Agenda

Cabinet

Date:	Monday 10 December 2018
Time:	10.30 am
Venue:	Mezzanine Rooms 1 & 2, County Hall, Aylesbury

WEBCASTING NOTICE

Please note: this meeting may be filmed for subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should ask the committee clerk, who will advise where to sit.

If you have any queries regarding this, please contact Democratic Services on 01296 382343.

Agenda Item   **Page No**

1   **Apologies for Absence**

2   **Declarations of Interest**

3   **Minutes**   **5 - 10**
Minutes of the meeting of the Cabinet held on 12 November 2018.

4   **Hot Topics**

5   **Question Time**
This provides an opportunity for Members to ask questions to Cabinet

Members

	ii)	**The scale and range of transformation that we are undertaking in Buckinghamshire.**	
	iii)	**Our co-design and delivery with key stakeholders.**	

14   **Q2 2018/19 Performance Report**   **217 - 278**
Cabinet is asked to:
        1. Come to a view on how the organisation is performing
        2. Take action to improve performance where necessary

15   **Date of the Next Meeting**
        7 January 2019

If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible, so that we can try to put the right support in place.

For further information please contact: Rachel Bennett on 01296 382343

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

Buckinghamshire County Council

Visit **democracy.buckscc.gov.uk** for councillor
information and email alerts for local meetings

Minutes

Cabinet

Date: 12 November 2018

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

Time: 10.30 am to 11.30 am

MEMBERS PRESENT

Mr M Tett (in the Chair).

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

OTHER MEMBERS IN ATTENDANCE

Mr A Hussain, Mr C Harriss and Mrs A Cranmer

OFFICERS IN ATTENDANCE

Ms R Bennett, Mr R Ambrose, Mrs S Ashmead and Ms R Shimmin

1   APOLOGIES FOR ABSENCE

None were received.

Deputy Cabinet Members in attendance were Mrs A Cranmer, Mr C Harriss and Mr A Hussain.

2   DECLARATIONS OF INTEREST

There were none.

3   MINUTES

RESOLVED: The minutes of the meeting held on 22 and 29 October were AGREED as an accurate record and signed by the Chairman.

4   HOT TOPICS

Cabinet's attention was brought to the following:

The Leader highlighted Remembrance Day events and services that had taken place across the County and those he had personally attended. He gave his thanks to all those involved and those that attended.

The Cabinet Member for Transportation highlighted the Chancellor's announcement of £420m pothole fund, with Buckinghamshire having an additional £4-6m to spend on its roads. Meetings would take place to review how best to spend the additional funding. He also stated that the gritters had already been out three times this autumn.

The Cabinet Member for Education and Skills drew Cabinet's attention to the Home to School Transport consultation that was underway. Consultation sessions had started with more to come over the coming weeks. The consultation would close on 4 January 2019.

The Cabinet Member for Children's Services highlighted the Early Help consultation running until 13 December 2018, with a public meeting being held that evening in High Wycombe. Details of all public meetings could be found on the Buckinghamshire County Council website consultation page. Mr Whyte also highlighted the new online counselling service Kooth that had been launched in October for children and young people in Buckinghamshire. The services had been commissioned in partnership with Oxford Health NHS and the Buckinghamshire Clinical Commissioning Group. Mr Whyte gave thanks to all the children in the county that had taken part in Remembrance parades, including Scouts, Guides, Cadets and school children.

The Cabinet Member for Health and Wellbeing raised recent findings by the Care Quality Commission (CQC) with the financial stability of local provider Allied Healthcare. Lin Hazel highlighted the CEO of Allied had written to commissioning bodies giving reassurances and that the County Council had notified any relevant service users. The situation would be monitored closely going forward.

The Cabinet Member for Planning and Environment highlighted the Household Waste Recycling Centre consultation that had just ended. There had been a high number of responses to consider and therefore the report into Cabinet to consider any recommendations would move from 10 December to 7 January Cabinet meeting. Mr Chapple also confirmed that the recent Unitary announcement had no impact on the consultation as decisions would still need to be taken due to budgetary pressures.

5   QUESTION TIME

There were none.

6 FORWARD PLAN FOR CABINET AND CABINET MEMBERS

RESOLVED: Cabinet NOTED the report.

7 CABINET MEMBER DECISIONS

RESOLVED: Cabinet NOTED the report.

8 SELECT COMMITTEE WORK PROGRAMME & INQUIRY WORK PROGRAMME

RESOLVED: Cabinet NOTED the report.

9 Q2 2018/19 FINANCE MONITORING REPORT

The Leader highlighted that the County were experiencing a number of budget pressure this year, in particular in Children's Services and Adult Social Care. He stated that some of these pressures had been offset by releasing contingencies funds. Currently there was a forecasted pressure of £200k at year end after.

Cabinet were asked to:
NOTE the Quarter 2 outturn forecast for revenue and capital budgets and discuss areas of concern.

Mr Chilver, Cabinet Member for Resources highlighted the following points:
- The report set out the Revenue and Capital positions at the end of September 2018.
- Revenue outturn showed an overspend of £0.2m which was a significant improvement on the previous quarter which showed the effectiveness of financial management actions.
- Overall portfolio forecasted overspend was £7.1m with the biggest overspends being in Health and Wellbeing and Children's Services portfolios.
- There was a £6.9m underspend in corporate costs, Treasury Management and Capital financing mainly related to reserves and contingencies that were not expected to be used or needed and lower debt interest.
- Capital showed a net forecast slippage of £10.7m with the biggest items relating to Respite Care and schemes funded by the Local Enterprise Partnership (LEP) and projected to be continued into next year.
- A refocus on debt management had resulted in a £0.8m reduction in the last year.

Cabinet raised and discussed the following points:
- Mr Whyte, Cabinet Member for Children's Services highlighted recent press claims that the Council were cutting children's services. Mr Whyte gave assurances that this was not the case and they were investing heavily in children's services, over and above what had been forecasted for. He stated that there were national pressures in the increase of looked after children which were also reflected in Buckinghamshire with additional children now in council care that had not been budgeted for. Regular budget

meetings took place within the service and investments in Buckinghamshire children's homes continued.

- Mr Chapple, Cabinet Member for Planning and Environment highlighted that even though his portfolio currently showed a 14% underspend this was only a reflection of the savings due to hot weather last year and could only been seen as a one off.
- Mr Appleyard, Cabinet Member for Education and Skills highlighted the overspend in Home to School Transport which was two thirds of the portfolio budget with other areas of pressure being special needs education and maintaining standards in schools.
- Mr Chilver stated that pressures in Property remained due to the backlog in maintenance and increased cost in contracts. Mr Chilver highlighted that the two recent investment properties would significantly help towards balancing the budget by year end.

RESOVLED: Cabinet NOTED the Quarter 2 outturn forecast for revenue and capital budgets and discussed areas of concern.

10   MODERNISING LOCAL GOVERNMENT UPDATE

The Leader referred Cabinet to the recent decision made by the Secretary of State to implement a new single unitary council in Buckinghamshire. The new Council would be implemented by April 2020 and elections would be held in May 2020.

Cabinet were asked to:
NOTE the recent decision from the government to implement a new single unitary council in Buckinghamshire; a further report to Cabinet will be provided when more detailed information is available.

Cabinet raised and discussed the following points:
- The importance of working closely with districts in particular due to the short timescales for implementation. The Leader stated he had written to district Leaders a number of times to discuss joint working going forward.
- The next key stages were making a decision on what will happen with district and parish and town council elections planned for next year. Mr Tett stated that it was hoped these would be postponed to then fall in line with unitary elections in May 2020. Mr Tett also stated that the next key stage was to agree the wording of the order to be put forward to Parliament. This was due to be agreed by the end of November.
- Cabinet discussed the importance of significant engagement with local communities and with parish and town councils.
- Reassurances to residents that services will continue as normal and any changes would be notified to residents in advance.
- A decision needed to be made in relation to the number of councillors that would be agreed for the new authority. The Secretary of State had set out in his announcement that it could be 147 rather than 98 as set out in the Council's business case and Cabinet discussed the logistical and financial issues of having an additional 49 members.

- Joint communications going forward was discussed and Cabinet were keen to work with district colleagues on joint messages to staff. In the meantime staff roadshows at BCC had taken place led by the Chief Executive.

RESOLVED: Cabinet NOTED the recent decision from the government to implement a new single unitary council in Buckinghamshire; a further report to Cabinet would be provided when more detailed information was available.

11 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded for the following item which is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

12 CONFIDENTIAL MINUTES

RESOLVED: The confidential minutes of the meeting held on 22 and 29 October were AGREED as an accurate record and signed by the Chairman.

13 DATE OF THE NEXT MEETING

10 December 2018

**MARTIN TETT
LEADER OF THE COUNCIL**

CABINET/CABINET MEMBER FORWARD PLAN

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet 10 December 2018				
Adult Services Update	An update on the national, regional and local developments in relation to Adult Social Care and support activity taking place to further improve Adult Social Care services in Buckinghamshire.		Cabinet Member for Health and Wellbeing / Gillian Quinton	First notified 28/12/17
Brexit Preparedness	Report on Brexit Preparations in Buckinghamshire		Leader of the Council / Neil Gibson	First notified 29/10/18
Capital and Investment Strategy	To agree the capital strategy		Cabinet Member for Resources / Richard Ambrose	First notified 12/9/18
Children's Services Update	6-monthly update		Cabinet Member for Children's Services / Tolis Vouyioukas	First notified 19/2/18
Draft Budget 2019/20	To agree the draft budget. Final budget will go to County Council in February 2019.	All Electoral Divisions	Cabinet Member for Resources / Richard Ambrose	First notified 1/11/18
Q2 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet 7 January 2019				
Housing Infrastructure Fund Application	Consideration of the HIF application to Homes England. This will provide funding to enable and accelerate housing development in Aylesbury.		Cabinet Member for Planning and Environment / Rob Smith	First notified 22/10/18
Property Acquisition	If required		Cabinet Member for Resources / Oster Milambo	First notified 11/10/18 Likely to include confidential appendices
Proposed Household Recycling Centre service changes	Service review and proposed changes to the household recycling centres incorporating options modelling, benchmarking, consultation report and an updated waste access and acceptance policy (WAAP).	All Electoral Divisions	Cabinet Member for Planning and Environment / Neil Gibson	First notified 15/11/18
Residential Short Breaks (Respite) for Adults	Commissioning the residential respite offer in Buckinghamshire for Health and Social Care.	All Electoral Divisions	Cabinet Member for Health and Wellbeing / Adam Willison	First notified 29/11/18
Smarter Bucks Strategy	For approval of the new Information Technology Strategy.		Cabinet Member for Resources / Sarah Ashmead	First notified 4/10/18
Unitary Transition Arrangements	Standing item if required		Leader of the Council / Roger Goodes	First notified 12/11/18
Cabinet 4 February 2019				
Cabinet 11 February 2019				
Final Budget 2019/20	To recommend the final budget for agreement by full Council	All Electoral Divisions	Cabinet Member for Resources / Richard Ambrose	First notified 1/11/18

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet 4 March 2019				
Early Help Review	Decision on Early Help following public and partner consultation exercise.	All Electoral Divisions	Cabinet Member for Children's Services / Sara Turnbull	First notified 16/7/18
Home to School Transport	Report results and recommendations of public consultation following proposals to make changes to delivery of Home to School Transport	All Electoral Divisions	Cabinet Member for Education and Skills / Sarah Callaghan	First notified 12/11/18
Cabinet 25 March 2019				
Adult Social Care short breaks policy	Approval of finalised short breaks policy for ASC post consultation		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 12/9/18
Buckinghamshire Minerals and Waste Local Plan	To seek approval to adopt the Buckinghamshire Minerals and Waste Local Plan 2016-2036	All Electoral Divisions	Cabinet Member for Planning and Environment / Ismail Mohammed	First notified 27/11/18
Q3 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18
Cabinet 15 April 2019				
Buckinghamshire Integrated Care System governance	To agree required governance for Buckinghamshire County Council's participation in the Integrated Care System.		Cabinet Member for Health and Wellbeing / Gillian Quinton	First notified 12/11/18
Cabinet 13 May 2019				
Cabinet 10 June 2019				
Q4 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
November 2018 Cabinet Member Decisions				
Cabinet Member for Children's Services				
Cross-Regional Project Recommissioning	To agree the participation of Buckinghamshire County Council in the re-commissioned Cross-Regional project which offers residential and education provision.		Cabinet Member for Children's Services / Matilda Moss	First notified 22/6/18
Looked After Children Placement Sufficiency Strategy	This sufficiency strategy describes how we plan to put the right mix of services in place to meet the needs of Looked After Children for the period 2018-21		Cabinet Member for Children's Services / Richard Nash	First notified 26/9/18
Cabinet Member for Education and Skills				
Dagnall Church of England School	A proposal that 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 and then to build up over a number of years.	Ivinghoe	Cabinet Member for Education and Skills / Andrew Tusting	First notified 28/2/17
Denham Village Infant School	The Local Authority and governing board are consulting the local community on a proposal that the school becomes a ½ form entry all-through primary school. If the proposal was implemented children would stay at the school until the end of Key Stage II until they transferred to a secondary school and there would no longer be the automatic option of children transferring at KSII to Denham Green E-Act Academy. Parents, the local community, nearby schools and other interested parties are being made aware of the consultation. Depending on the outcome of the consultation and if the necessary funding and planning permission is gained the next step would be the publication of a statutory notice followed by a four week representation period for people to support, comment on or object to the proposal.	Denham	Cabinet Member for Education and Skills / Andrew Tusting	First notified 19/10/17

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet Member for Education and Skills and Cabinet Member for Resources				
Capital Grant – Healthy Pupils Capital Funding	Cabinet Members are required to consider the options for expenditure of the new Healthy Pupils Capital Funding and to decide how they wish the funding to be allocated.		Cabinet Member for Education and Skills, Cabinet Member for Resources / Paula Campbell-Balcombe	First notified 11/7/18
Cabinet Member for Health and Wellbeing				
Adult Social Care Quality Assurance Framework	The framework sets out the Council's approach to practice and practice improvement within adult social care		Cabinet Member for Health and Wellbeing / Jenny McAteer	First notified 22/8/18
Direct Payment Policy	Cabinet Member to agree the Direct Payment Policy		Cabinet Member for Health and Wellbeing / Marcia Smith	First notified 29/3/17
Market Position Statement for Technology – enabling people to stay connected and stay independent	A Market Position Statement (MPS) is a commissioning document describing health and social care needs, and gaps across Buckinghamshire. The purpose is to outline areas where the Council, Clinical Commissioning Groups and independent providers (including the voluntary, community and faith sector) can work together to best support our residents and achieve better health and wellbeing outcomes. This MPS focusses on potential technology solutions to enable people to stay connected and independent.		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 17/7/18

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet Member for Planning and Environment				
Memorandum of Understanding to support the management of Unauthorised Encampments in Buckinghamshire	Memorandum of Understanding to support the management of Unauthorised Encampments in Buckinghamshire between: Aylesbury Vale District Council Buckinghamshire County Council Chiltern District Council South Bucks District Council Wycombe District Council Thames Valley Police		Cabinet Member for Planning and Environment / David Sutherland	First notified 28/3/18
Planning Performance Agreements fee schedule and increase in charges for Pre-Application Advice in relation to Planning development management function	Planning Performance Agreements fee schedule and increase in charges for Pre-Application Advice in relation to development management and BCC's role as County Planning Authority		Cabinet Member for Planning and Environment / David Sutherland	First notified 21/9/18
Rights of Way Enforcement Policy	To review and update the existing Rights of Way Enforcement Policy The document will outline the legislative powers available to the authority regarding enforcement, give details of what action our customers may expect the authority to take on illegalities found on the rights of way network.		Cabinet Member for Planning and Environment / David Sutherland	First notified 28/3/18
Cabinet Member for Resources				
Disposal of 9 & 9A Pineapple Road, Amersham	9 & 9A Pineapple Road, Amersham are a pair of semi-detached houses combined by BCC for use as a single care facility. The property is now surplus to the Council's requirements and agreement has been reached for disposal.	Little Chalfont & Amersham Common	Cabinet Member for Resources / Marion Mayhew	First notified 17/10/18 May contain confidential appendices

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
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 / Jamie Hollis	First notified 6/4/17
Cabinet Member for Planning and Environment, Cabinet Member for Resources				
Denham Quarry Northern Extension – Summerleaze Limited	The agreed form of Lease appended to the 2010 Option Agreement allows for the continuation of working via the lateral, northern extension which is to be demised for a term of a further 8 years. This arrangement will serve to provide continuity of the revenues payable to the Council under the current tenancy for the same period. With reference to the previous decision of 15/03/2018 approval is sought from Cabinet Members on the decision reached between Summerleaze and BCC on how to regularise the situation	Denham	Cabinet Member for Planning and Environment, Cabinet Member for Resources / Marion Mayhew	First notified 16/10/18 May contain confidential appendices
Deputy Leader and Cabinet Member for Transportation				
A412 Uxbridge Road / Black Park Road junction	Consultation to implement changes to the existing road layout to reduce collisions by a 'No Right Turn' ban from Black Park Road, a 'No U turns' ban for southbound traffic on the A412, a reduction in the existing speed limit for northbound vehicles on A412 from 60mph to 50mph with a reduction to one lane through the Black Park Road junction.	Iver; Stoke Poges & Wexham	Deputy Leader & Cabinet Member for Transportation / Trevor Bonsor	First notified 28/11/17
Beaconsfield cycleway	Proposed shared cycleway. Upgraded of existing footway, between Grenfell Road and Ledborough Lane.	Beaconsfield	Deputy Leader & Cabinet Member for Transportation / Adrian Lane	First notified 28/2/17

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Berryfields Proposed Waiting Restrictions	Berryfields Proposed Waiting Restrictions at Aylesbury Vale Academy School & The Berryfields Primary Academy School & The Green Ridge Primary Academy School.	Stone and Waddesdon	Deputy Leader & Cabinet Member for Transportation / Kirk Adams	First notified 22/3/18
Highways Network Safety and Network Management Policies	New policies for the principles and delivery of Highways Network Safety and Network Management in Buckinghamshire.		Deputy Leader & Cabinet Member for Transportation / Dave Roberts	First notified 1/10/18
Reclassification Order, Bellingdon Road and Townsend Road, Chesham	A short section of Bellingdon Road and Townsend Road in Chesham are classified as B Roads. It seems that this is a historic issue which was not correctly dealt with at the time the A416 St Marys Way was constructed. This order resolves this historic issue	Chesham	Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 2/8/17

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Deputy Leader and Cabinet Member for Transportation and Cabinet Member for Resources				
2018/19 Developer Funded Infrastructure Programme	Approval of Section 106 / Community Infrastructure Fund programme for the 2018/19 financial year.		Cabinet Member for Resources, Deputy Leader & Cabinet Member for Transportation / Jack Mayhew	First notified 24/5/18
December 2018 Cabinet Member Decision				
Cabinet Member for Education and Skills				
School Competition: Kingsbrook School, Aylesbury	Under present Department of Education statutory guidance all new schools have to open as Academy's. An LA is required to hold a Competition to find a bidder to run the school. The LA has sent details of the Competition to the DfE, RSC, a number of Multi Academy Trusts and all Buckinghamshire schools and Academies. All bids received by the deadline of 6 June, will be evaluated and after a short-listing, bidders will be interviewed by a panel of members and officers. Interviews are scheduled to be held on 6 September 2018. The LA makes a decision on its preferred bidder after the interviews, and after the Cabinet Member decision has been taken, the LA sends details of all bids and their preferred bidder to the DfE and RSC who make the final decision. It is anticipated that the final decision will not be made known to the LA until December 2018. The LA will then work with the successful bidder to manage the build project and the opening of the school.	Aston Clinton & Bierton	Cabinet Member for Education and Skills / Sarah Callaghan	First notified 30/5/18

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet Member for Resources				
Budget Adjustments to the Approved Capital Programme	To approve budget amendments to the Council's Approved Capital Programme		Cabinet Member for Resources / Sue Palmer	First notified 2/11/18
Deputy Leader and Cabinet Member for Transportation				
Asset Management Strategy 2018	Update to the existing Asset Management Strategy to include ISO55001 recommendations, reference to the Highway Services Policy and a section on innovation.		Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 28/11/18
Cressex Business Park, Waiting, loading and parking Restrictions	This report summarises the results of the statutory consultation for the Experimental Traffic Regulation Order (eTRO) for the introduction of waiting and parking restrictions across the Cressex Business Park, High Wycombe.	Abbey	Deputy Leader & Cabinet Member for Transportation / Simon Dando	First notified 7/11/18
High Wycombe Proposed Junction Protection (no waiting at any time) restrictions	Results of statutory consultation exercise on proposals to introduce 'highway code test' no waiting at any time double yellow line restrictions at a number of sites across High Wycombe	Downley; Ryemead & Micklefield; Totteridge & Bowerdean; West Wycombe	Deputy Leader & Cabinet Member for Transportation / Rob Smith	First notified 22/11/18
January 2019 Cabinet Member Decision				
Cabinet Member for Children's Services and Cabinet Member for Community Engagement and Public Health				
BCC Local Area Needle and Syringe Programme for Under 18's	This is a new Buckinghamshire wide policy for the provision of needle and syringe programme for children and young people under 18 (including under 16's)		Cabinet Member for Children's Services, Cabinet Member for Community Engagement and Public Health / Cavelle Lynch	First notified 17/9/18

30 November 2018

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Deputy Leader and Cabinet Member for Transportation				
Winter Service Policy	An overarching Policy setting out the County's approach to providing winter service in Buckinghamshire.	All Electoral Divisions	Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 28/11/18
February 2019 Cabinet Member Decision				
Cabinet Member for Education and Skills				
Proposal by Chartridge School to admit 3 year old children	The governing board of Chartridge Combined School are holding a public consultation from 10 September on a proposal that from September 2019 the school admits 3 year old children into a pre-school class they are proposing to open.	Chiltern Ridges	Cabinet Member for Education and Skills / Paula Campbell-Balcombe	First notified 10/9/18
March 2019 Cabinet Member Decisions				
Cabinet Member for Health and Wellbeing				
Care Market Pressures	Annual response to care market pressures from providers		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 29/3/18
June 2019 Cabinet Member Decisions				
Deputy Leader and Cabinet Member for Transportation				
Appointments to Outside Bodies 2019/20	To approve the list of outside bodies to which the County Council appoints representatives. They will be detailed in Appendix 1 to the report		Deputy Leader & Cabinet Member for Transportation / Claire Hawkes	First notified 6/11/18

Buckinghamshire County Council

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

- 2 decisions have been published but not yet taken
- 3 decisions have been taken
- 18 decisions on the forward plan are pending for November

DECISIONS TAKEN

Cabinet Member for Planning and Environment

7 Nov 2018

PE05.18 - Rights of Way Improvement Plan 2008-2018 Planning Policy (Decision Taken)

> **The Cabinet Member APPROVED the "Policy on Buckinghamshire standards for Public Rights of Way through development (Addendum to "ROWIP 2008") 2018" as an addendum to the existing Rights of Way Improvement Plan and as an interim measure until the second Rights of Way Improvement Plan is in force**

23 Nov 2018

PE06.18 - Charging for pre-application drainage discussions (Decision taken)

The Cabinet Member :

> **ENDORSED the policy and AGREED that it can be published on our website and referred to for future pre-application advice requests. The policy will be reviewed whenever there is a significant change in legislation, national or local policy, or otherwise when the Cabinet member and Strategic Flood Management Team deem necessary.**

Deputy Leader & Cabinet Member for Transportation

7 Nov 2018

T25.18 - Buckingham - Winslow Cycleway Extension Scheme (Phase 2) (Decision Taken)

The Cabinet Member AGREED to:

1) **Note the updates**
2) **Approve the implementation of the Buckingham to Winslow cycleway extension (Phase2) and**
3) **Approve the conversion of the footway/s into a cycle track as set out in Appendix A**

DECISIONS TO BE TAKEN

Cabinet Member for Children's Services

30 Nov 2018

CS09.18a - Cross-Regional Project Recommissioning (decision to be taken)

Recommendation

- **Agree to award the contract for the delivery of residential care and education to the bidder named in Annex 1 by Oxfordshire County Council on behalf of the partnership**
- **Agree to Oxfordshire County Council acting as the Lead Authority within the partnership for Contract Mobilisation and Management.**

Cabinet Member for Health and Wellbeing

29 Nov 2018

HW12.18 - Adult Social Care Quality Assurance Framework (Decision to be taken)

Recommendation

The Cabinet Member is asked to endorse the Adult Social Care Quality Assurance Framework and Action Plan as set out in the Appendix to this report.

