



# 1 Portfolio Summary

Portfolio: **Leader**

Member: **Cllr Martin Tett, Leader of the Council**

<b>REVENUE</b>		<b>CAPITAL</b>	Released	Unreleased	Total
	£000		£000	£000	£000
Budget	£7,174	Budget	£17,448	£3,756	£21,204
Forecast Outturn	£6,969	Forecast Outturn	£18,341	£0	£18,341
Variance	<b>-£205</b>	Variance	£893	<b>-£3,756</b>	<b>-£2,863</b>
Variance	-2.9%	Variance	<b>5.1%</b>	<b>-100.0%</b>	<b>-13.5%</b>
Financial Performance		Financial Performance			



The year-end forecast is an underspend of £0.20m.

This is mainly as a result of reported staffing underspends within the Policy, Performance and Communications Team. This is being reviewed in detail during November.

Capital slippage of £2.9m includes £2m relating to the Waterside North Development and £0.9m relating to LEP schemes (Cross Rail – Taplow Station and High Wycombe Town Centre & Master Plan).

Portfolio: **Community Engagement and Public Health**

Member: **Cllr Noel Brown**

<b>REVENUE</b>		<b>CAPITAL</b>	Released	Unreleased	Total
	£000		£000	£000	£000
Budget	£9,290	Budget	£1,229	£280	£1,509
Forecast Outturn	£9,358	Forecast Outturn	£1,237	£50	£1,287
Variance	£68	Variance	£8	<b>-£230</b>	<b>-£222</b>
Variance	0.7%	Variance	<b>0.7%</b>	<b>-82.1%</b>	<b>-14.7%</b>
Financial Performance		Financial Performance			



The year-end forecast position is an overspend of £0.07m.

The Contact Centre is slightly overspending due to staffing cost pressures relating to delivery issues with the Fix My Street project.

Public Health is expected to breakeven.

Portfolio: **Health & Wellbeing**

Member: **Cllr Lin Hazell**

<b>REVENUE</b>	£000	<b>CAPITAL</b>	Released £000	Unreleased £000	Total £000
Budget	£132,141	Budget	£50	£2,750	£2,800
Forecast Outturn	£134,396	Forecast Outturn	£0	£0	£0
Variance	£2,255	Variance	-£50	-£2,750	-£2,800
Variance	1.7%	Variance	-100.0%	-100.0%	-100.0%
Financial Performance		Financial Performance			

The year-end revenue forecast position is an overspend of £2.26m.

The overspend is as a consequence of:



- increased service users in residential and nursing home due to lower death rates and an increasing number of service users exhausting their own funds and becoming the responsibility of the Council
- an increase in the average number of domiciliary care hours per service user as a consequence of increased complexity in need of service users.

Mitigations are being considered and a weekly budget board is being held to review these. These include the potential use of the recently announced winter pressures funding (although there are conditions attached to this), review of all contract budgets and the possibility of accelerating further savings as part of the adults transformation programme.

The capital programme is showing slippage £2.8m as the adult respite project is currently under review.

**Portfolio: Children's Social Care**

Member: Cllr Warren Whyte

<b>REVENUE</b>		<b>CAPITAL</b>	Released	Unreleased	Total
	£000		£000	£000	£000
Budget	£67,697	Budget	£1,257		£1,257
Forecast Outturn	£71,801	Forecast Outturn	£884		£884
Variance	£4,104	Variance	<b>-£373</b>		<b>-£373</b>
Variance	6.1%	Variance	<b>-29.7%</b>		<b>-29.7%</b>
Financial Performance		Financial Performance			

The year-end forecast position is an overspend of £4.10m.

