes or no is scored. The quantity of development unlocked is considered within a separate criteria.

6.2.3 Does infrastructure provide capacity and contribute to value, productivity and other economic objectives?

This is an important question – does the level of priority given to the infrastructure that is required to unlock development contribute to that which affects quality, value or economic productivity. It is essential that the infrastructure package includes qualitative elements that maximise quality, value and maximise the strategic outcomes of the Council's Strategic Plan. This will also be essential to deliver the Districts, BTVLEP and Government's economic strategies.

6.2.4 Is the infrastructure viable and affordable?

This section considers the infrastructure against the following questions:

- Can the development that this infrastructure unlocks be expected to pay for the piece of infrastructure (through 106, 278 or other agreements)?
- Is there a clear funding source that would normally pay for this infrastructure?
- Can the infrastructure be paid for through a commercial proposition?

If the answer is yes to one of the above questions and the funding has been secured or is very likely to be secured the infrastructure should receive **3 points**. If the answer to one of the above questions is yes but the funding has not been secured the score should be **2 points**. If the answer is no or funding is partial or uncertain it should score **1 point**.

6.2.5 What level of benefit does it deliver

This will relate to the benefit that is delivered. For roads and utilities it will be determined by the number of homes or jobs that it unlocks. For other infrastructure the benefit will relate to the level of benefit that the project delivers in relationship to its importance for the area or economy.

6.2.6 Programme - when does the infrastructure need to be delivered?

The infrastructure delivery timescale contained in this report considers the period from 2013 to beyond 2036. Prioritisation is scored in relationship to when the piece of infrastructure needs to be delivered (and therefore when funding needs to be available to enable construction to start). A more detailed assessment of infrastructure prioritisation will follow in the part 2 report of the BSIP, expected to be presented to Cabinet later this year.



7 Appendix 1 – Efficient delivery of Council Services – Spatial implications

Service area	Link to Strategic Plan	Current position	Opportunities provided by growth and new infrastructure	Spatial implications
Education	<p>Safeguarding our vulnerable</p> <p>Creating Opportunities and Building Self Reliance</p> <p>Keeping Buckinghamshire Thriving and Attractive</p>	<ul style="list-style-type: none"> • Education Planning driven by planning applications. • Duty to cooperate has little impact on education planning • Dispersed development and education demand cannot be easily met through the development of new or expanded schools • CIL regime not very flexible • Education travel raises significant demand / capacity issues at peak times. 	<ul style="list-style-type: none"> • Opportunity for strategic planning • Link development proposals to the school thresholds (i.e. 700 units + primary school, 6000 units + secondary school..) • Link strategic transport planning to education planning. Consider demand and supply across transport corridor area. • Provide certainty to attract new residents and high value jobs. 	<ul style="list-style-type: none"> • Concentrated rather than dispersed development. • Development proposals based on school thresholds. • Development (including schools) should be well related to existing and planned transport corridors.

Service area	Link to Strategic Plan	Current position	Opportunities provided by growth and new infrastructure	Spatial implications
Environmental / Countryside services	Keeping Buckinghamshire Thriving and Attractive	<ul style="list-style-type: none"> • Service driven by planning applications. • Environmental and capacity not considered early enough – mitigation may not be possible or may not be delivered as efficiently as possible. • Catchments etc do not match admin boundaries. 	<ul style="list-style-type: none"> • Plan environmental and flood mitigation on a County Basis. • Opportunity to deal with strategic quality issues. • Opportunity to use planned strategic infrastructure for a dual purpose. • Income generation opportunities for providing strategic mitigation opportunities. 	<ul style="list-style-type: none"> • Strategic growth towards the North of the County. • Development of a scale where mitigation can be delivered. • Consolidated development to aid mitigation
Transport planning and development management	Keeping Buckinghamshire Thriving and Attractive	<ul style="list-style-type: none"> • Strategic transport planning driven by planning applications rather than early consideration in LPs. • Existing and new capacity not used most effectively • Car and road based solutions preferred. • Demand management / alternative and public transport only used in limited cases. 	<ul style="list-style-type: none"> • Need to consider delivery options which can influence programme. • Strategic growth to relate to the efficient delivery of transport infrastructure. • Opportunity to 'piggy back' on national and regional infrastructure (to reduce additional / connecting local links) • Opportunity to balance different land uses in consolidated development. 	<ul style="list-style-type: none"> • Consolidated development. • Joint planning of transport generating uses including homes, employment and education. • Growth concentrated around NS and EW transport corridors. • Hard (environmentally less friendly) solutions in the north of the county. • Management and