For further information please contact: Rachel Bennett on 01296 382343

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 Select Committee

Health & Adult Social Care Select Committee

Transport. Environment & Communities Select Committee

28 November 2018

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Finance, Performance & Resources Select Committee				
11 Dec 2018	Modernising Local Government - Update	This will be a private update for Members ahead of the 2019 Budget Scrutiny Inquiry.	Sarah Ashmead, Executive Director (Resources)	Mr John Chilver, Cabinet Member for Resources Ms Sarah Ashmead, Executive Director for Resources & Assistant Chief Executive Officer Mr Richard Ambrose, Director of Finance & Procurement
11 Dec 2018	Private Budget Briefing for FPR Select Committee	This will be a private briefing for Members ahead of the 2019 Budget Scrutiny Inquiry.	Richard Ambrose, Director of Finance & Procurement	Richard Ambrose, Director of Finance & Procurement Committee Members Chairmen of all Select Committees
11 Dec 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members

28 November 2018

Date	Topic	Description and purpose	Lead Service Officer	Attendees
26 Mar 2019	Business Rates Retention - Change Implications	Members will review the changes to business rates retention and how these will impact the Council and small businesses in Buckinghamshire.	Richard Ambrose, Director of Finance & Procurement	John Chilver, Cabinet Member for Resources Richard Ambrose, Director of Finance & Procurement Matthew Strevens, Corporate Finance Business Partner, Resources
26 Mar 2019	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members

28 November 2018

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Children's Select Committee				
15 Jan 2019	Buckinghamshire Safeguarding Children's Board update	For the Committee to receive an update about the Board's performance in improving outcomes for Children and Young People and proposed new ways of working.	Julie Davies, Head of Children's Quality Standards & Performance	Warren Whyte - Cabinet Member for Children's Services Kevin Brown - TVP Frances Gosling-Thomas
15 Jan 2019	Ofsted Monitoring visit update	The Committee will receive an update about the last Ofsted monitoring visit.	Tolis Vouyioukas, Executive Director Children's Services	Warren Whyte - Cabinet Member for Children's Services Tolis Vouyioukas - Executive Director for Children's Services
15 Jan 2019	Review of Performance Report - Q2 2018-19	For the Committee to review any areas of underperformance.	Tolis Vouyioukas, Executive Director Children's Services	Warren Whyte - Cabinet Member for Children's Services Mike Appleyard - Cabinet Member for Education & Skills Tolis Vouyioukas - Executive Director for Children's Services Sarah Callaghan - Service Director for Education

28 November 2018

Date	Topic	Description and purpose	Lead Service Officer	Attendees
15 Jan 2019	Work Programme Update	For Members to consider the Committee's forward Work Programme.	Katie-Louise Collier, Committee and Governance Adviser	
12 Mar 2019	Working together to reduce the number of Permanent Exclusions from School - 6 month recommendation monitoring	For the Committee to examine progress of the implementation of recommendations from the Permanent Exclusions Inquiry after six months. Members will have the opportunity to question the Cabinet Member and the Service Director, Education before discussing and allocating a RAG (Red, Amber, Green) status for the progress of each recommendation.	Sarah Callaghan, Service Director Education	Mr M Appleyard, Cabinet Member for Education & Skills Miss S Callaghan, Service Director, Education Mrs V Trundell, Education Entitlement Manager

28 November 2018

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Health & Adult Social Care Select Committee				
29 Jan 2019	Bucks Healthcare Trust - Quality and Priorities	The Hospital Trust's Quality Account for 2017/18 highlighted a number of areas for improvement. This item will provide Members with an opportunity to challenge the progress being made in these areas and understand, in more detail, the priority areas for the Hospital Trust.	Liz Wheaton, Committee and Governance Adviser	Natalie Fox, Chief Operating Officer, Bucks Healthcare Trust Carolyn Morrice, Chief Nurse Tina Kenny
29 Jan 2019	Health & Care Planning at locality level	Item to be developed	Liz Wheaton, Committee and Governance Adviser	Lou Patten, Chief Officer, Clinical Commissioning Group Neil Macdonald, Chief Executive, Bucks Healthcare Trust
19 Mar 2019	Adult Social Care Transformation - Tier 1	For Members to examine the progress of Tier 1 Adult Social Care Transformation programme.	Jane O'Grady, Director of Public Health	Lin Hazell, Cabinet Member for Health & Wellbeing Gill Quinton, Executive Director, Communities, Health & Adult Social Care Jane O'Grady, Director of Public Health
19 Mar 2019	Mental Health services	Item to be developed	Liz Wheaton, Committee and Governance Adviser	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
25 Jun 2019	Adult Social Care Transformation - Tier 2	For Members to examine the progress of the Tier 2 Adult Social Care Transformation programme.	Karen Jackson, Service Director (ASC Operations)	Lin Hazell, Cabinet Member for Health & Wellbeing Gill Quinton, Executive Director, Communities, Health & Adult Social Care Karen Jackson, Director of Operations
25 Jun 2019	Child Obesity Inquiry - 6 months on	For Members to receive an update on the progress on implementing the recommendations made in the Child Obesity Inquiry report.	Liz Wheaton, Committee and Governance Adviser	Lucie Smith, Public Health Practitioner
24 Sep 2019	Adult Social Care Transformation - Tier 3	For Members to examine the progress on Tier 3 Adult Social Care Transformation programme.	Jane Bowie, Director of Joint Commissioning	Lin Hazell, Cabinet Member for Health & Wellbeing Gill Quinton, Executive Director, Communities, Health & Adult Social Care Jane Bowie, Service Director (Integrated Commissioning)

28 November 2018

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Transport. Environment & Communities Select Committee				
22 Jan 2019	DEFRA: 25 Year Environmental Plan	Members will examine the implications of the DEFRA 25 Year Environmental Plan for the council, its services and the county.	David Sutherland, Head of Planning & Environment	Bill Chapple, Cabinet Member for Planning and Environment David Sutherland, Head of Planning and Environment Nicola Thomas, Natural Environment Partnership Manager
22 Jan 2019	Is the Council Ready for Growth Inquiry: 12 Month Recommendation Monitoring	Members will review and assess the progress towards completion and implementation of the inquiry recommendations.	Rachel Wileman, Infrastructure Strategy Manager	Martin Tett, Leader Rachel Wileman, Infrastructure Strategy Manager
5 Mar 2019	Communities Annual Business Unit Plan	Members will examine the key areas of priority, challenge and opportunities within the business unit and its services for the year ahead. Members will be able to use the discussion to help identify areas of focus for the Committees' annual work programme.	Jane O'Grady, Director of Public Health	Noel Brown, Cabinet Member for Community Engagement and Public Health Gillian Quinton, Executive Director for Communities and Adult Social Care Jane O' Grady, Community Services Director

Date	Topic	Description and purpose	Lead Service Officer	Attendees
5 Mar 2019	Safer Stronger Bucks Partnership Plan	As the dedicated Crime and Disorder Committee, Members will undertake the annual review of the draft priorities within the partnership community safety plan. Members will identify community safety topics for inclusion within the Committees' annual work programme.	Faye Blunstone, Community Safety Co-Ordinator	Noel Brown, Cabinet Member for Community Engagement and Public Health Nigel Sims, Head of Strategic Commissioning Faye Blunstone, Community Safety Coordinator
5 Mar 2019	Sustainable School Travel Inquiry Recommendation Progress Update	Members will review progress towards implementation of the recommendations that had not been fully implemented at the 12 month review in September 18.	Joan Hancox, Head of Transport Strategy, James Silvester, Lead Growth and Strategy Officer	

28 November 2018

Date	Topic	Description and purpose	Lead Service Officer	Attendees
5 Mar 2019	TEE Annual Business Unit Plan	Members will examine the key areas of priority, challenge and opportunities within the business unit and its services for the year ahead. Members will be able to use the discussion to help identify areas of focus for the Committees' annual work programme.	Neil Gibson, TEE Executive Director	Martin Tett, Leader Bill Chapple, Cabinet Member for Planning and Environment Mark Shaw, Cabinet Member for Transportation Neil Gibson, Executive Director Gill Harding, Director Commercial Development Martin Dickman, Director Environment Services Rob Smith, Director Growth and Strategy

28 November 2018

SCRUTINY INQUIRY WORK PROGRAMME – OVERVIEW OF SELECT COMMITTEE LIVE INQUIRIES

Inquiry Title	Inquiry Chairman	Lead Officer	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19
Budget Scrutiny 2019	David Watson	Kelly Sutherland					
Support for Carers	Brian Roberts	Liz Wheaton					

Scoping   Evidence gathering   Committee Approval Report   Cabinet / NHS

For further information on scrutiny work please contact Kelly Sutherland, Committee & Governance Manager on 01296 382343. www.buckscc.gov.uk/democracy. Last updated on 28 Nov 2018

Follow us on twitter @BucksDemocracy

Buckinghamshire County Council

Report to Cabinet

Title: **Brexit Preparedness**

Date: Monday 10 December 2018

Author: Leader of the Council

Contact officer: Marco Dias 01296 387393

Local members affected: All

Portfolio areas affected: All

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

Summary

Buckinghamshire County Council continues to work closely with partners to proactively prepare for Brexit, taking practical actions to mitigate risks and harness opportunities as these become clearer. The attached paper provides an overview of Buckinghamshire's preparedness for Brexit as a place, with an emphasis on the work of the Council to date.

Recommendation

Cabinet is recommended:

> **To adopt the following actions in preparation for Brexit:**
>
> **1. BCC to work with social care providers to promote EU Settlement Scheme take-up by EU nationals working in the sector.**
> **2. BCC to undertake all EU Settlement Scheme suggested actions (assuming positive follow up).**
> **3. BCC to develop and deliver, in partnership with BBF, a second Brexit Summit as part of the Buckinghamshire Business Festival.**

A.   Narrative setting out the reasons for the decision

1. Buckinghamshire County Council has been proactively preparing for Brexit, taking early actions to analyse the local implications of Brexit and steps to mitigate or maximise emerging opportunities, ensuring the best possible outcome for Buckinghamshire.

2. The attached report summarises the Council's preparations and sets out the rationale for the recommendations to Cabinet.

B.   Other options available, and their pros and cons

3. The Council could decide not to adopt the recommendations and take a more passive approach to Brexit, although it should be noted that Government has recently advised councils that departments will increase their engagement to ensure readiness for Brexit, and this is likely to result in an increase in the pace of Brexit preparations.

C.   Resource implications

4. No resource implications for recommendation 1.

5. Government funding will be available to implement recommendation 2.

6. Currently exploring resource implications for recommendation 3 with Buckinghamshire Business First.

D.   Value for Money (VfM) Self Assessment

7. Not applicable at present.

E.   Legal implications

8. Not applicable.

F.   Property implications

9. Not applicable.

G.   Other implications/issues

10. Not applicable.

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

11. The implications of the attached report have been discussed with the Leader and a number of Cabinet Members and Deputy Cabinet Members.

12. We are satisfied that there are no concerns regarding the attached report.

I.   Communication issues

13. Not applicable.

J.   Progress Monitoring

14. Actions related to Brexit will continue to be monitored by the Brexit Task & Finish Group, the Council's Brexit CMT Lead and the Leader.

K.   Review

15. If and when necessary depending on national developments.

Background Papers

16. Brexit preparedness report attached.

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 Democratic Services Team by 5.00pm on 7 December. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Buckinghamshire County Council

Buckinghamshire
Brexit Preparedness

10th December 2018

Marco Dias
(Officer Lead)

Leader Martin Tett
(Member Lead)

Neil Gibson
(Strategic Lead)

Buckinghamshire County Council

Overview

Buckinghamshire County Council continues to work closely with partners to proactively prepare for Brexit, taking practical actions to mitigate risks and harness opportunities as these become clearer. This paper provides an overview of Buckinghamshire's preparedness for Brexit as a place, with an emphasis on the work of the Council to date.

We continue to engage with national and regional organisations, other local authorities, and the business community. Over the last few months we have been approached by a number of councils keen to replicate our preparations. Following a Brexit presentation for a number of Bucks businesses, we have been invited to present and share our approach at a business workshop in Thame. We continue to demonstrate leadership in this policy area and expect to remain at the forefront of local government preparations over the coming months.

Nationally, there is still significant lack of clarity regarding the UK's future relationship with the EU and forthcoming government policies arising from Brexit, although it is expected that these will become clearer over the next few months.

Government have recently advised local authorities that departments will shortly be increasing engagement with councils to ensure their readiness for EU exit. This is a welcome development and is likely to result in an increase in the pace of our Brexit preparations.

109 days
to Brexit

79 working days
to Brexit

Brexit date
11pm
29th March 2019

Buckinghamshire County Council

Brexit Preparedness

Key Issues

Topic	Overview	RAG
EU nationals & Integrated Communities	Clear government guidance on the EU Settlement Scheme, following Home Office teleconferences. BCC actively implementing actions and working with partners to disseminate information and support to businesses and residents. No local community cohesion concerns at present.	🟩
Workforce & Migration	Reduction in net migration since the EU referendum, but this remains high by historic standards. Buckinghamshire's labour market remains stable. Lack of clarity on future UK immigration policy, although a white paper is expected this Autumn.	🟧
Trading Standards, Customs & Supply Chain	Lack of clarity regarding future customs arrangements with the EU (subject to ongoing negotiations). Any disruption unlikely to affect Buckinghamshire disproportionally. New regulatory arrangements being put in place. Unlikely to see major changes in the short term. Potential increase in Trading Standards workload (possible capacity issues).	🟧
Structural Funds	Lack of clarity regarding future arrangements (UK Shared Prosperity Fund). BTVLEP currently receives the lowest amount of EU funding in the country.	🟧
Economy & Infrastructure	Short and long term effects of Brexit on the local economy remain difficult to predict. Buckinghamshire's economy remains robust and well placed to mitigate risks and harness opportunities. BCC actively working with BBF and the LEP to support businesses prepare for Brexit and further develop a business environment conductive to growth. Investment in infrastructure developments not currently expected to change.	🟧

Next Steps

- **BCC to work with social care providers to promote EU Settlement Scheme take-up by EU nationals working in the sector.**

- **BCC to undertake all EU Settlement Scheme suggested actions (assuming positive follow up).**

- **BCC to develop and deliver, in partnership with BBF, a second Brexit Summit as part of the Buckinghamshire Business Festival.**

EU nationals & Integrated Communities

EU Settlement Scheme – following Home Office teleconferences

- Agreement reached with the EU. Not confirmed but **highly likely** that the same will apply in the event of a 'no deal'

- EU Settlement Scheme is currently being phased in until it is fully open by the end of **March 2019**

- Pre-Settled or Settled Status means that EU citizens will have the **same rights and access to services and benefits as now**

EU Settlement Scheme - Criteria

EU citizen or close family member

Arrived in the UK before 31 December 2020, or close family member

Not a serious or persistent criminal or public security risk

EU nationals & Integrated Communities

EU Settlement Scheme - Application

- Applications will be done online and will cost £65 for adults and £32.50 for children under 16
- Majority of EU nationals in Buckinghamshire will be expected to pay for their application
- It will be free for EU citizens with documented permanent residence, indefinite leave to remain, and for looked after children
- Same application process for settled and pre-settled status
- Citizens who are given pre-settled status will not have to pay again to convert it to settled status (available after 5 years residency period)
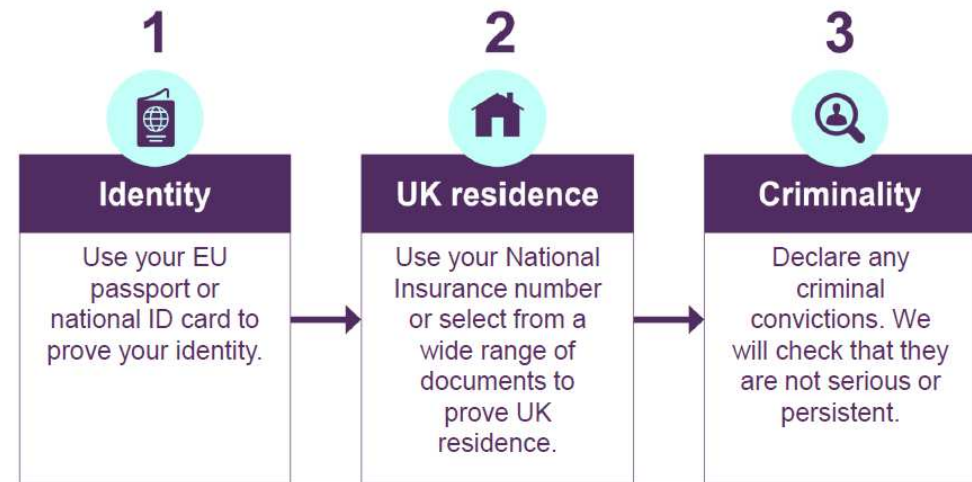
EU Settlement Scheme - First Pilot

- Initial pilot with **12 NHS Trusts** in the North West and **three universities** in Liverpool, now complete.

Results:

- Over **350 applications** processed
- Average of **15 minutes** to complete application
- **96%** thought the process was easy to follow

1

Identity

Use your EU passport or national ID card to prove your identity.

2

UK residence

Use your National Insurance number or select from a wide range of documents to prove UK residence.

3

Criminality

Declare any criminal convictions. We will check that they are not serious or persistent.

21,000
estimated EU nationals in Buckinghamshire **(3.98%)**

EU nationals & Integrated Communities

EU Settlement Scheme - Second Pilot

Late October	Mid November	End November
NHS Trusts – a few more NHS trusts in the North West can apply	Employees of Higher Education Institutions (registered as a tier 4 sponsor) nationwide can apply	EU citizens working within the health and social care sector can apply

Surrey ① 16%
West Sussex ② 14%
Buckinghamshire ③ 13%
Oxfordshire ④ 11%
East Sussex ⑤ 9%

3rd highest percentage of EEA social care workers in the South East
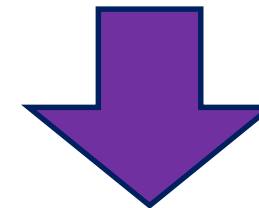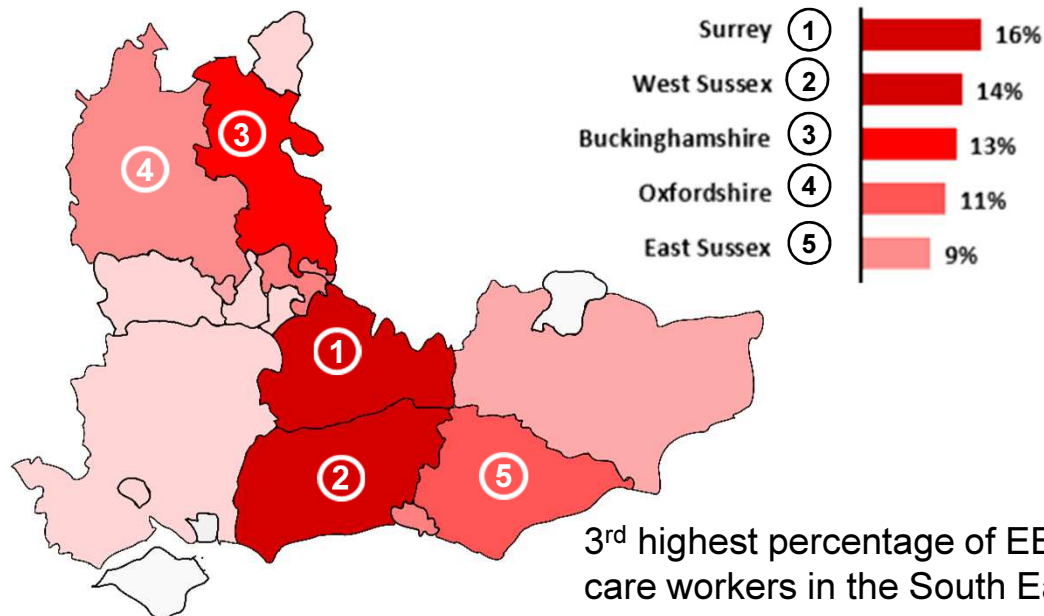
BCC to work with social care providers to promote take-up by EU nationals working in the sector

EU nationals & Integrated Communities

EU Settlement Scheme
Suggested Local Government Actions

Local Authorities

- Make applications on behalf of EU **looked after children** (costs waived)
- No implementation date yet available

Libraries – Assisted Digital Service (funding available)

- Telephone support to complete online form
- Face to face support at libraries to provide digital support
- Face to face support at home for those unable to access telephone or library assistance

Passport and ID Card Checking Services

- In-person service to check biometrically chipped passports and ID cards
- A fee can be collected for identity verification services
- Similar process to the current European Passport Return Service (BCC registrars previously delivered this)

BCC Actions

Children's

- 8 EU looked after children in BCC's care
- Children's currently clarifying 26 'nationality unknown'

CHASC

- Libraries currently following up Assisted Digital Service with Home Office to clarify funding available, processes and expectations

- Registrars currently following up Checking Services with Home Office to clarify funding available, processes and expectations

BCC to undertake all suggested actions (assuming positive follow up)

EU nationals & Integrated Communities

Upcoming Guidance

- The Home Office is currently developing a **Community Leader Toolkit** for local authorities and community groups (expected in November)

Other BCC Actions

- Home Office **Employer Toolkit** already shared with HR, all BCC suppliers and businesses in Bucks (through BBF)

Community Cohesion

- No concerns raised by partners or community groups to date
- Not currently expecting social unrest issues in Bucks

Workforce & Migration

- Small reduction in net migration since the EU referendum, but this remains positive and high by historic standards
- Buckinghamshire's labour market remains stable, but important to note ongoing skills needs. If the UK's immigration policy becomes significantly more restrictive, it may be beneficial to increase investment in 'growing our own'
- BCC's EU workforce remains stable (slightly higher than at the 2016 referendum)
- Currently awaiting **Immigration Policy White Paper** (Autumn 2018)

Net migration in the UK by nationality

Line chart showing net migration (thousands) from 1992 to 2016 for Non-EU, EU, and British nationalities.

Buckinghamshire County Council — **EU nationals - BCC Workforce statistics** (updated Sept 2018)

BCC Workforce
- **3.8% (128 people)** of BCC's workforce EEA + Swiss nationals
- 3.8% EEA + Swiss Nationals
- 96.2% Non-EEA / Swiss Nationals

UK average 7% of the UK workforce from EEA + Switzerland

Workforce by Business Units

TEE	CSCL	CHASC	RESOURCES
2.3%	▲ 4.9%	▲ 4.6%	1.8%

% of EEA + Swiss national staff by Business Unit

⚠ CSCL & CHASC have a higher percentage of EEA + Swiss national workers than the other two Business Units

10.2% of jobs with 'Social Worker' in the title are held by EEA + Swiss National employees

Source: BCC internal workforce statistics

Table 3: Most sought skills, year to August 2017

Specialised skill	Job postings no.	%
Customer Service	5,284	8.3
Microsoft Excel	5,091	8.0
Business Management	3,748	5.9
Microsoft Office	3,381	5.3
Project Management	3,124	4.9
Sales	2,942	4.6
Teaching	2,872	4.5
Product Sales	2,513	3.9
Accountancy	2,417	3.8
Contract Management	2,182	3.4
Key Performance Indicators	2,159	3.4
SQL	2,033	3.2
Budgeting	1,990	3.1
Business Development	1,966	3.1
Invoicing	1,874	2.9
Customer Contact	1,858	2.9

Buckinghamshire County Council
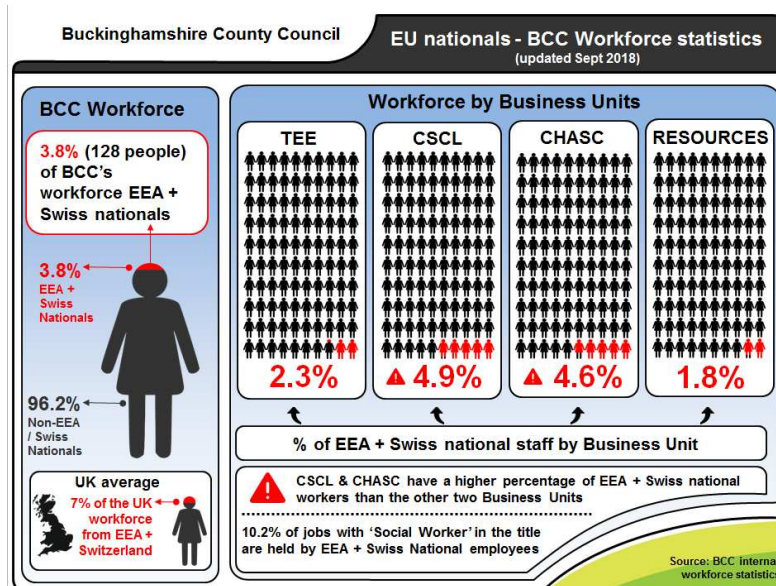
Trading Standards, Customs & Supply Chain

- The UK's future customs arrangements with the EU are still the subject of ongoing negotiations, and at present it is unclear what the implications are likely to be for borders and customs.