The key pressures are:



- Placement costs due to the increase in the number of looked after children as well as the reworking of and increased complexity of cases (£5.4m)
- Legal budgets as a direct result of the immediate actions that needed to be taken following the Ofsted inspection and additional complexity of cases (£1.3m)
- Delays in delivering agreed savings in Early Help (£1.5m)
- Re-designation of Kite Ridge / The Vines, which was formerly funded from DSG (£1.1m)

These pressures are mitigated by:

- These pressures are offset by the release of £4.0m of corporate contingencies, and a further £1.1m of additional savings identified in-year and release of reserves from within the Portfolio.
- Change for Children Programme, including migration to lower cost, in-house placements and development of in-house residential homes.
- Clear approval processes in place and management controls.
- Review of all high cost placements. To date, this had led to a £3.3m cost avoidance and this review will continue.
- Legal Services and placements budgets reviewed at least fortnightly by the Service Director and Finance.
- Fortnightly budget boards and monthly budget meetings with Leader, Cabinet Member, CE and DCS.
- Review of establishment, including agency staff, and holding of vacancies where safe to do so.

Portfolio: **Education & Skills (including Client Transport)**

Member: **CLlr Mike Appleyard**

<b>REVENUE</b>		<b>CAPITAL</b>	Released	Unreleased	Total
	£000		£000	£000	£000
Budget	£22,939	Budget	£45,868		£45,868
Forecast Outturn	£23,932	Forecast Outturn	£46,065		£46,065
Variance	£993	Variance	£197		£197
Variance	4.3%	Variance	0.4%		0.4%
Financial Performance		Financial Performance			

The year-end forecast revenue position is an overspend of £0.99m.



There are pressures in Home to School Transport budgets of £1.8m, reduced to £1.3m by in year action plan to achieve £0.5m savings

Current actions to address overspend include the delivery of the Change for Children Programme, a review of all high cost placements and a review of transport provision without the need for a policy change.

There is a forecast saving of £0.2m due to staff vacancies pending the restructure of Joint Commissioning restructure.

Portfolio: **Resources**

Member: **Cllr John Chilver**

<b>REVENUE</b>		<b>CAPITAL</b>	Released	Unreleased	Total
	£000		£000	£000	£000
Budget	£25,746	Budget	£4,427	£5,195	£9,622
Forecast Outturn	£27,283	Forecast Outturn	£3,523	£4,554	£8,077
Variance	£1,537	Variance	<b>-£904</b>	<b>-£641</b>	<b>-£1,545</b>
Variance	6.0%	Variance	<b>-20.4%</b>	<b>-12.3%</b>	<b>-16.1%</b>
Financial Performance		Financial Performance			

The revenue year-end forecast position is an overspend of £1.54m.



However, if we complete on the proposed commercial acquisitions (recently approved by Cabinet), we anticipate this underspend will reduce by nearly £1m to £0.6m.

There are underlying pressures of £2.6m, from HR and Property, which are being reduced down to the reported £1.5m using one-off measures such as earmarked reserves.

The capital slippage predominantly relates to the Aylesbury Study Centre.

Portfolio: **Planning & Environment**

Member: **Cllr Bill Chapple OBE**

<b>REVENUE</b>		<b>CAPITAL</b>	Released	Unreleased	Total
	£000		£000	£000	£000
Budget	£10,257	Budget	£1,854	£507	£2,361
Forecast Outturn	£8,824	Forecast Outturn	£1,861	£660	£2,521
Variance	<b>-£1,433</b>	Variance	£7	£153	£160
Variance	-14.0%	Variance	0.4%	30.2%	<b>6.8%</b>
Financial Performance		Financial Performance			



The revenue year-end forecast position is an underspend of £1.43m

The underspend is due primarily to the overachievement of rental income from our Agricultural Estates against the budget, higher income driven by higher film rights, release of earmarked waste reserves (£1m), reduced green and food waste costs due to the abnormally hot and dry summer and reduced volumes at the Energy from Waste centre.

The capital forecast position is an overspend of £160k relating to the bio-waste scheme.