Service area	Link to Strategic Plan	Current position	Opportunities provided by growth and new infrastructure	Spatial implications
		<ul style="list-style-type: none"> Little control over development programme 		<p>alternative solutions in the South – based around urban extensions aligned to defined thresholds.</p>
Health	<p>Safeguarding our vulnerable</p> <p>Creating Opportunities and Building Self Reliance</p> <p>Keeping Buckinghamshire Thriving and Attractive</p>	<ul style="list-style-type: none"> Resources not available to respond to all applications. Key role is to coordinate a number of organisations involved in health. Input based on developing broad principles that can be applied to development across the county 	<p>Opportunity to work up design and development principles that can be applied to a variety of sites.</p> <p>Development of a ‘Health Impact’ approach.</p> <p>Need for flexibility in terms of buildings and space.</p>	<ul style="list-style-type: none"> Consolidated rather than dispersed development. Use of health capacity thresholds in developing extensions and new settlements (where new capacity is required).
Waste disposal and contract management	<p>Keeping Buckinghamshire Thriving and attractive</p>	<ul style="list-style-type: none"> Waste infrastructure provision does not form part of 106 or CIL. Planning is application based – therefore routes and intermediate facilities are not always 	<p>Opportunity to link settlement patterns to planning strategic infrastructure</p> <p>Significant opportunity for waste service to provide a service / partnering role to developers and infrastructure providers</p>	<ul style="list-style-type: none"> No specific implications apart from linking settlement pattern with provision of infrastructure.

Service area	Link to Strategic Plan	Current position	Opportunities provided by growth and new infrastructure	Spatial implications
		optimum and may not relate to strategic waste facilities.	(construction and other waste).	

Further explanation of the Criteria

Criteria	Spatial considerations	Delivery options
1. Creation of attractive new communities (whether in new or expanded settlements)	<ul style="list-style-type: none"> • High quality design • Range and mix of uses • Scale and mix to enable the efficient provision of infrastructure and services – thresholds relating to education and transport. 	<ul style="list-style-type: none"> • Consolidated development in new settlements and large urban extensions • Dispersed development across the county expanding towns and villages • Mixed economy approach
2. Improving the Quality of life for existing residents.	<ul style="list-style-type: none"> • Choice of homes and jobs • Necessary infrastructure and services • Protection and improvement of existing living and working environment • Providing training and education to support existing employees 	<ul style="list-style-type: none"> • Delivery of homes and jobs to meet local and external demand. • Homes and jobs to meet locally generated need. • Mixed approach based on environmental and other constraints (strategic growth towards the north / locally generated need to the south)
3. Protection and respect for	<ul style="list-style-type: none"> • Access to countryside • Key planning constraints including 	



Criteria	Spatial considerations	Delivery options
environment	<p>AONBs, Green Belt, Flooding, Air quality, Open space</p> <ul style="list-style-type: none">• Green infrastructure	
4. Housing growth needs to be support the expansion of the local economy - concentrating on high value businesses and jobs	<ul style="list-style-type: none">• Spatial relationship between homes and employment,• Balance between number of homes and jobs• Links to the LEPs emerging Industrial Strategy (life sciences and creative industries)	<ul style="list-style-type: none">• Economic free market with new employment based on changing demand over the plan period.• Policy based on growth's impact on achieving a high GVA.• Options relating to efficient service delivery• Broader non spatial but parallel policies such as skills and training.
5. Efficient coordinated delivery of infrastructure and services along with the capacity created	<ul style="list-style-type: none">• Broad spatial plan that relates to service delivery principles• Incorporation of detailed service delivery principles into design of new development• Relationship to national and regional infrastructure to areas for economic and housing growth• Efficient planning and Delivery approaches• Cross authority delivery and governance• Opportunities for taking greater control of output and / or programme	<ul style="list-style-type: none">• Consolidated development in new settlements and large urban extensions – size determined by the efficient delivery of key services.• Dispersed development across the county expanding towns and villages – using existing capacity, retrofitting infrastructure and services + accepting a higher cost for services (or hidden unmet demand)• Mixed economy approach

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