- Due to Buckinghamshire's geographical position, it is unlikely that the county will be disproportionally affected by any possible disruption at ports and borders.

- As this is a matter of national competency, the Council has focused on making businesses aware of the potential for short-term disruptions to supply chains and trading in general.
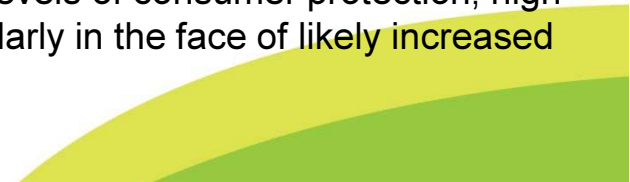
Buckinghamshire&Surrey
trading standards

Trading Standards

- Most of the legislation dealt with by Trading Standards is based on EU law, which will be transferred into UK law. Currently there are many references and links to EU bodies and, in most instances, it has not yet been clarified which bodies in the UK will take over these roles, although we are aware that new regulatory arrangements are currently being developed.

- In the short term, Brexit could increase demand for Trading Standards services due to increased demand from businesses and residents for advice on any uncertainties related to Brexit.

- Brexit remains an opportunity to reform and invest in the UK's regulatory environment. Funding for frontline Trading Standards has fallen by over 50% over the past 7 years, and it is clear that government funding levels should increase in the run-up to Brexit to maintain high levels of consumer protection, high regulatory standards, and robust domestic market surveillance, particularly in the face of likely increased demand for services.

Buckinghamshire County Council

Structural Funds

	EU Structural Funds 2014-20 allocation	Population (2011)
UK	£10.8billion	63,182,000
Buckinghamshire	£13.8million (**0.1278%**)	505,283 (**0.7997%**)

- EU Structural funds are currently allocated on a 'need' basis, calculated based on relative deprivation levels. In 2014-20, Buckinghamshire Thames Valley LEP received the **lowest allocation** of funds in the UK, roughly 7 times less than if it had been based on population.

- With an ageing and changing population profile, Buckinghamshire would be significantly disadvantaged if the UK Shared Prosperity Fund were allocated on the same basis as current EU Structural Funds.

- The future UK Shared Prosperity Fund should also take into account **pockets of deprivation** present within some otherwise relatively affluent areas. While no part of Buckinghamshire falls into the most deprived decile in England, three areas fall into the second most deprived decile, and two into the third most deprived decile.

Economic Growth Potential

- Whilst we recognise the rationale for relatively more deprived areas to receive a greater share of successor funding arrangements, Brexit offers an opportunity to design a fund that is **more targeted, flexible, devolved and designed to promote economic growth**.

- Focusing some of the UK Shared Prosperity Fund on economic growth would accelerate growth across the country and increase the prosperity of some our most deprived communities by creating economic and employment opportunities.

Lobbying

- Timescales for decisions/announcements still unclear
- LGA taking a strong lead lobbying on behalf of local authorities

Buckinghamshire County Council

Economy & Infrastructure

Economic Impact of Brexit on the Local Economy

- The macro-economic effects of Brexit in both the short and long term remain difficult to predict. Due to our economy's strength and dynamism, we expect Buckinghamshire to perform comparatively well in the event of either an economic downturn or expansion following Brexit

Promoting Economic Growth

- BCC continues to work with partners, including BTVLEP and BBF, to promote economic growth in the county. BBF, as the county's growth hub, leads this work and has disseminated Brexit preparedness information to businesses , including:
  - ➢ Brexit checklist for businesses
  - ➢ EU Settlement Scheme Employer Toolkit
  - ➢ 'No deal' preparation advice
- Further Brexit guidance and information will be disseminated to the business community as it becomes available.

Local Government Resilience

- Buckinghamshire County Council has a long history of prudent financial management, resulting in realistic budget plans and prudent level of reserves.
- However, these are financially challenging times for Local Government as a sector and especially for authorities which have responsibility for Social Care provision.
- Funding shortfalls in both Adult's and Children's Social Care should be addressed by central government to ensure local government is financially resilient and able to take action as needed.

Buckinghamshire County Council

Next Steps

- Buckinghamshire County Council will continue to work with partners to proactively prepare for Brexit, mitigating risks and harnessing opportunities to deliver the best possible outcome for our residents.

- We welcome engagement from government departments, national and regional organisations, other local authorities, businesses and residents, as we prepare to help deliver Brexit in Buckinghamshire.

2nd Buckinghamshire Brexit Summit

- As part of our ongoing Brexit work, we are currently developing Buckinghamshire's second Brexit Summit, in partnership with BBF, to be delivered in March 2019 as part of the first ever Buckinghamshire Business Festival.
- Aimed at the public sector, businesses, and the voluntary community sector, this event will deliver practical and expert information on:
  - ➢ Workforce
  - ➢ Supply Chains
  - ➢ Exports

BCC to develop and deliver, in partnership with BBF, a second Brexit Summit as part of the Buckinghamshire Business Festival

Buckinghamshire County Council

Report to Cabinet

Title:	**Capital and Investment Strategy**
Date:	Monday 10 December 2018
Author:	Cabinet Member for Resources
Contact officer:	Mark Preston (01296) 383107
Local members affected:	None
Portfolio areas affected:	Resources

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

Summary

The Council's Capital Strategy has been updated in line with the revised CIPFA Prudential Code for Capital Finance in Local Authorities (Prudential Code) issued December 2017, which was also supported by guidance from the Ministry of Housing, Communities and Local Government (MHCLG) February 2018. There is a new requirement for an Investment Strategy and this has been incorporated into the Capital Strategy to create a Capital and Investment Strategy.

Recommendation

> **That Cabinet:**
>
> a) **Provides COMMENTS on the Capital and Investment Strategy;**
> b) **RECOMMEND the Capital and Investment Strategy to County Council.**

A.   Narrative setting out the reasons for the decision

1. The Council's Capital Strategy has been updated to reflect the December 2017 revised Prudential Code and the guidance issued by MHCLG in February 2018. This includes incorporating the new requirement for an Investment Strategy to form a Capital and Investment Strategy for the Council.

2. .The Capital and Investment Strategy is required to be approved by Full Council, but approval of the Treasury Management Strategy can be delegated to a different Committee after this financial year.

3. The strategy covers all capital investments, including the acquisition of investment properties, and focuses on the delivery of local policy objectives the locally determined risk appetite.

4. The Capital and Investment Strategy is a key document given the current environment that all local authorities are operating within. There is little funding certainty from Government which puts pressure on existing assets in good order and it is important to strike an appropriate balance between revenue in capital and the short and long term requirements of the Council.

5. This is at a time when there is also the potential of a huge growth agenda and leveraging our assets in order to maximise an income stream is critically important to ensure that we have the resources to support growth and protect front line services. There is an important balance between public accountability and commercial confidentiality in this climate and this strategy goes a long way to set out the Council's priorities and aspirations.

6. There is a major new section on commercial investments in the strategy in order to meet the new Investment Strategy requirements. The service/portfolio specific priorities and requirements are included in a separate appendix to the strategy and is necessarily draft as it reflects the current draft capital programme, which is currently going through the formal Medium Term Financial Plan (MTFP) approval process.

7. The MRP section and capital prudential indicators have been brought in from the Treasury Management Strategy so that all capital related elements are contained within the Capital and Investment Strategy.

8. Some draft performance indicators have been included as required by the MHCLG guidance.

B.   Other options available, and their pros and cons

9. None

C.   Resource implications

10. None.

D.   Value for Money (VfM) Self Assessment

11. N/A.

E.   Legal implications

12. There are no legal implications from this strategy.

F.   Property implications

13. None.

G.   Unitary Council

14. This Capital and Investment Strategy will need to be consolidated with the Capital and Investment requirements of the District Council activities for the new Unitary Council in time for the 2020/21 financial year. The opportunities for property rationalisation are mentioned in section 2.4 of the strategy attached.

H.   Other implications/issues

15. None.

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

16. The strategy reflects the views of the Finance, Performance and Resources Select Committee.

J.   Communication issues

17. None.

K.   Progress Monitoring

18. None.

L.   Review

19. CIPFA have stated that they will be issuing further guidance on local authority Property Investment, and the strategy will be reviewed in light of that guidance.

Background Papers
Finance, Performance and Resources Select Committee Papers 13th November 2018

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 07 December 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Buckinghamshire County Council
Capital & Investment Strategy

Version	Nature of Change	Date	By Who
1.0	Original Draft	30/07/18	RS
1.1	Amendments to reflect comments from RA	15/08/18	RS
2.1	Major Revision to include: • Amalgamation with Investment Strategy • Resources and H&W input to Appendix A • Addition of governance arrangements • Addition of prudential indicators	29/08/18	RS
2.2	Amendments to reflect comments from SA	30/08/18	RS
2.3	Amendments to reflect comments from CMT	06/09/18	RS
2.4	Amendments to reflect comments from Property Board	11/10/18	MP
2.5	Amendments to reflect DoF&P comments	17/10/18	MP
2.6	Amendments to reflect TEE and Resources updates	18/10/18	MP
3.0	Draft for Cabinet reflecting the comments from Finance, Performance and Resources Select Committee	20/11/18	MP

Issued: December 2018

Contents

1. Purpose of the Capital Strategy

1.1 The main purpose of the Capital Strategy is to define how the Council will maximise the impact of its limited capital resources to deliver its key aims and priorities. It must consider future capital investment needs, especially in relation to the growth agenda and ensure the maximum impact of those investments.

1.2 In seeking to do this the Council will have regard to its statutory obligations within the context of a changing operational environment, the longer term impact of its decisions, the delivery of value for money and the risks associated with any particular course of action.

1.3 The strategy is designed to fully comply with the Prudential Code of Practice for local authority capital investment which has recently been revised by the Chartered Institute of Public Finance and Accountancy (CIPFA) in parallel with revised guidance to local authorities from the Ministry of Housing, Communities and Local Government (MHCLG). The main purpose of the Code is to ensure that capital investment proposals are affordable, prudent and sustainable.

1.4 By the very nature of capital investment it is necessary that this strategy takes a longer term view. However, the strategy also focusses on the medium term to fit in with the Medium Term Financial Plan (MTFP), the latest version of which covers the period 2019 – 2023. This includes the Capital Programme for the same period.

1.5 This strategy is underpinned by a number of other strategies and plans. In particular the longer term view needs to have regard to the Growth Strategy and the related Buckinghamshire Strategic Infrastructure Plan (BSIP). The Council holds a wide range of assets, but two major classes of assets in particular for which it needs to have regard in maintaining their integrity. To this end there is a Property Asset Management Plan (PAMP) and a Highways Asset Management Plan (HAMP). There is also a Technology Service Strategy to guide investment in that increasingly significant asset class.

1.6 Following revisions to the Prudential Code and guidance from MHCLG in February 2018 this Strategy includes the Investment Strategy and needs to be read in conjunction with the Treasury Management Strategy.

2. The Context of the Capital Strategy

2.1 The Council's Aims and Priorities

2.1.1 The Council's aims and priorities are set out in the Strategic Plan, the latest version of which covers the period 2017-20, although the underpinning service delivery plans are refreshed annually.

The priorities set out in the Strategic Plan are:

- Safeguarding our vulnerable
- Creating Opportunities and Building Self Reliance
- Ensuring Buckinghamshire is Thriving and Attractive

2.1.2 Of course, all that the Council does is set within a legislative context, so that meeting its statutory obligations is a key component determining the actions it takes. In the context of the capital strategy examples of the statutory requirements are the need to provide sufficient school places, to maintain the highway infrastructure to certain standards and to provide suitable disposal facilities for waste.

2.2   Growth and Demographic Change in Buckinghamshire

2.2.1 The population of Buckinghamshire is constantly changing and the County Council needs to take account of these changes in planning its future service provision. The County Council in partnership with other agencies, the Local Enterprise Partnership in particular, has responsibility for facilitating the infrastructure to promote economic growth. Current local plans indicate housing growth in Buckinghamshire of around 46,000 by 2033 leading to a population increase from c. 541,000[1] to 635,000. Recent indications from Government set expectations much higher than that, suggesting housing growth of 61,000 by 2033 and a further 42,000 by 2050. This would mean the population of Buckinghamshire growing by just over 50% between now and 2050 and may be larger still if Buckinghamshire need to pick up growth targets from neighbours unable to hit their own targets. This level of growth not only has implications for new infrastructure, but also for the wear and tear on existing infrastructure.

2.2.2 Beyond the current confirmed plans for housing growth there are many pressures in the system to go further as indicated by the Government figures mentioned in the previous paragraph. The County Council and its partners are already promoting a major development at the "Woodlands" site in south east Aylesbury. The Government has been keen to push forward housing growth through the concept of Garden Towns and the Council has submitted a Housing Infrastructure Fund (HIF) Forward Funding bid for over £200m to create the infrastructure to support these plans.

2.2.3 Notwithstanding the overall growth in the population the nature of the population is also changing. Buckinghamshire already has one of the highest rates of increase in people aged over 85 of all county areas in the country. The diversity of the ethnic and socio-economic make-up of the county is also increasing. These changes are likely to increase the demand on a range of public services, particularly care services. This too will need to be factored into the longer term planning of service provision.

2.2.4 The location of Buckinghamshire also creates a unique set of circumstances which impacts on economic development and other infrastructure demands which are likely to have capital implications. The high speed rail line (HS2) will run through the county and have significant knock-on impacts. The proximity of the south of the county to London and Heathrow Airport is likely to place an increased burden on transport infrastructure. The north of the county lies at the heart of plans to link Oxford and Cambridge with both an East-West Railway and major new highway. Few of these plans are yet firm, less so how they will

---

[1] ONS Mid-year estimate 2018

be funded, yet the direction of travel is clear, so they cannot be ignored by this Capital Strategy, albeit presents a challenge to plan with certainty.

2.3 Changes in Technology

2.3.1 As well as changes to the profile of the population, developing the economy needs to reflect changes to the way we work and better still to reflect the way we will work in the future. The pace of change in technological advancement appears to get ever faster, so keeping up with these changes presents a range of challenges.

2.3.2 The Council has a role in putting in place, or at least facilitating, enabling infrastructure. A good example of this currently might be the developing market in electric vehicles that need a more comprehensive network of charging points. However, as is often the case with emerging technologies there are a number of different options available, so identifying which particular solution to support is a key challenge if capital investment is not to be wasted.

2.3.3 By contrast the economic development role the Council plays may need to facilitate experimentation, such as creating space for start-up businesses in emerging technologies. The very nature of this means that there is likely to be a fair degree of failure and the Council needs to determine the degree of risk it is prepared to take and the mitigations that can be put in place.

2.4 The Changing Public Sector Landscape.

2.4.1 The Secretary of State announced on 1st November 2018 that a single unitary council for Buckinghamshire would be established to replace the current County Council and four District Councils. A key workstream in creating the new council will be the review, rationalisation and re-profiling of the local government estate in Buckinghamshire.

2.4.2 Over and above the asset requirements of the new unitary authority, there are other pressures in the existing system likely to lead to change. All public sector bodies are under financial pressure as well as there being a need to offer the public a more coherent means of accessing services, and the One Public Estate (OPE) project aims to achieve the rationalisation of publicly held assets. Also as part of this property rationalisation and in order to facilitate a more coherent service offer to the public the Council is promoting the creation of Community Hubs to bring access to a wide range of services into a single location.

2.4.3 Those financial pressures on local authorities, caused in large part by huge cuts in Government grant funding, but also significant increases in demand for services, lead to the exploration of alternative sources of income. This in turn prompts consideration of investment in assets which can support the generation of additional income. This might mean investing in existing assets to facilitate their use to create income streams. It may also mean investing in assets purely, or significantly, for the purposes of making a return.

3   Capital Investment Objectives

3.1   The key objectives of capital investment will be to:

- Support service delivery in line with the Council's strategic objectives

- Facilitate the generation of income, be that from commercial assets held predominantly for their rental yield, or service based assets capable of generating income as a by-product.

- Enhance value for money by helping to reduce or avoid costs

- Support economic development and the wider growth agenda

3.2   Where assets are held by the Council that do not fall into the above categories the Council will aim to dispose of such assets. However, it will seek to maximise the return in doing so and therefore will on occasions hold assets awaiting favourable market conditions. The retention of assets in this way will require an explicit decision to do so.

3.3   As well as the key objectives set out in 3.1 above there will also be regard for the following:

- Meeting legislative requirements, such as school place planning requirements, or health and safety.

- Maximise community benefits, working in partnership with other agencies.

- Ensure that investments are affordable and sustainable.

- Safeguard the on-going integrity of existing assets (property, highways, ICT, etc.) ensuring they remain fit for purpose, including reducing the maintenance backlog.

- Be forward looking in terms of investing in future technologies and recognising societal behaviour patterns and not the ways of the past.

- Ensure, where appropriate, that investments are in line with the Property Asset Management Plan, the Highways Asset Management Plan and the 'Smarter Buckinghamshire' technology strategy

3.4   Based on the above objectives it is envisaged that capital investment will fall into three main categories:

- Assets owned by the Council to support the direct delivery of services by the Council itself.

- Assets owned by the Council to support the delivery of services by third parties where there is a strategic need/advantage in continuing to own the assets.

- Assets held for a financial return to support the financial resilience of the Council.

3.5   In addition the Council may on occasions make capital investments in assets owned by third parties where doing so facilitates the delivery of Council objectives, or legislative requirements.

4 Key Areas for Investment

4.1 Given both the Capital Investment Objectives and the Corporate Priorities described above the following list, whilst not necessarily exhaustive, describes key areas where one might expect to see investment directed.

- Structural Maintenance of Highways Infrastructure.

- Structural Maintenance of Properties in which the Council has a continuing interest, including schools within the local authority family of schools.

- Meeting the statutory requirement to provide school places for all primary and secondary age children.

- Investment to increase availability of specialised accommodation to meet needs of increasing numbers of highly vulnerable adults and children.

- Assets which facilitate community involvement in services which meet corporate objectives.

- New infrastructure such as roads and schools to support the growth in housing.

- Investments that facilitate Economic Development in the County.

- ICT Infrastructure, both to facilitate modern service delivery from the Council and within the local community, e.g. Broadband connectivity across the community.

- The re-design/re-configuration of assets or services that permit lower on-going revenue costs, or halt a trend of increased revenue costs.

- New or enhanced existing assets that allow a secure revenue income stream to the Council.

- Assets that help the Council meet sustainability targets, such as reduced energy consumption/CO_2 emissions, reduced waste disposal via landfill and flood defence.

- Assets which facilitate easier access to services, including the Council's website.

- Assets which facilitate service improvements provided that these are identified corporate priorities and are financially sustainable on an on-going basis.

- Assets that facilitate the release of other assets, where the net effect is an increase in value to the Council.

4.2 Given that resources are limited it would not be expected that investments will be made in the following, although there might be exceptional circumstances that dictate otherwise.

- Assets which facilitate service improvements, but that are not corporate priorities.

- Assets which result in increased revenue expenditure unless meeting other key priorities.

- Assets that lead to an adverse environmental impact created by the Council unless this is unavoidable in achieving a statutory requirement, or Strategic Plan objective.

- Assets where the risk exposure exceeds the probable benefits.

5. Investments for a Return

5.1.1 Beyond those investments for cash management purposes and for service enhancement the Council may also make investments, with a range of economic and social objectives in mind, but with a key element being on making a return on the investment. It is these types of investments which are the focus of this section of the Strategy.

5.1.2 It must not be forgotten that the Council is an organisation heavily governed by statute and that it is not a commercial organisation with the purpose of making a financial return for shareholders. Nonetheless like any organisation it does need to fund its activities and with more traditional funding sources, such as government grants, substantially decreasing and local taxation being heavily constrained by central government rules, there is a need to look to more innovative ways of generating income, the financial return on investments being one such approach in addition to other intangible social and regeneration benefits these investments can yield.

5.1.3 Recognising the Council's core objectives to support its local community there may be a range of further objectives beyond a simple financial return that the Council seeks when making investments and in so doing may accept a lower rate of financial return in order to achieve, or facilitate these other objectives. Examples of this might be to promote local economic development, or to support partner organisations. The remainder of this section seeks to set out the nature of investments the Council will engage in and the circumstances in which it will do so.

5.2 Financial Investments

5.2.1 Financial Investments can fall into three categories, as defined by the Statutory Guidance issued under section 15(1)(a) of the Local Government Act 2003: Specified Investments; Loans and; Non-specified Investments.

5.2.2 Specified and non-specified investments are only likely to be undertaken on either a short, or a long term basis as part of managing the council's cash flows and are therefore covered by the Treasury Management Strategy rather than here.

5.2.3 Loans may also be used for treasury management purposes, but where they are used in support of service delivery objectives this is covered by the [Loans and Guarantees Financial Instruction](#).

5.3   Non-Financial Investments

5.3.1 For the purposes of this strategy a non-financial investment is a non-financial asset held by the authority primarily, or partially to generate a surplus. This might be through an anticipated appreciation in the capital value of the asset, or by way of delivering a regular income stream, or a combination of both. However, in the current financial climate the emphasis is likely to be on assets that generate a regular income stream.

5.3.2 Although the Council remains open minded to consider a range of opportunities the high likelihood is that non-financial investments will involve property assets. Chosen carefully, property offers the opportunity for a higher yield and less volatility than financial investments, however, it is an illiquid asset and carries with it the inherent risk of being unable to respond quickly enough to changes in market conditions.

5.3.3 The recommendation of the council's expert property advisors is that the council should aim to have an investment portfolio of in the region of £250m in the long run, in order to achieve a suitably balanced portfolio of asset classes, locations, etc. so that risks are spread. A portfolio of this size at a yield of 6% would produce a gross revenue income stream of £15m p.a. and an anticipated net income stream of at least 1.5% (or £3.75m p.a.). This may be vary according to loan rates available to the Council at the time of acquisition.

5.3.4 When selecting suitable properties in which to invest the Council will have regard to the following criteria:
- Lot size to ideally be within a range of £5m to £30m. Exceptions can be made for high value strategic purchases.
- Target rate of return for the portfolio is an average (i.e. the yield as measured across the Council's entire commercial property portfolio) running yield of **6.00%** for the entire portfolio, after the deduction of purchaser's costs, with a minimum expected yield per property of 5.00%. The yield is calculated before allowing for the cost of any borrowing necessary to finance the purchase of the asset.
- Lease length, or the average of lease lengths if multiple occupation, to be generally 5 years left to run or greater.
- Preferred maximum exposure to any one tenant should not exceed £250,000 p.a.
- A preference for purchases to be in locations within but not limited to the County, or with an economic footprint falling within the County.
- Only opportunities let to strong covenant tenants on full repairing leases will be considered based on Dun & Bradstreet ratings, or similar.

- Properties in strategic locations with good transport links
- Properties that offer a marriage value with the existing portfolio
- Properties and/or tenants consistent with the ethical values and aims of the public sector.
- Preference will be given to properties that offer the option of alternative uses through gaining planning permission for a change of use, or through redevelopment in order to enhance the capital value.
- A preference will be given to premises that offer the opportunity to increase income streams by infilling additional services e.g. coffee shop.
- Consideration will be given to emerging and established changes in the market e.g. retail investment.
- Seek to minimise the risk to the portfolio through diversification of tenants.

5.3.5 The following risks associated with the purchase of commercial property are recognised:
- The relative illiquidity of property as an asset class compared with holding cash reserves or a share portfolio.
- As lease lengths erode the value of the asset will tend to diminish in most cases.
- The risk of a tenant failing financially, which will present the Landlord with a temporary loss of income coupled with the cost of re-letting the accommodation.
- Void rates and service charge liability whilst the property remains vacant.
- Obsolescence of the building and the cost of returning it to a tenantable condition at the end of a lease.
- Over time certain segments of the property market can weaken leading to a loss of both a revenue income stream and capital value.
- Potential capital expenditure when properties become vacant which is not met by a dilapidations settlement.