Portfolio: **Transportation**

Member: **CLlr Mark Shaw, Deputy Leader**

<b>REVENUE</b>		<b>CAPITAL</b>	Released	Unreleased	Total
	£000		£000	£000	£000
Budget	£28,869	Budget	£39,041	£917	£39,958
Forecast Outturn	£28,686	Forecast Outturn	£37,448	£30	£37,478
Variance	<b>-£183</b>	Variance	<b>-£1,593</b>	<b>-£887</b>	<b>-£2,480</b>
Variance	-0.6%	Variance	<b>-4.1%</b>	<b>-96.7%</b>	<b>-6.2%</b>
Financial Performance		Financial Performance			

The revenue year-end forecast position is an underspend of £0.18m.

The small forecast underspend is the result of higher costs in Client Transport and non-recovery of project costs from capitalisation, offset by increased Streetworks income, higher s38 and s278 fees and recovery from Jacobs. An increase in s106 monitoring costs are offset by a corresponding increase in s106 monitoring fees.

The capital position is due to slippage, in particular Globe Park and developer funded schemes.



## **2 Non-Portfolio Costs**

Non-Portfolio Budgets have a reported outturn of £6.94m underspend.

This includes £2.5m underspend on debt interest costs as a result of reduced levels of borrowing and the use of internal resources and £0.4m savings in Minimum Revenue Provision (MRP).

The underspend also includes a £1.0m reduction in Revenue Contributions to Capital, £1.25m Adults Social Care demography contingency not currently released, £0.5m unused National Living Wage contingency, £0.3m unused Severe Weather Contingency, £0.2m unused Redundancy Fund, £0.3m unused Pay contingency and a £0.5m release from an insurance earmarked reserves.

### 3 Outstanding Debt

Portfolio	0-30 days £000's	31-90 days £000's	91-180 days £000's	More than 180 days £000's	Total Due £000's	Outstanding debt as a percentage of Annual Sales % age
Children's Social Care	-	32	19	369	420	17%
Community Engagement	5	33	16	32	86	8%
Corporate Costs	-	-	-	21	21	2%
Education & Skills	19	102	149	66	336	1%
Health & Wellbeing	2,053	3,920	486	3,561	10,020	33%
Leader	1	1	2	1	5	0%
Planning & Environment	122	37	75	45	279	5%
Portfolio not determined	- 50	- 21	- 27	- 103	- 201	
Resources	21	316	27	408	772	8%
Transportation	156	30	10	234	430	6%
<b>Total Debt</b>	<b>2,327</b>	<b>4,450</b>	<b>757</b>	<b>4,634</b>	<b>12,168</b>	<b>14%</b>

In December 2016 a debt task and finish group was set up to focus on outstanding debt levels. This group focussed on improving invoicing practice and debt recovery processes and to reduce the value of debt outstanding to the Council. At the outset of this project outstanding debt stood at £17.8m, on an annual sales value of £70m. This reflected debt standing at 25% of annual sales.

Through a focus on process improvement and the redirection of staffing resource to address the oldest debt, the level of debt has now been brought down to £12.2m. At the same time annual sales has increased to approximately £90m. This represents a ratio of approximately 14%; a significant improvement. A significant proportion of our debt is secured against property as part of the Adults Social Care charging regime and reflects little risk to the council. Our unsecured debt, which represents the highest risk on non-recovery, has reduced from 8.3% of sales to less than 3%.

Whilst processes are still embedding, and the quality of invoicing has improved, processes are being further refined and it is expected that the level of outstanding debt will continue to fall as 'best practice' becomes further embedded.

## 4 Late Payments

### 10 Day Late Payments

<b>Portfolio (Target 90%)</b>	<b>Invoices Paid</b>	<b>Paid Late</b>	<b>% Paid on Time</b>
Health & Wellbeing	418	38	91%
Children's Social Care	231	24	90%
Education & Skills	218	48	78%
Community Engagement	281	22	92%
Leader	39	12	69%
Planning & Environment	99	13	87%
Resources	349	30	91%
Transportation	48	2	96%
Corporate	-	-	0%
Unallocated	18	2	89%
<b>Year to Date</b>	<b>1,701</b>	<b>191</b>	<b>89%</b>

The target to pay SME's is 10 days and, despite being just below target, it is anticipated that this will be achieved by the year-end.