5.3.6 In order to mitigate the risks it will be essential to carry out full due diligence, and a template of the Investment Property Due Diligence Summary Report can be found at Appendix D. To this end investments in property will only be made following advice from suitably qualified and experienced specialist advisors. Adherence to the selection criteria set out in 5.3.4 will also be important to ensure that properties are well located and have tenants with a strong covenant. It will also be important that a diverse portfolio is established to reduce vulnerability to market fluctuations. A suitable balance needs to be found between yield rates and lease length and security. Active asset management will be essential to ensure that tenant obligations under the lease are fulfilled and regular rent reviews are carried out, as well as looking for opportunities to maximise income streams and reduce the likelihood of voids. Despite these measures it is inevitable in any portfolio of scale that there will be some level of voids from time to time. A reserve account has been created into which is paid 5% of all rental income in order to cover unforeseen void/default issues.

5.3.7 The acquisition and disposal of property assets can require a quick response to market opportunities, which does not necessarily fit readily with normal Council governance processes. However, it remains of vital importance that appropriate governance is applied to such significant decisions. In recognition of this a separate governance arrangement exists to address these competing demands and is set out in Appendix B which is intended to streamline the decision making process to align with the market without unduly losing out on good opportunities.

5.3.8 On occasions the Council may choose to purchase land or property for strategic reasons rather than for any short term return. This might be to protect existing service provision, but will most likely be linked to its community leadership role in accommodating and facilitating economic and housing growth. This will require well documented formal decisions.

6. Funding Capital Investment

6.1 There are a number of potential sources of financing for the capital programme. These can be described as follows:

6.1.1 **Grant Funding** (often specifically for capital purposes and also often from central government, but they may come from, or through, other agencies).

6.1.2 **Capital Receipts** (receipts arising from the disposal of existing assets are constrained to only be useable for the purposes of funding new assets. Such funds when generated are held in a Capital Receipts Reserve until such time as used).

6.1.3 **Developer Contributions** (S106 agreements and/or the Community Infrastructure Levy (CIL) effectively impose a tax on new development in order to fund infrastructure required as a consequence of the development).

6.1.4 **Partner Contributions** (some projects may be jointly funded between the Council and other agencies, such as schools, other councils, or the Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP). Under current arrangements the Council is the accountable body for the BTVLEP and thus capital expenditure on behalf of the BTVLEP is included in the Council's Capital Programme and funded by resources available to the BTVLEP).

6.1.5 **Prudential Borrowing** (the Council is able to borrow in order to fund its capital expenditure provided that the revenue financing costs of such borrowing are affordable and sustainable. Prudential borrowing will be considered as a source of capital funding in accordance with the Government's guidelines and with regard to the Prudential Code for capital finance in local authorities).

6.1.6 **Revenue Contributions to Capital** (the Council is able to use its revenue resources to fund its capital expenditure, but obviously this then reduces the funding available for recurrent expenditure).

6.1.7 **Use of Earmarked Reserves** (essentially this is just a mechanism for deferring the application of one of the sources listed above, e.g. revenue contributions, or capital receipts. A typical example is the use of a Repairs and Renewals Fund).

6.1.8 **Leasing** (essentially this is a specialised form of borrowing linked directly to the asset).

6.2 The choice of funding for the capital programme and projects within it will depend upon the overall availability of resources and any constraints applicable to particular sources.

- Wherever possible external resources such as partner contributions, or grants will be the first preference for funding projects. It is likely that developer or partner contributions will only be available for specific projects. It is also possible that some grant funding is ring-fenced for specific purposes, although this tends not to be the case in recent times.

- Prudential borrowing will be the second choice of funding, but will only be used where there is a strong business case offering an appropriate rate of return.

- Finally the Council's own resources (capital receipts and revenue contributions) will be used where available and affordable.

6.3 The Council will aim to maximise its funding for capital expenditure by bidding for grant funding, disposing of surplus assets, seeking to maximise its leverage with partners in respect of joint funding opportunities, etc. Indeed the ability to respond to the very substantial growth agenda will be heavily dependent upon the ability to attract additional resources. This may come in the form of additional funding from Government, such as is being sought via the HIF bid, developer contributions, or working in partnership with other bodies e.g. district councils, the BTVLEP, other public bodies, or the business community. The council has carried out the Location Asset Strategic Review (LASR) which has identified opportunities to reduce the property estate and thus generate capital receipts. However, there may be longer term strategic reasons to hold on to assets and/or the ability to improve the operational efficiency including the potential to generate income which need to be considered.

6.4 Although the Council will continue to bid for all the resources it can, the Government's austerity measures are leading to a tightening of grant funding. For Buckinghamshire this is particularly relevant in respect of Basic Need funding for school places where there has been a zero allocation for 2020/21.

6.5 Historically the Council has provided a reasonable level of revenue contributions to fund the capital programme. However, as part of measures to keep the revenue budget in balance in the face of reduced funding and increasing service pressures the capacity to do this has been reduced to a relatively low level in the future.

6.6 Any capital investment decision which involves prudential borrowing must include the cost of servicing the debt as part of a robust business case. Investment decisions will be supported when the cashable cost reductions (or increased income) exceed the financing costs of any borrowing needed to fund the investment over its life, with a reasonable tolerance to cover off risk.

7. Minimum Revenue Provision

7.1 Minimum Revenue Provision (MRP) is the charge to revenue made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme. MRP, which is largely defined by regulation is aimed at ensuring that the council does not have time expired/fully depreciated assets, but still has associated outstanding debt.

7.2 Where capital expenditure was incurred before 1 April 2008 MRP will be charged on a straight line basis over 50 years in accordance with the guidance. For capital expenditure incurred on or after 1 April 2008 and funded through borrowing, the Council will calculate MRP using the asset life annuity method. Using this method MRP is calculated in a similar way as calculating the capital repayment element of a fixed rate repayment mortgage.

7.3 In accordance with provisions in the guidance, MRP will be first charged in the year following the date that an asset becomes operational.

7.4 The asset life annuity method calculation requires estimated useful lives of assets to be input in to the calculations. These life periods will be determined under delegated powers to the Director of Finance and Procurement, with regard to the statutory guidance. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the asset life annuity method would not be appropriate.

7.5 As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

7.6 Recognising the impact of MRP on the revenue budget is an important element in determining the affordability and sustainability of borrowing to fund an asset. Essentially, if there is no on-going capacity within the revenue budget to afford the MRP then one shouldn't take out the borrowing in the first place. This is why a robust business case demonstrating a rate of return in excess of costs (including MRP) is important.

.

8. Capital Governance and Processes

8.1 Overview

8.1.1 This Capital Strategy sets out the framework for the governance of capital assets for the organisation. Primary responsibility for the development of the Strategy rests with the Director of Finance & Procurement, although ultimate accountability for its approval rests with Full Council in line with the Prudential Code.

8.1.2 The development or purchase of new assets, maintenance of existing assets and disposal of surplus assets are matters of operational and financial significance and therefore require robust governance arrangements. For this reason the Corporate Management Team (CMT) will play a pivotal role in these governance arrangements, providing co-ordination and consistency across the organisation.

8.1.3 Whilst this Strategy sets out the framework for identifying, approving, implementing and reviewing capital projects, the details are set out in the Financial Instructions for Capital.

8.2 Governance Boards

8.2.1 Although the assets held by the Council can be as diverse as the services it delivers they can be grouped into a few broad categories, namely: property; technology and; highways. For each of these broad categories this will be an appropriate governance board chaired by the relevant Cabinet Member. These are governance advisory Boards, cabinet authority will still be required where a key decision is required.

8.2.2 The Property Board will cover all land and property whether held for service delivery purposes, or as an investment for financial return. It will be responsible for all land and property regardless of which services are delivered from those premises at any point in time. So, for example, it will cover multi use offices, but also care homes, highways depots, waste processing sites and other single service premises.

8.2.3 The Technology & Digital Board will cover all technology assets, be that laptops, screens, phones, or servers, cabling and other hidden infrastructure. It will also include capitalisable software licences and assistive technology. This will apply to technology assets owned by the council whether they are within council premises, or elsewhere.

8.2.4 The Highways Strategy Board will cover all highways assets, such as roads and footpaths, but also bridges, signals, safety fences etc.

8.2.5 For any assets that do not fall readily into any of these major categories, potentially some items of plant and equipment, CMT will either allocate responsibility to one of the above Boards, or exercise that responsibility directly itself.

8.2.6 To ensure that appropriate technical financial advice is available to each of the boards, there will be a senior finance representative on each board:

- Property & Assets Board – Director of Finance & Procurement
- Technology & Digital Board – Resources Head of Finance
- Highways Strategy Board – TEE Head of Finance

8.3 Development of the Capital Programme

8.3.1 Each year the Capital Programme will be developed as part of the Medium Term Financial Plan, culminating in approval by full Council in February each year. The table below sets out the timeline to be followed.

Jun - Aug	Portfolio groups/BUs develop capital bids (Robust business cases produced supported by BU FD)
Early Sep	Corporate Finance consolidates bids and reports summary to CMT CMT advise on strategy to resolve any gap.
Mid Sep	Property/Technology/Highways Boards review bids and prioritise
Late Sept/ Early Oct	Director of Finance and Procurement convenes a Capital Star Chamber meeting of FDs and Board lead Members/officers to scrutinise bids in detail and arrive at a proposal for a balanced capital programme.
Mid Oct/Nov	CMT reviews DoF&P proposal and agrees recommendation to Cabinet
Dec	Cabinet approves draft capital programme for consultation
Jan -Feb	Follows MTFP process in parallel with revenue

8.3.2 Bids to the capital programme should be prioritised by both Portfolio groups and the three governance boards taking guidance from this Capital Strategy and any relevant service priorities. The following criteria will be used to prioritise bids in order to close any gap to the available resources:

a. Reductions from the previous programme
b. Ring-fenced funding, e.g. S106 or genuinely ring-fenced grants (i.e. no call on Council resources)
c. Strong financial business case, i.e. the savings arising from the investment will pay back the cost of the investment within 7 years (or less); or the capital receipt generated exceeds the cost of the investment.
d. Statutory requirement (including Health & Safety)
e. Strategic Plan priority
f. Business Unit, Service Plan priority

8.4 Monitoring of Progress

8.4.1 Once the Capital Programme is approved individual schemes will be allocated to the most appropriate governance board. Each Board will then have the authority to release resources on individual schemes to project managers in line with the Capital Gateway Process, subject to the necessary requirements at that stage, e.g. outline business case, full business case, etc.

8.4.2 Each Board will put in place appropriate arrangements to monitor progress and drive delivery of the individual projects both in financial terms and practical delivery, effectively carrying out a high level Programme Management Office role.

Portfolio Needs Analysis and Priorities

Health & Well-being

The Adult Social Care Transformation Strategy (Our Care and Support Offer) outlines our approach for creating sustainable Adult Social Care services, for now and in the future, working innovatively and collaboratively with partners and using resources efficiently to focus on the following:

- Make it easier for people to take care of themselves
- Help people to improve their lives
- To support people to remain independent for as long as possible.
- Work with others, particularly the voluntary and community sector, in order to strengthen local opportunities and support
- Ensure there is a wide range of easily accessible advice and information regarding what is available from us and others, in order to help people plan and to get on with life.

Our support offer includes;

- More people will live independently without the need for long-term services
- Young people moving from children's services will be better prepared for adulthood
- More people will have control over their support through Direct Payments

'Our Care and Support Offer' is likely to impact on Adult Social Care capital requirements via investment or land to commission and deliver digital solutions within the Market Development Strategy, facilitating sustainable and independent living options for Older People and Adults with Disabilities and improved accommodation and employment pathways for those with Mental Health needs.

Education & Skills

Basic Need

Local Authorities have a statutory responsibility under Section 14 of the Education Act 1996:

> …to ensure that schools in its area are sufficient in number, character and equipment to provide education suitable for the different ages (including pupils who are over compulsory school age but under the age of 19), abilities and aptitudes and special educational needs of pupils of school age.

Between 2016 and 2022 the Local Authority needs to provide around 6,500 additional school places across the county to meet the forecast demand for places. In addition to the above, further provision will need to be made to accommodate housing growth proposals within the draft Aylesbury Vale, Wycombe and Chiltern & South Bucks District Councils Local Plans which propose 27,400, 11,000 and 9,000 homes respectively across Buckinghamshire over the period from 2013 to 2033. Such extensive growth will require not only the expansion of existing schools but also the need for new schools. In order to quantify the scale of growth, around 700 homes equates to one form of entry of primary provision (i.e. the need for a new 210 place school or expansion of an existing school by one form of entry).

Proposed Primary need to meet future housing (as at March 2018 following revision to housing numbers) – largely new schools plus some expansion of existing schools:
- 8.5FE in High Wycombe/Bourne End/Princes Risborough
- 7FE in Amersham/Chesham/Beaconsfield/Iver/Denham
- 13.5FE in Aylesbury Town (although further options may need to be explored), 4FE in Winslow/Wendover
- 3FE on land south of Milton Keynes

Secondary (Upper & Grammar) – mix of new schools and expansion of existing schools.
Total additional 38FE. With regards to secondary demand arising from the housing growth, this will be monitored to assess the impact as and when the known primary pupils begin to feed through into the secondary sector.

The coming years are likely to see particular pressure in the secondary sector as the recent increase in primary numbers feeds through. Due to the scale of demand and site restrictions at existing schools, BCC will need to facilitate the provision of new schools as well as expansion of existing schools. As the local authority can no longer directly provide new schools it will need to work closely with the Education Funding Agency (EFA) as well as potential Free School providers and Academy Trusts.

The first priority in capital expenditure will be to meet the statutory requirement to provide an adequate number of school places at both primary and secondary levels. However, there are several major risks facing the LA with regards to funding the necessary infrastructure required to meet our statutory duty:

- No guarantee on future government funding[2] and reduced developer contributions.
- Funding rates don't meet typical costs of building, as they do not include abnormals or allow for recent rise in cost of labour/materials

	BCC Average Capital Cost Per Pupil	Funding from Government
Primary Place	£20,000	£15,000
Secondary Place	£28,000	£19,500

- Major pressure on budget to meet demand for places:
  - MTFP bids submitted totalling c.£122m in 2017/18 to address additional school place requirements
  - Bid of £68m being made to Housing Infrastructure Fund to reduce pressure
- Other financial risks include securing sites for new schools/planning issues.

Similarly meeting statutory requirements in respect of Early Years provision is going to need the Council to work with the Private, Voluntary and Independent sector, as the Council can no longer afford to fund much capital investment in this area given the small amount of investment that has been made available from the government to fund capital infrastructure for early years provision. This is likely to be a considerable challenge, not only locally, but nationally, especially as free provision has extended from 15 hours per week to 30 hours per week from September 2017.

---

[2] Developer Section 106 (S106) funding will continue to be sought from new housing developments as a source of capital funding for new schools. However, changes to the regulations in April 2015, make matching developer contributions to individual projects less flexible. For example, the application of each contribution now needs to be specified in advance and only a maximum of five separate contributions can be applied to any given school project (so we are already having to forfeit contributions). The pooling restriction is placing a significant burden on the LA particularly in Aylesbury Vale. Until a local plan is drawn up, examined and adopted (anticipated in 2018), there exists a policy vacuum in Aylesbury Vale. As a result the Local Education Authority is currently having to respond to a significant number of speculative applications for major housing developments rather than being able to plan strategically. Planning authorities have also or are looking to introduce a Community Infrastructure Levy (CIL) to effectively replace S106 which has already led to reduced education contributions due to reduced rates and a greater distribution to other services.

Schools Capital Maintenance

Recent years have seen the majority of the county's secondary schools as well as a few primary schools transfer to become academies. The academies are funded directly from central Government which reduces the asset base of the Council as well as reducing the property maintenance liabilities and energy consumption issues. The Government believes that all schools will eventually benefit from being part of a Multi Academy Trust but there is no longer any compulsion to achieve this by 2022.

The Council however, retains responsibility for school place planning (including school places within academies) but not for capital maintenance requirements of academy schools.

Where an academy's buildings are leased from the County Council the school governing body must, under the terms of their lease, seek approval for major capital projects or alterations.

Over the past twelve months there has been a steady stream of primary schools converting to academy status.

The table below gives a summary of the number of schools that converted to academy by financial year and those currently in the pipeline as at March 2018.

Year	No. of Conversions
2009/10	1
2010/11	2
2011/12	23
2012/13	8
2013/14	4
2014/15	4
2015/16	3
2016/17	4
2017/18	11
Pipeline	10

School Maintenance

The allocation for Schools Property Maintenance has an increased bid of £4.31m for 2022/23 compared to the agreed allocation of £3m for 2021/22. It is anticipated at this stage that this is the level of capital investment that will be required in 2022/23, although this will continue to be reviewed each year as part of the development of the Capital Programme.

Some initial modelling has been developed based on the latest condition survey information, but the model needs to be refined and updated with more accurate technical information provided by the specialist maintenance contractors after visiting a school site. The initial modelling is summarised below:

SCHOOL ESTATE:

Number of Maintained Schools	148			
Total Gross External Area m2	291,413			

Schools Estate	Total School Estate m2	Asset Replacement Cost per m2	Life of Asset (years)	Capital Budget Required (annual)
Roofs	267,143	£245.00	40	1,636,251
Boilers	291,413	£75.00	20	1,092,799
Windows	291,413	£55.00	38	421,782
Drainage	291,413	£13.89	30	134,924
Pipework	291,413	£40.49	20	590,002
Electrical	291,413	£27.04	20	393,990
Other	267,143	£69.49	30	618,792
Abnormal Items	291,413	£0.51	1	150,000
Asbestos Remediation	291,413	£5.00	20	72,853
Legionella Remediation	291,413	£0.24	1	70,000
Total				**5,181,394**

Resources

Service / Project	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Resources - ICT					
Data centre & hosting modernisation	100	0	0	0	100
Digital Transformation	1,560	85	0	0	1,645
Future Corporate Technologies & Systems	130	50	0	0	180
Infrastructure & Architecture developmen	225	195	0	0	420
Modernising Business Applications	590	450	0	0	1,040
Purchase of IT Hardware / Software	700	700	700	700	2,800
Social Care Systems	2,104	300	0	0	2,404
Future Technology Strategy	0	0	1,500	1,500	3,000
Total Capital Expenditure	**5,409**	**1,780**	**2,200**	**2,200**	**11,589**
Funding					
Renewals Reserve	-700	-700	-700	-700	-2,800
Total Capital Funding	**-700**	**-700**	**-700**	**-700**	**-2,800**
Resources - ICT Total	**4,709**	**1,080**	**1,500**	**1,500**	**8,789**
Resources - Property					
Agricultural Estate	200	0	0	0	200
Conversion Old Wycombe Library	1,090	0	0	0	1,090
NCO Fire-stopping/Compartmentation	68	0	0	0	68
Property Maintenance Programme	1,015	1,015	1,015	1,015	4,060
Retasking of Winslow Centre	950	0	0	0	950
Resources - Property Total	**3,323**	**1,015**	**1,015**	**1,015**	**6,368**

The 2022/23 bids for the Technology Services strategy (£1.5m), Purchase of IT Hardware/Software (£700k and fully funded) and Corporate Property Maintenance (£1.15m) are block allocations that are in line with the level of expenditure in the 2021/22 financial year.

Property

A new cycle of condition surveys is about to start and the information on our property estate will be updated accordingly, along with information from our specialist maintenance contractors when they make site visits. There has been some initial modelling undertaken to help inform the relative impact of levels of revenue and capital investment in our property estate and this will continue to be developed.

CORPORATE ESTATE:				
Number of Corporate Sites including NCO	174			
Total Gross External Area m2	99,904			
Summary for Corproate Estate and NCO (Blended)	Total Corproate Estate GEA m2	Asset Replacement Cost per m2	Life of Asset (years)	Capital Budget Required (annual)
Roofs	60,673	245.00	40	371,622
Boilers	99,904	75.00	20	374,640
Windows	88,000	55.00	38	127,368
Drainage	99,904	13.89	30	46,256
Pipework	37,000	40.49	20	74,907
Electrical	99,904	31.35	20	156,600
Other	74,387	108.61	30	269,306
Abnormal Items	99,904	0.51	1	51,424
Asbestos Remediation	99,904	4.44	20	22,179
Legionella Remediation	81,190	0.24	1	19,503
				1,513,803

There are particular maintenance pressures on our property estate, however some of these could be mitigated through the rationalisation of the property estate in line with the Locality Asset Strategy Review (LASR), with further rationalisation opportunities arising with the Unitary decision.

Technology Services
The Technology Services block allocations were developed as part of the Technology Strategy last year. Business Cases need to be produced in order to bid for the block allocations available from the Technology and Digital Board. The following table summarises the areas of investment that the different blocks provide for in the capital investment programme.

Technology Services Block	Description
Data Centre & Hosting Modernisation	To ensure that the facilities and supporting services we rely on to deliver IT services (e.g. power contingency, air conditioning, environmental sensors etc.) are maintained and developed in line with BCCs risk management and disaster recovery requirements. This will include upgrades to monitoring systems to allow early indication of power/temperature issues during evenings/weekends to enable early intervention.

Technology Services Block	Description
Digital Transformation	This fund is designated to support BU specific and corporate digital programmes based on BU specific digital strategies and business plans. Typically these will consist of two streams of work i) business efficiency projects, e.g. process automation etc. to deliver savings and ii) resident engagement projects e.g. automation of resident facing services to improve customer experience. In addition, some of this funding will go towards platform development that will deliver benefits across the organisation such as web platform upgrades to deliver greater stability and functionality and website design improvements to improve customer experience/satisfaction.
Future Corporate Technologies & Systems	This funding is top allow Technology Services to evaluate and assess emerging technologies (including pilots within BUs) in order to identify and anticipate potential business applications and value to BCC. Some contemporary examples would be sensor technology (e.g. movement sensors, internet cameras, heat detectors etc.) and voice response technologies all of which have potential value as part of a technology framework that would support various social care scenarios.
Infrastructure & Architecture Development	Due to focus in certain technology areas we have created a level of technical debt within other core infrastructure areas e.g. networking. This funding will be used to mitigate or remove the risk associated with this debt and to ensure we have the desired level of resilience and stability with required data centre standards for all key components.
Modernising Business Applications	This funding will be used for upgrades and replacement of line-of-business systems (based on individual business cases) and development of supporting administrative applications e.g. the Contract Management Application (CMA). It may also be used for enabling technology purchases e.g. middleware to allow legacy applications to work on tablets/touchscreen devices.
Social Care Systems	The majority of this funding would be designated specifically to the migration of the adults social care solution to a new product/vendor, allowing for an integrated Adults and Childrens system. This will involve systems improvements across both Children's & Adults social care systems and integration with Health to support the objectives of the Accountable Care System, as well as legal and statutory changes e.g. to give a more holistic view of individuals as they transition between children's services to adults.

Technology Services Block	Description
Future Technology Strategy	This is a placeholder for investment in 2021/22 and 2022/23 that will be required to deliver the Technology Strategy. The technology priorities for the Council will be reviewed nearer the time given the pace of technological change.

One Public Estate

Background

The One Public Estate (OPE) programme is jointly delivered by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA). It supports cross-public sector working to deliver ambitious property-led projects that create local economic growth, integrate public services and drive efficiency savings. At its heart, it's about local and central government working together with other public bodies to transform communities and local public services and deliver value for money for the taxpayer.

Partnerships are invited to apply for funding in phases. The programme is between Phases 6 and 7.

In 2016 the Buckinghamshire Public Estate Partnership (BPEP) was formed and members currently include:
- Buckinghamshire County Council (Lead Authority)
- Aylesbury Vale District Council
- Wycombe District Council
- Chiltern District Council
- South Bucks District Council
- Thames Valley Police
- South Central Ambulance Service
- Buckinghamshire Fire & Rescue Service
- Buckinghamshire Healthcare Trust
- NHS Property
- Buckinghamshire Clinical Commissioning Group
- Oxfordshire Healthcare Trust
- Department for Work & Pensions
- Buckinghamshire Thames Valley Local Enterprise Partnership

The Partnership entered a bid into both Phases 5 and 6 and was successful in gaining funding for Project Management and feasibility studies (details below). The Partnership is well formed and working relationships have developed to enable continued collaboration regardless of the outcome of future bids for funding.

The LGA has provided funding for dedicated Programme Management and this is currently provided by Turner & Townsend. The Partnership meet every quarter for Board Meetings where project progress is discussed and future plans and strategies are aired and shared.

Funds awarded by LGA to the Partnership are held by BCC as lead authority and a draw down process is managed by the Programme Manager and the BCC Project Lead. One Public Estate funding is low level capacity funding, not capital investment, targeted at helping public sector partners work together to get transformational projects off the ground.

The LGA require quarterly reporting on benefits realisation, funding spend to date and project progress against programme.

<u>Current projects</u>
- Wycombe and Amersham Hospital Regeneration:

The Partnership was awarded £90,000 for feasibility activity and project management. This is the first stage in a phased regeneration of the Wycombe Hospital site to allow more efficient use whilst maintaining current service delivery, improving patient's experience and introducing opportunities to co-locate with other public sector partners, principally social services. The project will consolidate the use of the current PFI facility whilst allowing the removal of inefficient older facilities, replacing some of these with fit for purpose facilities and offering co-location opportunities. The phased approach will also allow development of other uses as part of the overall regeneration of the site and the intention is also to explore opportunities for the potential to provide housing in the area adjacent to the clinical zone of the site. The feasibility work for this project is almost complete. Detailed feasibility studies have been completed highlighting 6 main options for the sites (options are to outline stage). The Trust Board is now working to confirm & agree the preferred design option to be taken forward.

- The Winslow Centre Community Hub

The Partnership was awarded £110,000 for feasibility activity and project management. The project will see the regeneration of the site for a mixed use development, the delivery of approximately 98 residential units, a development for Older People (Extra Care / Nursing Home), a Community Hub building which will bring together health social and community services in one location centrally within Winslow with additional capacity for a library, GP Practice and a Thames Valley Police presence. This project is nearing the end of the options appraisal phase and will be looking at implementation shortly.

- Green Street Community Hub:

The Partnership has been awarded £45,000 for feasibility activity. The project is currently looking at options to utilise and extend the current building for the extension and expansion of current BCC uses, as well as relocating NHS services onto the site. This will create a specialised Community Hub and release land elsewhere for housing. This project is at the early stages of options appraisal.

- Buckingham Hub:

The Partnership has been awarded £65,000 for feasibility activity. The Buckingham hub project is an outcome of the Partnership place-based workshops and has been developed by bringing together the current plans for the local GP Practice in the town and the aspirations of the partners in terms of maximising joint working. Funding was received to progress a town centre multi-partner hub at Verney Close which will include the Library/Adult learning centre, Parish Church Centre and the GP surgery facility which is being vacated. It is intended that the library is extended with further space for service access and to release land for housing. The Community Hubs project team have requested this project is developed as a pilot Community Hub site and with the current configuration of the library, a short-term

hub facility could be quickly facilitated which can then be reprovided within the later larger scale development.

Projects for discussion with partners and potential inclusion in phase 7
Availability of OPE Phase 7 funding has yet to be confirmed but we understand that bidding will open in late September 2018 with an award by the end of the year (if successful). We have been advised that there will be a larger funding pot than in previous years but because of the increasing number of Partnerships, bidding will be highly competitive. We have been made aware that there will be an increased focus on projects that will deliver housing outcomes. A Partnership workshop is scheduled for early September to discuss potential projects for inclusion in this phase.

Interrelation with Community Hubs
Whilst the main focus of the OPE programme is playing a critical role in supporting engagement between central government departments and councils to unlock land for new homes, support economic growth and to deliver efficiency savings to reinvest in frontline services, it is also about bringing services together under one roof. This means that there is a natural overlap with the Community Hubs programme.

The Community Hubs programme is a standing agenda item on the OPE Board .

Transportation

The purpose of this investment strategy is to set out the key capital investments required to maintain the Highways Infrastructure Asset to meet the Council's Aims and Objectives. The Strategy is to:

Maintain strategic carriageways and footways in their current condition, target any additional investment to improve the condition of local roads. Manage a marginal decline in the condition of structures and intelligent traffic systems and a significant decline in the condition of streetlights.

This strategy requires a 4-year capital investment of £84.9m as summarised below:

Service / Project	Year 1 2019/20 £000's	Year 1 2020/21 £000's	Year 1 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Transportation (TfB)					
Strategic Highway Maintenance & Management	16,000	15,000	15,000	15,000	61,000
Bridge Maintenance	961	990	1,020	1,020	3,991
Casualty Reduction	250	250	250	250	1,000
Footway Structural Repairs	1,500	1,500	1,500	1,500	1,902
Maintenance Principal Roads – Drainage	1,000	1,000	1,000	1,000	4,000
Parking Pay and Display Meters	20	0	0	0	20
Replacement Traffic Signals	452	470	490	490	1,902
Safety Fences	250	250	250	250	1,000
Street Lighting Column Replacement	1,500	1,500	1,500	1,500	6,000
Transportation (TfB) Total	**21,933**	**20,960**	**21,010**	**21,010**	**84,913**

Introduction

The purpose of the Highways Infrastructure Capital Strategy is to ensure that the Council's capital investments are consistent with its priorities and service delivery strategies. The Strategy's key objectives are to ensure that capital investment plans are affordable, prudent and sustainable.

It also incorporates a new data driven Highways Asset Management Planning model which will guide the Council on priorities and investment needs. This will also impact on future central Government funding allocation. This investment strategy is designed to guide the Council to:

- own fit for purpose, well maintained and appropriate assets for the work of the Council and delivery of its services
- manage the maintenance backlog (currently £148m for carriageways)

Strategy Objectives

Buckinghamshire County Council's 3,200km highway infrastructure is its most valuable asset, valued at £4.6bn. It provides a transport network for both commercial and private users and is critical in supporting the three main Aims of the County Council's Strategic Plan (2017-20):

- Safeguarding our vulnerable
- Creating opportunities and building self-reliance
- Ensuring Buckinghamshire is thriving and attractive

Transport for Buckinghamshire (TfB) translates these three Aims into five Asset Management Objectives (AMO) which provide a clear line of sight between the Council's aims and TfB's activities;

- AMO1: Maintain a safe network
- AMO2: Manage highways effectively and efficiently
- AMO3: Maximise network availability
- AMO4: Optimise the use of and protect the availability of natural resources
- AMO5: Improve accessibility for all

The Asset Management Objectives support the County Council's Strategic Objectives as shown in the following matrix:

		AMO1	AMO2	AMO3	AMO4	AMO5
Safe-guarding Our Vulnerable	Support our most vulnerable adults to lead independent lives	✓				✓
Creating Opportunities and Building Self-reliance	Improve community safety and reduce crime and the fear of crime	✓				✓
	Continue to improve the health and wellbeing of our residents and address major health risks	✓				✓
	Support our voluntary community sector to develop our communities to help themselves	✓	✓			✓
	Empowering communities to deliver and prioritise their services including devolving assets and services to town and parish councils where it makes sense to do so	✓	✓	✓		
Ensure Buckinghamshire is Thriving and Attractive	Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and as speedily as possible.	✓	✓	✓	✓	
	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.	✓	✓	✓		
	Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth.		✓	✓	✓	✓
	Enable the right conditions to attract people to live, learn and work in Buckinghamshire.	✓	✓	✓		✓
	To improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel.	✓	✓	✓		✓
	Promote and encourage sustainable approaches to the use of natural resources and waste, improving our natural environment, water management, biochemistry, recycling and animal welfare.		✓	✓	✓	

Each year the budget is reviewed as part of the Medium Term Financial Planning process. Information and forecasts in this strategy will be refreshed in line with the approved budget and latest condition information.

Highway services in Buckinghamshire are delivered in partnership with Ringway Jacobs represented in the County by TfB that consists of Ringway Jacobs staff and a commissioning client consisting of BCC staff.

The following pages provide the detailed investment analysis for each of the five major asset groups namely carriageways, footways, street lighting, intelligent transport systems and structures. This analysis will be updated to inform subsequent rounds of the MTFP.

Investment in Carriageways

The current scale and condition of the carriageway asset is set out in the tables and chart below:

Environment	Hierarchy	Length (Linear Meters)	Average Width
Urban	[2&3a] Strategic	143,798	8.5
	[3b] Secondary	233,934	7.4
	[4a] Link	163,184	6.1
	[4b] Local	1,226,287	6.4
Rural	[2&3a] Strategic	192,610	8.4
	[3b] Secondary	211,202	6.9
	[4a] Link	317,213	5.9
	[4b] Local	490,440	3.8

Environment	Hierarchy	Current Condition				
		Very Good	Good	Fair	Poor	Very Poor
Urban	[2&3a] Strategic	20%	46%	26%	7%	1%
	[3b] Secondary	16%	45%	29%	9%	1%
	[4a] Link	15%	46%	30%	9%	1%
	[4b] Local	6%	34%	38%	17%	5%
Rural	[2&3a] Strategic	17%	52%	25%	6%	0%
	[3b] Secondary	13%	49%	30%	7%	1%
	[4a] Link	14%	42%	33%	10%	1%
	[4b] Local	8%	20%	35%	25%	12%
	Aggregated	**10%**	**37%**	**34%**	**15%**	**4%**
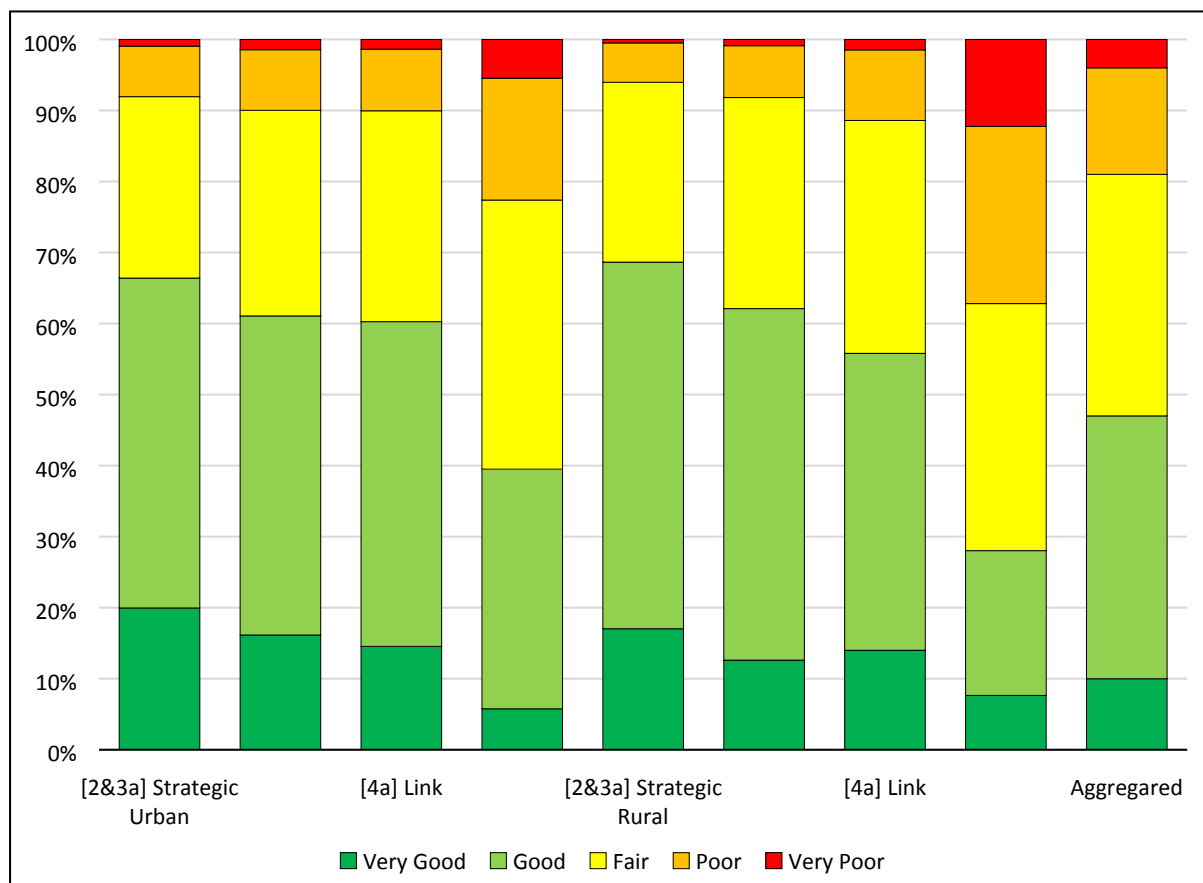
Strategy for Investment

The Strategy for Investment in Carriageways is to improve the condition of Local Roads while maintaining steady state conditions on the other Hierarchy categories. The optimal long-term blend of treatments is shown in the table below:

Treatment Type	Area of Effective Treatment (m²)			
	Year 1	Year 2	Year 3	Year 4
Surface Dressing	36,954	37,166	37,376	37,580
Surface Course Renewal	47,910	50,371	48,043	52,324
Micro Asphalt	400,400	403,677	406,652	409,295
Overlay	64,254	64,684	65,045	65,367
Strengthening	20,362	25,010	27,982	29,938

In addition, to the blend of more significant treatments described in the table above, TfB also uses targeted patching to repair shorter lengths of road where appropriate. This is carried out using a mix of supply chain partners and in-house teams with funding from the DfT, specific one-off allocations and other sources. Defects identified from regular safety surveys are targeted for repair to minimise pothole clusters and to intervene sooner, thus reducing the number of more dangerous defects.

If this strategy is implemented, and funded, the long-term condition of carriageways will improve as shown below:
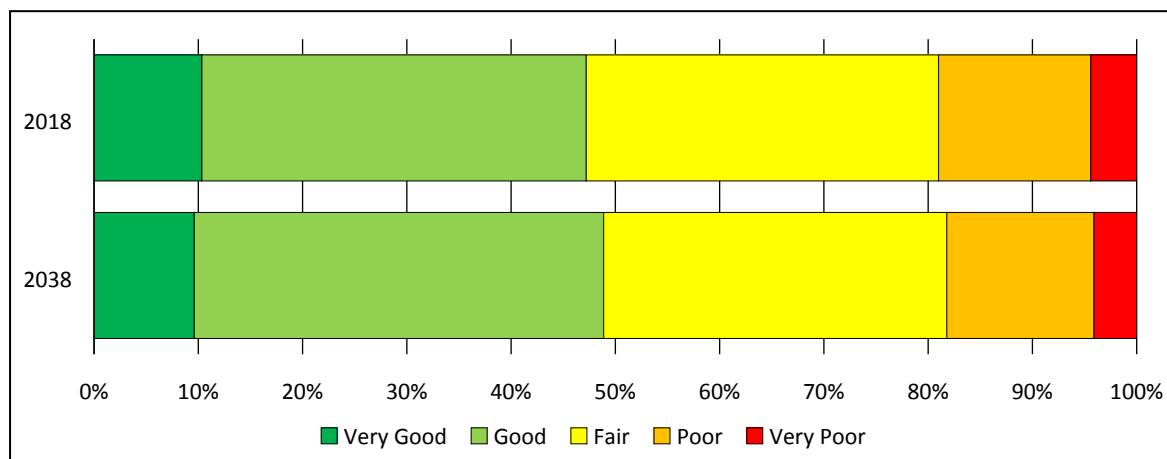
The investment necessary to achieve the carriageway condition outcome presented above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£15,000,000	£16,000,000	£15,000,000	£15,000,000	£61,000,000
Capitalised	£ 1,898,221	£ 1,898,221	£ 1,898,221	£ 1,898,221	£ 7,592,884
Capital Maintenance	£13,101,779	£14,101,779	£13,101,779	£13,101,779	£53,407,116

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Carriageway Scheme Prioritisation

Capital Maintenance Programme (CMP) schemes on the Strategic Network are prioritised using multi-criteria analysis that considers each scheme's contribution to achieving the asset management objectives. The criteria used to create scheme priorities assign points depending on the schemes fulfilment of the criteria. The following criteria are used:

- Condition
- Hierarchy
- Occurrence of Potholes
- Occurrence of Complaints
- Occurrence of Insurance Claims
- Conservation Areas
- Flooding Areas
- Skidding Data

In addition to the prioritisation criteria above, the value for money assessment takes account of the cost of the allocated treatment and the anticipated life of the treatment.

For Local Roads that do not have a strategic role such as Hierarchy 4b Local Access Roads, the County Council follows a member led approach. Members have each created a prioritised list of local schemes for their Division in consultation with their Local Area Technicians (LATs) and based on advice and information from the Asset Team.

This approach offers the optimal way to deliver programmes of work which are appropriately balanced between preventative and replacement schemes and ensures that spend is targeted across all hierarchies. This approach has been demonstrated to give the best overall value for money when compared to a preventative only or replacement only strategy.

Investment in Footways

The current scope and condition of the footway network is set out in the tables and charts below:

Hierarchy	Description	Length
1 & 2 Primary and Secondary Walking Routes	Main shopping areas which attract visitors from outside the vicinity.	170km
	Shopping areas of larger villages, plus links between primary footways, car parks, rail & bus stations, business and industrial centres and larger schools from main shopping area.	
3 & 4 Linked and Local Access Footways	Links from local access footways to local amenities such as surgeries, village halls, shops, public houses, leisure centres and sports facilities, smaller schools, visitor centres, hospitals, clinics and care homes etc. Also, all flagged footways not included in categories 1 or 2.	1,600km
	All other footways	

Hierarchy	Current Condition			
	As New	**Aesthetically Impaired**	**Functionally Impaired**	**Structurally Impaired**
1&2 Walking Routes	17%	28%	42%	13%
3&4 Local Footways	13%	19%	48%	20%
Aggregated	**13%**	**20%**	**48%**	**19%**
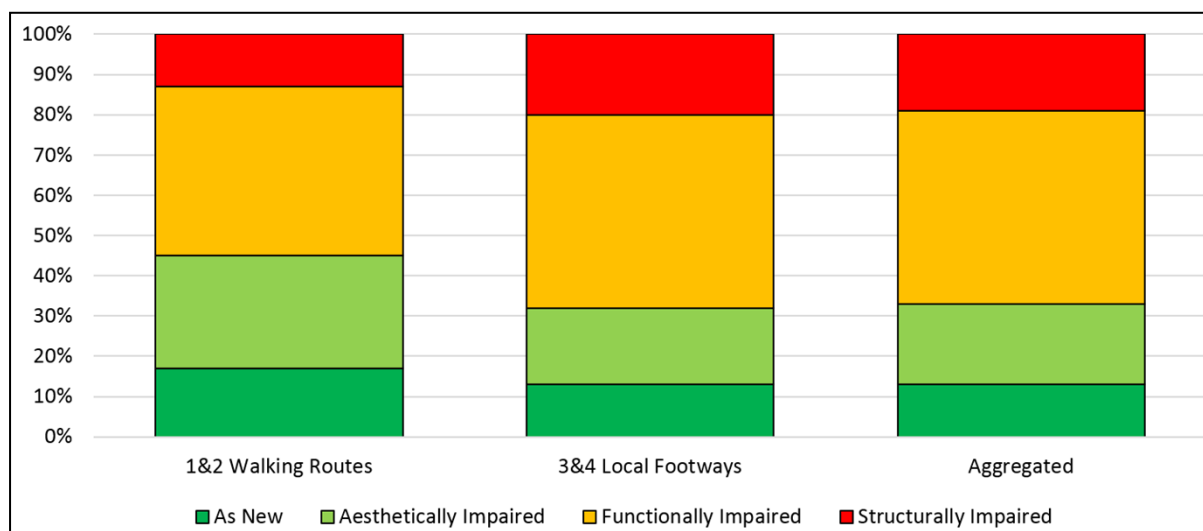
Strategy for Investment

The strategy for investment in footways is to minimise any decline of the condition of Hierarchy 3&4 Local Footways while attempting to maintain steady state on the primary and secondary walking routes.

Treatment Type	Area of Effective Treatment (m²)			
	Year 1	Year 2	Year 3	Year 4
Strengthening/Resurfacing	1,403	1,422	1,438	1,451
Surface Improvement	693	681	668	656
Localised Treatment/Patching	461	453	445	438

If this treatment strategy is carried out it will deliver the following performance over twenty years.
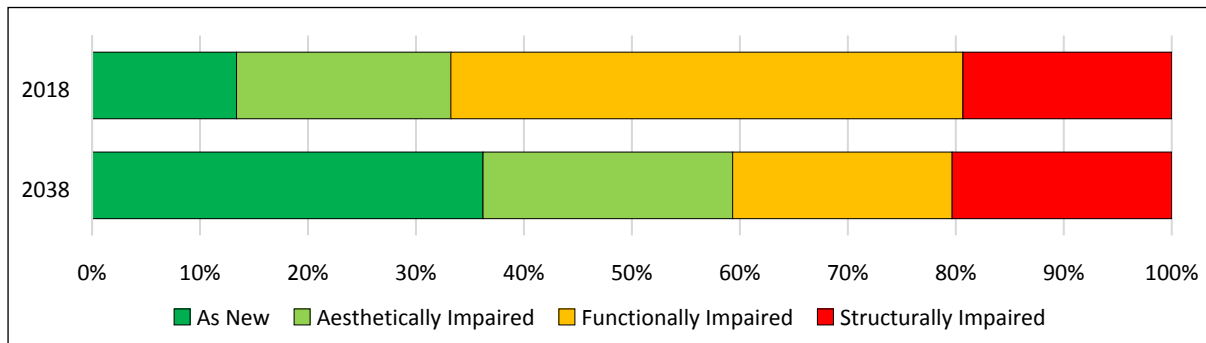
The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Footway Structural Repairs	£1.5M	£1.5M	£1.5M	£1.5M	£6M

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Footway Scheme Prioritisation

The Asset Team takes a data-led approach to include candidate schemes to the list for assessment to ensure effective treatments are implemented on the highest footfall sites. Schemes are assessed before implementation to make sure they are achieving the goals of the MTFP process and final outcomes are reported. Schemes are then assessed for viability based upon the condition of the section of footway, the extent of the scheme and the suitability for treatment. Local Members Local Area Technicians are consulted on potential schemes on Local Footways.

Investment in Structures

The current scope and condition of structures is shown below:

Homogenous Asset Group	Quantity
Bridges	372
Culverts	132
Footbridges	52
Subways	27
Retaining Walls	80
Others	6

Structure Type	Very Good	Good	Fair	Poor	Very Poor
Bridges	15%	55%	19%	12%	1%
Culverts	23%	50%	15%	11%	1%
Footbridges	21%	50%	15%	10%	4%
Subways	42%	42%	12%	4%	0%
Retaining Walls	5%	65%	12%	16%	2%
Other	20%	20%	40%	0%	20%
Aggregated	**16.98%**	**53.98%**	**18.08%**	**9.47%**	**1.48%**
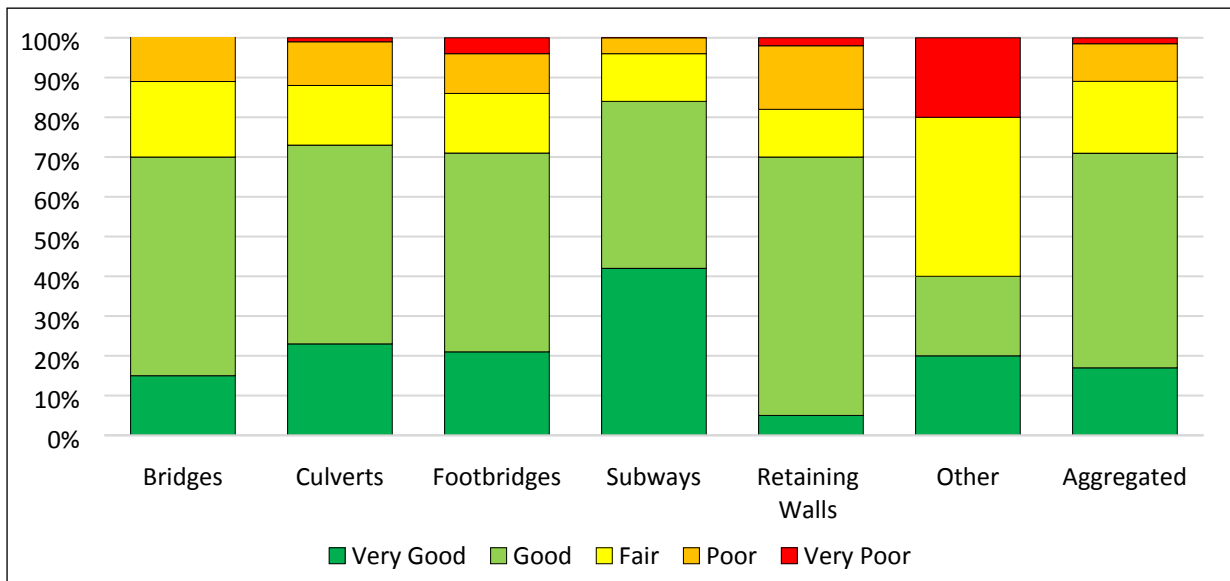
Strategy for Investment

The strategy for investment in structures is to achieve the best possible performance for the funding available across all homogenous asset groups, minimising any decline to the current overall condition. The treatment strategy to deliver this option's aims can be seen in the following table:

Treatment Type	Count			
	Year 1	Year 2	Year 3	Year 4
Major works (Poor)	0	0	0	0
Major works (Very Poor)	8	8	8	8
Minor works (Fair)	17	17	17	17
Minor works (Poor)	2	2	2	2

The treatment strategy shown above will give the following performance after twenty years:
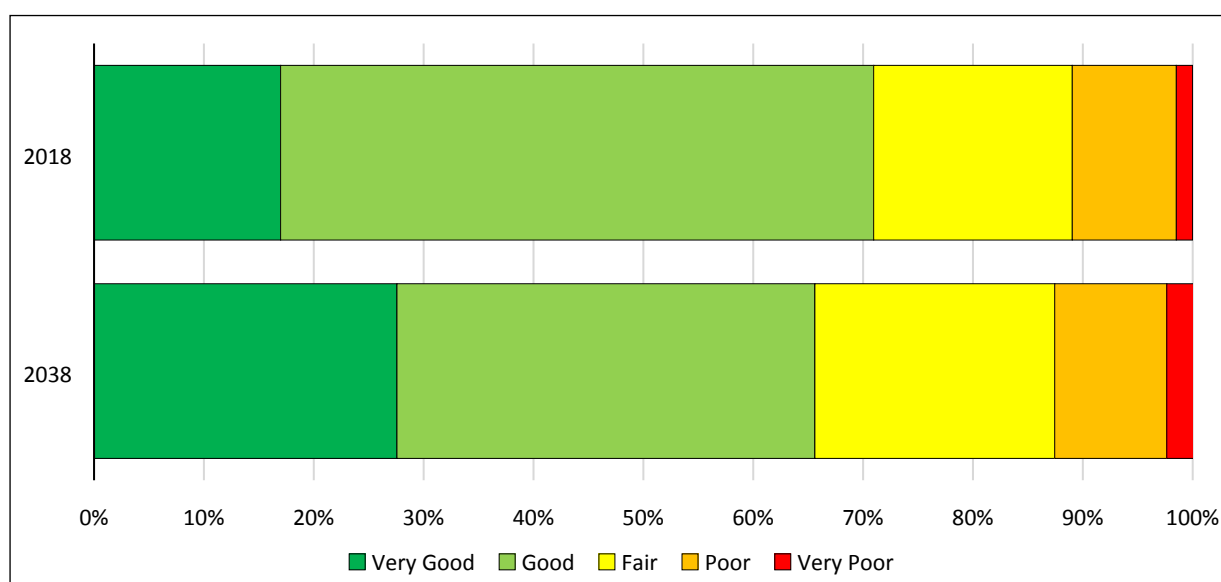
The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£933,000	£961,000	£990,000	£1,020,000	£60,000,000
Capitalised	£249,764	£249,764	£249,764	£249,764	£7,592,884
Capital Maintenance	£683,236	£711,236	£740,236	£770,236	£2,904,944

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Prioritising Structures Schemes

TfB undertakes a three-step process to prioritise Structural Capital Maintenance schemes.

1. Condition – Structures in the worst condition, based upon BCI, will be prioritised higher

2. Value for Money – Schemes that deliver the best value for money will be given higher priority

3. Impact Assessment – Schemes that are considered to have the largest impact on a variety of external considerations, such as flood risk and Utilities, are prioritised higher.

Investment in Street Lighting

The current scope and conditions of the county's street lighting stock is shown below:

Column Type	Quantity
5m Column	15,076
6m Column	1,760
6m Heritage Column	1,305
8m Column	2,845
8m Heritage Column	170
10m Column	5,862
10m Double Arm Column	83
12m Column	238
Raise and Lower Column	619

TfB categorises its Street Lighting Columns into the following condition bands based upon the levels of Column Corrosion.

Condition	Description
Green	Columns that are in Good Condition
Low Amber	Columns with Slight Corrosion at their base
High Amber	Columns with Advanced Corrosion at their base (modelled as Red)
Red	Columns that have been cut down

Based upon the condition bands the distribution of the columns condition is as follows:

Column Type	Green	Amber	Red
5m	67%	19%	14%
6m	80%	14%	6%
6m Heritage	71%	17%	12%
8m	83%	13%	4%
8m Heritage	89%	8%	3%
10m	79%	13%	8%
10m Double Arm	86%	12%	2%
12m	85%	13%	2%
Raise and Lower	76%	18%	6%
Aggregated	**73%**	**17%**	**11%**

Strategy for Investment

Much of the recent investment into the streetlighting stock has been made into updating lanterns and lamps, utilising LED technology to reduce the ongoing annual cost of street lighting. The future street lighting treatment strategy aims to manage the decline in street lighting condition by targeting those columns which offer the most risk of structural failure:

Treatment Type	Count			
	Year 1	Year 2	Year 3	Year 4
Column Replacement	468	473	486	503

This treatment strategy is carried out it will deliver the following performance over twenty years:
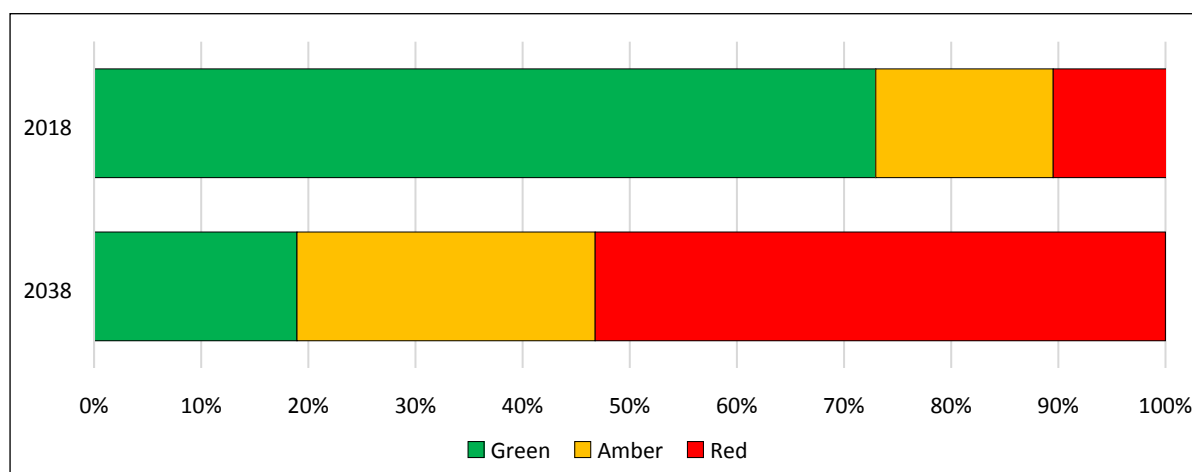
The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£6,000,000
Capitalised	£608,690	£608,690	£608,690	£608,690	£2,434,760
Capital Maintenance	£891,310	£891,310	£891,310	£891,310	£ 3,565,240

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Prioritising Street Lighting Replacement

TfB carries out regular structural testing of its lighting columns. TfB prioritises column replacement on a worst first basis, the 'Red' and 'High Amber' Condition Bands. These columns are subject to the highest political and safety pressures.

Any remaining funding, arising from efficiency savings are used to replace Lanterns with LEDs and renew associated street lighting infrastructure. LEDs have reduced energy usage and a longer life than other lantern types. This change helps to reduce maintenance costs and energy consumption.

Investment in Intelligent Transport Systems

The ITS infrastructure consists of Traffic Signals and associated ITS infrastructure such as CCTV Cameras, Variable Message Signs, Car Park Signs, UTMC Systems and Rising Bollards. The current scope and conditions of the county's intelligent transport systems are shown below:

System Type	Quantity
Single Crossing	101
Dual Crossing	24
Simple Signalised Junction	51
Large Signalised Junction	37

TfB categorises its traffic signals into the condition bands Good, Fair and Poor based upon a multi criteria analysis which considers condition, performance requirements and risk. The inspection regime is described as follows:

Criticality	Inspection/Survey	Frequency
All Signal Junctions	Traffic Management Act Site Reviews	5-year cycle
All Traffic System Posts and Mast Arms	Structural Test	At 25 years, then as determined by test result
All Traffic Signals and VMS Signs	Annual Periodic Inspection (PI)	Annual

Based upon the condition bands the distribution of the site condition is as follows:

System Type	Green	Amber	Red
Single Crossing	40.6%	35.6%	23.8%
Dual Crossing	54.2%	33.3%	12.5%
Simple Signalised Junction	54.9%	29.4%	15.7%
Large Signalised Junction	48.6%	37.9%	13.5%
Aggregated	**46.95%**	**34.26%**	**18.80%**
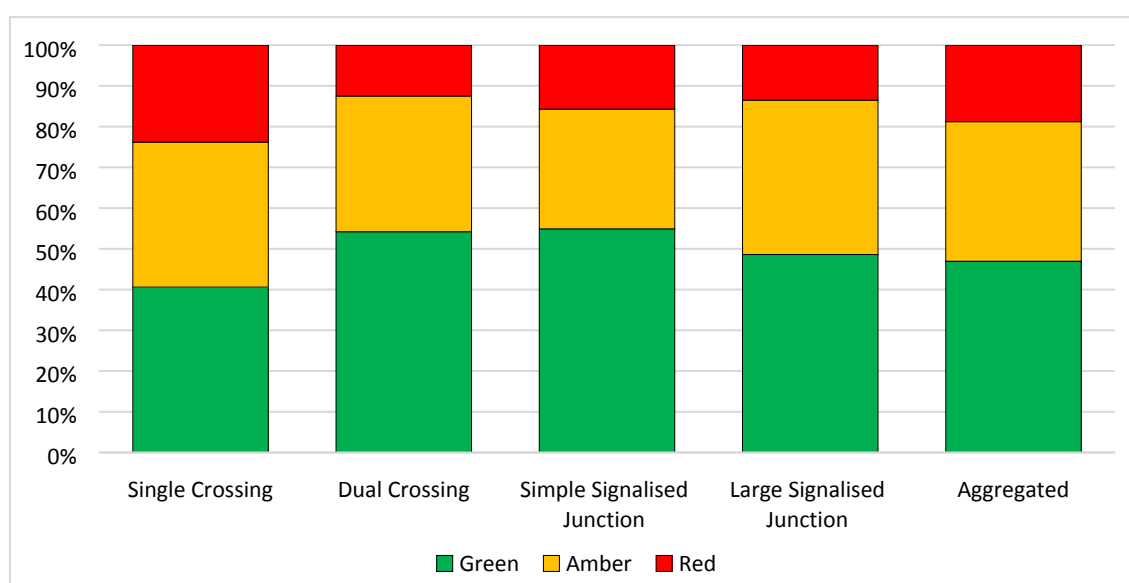
Strategy for Investment

The strategy for ITS is to minimise the decline in the condition of the ITS stock. This will utilise a mix of replacement and preventative treatments targeting those assets which have the most impact on congestion and safety:

Treatment Type	Count			
	Year 1	Year 2	Year 3	Year 4
Minor Refurbishment	4	4	4	4
Major Refurbishment	4	4	4	5

If this treatment strategy is carried out it will deliver the following performance over twenty years:
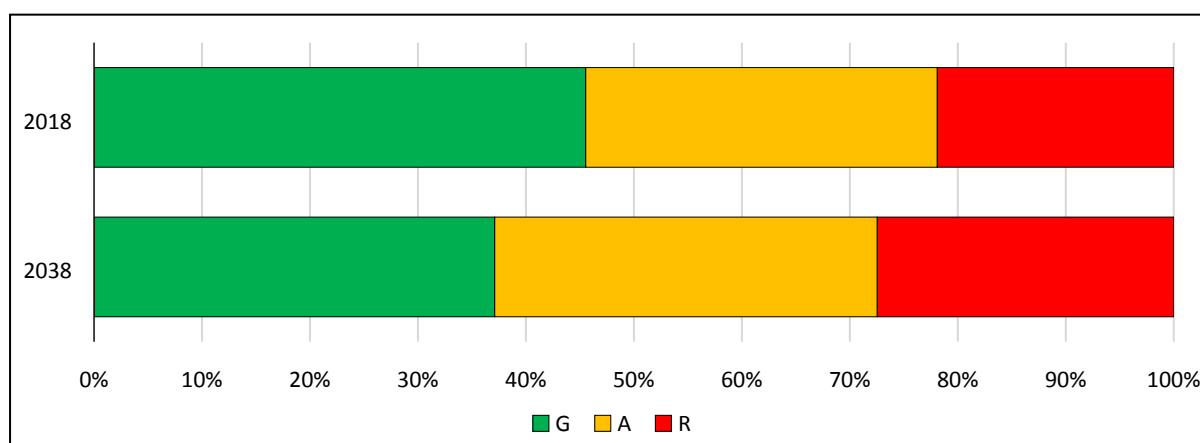
The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£434,000	£452,000	£470,000	£490,000	£1,846,000
Capitalised	£73,478	£73,478	£73,478	£73,478	£293,912
Capital Maintenance	£360,522	£378,522	£396,522	£416,522	£1,552,088

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Prioritising ITS Replacement

TfB undertakes a two-step process to prioritise its ITS Capital Maintenance schemes. The first step of the prioritisation process is a multi-criteria analysis with ITS sites being allocated points based upon meeting certain criteria. The sites with the most points are considered to be the highest priority.

Secondly, although ITS Capital Maintenance Schemes are prioritised using multi-criteria analysis the order of delivery is often influenced by external factors. These external factors give consideration to effective and efficient scheme delivery by liaising with other parties.

Planning and Environment

The portfolio has three main but separate areas of capital investment; Waste Management, Strategic Flood Management and Energy.

Waste Management

Existing Capital Schemes

Biowaste Transfer Station at High Heavens

This scheme is to develop a Waste Transfer station and bulky waste processing facility at High Heavens Waste Facility near Wycombe. Currently these activities take place unsustainably in unsuitable buildings and in the open. Current plans are to provide a new and bespoke building to ensure that future statutory duties for food waste collection and bulky waste treatment are optimised.

Future Aspirations

Household Recycling Centre Reconfiguration

The waste service is currently looking at the future provision of HRCs within the County. Financial pressures driven from increasing contract costs along with forecast housing growth in the County means that a new approach is needed to ensure the service is aligned to meet the future demands and is affordable.

Network improvements: Some of the existing sites are constrained due to locations, size and waste throughput. The existing HRCs would need capital investment to ensure continued compliance with regulatory/planning requirements and can meet the future growth demands.

Indicative capital requirements for future HRC network improvements cover potential options around facilities at Langley HRC, Aylesbury Rabans Lane, Buckingham HRC, a new HRC at Princes Risborough and expansion of re-use shops and total around £15.5m.

The key focus of the waste strategy is on the development of a new site to replace the Rabans Lane HRC in Aylesbury and this is subject to a HiF bid.

Expanded reuse service provision: Two out of the Council's ten HRC sites have on-site reuse shops. Moving forward, BCC will seek to optimise benefits from the HRC reuse service. This could possibly generate additional income, however, there will need to be investment in infrastructure for reuse storage, refurbishment and sales for the true opportunity to be realised.

Strategic Flood Risk Management

The current and emerging flood capital projects have emerged as a result of the production of some key strategic flood management documents namely:

The Preliminary Flood Risk Assessment (PFRA) which is a high-level review of past and potential future flooding events across the county. The report contains maps of past floods and indications of future flood risk and possible impacts on people and the environment

The conclusions of the PFRA led to the development of a flood management strategy for Buckinghamshire. The Local Flood Risk Management Strategy was initially adopted in 2013 and reviewed in 2015 and sets out how BCC and other agencies work together to improve management of local flood risk. The strategy identifies actions to address flood risk as well as who is responsible for carrying them out. The Local Flood Risk Strategy will also benefit strategic planning by ensuring development does not increase flood risk, promoting the use of sustainable drainage techniques and finding opportunities through new development to reduce flood risk where possible.

The strategy identifies a number of specific flood management projects that now form the emerging flood capital programme; including projects at Pednormead End, Marlow, Willos, Leckhamstead, Saunderton and Hughenden Valley totalling over £9.3m of investment.

Energy and Resources

Investments in energy projects should be priorities where one or more of the following can be achieved within acceptable payback periods:

- Increasing the energy efficiency of the Council's assets (including buildings and street lighting / signals)

- Increasing onsite generation of renewable electricity

- Increasing flexibility in the consumption of energy consumption (to reduce operating costs by moving consumption to lower cost periods)

- Where income is derived through services to third parties or via Government subsidies

BCC Investment Commercial Property Governance

OPPORTUNITIES IDENTIFIED BY CJ BASED ON INVESTMENT CRITERIA
(risk level, location, blended 6% yield from total portfolio, diversification etc)

CJ Identify property & prepare synopsis of merits/demerits of opportunity and recommend to proceed to verbal offer

DHoSA Reviews and acts on recommendation from CJ

Approval sought from Property Board

Property Board confirm **Do Not Proceed**

Note confirming "Offer Declined" sent to CJ by DHoSA

Property Board confirm **Proceed**

CJ make verbal offer to vendor (enter bidding process)

Verbal offer declined

Note confirming "Offer Declined" sent by CJ to DHoSA, who updates Property Board

Verbal offer accepted

CJ confirms details in writing including conditions and timetable for Cabinet approval – solicitors confirmed

Written offer declined

Written offer accepted

Page 2

```
                          ┌──────────┐
                          │  Page    │
                          │   1      │
                          └────┬─────┘
                               │
                               ▼
              ┌────────────────────────────────┐
              │ CJ and DHoSA agree Heads of     │
              │ Terms, instruct solicitors,     │
              │ surveyors undertake due         │
              │ diligence.  Solicitors and      │
              │ Surveyors advise on issues      │
              │ which may prevent the deal      │
              │ proceeding                      │
              └────────────────┬───────────────┘
                               │
                               ▼
              ┌────────────────────────────────┐
              │ CJ provide written              │
              │ recommendation  on how BCC      │
              │ should proceed and refer to BCC │
              │ for a decision (subject to      │
              │ searches/ contract/ surveys etc)│
              └────────────────┬───────────────┘
                               │
                               ▼
    ┌────────────────────────────────┐         ◆ Not              ┌──────────────────────┐
    │ DHofSA drafts Cabinet report in │────────▶ Approved  ──────▶│ Updates to Stakeholders│
    │ consultation  with CMR, Local   │          by              │ by DHoSA              │
    │ Member, Legal, Finance and      │          Cabinet          └──────────────────────┘
    │ Executive Director  for Resources│
    └────────────────┬───────────────┘
                     │
                     ▼
                ◆ Approved
                  by
                  Cabinet
                     │
                     ▼
    ┌────────────────────────────────┐
    │ Matter proceeds to              │
    │ exchange/completion  (subject   │
    │ to satisfactory due diligence)  │
    └────────────────┬───────────────┘
                     │
                     ▼
    ┌────────────────────────────────┐
    │ Pay 10% Deposit  and exchange   │
    │ contract                        │
    └────────────────┬───────────────┘
                     │
                     ▼
    ┌────────────────────────────────┐         ┌──────────────────────┐
    │ Completion  of purchase on an   │────────▶│ CMR, Property terrier, all│
    │ agreed date – Balance of        │         │ relevant BCC officers     │
    │ monies transferred to solicitors│         │ updated                   │
    └────────────────────────────────┘         └──────────────────────┘
```

105

Prudential and Performance Indicators

Prudential Indicators

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Estimates of capital expenditure	Estimate	Years 1, 2 and 3 (and longer as necessary)	£000	125,389	141,841	80,726	74,474	74,474

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Estimates of capital financing requirement (CFR)	Estimate	Years 1, 2 and 3	£000	392,493	449,531	470,332	382,897	440,905

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Estimates of ratio of financing costs to net revenue stream	Estimate	Years 1, 2 and 3	%	4.8%	4.6%	4.5%	4.4%	4.4%

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Estimates of the incremental impact of capital investment decisions on Council Tax	Estimate	Years 1, 2 and 3	£ per Band D Equivalent	£1.37	-£1.60	£2.49	£1.22	-£0.31
			%	0.11%	-0.12%	0.18%	0.09%	-0.02%

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Borrowing	Estimate	Years 1, 2 and 3	£000	390,000	425,000	450,000	370,000	370,000
Capital Financing Requirement			£000	392,493	449,531	470,332	382,897	440,905

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Authorised limit (for borrowing) *	Estimate	Years 1, 2 and 3	£000	390,000	435,000	460,000	380,000	380,000
Authorised limit (for other long term liabilities) *	Estimate	Years 1, 2 and 3	£000	10,000	10,000	10,000	10,000	10,000
Authorised limit (for total external debt) *	Estimate	Years 1, 2 and 3	£000	400,000	445,000	470,000	390,000	390,000
* These limits can only be breached with the approval of the full Council to raise them								

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Operational boundary (for borrowing)	Estimate	Years 1, 2 and 3	£000	360,000	405,000	430,000	350,000	350,000
Operational boundary (for other long term liabilities)	Estimate	Years 1, 2 and 3	£000	7,500	7,500	7,500	7,500	7,500
Operational boundary (for total external debt)	Estimate	Years 1, 2 and 3	£000	367,500	412,500	437,500	357,500	357,500

Investment Performance Indicators

Indicator	Target Level	Current Level
Debt to Net Service Expenditure (NSE) ratio		
Commercial Income to NSE ratio		
Investment Cover ratio		
Loan to Value ratio		
Target Income Returns – blended yield	6.00%	
Benchmarking of Returns	4.70% (industry benchmark)	
Gross Investment Income	£15m	
Net Investment Income	£3.75m	
Operating Costs as a proportion of Investment Value		
Weighted Average Unutilised Lease Term (WAULT)	7 Years	
Vacancy Levels for Non-Financial Investments	MSCI Benchmark currently at 7.11%	

INVESTMENT PROPERTY DUE DILIGENCE SUMMARY TEMPLATE

Recommendation from Cabinet authorising the purchase:
[Cabinet Recommendation]

The purpose of this report is to comply with the authorities agreed by Cabinet and to allow exchange of contracts and completion.

INVESTMENT PROPERTY			
Property		Purchase Price	£
		Purchase Costs	£
		Total Purchase Price	£
Leasable Sq Ft	Sq Ft	Total Gross Rental Income p.a.	£
Gross Rent per Sq Ft	£	Gross Rent per £m Invested	£
Active Management Fees	£	Property Management Fee p.a.	£
5% Void Contribution p.a.	£	Annual Borrowing Costs p.a.	£
Gross Initial Yield %	X.XX%	Net Yield %	X.XX%
Net Annual Rental Income	£	Net Annual Rent as a % of Total Gross Rent	X.XX%
Comments			

LEGAL			
Restrictive Covenants? (Y/N)	Y/N	Drainage Search Issues? (Y/N)	Y/N
Third Party Rights Affecting Title? (Y/N)	Y/N	Water Search Issues? (Y/N)	Y/N
Full Repair and Insurance Lease? (Y/N)	Y/N	Subsidence Search Issues? (Y/N)	Y/N
Assignable Contracts/Warranties? (Y/N)	Y/N	Local Authority Search Issues? (Y/N)	Y/N
Site Roads Adopted? (Y/N)	Y/N		

Comments		

SURVEY DUE DILIGENCE			
Building Fabric Issues? (Y/N)	Y/N	Insurance Valuation Completed? (Y/N)	Y/N
Mechanical and Electrical Issues? (Y/N)	Y/N	Independent Valuation Confirms Value for Money? (Y/N)	Y/N
Warranties Issues? (Y/N)	Y/N		

Comments

ENVIRONMENTAL SURVEYS	
Flood Risk Assessment Issues? (Y/N)	Y/N
Phase 1 Environmental Report	Y/N
Ground Search Issues? (Y/N)	Y/N
Utilities Search Issues? (Y/N)	Y/N

Comments

TENANCY					
	D&B Rating	Break Clause Date	Rent Review	Lease End Date	Rental Income
Building/Unit /Foor A					
Building/Unit /Floor B					
Building/Unit /Floor C					
Building/Unit /Floor D					
Building/Unit /Floor X					
Positive Net Yield Rental Tolerance		Weighted Average Unexpired Lease Term (Target 5 years+)			
Rent Free Periods					
Voids					
Service Charge Accounts/Arrears Checked					

Comments

Location
Impact on the Buckinghamshire CC Footprint
Property Transport Links

Alternative Use/Future Development Options

Recommendation to Proceed	Yes/No
Comments	
Director of Property and Assets		
Head of Finance Resources & Pensions		
Director of Finance and Procurement		
Head of Legal		

Decision Sign Off	Signature	Date
Executive Director Resources		
Cabinet Member Resources		

Attachments:

For example

- Environmental Report
- Building Survey Report
- Legal Transaction Report
- Valuation Report

Buckinghamshire County Council

Report to Cabinet

Title:	**Draft Revenue & Capital Budgets for 2019/20 to 2022/23**
Date:	10 December 2018
Date can be implemented:	18 December 2018
Author:	Leader of the Council
Contact officer:	Richard Ambrose, Director of Finance & Procurement 01296 383120
Local members affected:	All
Portfolio areas affected:	All

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

Summary

The report sets out the draft revenue and capital budgets for 2019/20 to 2022/23 for Buckinghamshire County Council only. It includes considerable growth in the budgets relating to Children's Social Care and Adults Social Care as well as considerable capital investment within both the roads programme and in relation to school places. This matches the priorities highlighted within the recent budget consultation.

No assumptions have been included in relation to the recent decision to create a new unitary authority in 2020. As part of the transition planning there will be a workstream around the financial strategy for the new authority.

Recommendation

Cabinet is asked to approve the draft Revenue and Capital Budgets for wider consideration by the Finance, Performance and Resources Select Committee and other interested parties such as the business community and partner agencies in Buckinghamshire.

INVESTOR IN PEOPLE

A.   Narrative setting out the reasons for the decision

Strategic Plan and the National Context

1.   The County Council is reviewing its Business Plans and the associated financing in order to develop robust budget proposals for the next 4 years. This process is aligned to the Strategic Plan and takes account of planned developments in Council services, the Government's policy programme and the significant financial challenges on the horizon. The Councils current strategic priorities focus on three key themes:

- Safeguarding the Vulnerable
- Creating Opportunities and Building Self-Reliance
- Keeping Buckinghamshire Thriving and Attractive

These Strategic Plan priorities have been used by the Cabinet to develop its budget proposals to ensure that services delivered to Buckinghamshire residents are focussed on the right areas, are of a high quality and represent value for money.

2.   This year the business planning cycle is being undertaken against a backdrop of significant challenges within the Local Government sector. There have been well publicised cases, most notably the issuing of two Section 114 notices at Northamptonshire County Council, and the intervention of the Government to address a forecast funding gap of £178m by 2020/21. Other Councils, such as Birmingham City Council and Somerset County Council have been forced to utilise significant proportions of their reserves to fund spending pressures whilst other County Councils, such as East Sussex, have identified core service offers in order to guard against the risk of financial unsustainability.

3.   Across local government services demand and market pressures are increasing, resulting in the need for rigorous service planning and the maximisation of opportunities to raise income. The draft revenue and capital budgets reflect these challenges and consequently feed into the strategic planning for the future, as reflected within the Medium Term Financial Plan.

4.   On November 1st an announcement was made to create a brand **new single council** for Buckinghamshire in 2020 which would replace the current five councils. No assumptions have been included in the draft budget in relation to this decision. However, as part of the transition planning there will be a work-stream around the financial strategy for the new authority. A unitary reserve was created following the submission of the original business case and this reserve is forecast to be £7.7m as at the 31st March 2019. The overall investment costs will exceed this and, together, the five councils will need to ensure that there is sufficient budget to cover the investment costs required before the expected savings are realised. Furthermore, going forward there will need to be an impact assessment on all individual proposals to ensure that they do not potentially impact on the new council.

Autumn Budget and Local Government Finance Settlement

5.   The financial year 2019/20 will be the final year of the four year financial settlement agreed between Buckinghamshire County Council and the Department for Communities and Local Government (now the Ministry for Housing, Communities and Local Government). This has provided the Council with a welcome degree of certainty on which to develop its Medium Term Financial Plan. The Local Government Finance Settlement for 2019/20, scheduled for release on 6th December 2018, will build upon this agreement, confirming the funding levels agreed in 2016 whilst also reflecting the additional changes and policy developments announced subsequently by the Chancellor on 29th October 2018 in his Autumn Budget.

6.   The Chancellor's Autumn Budget included the significant announcement of additional one-off funding for Social Care in 2019/20, worth £650 million nationwide. This comprises the continuation of the national Winter Pressures funding for Adult Social Care from 2018/19 of £240m, and an additional £410m in recognition of the pressures experienced across all Councils providing social care Services to Adults and Children.   The Buckinghamshire County Council allocation for Winter Pressures will be £1.67 million and will be included within the Health & Wellbeing portfolio and subject to conditions. The additional Social Care funding allocation for Buckinghamshire County Council will be £2.855m and can be utilised to support both children's and adults social care, the funding is non ring-fenced and has been added to contingency. It is worth noting that both of these funding allocations are one-off grants that will not be available beyond 2019/20.

7.   Within the Chancellors Budget statement it was recognised that these measures are only a short-term measure. There is a significant level of uncertainty about the future funding for Local Government; with decisions still awaited in relation to the future funding of adult social care, Business Rates reform and the Fair Funding Review of Relative Needs and Resources for local authorities, which will seek to deliver an up-to-date assessment of local authorities relative needs and resources to set new baseline funding allocations. The impact of all of these potential changes will be significant and are currently unknown, which means that the Medium Term Financial Plan will need to be reviewed in light of both these future implications and as part of the financial strategy work-stream for the new authority. It should also be noted that there is a Comprehensive Spending Review scheduled to take place in 2019, which has the potential to have a material impact upon the financial circumstances faced by the Buckinghamshire Council's.

Rates Pooling

8.   The Council currently has an existing agreement to a rates pool arrangement with Aylesbury Vale District Council, Chiltern District Council, South Buckinghamshire District Council and Buckinghamshire Fire & Rescue Service.

9.   In July 2018 the Secretary of State published a prospectus inviting authorities to submit proposals for one-year only pilots of 75% Business Rates Retention. For two tier areas the prospectus proposed that the involvement of all authorities was required. Discussions were held with our District Council partners, and a proposal for Buckinghamshire to participate in this trial was submitted to the Ministry for Communities, Housing and Local Government in September 2018. It is estimated that if this bid is accepted it would benefit Buckinghamshire, as a whole, by approximately £7.7m in 2019/20, with Buckinghamshire County

Council retaining £3.85 million of this overall one-off benefit, which would be available to support the financial sustainability and growth agenda

10.   An announcement on the success of this and other bids is expected alongside the Local Government Provisional Settlement in December. As such there is no provision for the benefit of trailing 75% Business Rates Retention included within this draft budget.

Budget Development Methodology

11.   Each Cabinet Member has developed revised strategic plans and Business Unit plans, reflecting corporate and Member priorities, as set out within the Strategic Plan.

12.   The capital budget proposals from each Portfolio have been reviewed by the Asset Strategy Board (ASB) and the proposals presented here reflect the recommendations from Cabinet Members incorporating the advice from the ASB to fit within available resources.

13.   The Council ran a general public consultation on budget priorities earlier in the year which ended on 14th November. A summary of the results can be found in **Appendix 6** to this report.

14.   In these challenging financial times, with significant demand pressures upon services, it is inevitable that difficult decisions will have to be made about service delivery, particularly in relation to those more vulnerable in our society. It is, therefore, important that the Council sets a balanced budget with due regard to the impact that its decisions will have on service users. To this end, risk and impact assessments have been undertaken in agreement with Cabinet Members and will be published on the Council's website. Risk and impact assessments are required for all decisions over the minimum threshold of £50,000.

Draft Revenue Budget

15.   The starting point for the Revenue budget is the balanced Medium Term Financial Plan set by the Council in February 2018. The paragraphs below set out the most significant changes and impacts reflected within the draft revenue budget, whilst the detailed revenue budget proposals to address these challenges are set out in **Appendices 1, 2, and 3**. In particular, there has been increased investment added to the proposed budgets in the **priority areas** highlighted within the recent budget consultation, as follows:-

- Protecting Vulnerable Children – the Children's Social Care Portfolio has been increased from £65.2m to £75.9m to reflect the current year and forecast demand pressures;
- Supporting Vulnerable Adults and Older People – the Health & Wellbeing Portfolio has been increased from £132.3m to £136.0m to reflect demography pressures (volume, complexity and market pressures). This is after expected savings of £2.5m relating to the Adults Transformation Programme;
- Roads / Highways Infrastructure – some extra funding has been added around growth in highways maintenance (£530k) and in relation to the impact of asset growth (£163k). Furthermore, significant investment in highways has been included within the draft Capital Programme (see below).

16. In the current financial year **demand pressures and the increasing complexity of care and support needs have continued to increase for both adults and children's social care**. In line with this real life evidence, the portfolio budgets for Health & Wellbeing and Children's Social Care have been increased (see above) to reflect increases seen around both the volume of care and support provided and assumptions made around their changing nature. The Council continues to maintain an additional contingency budget for further demographic increases (equivalent to 1%) in these portfolios.

17. In the current year there have been **challenges in delivering the savings** which had been planned previously. Through effective management these are being broadly managed. However, this has highlighted the need for a robust challenge to previous saving and income assumptions to ensure that future proposals are reliable and deliverable.

18. As agreed last year it is proposed to **increase Council Tax by 2.99%** for 2019/20. This reflects the decision to accept the additional flexibility in the Adults Social Care Precept and to increase it by the maximum 3% for 2017/18 and 2018/19, which in turn means that a 0% Adults Social Care Precept will be set in 2019/20. It is anticipated that the Secretary of State will retain the **Council Tax Referendum limit at 3%,** as announced in the 2018/19 Provisional Local Government Settlement.

19. There has been some evidence of economic growth in Buckinghamshire which as well as the obvious community benefits, brings an increase in income to the Council generated from local taxation. Indications received from District Councils suggest a small increase in Council Tax income and a small surplus on collection from the current year, which have been reflected in these draft budget proposals. This will be confirmed by the District Councils in late January.

20. The impact of the **National Living Wage** is still not significant in terms of a direct impact on Council salary costs. However, there will be a much larger impact in respect of schools staffing which will impact on the Dedicated Schools Budget. Furthermore, there is likely to be some impact on care workers in residential establishments and domiciliary services and the consequent impact on contracts the council holds with care providers. A corporate contingency exists to cover the impact of the National Living Wage on contract costs.

21. The Government continues to restructure Schools funding as we move towards the National Funding Formula. A recent announcement has increased the overall funding to schools over the next two years and this is currently being consulted upon and discussed with the Schools Forum. On the 'High Needs' block some difficult decisions will need to be made on priority spending areas due to the current pressures being experienced.

22. The Corporate Costs budget falls in 2019/20 as a number of previously agreed **contingencies** are being released into Social Care budgets to address pressures identified in the current year and those expected in future years. After this the budget increases year on year as it includes contingency budgets for future Pay Costs and, as such, shows a steady increase over the period. This pay costs contingency will be allocated out to Portfolios as future pay awards are agreed. There are a number of additional contingencies for high risk areas such as for additional Social Care demographic increases, the impact of the National Living Wage and the risk of not fully realising all savings proposals.

23. In addition to the specific points drawn out above, each Portfolio has revisited the budget assumptions, reflecting challenges to the delivery of previous plans, new demand pressures and the need to find further efficiencies and savings to support the Council's overall financial health. The details of these proposals are set out in **Appendix 3**. Details of proposed changes to the Public Health budget are set out in **Appendix 4**.

24. **General Fund Reserve** levels are currently forecast to be £26m at the end of this financial year. The strategy is to increase these to £30m in 2019/20 by allocating some of the **one-off gain** relating to the elimination of 'negative Revenue Support Grant' (main government grant) that had originally been announced as part of the four year government funding settlement. Without this change it would have meant that some of our own receipts would have been redistributed elsewhere across the country. This elimination will now be used as set out below:-

   - Add £4m to General Fund reserves (to bring levels up to £30m);
   - Use £4.35m to help balance the MTFP over the first few years;
   - Add £1m to the Highways Plane & Patch programme in 2019/20;
   - Transfer £1.6m to an earmarked reserve to help cover future high risk care costs and uncertainties around future funding announcements (post 2020).

Draft Capital Programme

25. The details of the draft Capital Programme are set out in **Appendix 5.** This includes considerable investment in a number of **priority areas**, including:-

   - Primary & Secondary School Places - £110.6m over the next 4-years;
   - Schools Property Maintenance – £16.7m over the next 4-years;
   - Major Infrastructure Schemes (LEP) - £51.9m over the next 3-years;
   - Flood Defence Schemes - £9.9m over the next 3-years;
   - Bio-waste Treatment - £5.7m over the next 3-years;
   - Highways Maintenance - £61m over the next 4-years;
   - Footways Structural Repairs - £1.5m p.a.;
   - Drainage Maintenance - £1m p.a.;
   - Street Lighting Column & Lantern Replacement - £2m p.a.

26. A review of the assumed level of capital receipts and developer contributions has been undertaken, and available capital resources adjusted as a result of this, including assumptions about developer contributions which will be received after expenditure has been incurred. The agreements allow for the expenditure to be forward-funded though short-term borrowing. Announcements in respect of non-ring-fenced schools basic need and schools maintenance have not yet been made for later years in the programme, so estimates are still used at present.

27. The Government has continued its practice of not providing specific capital resources for Early Years Provision; so no new allocations have been made to the programme. Primary and Secondary provision spending has been maintained at previously agreed levels, although the timing of expenditure has been reviewed to better align to expected need. Without funding for Early Years provision the Council will need to continue to work closely with the private and voluntary sectors to ensure that sufficient provision is available.

28. The Leader's portfolio continues to include significant levels of capital investment on behalf of the Local Enterprise Partnership (LEP). These represent targeted investment in the infrastructure of the county, which supports the growth agenda. These schemes are largely funded by S106 / grant income.

29. A number of Housing Infrastructure Fund Marginal Viability schemes, where funding is made available by Central Government to fund projects which result in increases in housing growth, have been included within the Capital Programme. A number of these bids originate with the District Councils but reflect elements of the bid for which the County Council has responsibility. Further bids are under consideration by Central Government and will be added to the Capital programme if and when they are agreed. The final Housing Infrastructure Fund bid will not be submitted until the end of the current financial year and, consequently, is not included within the draft capital programme at this stage.

30. £8.8m of ICT projects have been included to drive the digital transformation of the Council and deliver an efficient, effective and customer-focussed working environment.

31. A number of additional schemes continue to be under review and await a full business case to demonstrate that they are able to be funded from borrowing and will be added to the Final Capital Programme if they deliver sufficient return on investment.

32. The Highways Maintenance budget has been set at **£15m** for all years of the Capital Programme. However, an **additional £1m** has been included in 2019/20 specifically for a **plane & patch programme**. This is on top of the recent Autumn Budget announcement in which the Council was awarded **£4.654m in 2018/19**. Together this provides a programme of **£5.654m** which can be used as a first response pot to tackle urgent road repairs as and when required. Overall this level of investment is above the level required simply to maintain the condition of the Highways network and should support some improvement in overall condition of the Highways network.

Risks within the draft revenue budget and draft capital programme

33. Whilst every effort has been made to produce a robust and secure budget, there is always risk within the proposals made. Given the uncertainty surrounding Local Government finances, potential changes to Social Care policy, and the wider political and economic environment there are some substantial risks within the budget. The table below expands on the most significant risks:-

Complexity of demand in social care and home to school transportation services	Social care and transportation budgets are both subject to significant variations in terms of demand and complexity. Historically this risk has been managed through Corporate Contingencies; however these budgets have been reduced in the current MTFP process in order to address the current pressures identified within budgets.
Social Care Funding and Policy	We are still awaiting the Green Paper on Social Care. This is an area of significant budgetary pressure for authorities providing care services. Our assumptions include the continuation of funding from the Improved Better Care Fund and a level of funding equal to the Adult Social Care Precept continuing beyond the current settlement, which ends in 2020.
Social Care Provider Failure	The Care Act 2014 introduced a new statutory duty for local authorities with responsibility for adult social care in relation to managing the market including, where necessary, making

	arrangements for the continuity of care in the event that a social care provider closes. The Care Quality Commission issued a statement on 5th November 2018 indicating that they "consider there to be a credible risk of service disruption" in relation to the home care provider Allied Healthcare. Whilst Allied Healthcare has indicated that they believe that they have appropriate funding in place, Buckinghamshire County Council will continue to monitor this situation alongside the wider social care market.
Changes to the Local Government funding system	The Fair Funding Review is currently reviewing the allocation of funding to Local Government. Its intention is to produce a more transparent model that also better aligns funding and need across all authorities. This could result in significant change to the allocations assumed within our modelling. Furthermore, 75% business rates retention will commence from 2020 onwards. As well as presenting opportunities this also brings risks, especially at a time when the retail sector is struggling.
Energy from Waste gain share income	This income is based on the delivery of energy generation above that within the contract between Buckinghamshire County Council and FCC. Additional down-time or volatility in the energy market could either reduce the amount of additional electricity generated, or see the income derived from excess energy reduce.
Deliverability of planned savings	Evidence from other local authorities and local experience suggest that it is getting harder to deliver savings in the face of growing and changing demand.
Dedicated Schools Grant - High Needs block demand	If demand for Education, Health & Care Plans (EHCPs) for complex needs continues to be above the level of funding within the Dedicated Schools Grant (DSG) High Needs Block, the DSG reserve will be depleted and costs are likely to fall onto other budgets.
Investment property income	Whilst offering significant benefits in terms of the income generated, there are also risks within the commercial property market. Well publicised High Street failures suggest that the retail sector is struggling and local experience supports this. To an extent this is mitigated by holding a diversified portfolio and the allocation of some income to a reserve to cover voids however, a multi-sectoral deterioration in market conditions could be significantly detrimental to budgeted income streams.
BREXIT	The impacts of an adverse BREXIT could be felt through many mechanisms, including but not limited to:- - Wage inflation in our supply chain due to lack of suitable employees - Loss of knowledgeable staff - Council tax receipts reductions due to emigration - Business rate receipt reduction through failure / emigration of UK businesses - National tax take reductions requiring greater savings in Local Government - Changes to the level of benefits claimants, and hence increases in Council Tax discounts.
Local Government reorganisation	The impact of the recent decision to establish a single unitary authority for Buckinghamshire will have resource implications as the transition process is developed and implemented. A reserve has been created that is forecast to be £7.7m as at 31st March 2019.

34. Whilst many of these risks are outside our immediate sphere of influence, there are robust processes in place, which ensure that we maximise the opportunity to mitigate any of these risks should they arise and we actively seek to influence

those making decisions to do so without unduly impacting upon the Council. These risks cannot be avoided, but with careful management, and prompt and decisive action, their impact can be minimised.

B.   Other options available, and their pros and cons

35.   All relevant options and priorities have been considered as part of the Medium Term Financial Planning process.

C.   Resource implications

36.   This report is inherently about resource allocations and priorities of the Council. The issue is, therefore, covered in the main body of the report.

D.   Value for Money (VfM) Self Assessment

37.   The Council's Medium Term Financial Planning process is designed to provide value for money and to maximise efficiency savings.

E.   Legal implications

38.   The Council is required to set a balanced budget before 10th March in accordance with Section 32 (10) of the Local Government Finance Act 1992. Some savings proposals may need individual detailed consultation and this will be carried out before decisions on those proposals are made. If the responses to those consultations in the context of equality impact assessments are such that an individual proposal is not progressed, then alternative proposals will be considered including the use of reserves/contingencies.

F.   Property implications

39.   The capital elements of this report and its appendices include investment in new property as well as upgrading and extending the useful life of existing assets.

G.   Other implications/issues

40.   Inevitably the impact of changes to financial resources is wide-ranging. The individual implications have been considered as part of working up the detailed proposals; most particularly an Equality Impact Analysis has been carried out on the relevant draft proposals, as reported.

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

41.   The Council carried out an on-line Budget Consultation exercise during October / November. The budget proposals contained within this report will undergo review by a special Budget Scrutiny group of the Finance, Performance & Resources Select Committee in January. Businesses within Buckinghamshire will be consulted on the proposals through the Buckinghamshire Business Group in January 2019. Dependent on the nature of the individual changes proposed in Appendix 3 there will be specific consultations undertaken as part of the projects to implement the changes.

I.   Communication issues

42.   Once Council has agreed the budget and amendments to the Strategic Plan it will be communicated to both residents and staff.

43. Communications on specific proposals within Appendix 3 will be undertaken as part of the projects to deliver the proposed changes.

J. Progress Monitoring

44. Once the budget has been set, delivery will be monitored as part of the Council's normal performance monitoring arrangements.

K. Review

45. The Medium Term Financial Plan is reviewed on an annual basis.

Background Papers

None

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 Democratic Services Team by 5.00pm on 7 December 2018. This can be done by telephone (to 01296 382343 or e-mail to democracy@buckscc.gov.uk

Porfolio	Service	Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22		Total 2022-23	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Children's Social Care	Family Resillience	6,926	2.0%	7,229	2.1%	6,356	1.8%	6,356	1.8%	6,356	1.7%
	Management & Overheads	2,785	0.8%	2,695	0.8%	2,112	0.6%	2,112	0.6%	2,112	0.6%
	Children in Need	13,445	4.0%	13,445	3.9%	13,445	3.9%	12,945	3.6%	12,695	3.4%
	Prevention & Commissioning	6,507	1.9%	7,780	2.2%	7,188	2.1%	6,745	1.9%	6,745	1.8%
	Quality, Standards & Performance	3,272	1.0%	3,272	0.9%	3,272	0.9%	3,272	0.9%	3,272	0.9%
	Children in Care	3,395	1.0%	3,395	1.0%	3,395	1.0%	3,395	0.9%	3,395	0.9%
	Care Services	28,882	8.5%	38,060	10.9%	37,113	10.7%	37,132	10.4%	38,023	10.2%
Children's Social Care Total		**65,212**	**19.3%**	**75,876**	**21.8%**	**72,881**	**21.1%**	**71,957**	**20.1%**	**72,598**	**19.5%**
Community Engagement	Communities	386	0.1%	484	0.1%	484	0.1%	484	0.1%	484	0.1%
	Community Focus	4,659	1.4%	4,648	1.3%	4,396	1.3%	4,386	1.2%	4,386	1.2%
	Community Safety and Wellbeing	653	0.2%	428	0.1%	428	0.1%	428	0.1%	428	0.1%
	Contact Centre	945	0.3%	945	0.3%	945	0.3%	945	0.3%	945	0.3%
	Culture & Leisure	1,330	0.4%	1,335	0.4%	1,345	0.4%	1,355	0.4%	1,355	0.4%
	Public Health	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Trading Standards	911	0.3%	911	0.3%	911	0.3%	911	0.3%	911	0.2%
	Universal Youth Services	202	0.1%	202	0.1%	202	0.1%	202	0.1%	202	0.1%
Community Engagement Total		**9,086**	**2.7%**	**8,953**	**2.6%**	**8,711**	**2.5%**	**8,711**	**2.4%**	**8,711**	**2.3%**
Education & Skills (LA)	Strategic Commissioning	2,290	0.7%	2,200	0.6%	2,200	0.6%	2,200	0.6%	2,200	0.6%
	Adult Learning & Skills	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%
	Education Management	(1,805)	-0.5%	(2,347)	-0.7%	(2,786)	-0.8%	(2,786)	-0.8%	(2,786)	-0.8%
	Fair Access & Youth Provision	1,713	0.5%	1,713	0.5%	1,713	0.5%	1,713	0.5%	1,713	0.5%
	Home to School Transport	14,642	4.3%	15,222	4.4%	14,352	4.2%	14,352	4.0%	14,352	3.9%
	Central DSG	(3,535)	-1.0%	(3,366)	-1.0%	(3,256)	-0.9%	(3,256)	-0.9%	(3,256)	-0.9%
	Prevention & Early Help	4,597	1.4%	3,959	1.1%	3,959	1.1%	3,959	1.1%	3,959	1.1%
	Special Educational Needs	3,775	1.1%	5,095	1.5%	5,095	1.5%	5,095	1.4%	5,095	1.4%
	Client Transport Central Costs	5	0.0%	5	0.0%	5	0.0%	5	0.0%	5	0.0%
Education & Skills (LA) Total		**21,623**	**6.4%**	**22,422**	**6.4%**	**21,223**	**6.1%**	**21,223**	**5.9%**	**21,223**	**5.7%**
Education & Skills (DSG)	School & Academy Relationships	3,981	1.2%	3,981	1.1%	3,981	1.2%	3,981	1.1%	3,981	1.1%
	Education Management	(277,163)	-81.9%	(277,163)	-79.5%	(277,163)	-80.2%	(277,163)	-77.4%	(277,163)	-74.6%
	Children & Families	1,121	0.3%	1,121	0.3%	1,121	0.3%	1,121	0.3%	1,121	0.3%
	Schools	176,390	52.1%	176,390	50.6%	176,390	51.1%	176,390	49.3%	176,390	47.5%
	Fair Access & Youth Provision	893	0.3%	893	0.3%	893	0.3%	893	0.2%	893	0.2%
	Support Services	4,368	1.3%	4,368	1.3%	4,368	1.3%	4,368	1.2%	4,368	1.2%
	Prevention & Commissioning	37,173	11.0%	36,173	10.4%	36,173	10.5%	36,173	10.1%	36,173	9.7%
	Special Educational Needs	53,237	15.7%	54,237	15.6%	54,237	15.7%	54,237	15.2%	54,237	14.6%
Education & Skills (DSG) Total		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**

Porfolio	Service	Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22		Total 2022-23	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Health & Wellbeing	Access	32,349	9.6%	33,040	9.5%	34,546	10.0%	36,719	10.3%	39,276	10.6%
	Learning Disabilities / Mental Health	49,818	14.7%	51,797	14.9%	53,074	15.4%	54,764	15.3%	56,752	15.3%
	Safeguarding	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%
	Joint Supply Management	1,787	0.5%	1,787	0.5%	1,787	0.5%	1,787	0.5%	1,787	0.5%
	Commissioning & Service Improvement	4,302	1.3%	4,319	1.2%	4,289	1.2%	4,289	1.2%	4,289	1.2%
	Older People / OP Mental Health / PSD	30,336	9.0%	31,424	9.0%	33,661	9.7%	35,398	9.9%	36,737	9.9%
	Senior Management Team	9,439	2.8%	9,433	2.7%	9,433	2.7%	9,433	2.6%	9,433	2.5%
	Quality, Performance & Standards	2,456	0.7%	2,456	0.7%	2,456	0.7%	2,456	0.7%	2,456	0.7%
Health & Wellbeing Total		**132,273**	**39.1%**	**136,042**	**39.0%**	**141,032**	**40.8%**	**146,632**	**41.0%**	**152,516**	**41.1%**
Leader	Chief Executive's Office	522	0.2%	522	0.1%	522	0.2%	522	0.1%	522	0.1%
	Strategy & Policy	6,044	1.8%	6,044	1.7%	6,044	1.7%	6,044	1.7%	6,044	1.6%
	Economic Strategy, Growth & Spatial Planning	604	0.2%	1,004	0.3%	1,004	0.3%	1,004	0.3%	1,004	0.3%
Leader Total		**7,170**	**2.1%**	**7,570**	**2.2%**	**7,570**	**2.2%**	**7,570**	**2.1%**	**7,570**	**2.0%**
Planning & Environment	Agricultural Estate	(618)	-0.2%	(698)	-0.2%	(698)	-0.2%	(698)	-0.2%	(698)	-0.2%
	Business Unit performance, finance & management overheads	664	0.2%	642	0.2%	617	0.2%	487	0.1%	487	0.1%
	Country Parks & Green Spaces	212	0.1%	212	0.1%	212	0.1%	212	0.1%	212	0.1%
	Planning & Environment	1,274	0.4%	1,282	0.4%	1,362	0.4%	1,362	0.4%	1,282	0.3%
	Energy & Resources	169	0.0%	169	0.0%	169	0.0%	169	0.0%	99	0.0%
	Infrastructure Strategy, Projects & Planning	410	0.1%	410	0.1%	410	0.1%	410	0.1%	410	0.1%
	Waste Management	8,145	2.4%	7,456	2.1%	7,506	2.2%	8,597	2.4%	9,127	2.5%
Planning & Environment Total		**10,256**	**3.0%**	**9,473**	**2.7%**	**9,578**	**2.8%**	**10,539**	**2.9%**	**10,919**	**2.9%**
Resources	Director of Resources	406	0.1%	281	0.1%	156	0.0%	156	0.0%	156	0.0%
	Property and Assets	3,046	0.9%	3,063	0.9%	2,731	0.8%	2,803	0.8%	2,870	0.8%
	Finance and Procurement	5,961	1.8%	5,749	1.6%	5,699	1.6%	5,699	1.6%	5,649	1.5%
	Customer	6,816	2.0%	6,815	2.0%	6,815	2.0%	6,815	1.9%	6,815	1.8%
	Human Resources & Organisational Development	2,333	0.7%	2,383	0.7%	2,383	0.7%	2,383	0.7%	2,383	0.6%
	Commercial	(408)	-0.1%	(8)	0.0%	(8)	0.0%	(8)	0.0%	(8)	0.0%
	Technology Services	7,638	2.3%	7,313	2.1%	7,178	2.1%	7,158	2.0%	7,158	1.9%
Resources Total		**25,792**	**7.6%**	**25,596**	**7.3%**	**24,954**	**7.2%**	**25,006**	**7.0%**	**25,023**	**6.7%**
Transportation	Client & Public Transport	9,088	2.7%	8,882	2.5%	8,526	2.5%	8,382	2.3%	8,382	2.3%
	Highways Services / Transport for Bucks	18,616	5.5%	18,819	5.4%	18,640	5.4%	19,377	5.4%	20,122	5.4%
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,158	0.3%	1,121	0.3%	1,097	0.3%	1,097	0.3%	1,097	0.3%
Transportation Total		**28,862**	**8.5%**	**28,822**	**8.3%**	**28,263**	**8.2%**	**28,856**	**8.1%**	**29,601**	**8.0%**
Total Net Portfolio Budget		**300,274**	**88.7%**	**314,754**	**90.3%**	**314,212**	**91.0%**	**320,494**	**89.5%**	**328,161**	**88.4%**

Porfolio	Service	Total 2018-19 £,000	Total 2018-19 % of Total	Total 2019-20 £,000	Total 2019-20 % of Total	Total 2020-21 £,000	Total 2020-21 % of Total	Total 2021-22 £,000	Total 2021-22 % of Total	Total 2022-23 £,000	Total 2022-23 % of Total
Corporate Costs	Corporate Costs	12,648	3.7%	9,402	2.7%	16,535	4.8%	21,564	6.0%	26,539	7.1%
	Treasury Management & Capital Financing	23,312	6.9%	16,333	4.7%	15,989	4.6%	16,173	4.5%	16,725	4.5%
Corporate Costs Total		**35,960**	**10.6%**	**25,735**	**7.4%**	**32,524**	**9.4%**	**37,737**	**10.5%**	**43,264**	**11.6%**
Net Operating Budget		**336,234**	**99.4%**	**340,489**	**97.7%**	**346,736**	**100.4%**	**358,231**	**100.1%**	**371,425**	**100.0%**
Use of Reserves	Earmarked Reserves	2,045	0.6%	4,040	1.2%	(1,341)	-0.4%	(242)	-0.1%	0	0.0%
	Non-Earmarked Reserves	62	0.0%	4,000	1.1%	(0)	0.0%	(0)	0.0%	(0)	0.0%
Use of Reserves Total		**2,107**	**0.6%**	**8,040**	**2.3%**	**(1,341)**	**-0.4%**	**(242)**	**-0.1%**	**(0)**	**0.0%**
Net Budget Requirement		**338,341**	**100.0%**	**348,529**	**100.0%**	**345,394**	**100.0%**	**357,989**	**100.0%**	**371,425**	**100.0%**
Financed By	Council Tax Surplus	(3,126)	-0.9%	(1,700)	-0.5%	0	0.0%	0	0.0%	0	0.0%
	Locally Retained Business Rates	(17,490)	-5.2%	(17,878)	-5.1%	(17,708)	-5.1%	(18,063)	-5.0%	(18,424)	-5.0%
	New Homes Bonus	(2,262)	-0.7%	(2,045)	-0.6%	(1,955)	-0.6%	(1,932)	-0.5%	(2,001)	-0.5%
	Other Un-Ringfenced Grants	(6,960)	-2.1%	(5,599)	-1.6%	(5,611)	-1.6%	(5,624)	-1.6%	(5,638)	-1.5%
	Revenue Support Grant	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Top Up Grant	(27,492)	-8.1%	(27,986)	-8.0%	(10,519)	-3.0%	(5,589)	-1.6%	(671)	-0.2%
Financed By Total		**(57,330)**	**-16.9%**	**(55,207)**	**-15.8%**	**(35,793)**	**-10.4%**	**(31,207)**	**-8.7%**	**(26,733)**	**-7.2%**
Council Tax		**(281,012)**	**-83.1%**	**(293,321)**	**-84.2%**	**(309,601)**	**-89.6%**	**(326,782)**	**-91.3%**	**(344,919)**	**-92.9%**
Net Budget Requirement		**(338,342)**	**-100.0%**	**(348,529)**	**-100.0%**	**(345,394)**	**-100.0%**	**(357,989)**	**-100.0%**	**(371,652)**	**-100.1%**
Over/(Under) Budget		**(1)**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**	**(0)**	**0.0%**	**(227)**	**0.1%**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Children's Social Care	Family Resillience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	873	7,229
	Management & Overheads	3,724	(939)	2,785	(300)	0	0	0	210	0	2,695	0	2,695
	Children in Need	13,320	125	13,445	0	0	0	0	0	0	13,445	0	13,445
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	886	449	0	7,780	0	7,780
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(303)	3,396	0	0	0	0	0	0	3,396	0	3,396
	Care Services	28,022	859	28,881	0	0	0	0	9,178	0	38,059	0	38,059
Children's Social Care Total		**63,202**	**2,010**	**65,212**	**(932)**	**0**	**0**	**886**	**9,837**	**0**	**75,002**	**873**	**75,875**
Community Engagement	Communities	381	5	386	(1)	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(60)	0	0	0	49	0	4,648	0	4,648
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	33	1,331	0	0	(20)	0	25	0	1,336	0	1,336
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
	Universal Youth Services	202	0	202	0	0	0	0	0	0	202	0	202
Community Engagement Total		**9,144**	**(58)**	**9,086**	**(286)**	**0**	**(20)**	**0**	**172**	**0**	**8,953**	**0**	**8,953**
Education & Skills (LA)	Strategic Commissioning	2,304	(14)	2,290	(90)	0	0	0	0	0	2,200	0	2,200
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(111)	(1,805)	(542)	0	0	0	0	0	(2,347)	0	(2,347)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,642	0	14,642	(700)	0	0	0	280	0	14,222	1,000	15,222
	Central DSG	1,547	(5,082)	(3,535)	0	0	0	0	169	0	(3,366)	0	(3,366)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,072	3,774	0	0	0	0	1,320	0	5,094	0	5,094
	Client Transport Central Costs	130	(125)	5	0	0	0	0	0	0	5	0	5
Education & Skills (LA) Total		**23,376**	**(1,755)**	**21,621**	**(1,970)**	**0**	**0**	**0**	**1,769**	**0**	**21,420**	**1,000**	**22,420**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Education & Skills (DSG)	School & Academy Relationships	3,512	469	3,981	0	0	0	0	0	0	3,981	0	3,981
	Education Management	(275,593)	(1,570)	(277,163)	0	0	0	0	0	0	(277,163)	0	(277,163)
	Children & Families	1,110	11	1,121	0	0	0	0	0	0	1,121	0	1,121
	Schools	180,796	(4,406)	176,390	0	0	0	0	0	0	176,390	0	176,390
	Fair Access & Youth Provision	786	107	893	0	0	0	0	0	0	893	0	893
	Support Services	4,368	0	4,368	0	0	0	0	0	0	4,368	0	4,368
	Prevention & Commissioning	35,752	1,421	37,173	(1,000)	0	0	0	0	0	36,173	0	36,173
	Special Educational Needs	49,269	3,968	53,237	(1,078)	0	0	0	2,078	0	54,237	0	54,237
Education & Skills (DSG) Total		**0**	**0**	**0**	**(2,078)**	**0**	**0**	**0**	**2,078**	**0**	**0**	**0**	**0**
Health & Wellbeing	Access	34,842	(2,493)	32,349	(1,291)	0	0	0	1,982	0	33,040	0	33,040
	Learning Disabilities / Mental Health	45,966	3,852	49,818	(825)	0	0	0	2,804	0	51,797	0	51,797
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(86)	1,787	0	0	0	0	0	0	1,787	0	1,787
	Commissioning & Service Improvement	1,888	2,414	4,302	(143)	0	0	0	160	0	4,319	0	4,319
	Older People / OP Mental Health / PSD	36,886	(6,550)	30,336	(231)	0	(1,671)	(374)	3,364	0	31,424	0	31,424
	Senior Management Team	6,110	3,329	9,439	(6)	0	0	0	0	0	9,433	0	9,433
	Quality, Performance & Standards	2,304	152	2,456	0	0	0	0	0	0	2,456	0	2,456
Health & Wellbeing Total		**131,584**	**689**	**132,273**	**(2,496)**	**0**	**(1,671)**	**(374)**	**8,310**	**0**	**136,042**	**0**	**136,042**
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Strategy & Policy	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		**7,000**	**171**	**7,171**	**0**	**0**	**0**	**0**	**400**	**0**	**7,571**	**0**	**7,571**
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(4)	664	0	0	0	0	0	0	664	(22)	642
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	0	8	0	0	1,282	0	1,282
	Energy & Resources	169	0	169	0	0	(70)	0	70	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(8)	8,145	(578)	0	(579)	0	288	0	7,276	180	7,456
Planning & Environment Total		**10,259**	**(3)**	**10,256**	**(578)**	**0**	**(729)**	**8**	**358**	**0**	**9,315**	**158**	**9,473**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Resources	Director of Resources	277	130	407	(125)	0	0	0	0	0	282	0	282
	Property and Assets	2,874	173	3,047	0	0	(760)	0	939	0	3,226	(162)	3,064
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(200)	5,749
	Customer	6,451	365	6,816	(1)	0	(40)	0	40	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	400	0	(8)	0	(8)
	Technology Services	5,859	1,780	7,639	20	0	0	0	0	0	7,659	(345)	7,314
Resources Total		**24,094**	**1,701**	**25,795**	**(619)**	**0**	**(800)**	**0**	**1,929**	**0**	**26,306**	**(707)**	**25,599**
Transportation	Client & Public Transport	9,096	(8)	9,088	(356)	0	0	0	150	0	8,882	0	8,882
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(998)	(335)	(38)	0	1,174	0	18,419	400	18,819
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	(2)	0	(175)	140	0	0	1,122	0	1,122
Transportation Total		**28,857**	**5**	**28,862**	**(1,356)**	**(335)**	**(213)**	**140**	**1,324**	**0**	**28,422**	**400**	**28,822**
Total Net Portfolio Budget		**297,516**	**2,760**	**300,276**	**(10,315)**	**(335)**	**(3,433)**	**660**	**26,177**	**0**	**313,030**	**1,724**	**314,754**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Children's Social Care	Family Resillience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(939)	2,785	(673)	0	0	0	0	0	2,112	0	2,112
	Children in Need	13,320	125	13,445	0	0	0	0	0	0	13,445	0	13,445
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	443	300	0	7,188	0	7,188
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(303)	3,396	0	0	0	0	0	0	3,396	0	3,396
	Care Services	28,022	859	28,881	(1,114)	0	0	0	9,345	0	37,112	0	37,112
Children's Social Care Total		**63,202**	**2,010**	**65,212**	**(2,419)**	**0**	**0**	**443**	**9,645**	**0**	**72,881**	**0**	**72,881**
Community Engagement	Communities	381	5	386	(1)	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(100)	(212)	0	0	49	0	4,396	0	4,396
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	33	1,331	0	0	(20)	0	35	0	1,346	0	1,346
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
	Universal Youth Services	202	0	202	0	0	0	0	0	0	202	0	202
Community Engagement Total		**9,144**	**(58)**	**9,086**	**(326)**	**(212)**	**(20)**	**0**	**182**	**0**	**8,711**	**0**	**8,711**
Education & Skills (LA)	Strategic Commissioning	2,304	(14)	2,290	(90)	0	0	0	0	0	2,200	0	2,200
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(111)	(1,805)	(981)	0	0	0	0	0	(2,786)	0	(2,786)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,642	0	14,642	(1,050)	0	0	0	760	0	14,352	0	14,352
	Central DSG	1,547	(5,082)	(3,535)	0	0	0	0	279	0	(3,256)	0	(3,256)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,072	3,774	0	0	0	0	1,320	0	5,094	0	5,094
	Client Transport Central Costs	130	(125)	5	0	0	0	0	0	0	5	0	5
Education & Skills (LA) Total		**23,376**	**(1,755)**	**21,621**	**(2,759)**	**0**	**0**	**0**	**2,359**	**0**	**21,222**	**0**	**21,222**

Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Education & Skills (DSG)	School & Academy Relationships	3,512	469	3,981	0	0	0	0	0	0	3,981	0	3,981
	Education Management	(275,593)	(1,570)	(277,163)	0	0	0	0	0	0	(277,163)	0	(277,163)
	Children & Families	1,110	11	1,121	0	0	0	0	0	0	1,121	0	1,121
	Schools	180,796	(4,406)	176,390	0	0	0	0	0	0	176,390	0	176,390
	Fair Access & Youth Provision	786	107	893	0	0	0	0	0	0	893	0	893
	Support Services	4,368	0	4,368	0	0	0	0	0	0	4,368	0	4,368
	Prevention & Commissioning	35,752	1,421	37,173	(1,000)	0	0	0	0	0	36,173	0	36,173
	Special Educational Needs	49,269	3,968	53,237	(6,218)	0	0	0	7,218	0	54,237	0	54,237
Education & Skills (DSG) Total		**0**	**0**	**0**	**(7,218)**	**0**	**0**	**0**	**7,218**	**0**	**0**	**0**	**0**
Health & Wellbeing	Access	34,842	(2,493)	32,349	(1,865)	0	0	0	4,062	0	34,546	0	34,546
	Learning Disabilities / Mental Health	45,966	3,852	49,818	(1,175)	0	0	0	4,431	0	53,074	0	53,074
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(86)	1,787	0	0	0	0	0	0	1,787	0	1,787
	Commissioning & Service Improvement	1,888	2,414	4,302	(173)	0	0	0	160	0	4,289	0	4,289
	Older People / OP Mental Health / PSD	36,886	(6,550)	30,336	(1,288)	0	0	(374)	4,987	0	33,661	0	33,661
	Senior Management Team	6,110	3,329	9,439	(6)	0	0	0	0	0	9,433	0	9,433
	Quality, Performance & Standards	2,304	152	2,456	0	0	0	0	0	0	2,456	0	2,456
Health & Wellbeing Total		**131,584**	**689**	**132,273**	**(4,507)**	**0**	**0**	**(374)**	**13,640**	**0**	**141,031**	**0**	**141,031**
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Strategy & Policy	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		**7,000**	**171**	**7,171**	**0**	**0**	**0**	**0**	**400**	**0**	**7,571**	**0**	**7,571**
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(4)	664	0	0	0	0	0	0	664	(47)	617
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	0	8	80	0	1,362	0	1,362
	Energy & Resources	169	0	169	0	0	(70)	0	70	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(8)	8,145	(547)	0	(830)	0	849	0	7,617	(111)	7,506
Planning & Environment Total		**10,259**	**(3)**	**10,256**	**(547)**	**0**	**(980)**	**8**	**999**	**0**	**9,736**	**(158)**	**9,578**

131

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Resources	Director of Resources	277	130	407	(250)	0	0	0	0	0	157	0	157
	Property and Assets	2,874	173	3,047	0	0	(1,270)	0	1,117	0	2,894	(162)	2,732
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(250)	5,699
	Customer	6,451	365	6,816	(1)	0	0	0	0	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	400	0	(8)	0	(8)
	Technology Services	5,859	1,780	7,639	0	0	0	0	0	0	7,639	(460)	7,179
Resources Total		**24,094**	**1,701**	**25,795**	**(764)**	**0**	**(1,270)**	**0**	**2,067**	**0**	**25,828**	**(872)**	**24,956**
Transportation	Client & Public Transport	9,096	(8)	9,088	(562)	0	0	0	0	0	8,526	0	8,526
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(1,097)	(286)	(373)	0	1,772	0	18,632	8	18,640
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	(2)	0	(334)	275	0	0	1,098	0	1,098
Transportation Total		**28,857**	**5**	**28,862**	**(1,661)**	**(286)**	**(707)**	**275**	**1,772**	**0**	**28,255**	**8**	**28,263**
Total Net Portfolio Budget		**297,516**	**2,760**	**300,276**	**(20,200)**	**(498)**	**(2,977)**	**352**	**38,282**	**0**	**315,235**	**(1,022)**	**314,213**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Children's Social Care	Family Resillience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(939)	2,785	(673)	0	0	0	0	0	2,112	0	2,112
	Children in Need	13,320	125	13,445	(500)	0	0	0	0	0	12,945	0	12,945
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	300	0	6,745	0	6,745
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(303)	3,396	0	0	0	0	0	0	3,396	0	3,396
	Care Services	28,022	859	28,881	(2,441)	0	0	0	10,691	0	37,131	0	37,131
Children's Social Care Total		**63,202**	**2,010**	**65,212**	**(4,246)**	**0**	**0**	**0**	**10,991**	**0**	**71,956**	**0**	**71,956**
Community Engagement	Communities	381	5	386	(1)	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(110)	(212)	0	0	49	0	4,386	0	4,386
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	33	1,331	0	0	(20)	0	45	0	1,356	0	1,356
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
	Universal Youth Services	202	0	202	0	0	0	0	0	0	202	0	202
Community Engagement Total		**9,144**	**(58)**	**9,086**	**(336)**	**(212)**	**(20)**	**0**	**192**	**0**	**8,711**	**0**	**8,711**
Education & Skills (LA)	Strategic Commissioning	2,304	(14)	2,290	(90)	0	0	0	0	0	2,200	0	2,200
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(111)	(1,805)	(981)	0	0	0	0	0	(2,786)	0	(2,786)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,642	0	14,642	(1,050)	0	0	0	760	0	14,352	0	14,352
	Central DSG	1,547	(5,082)	(3,535)	0	0	0	0	279	0	(3,256)	0	(3,256)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,072	3,774	0	0	0	0	1,320	0	5,094	0	5,094
	Client Transport Central Costs	130	(125)	5	0	0	0	0	0	0	5	0	5
Education & Skills (LA) Total		**23,376**	**(1,755)**	**21,621**	**(2,759)**	**0**	**0**	**0**	**2,359**	**0**	**21,222**	**0**	**21,222**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Education & Skills (DSG)	School & Academy Relationships	3,512	469	3,981	0	0	0	0	0	0	3,981	0	3,981
	Education Management	(275,593)	(1,570)	(277,163)	0	0	0	0	0	0	(277,163)	0	(277,163)
	Children & Families	1,110	11	1,121	0	0	0	0	0	0	1,121	0	1,121
	Schools	180,796	(4,406)	176,390	0	0	0	0	0	0	176,390	0	176,390
	Fair Access & Youth Provision	786	107	893	0	0	0	0	0	0	893	0	893
	Support Services	4,368	0	4,368	0	0	0	0	0	0	4,368	0	4,368
	Prevention & Commissioning	35,752	1,421	37,173	(1,000)	0	0	0	0	0	36,173	0	36,173
	Special Educational Needs	49,269	3,968	53,237	(7,774)	0	0	0	8,774	0	54,237	0	54,237
Education & Skills (DSG) Total		**0**	**0**	**0**	**(8,774)**	**0**	**0**	**0**	**8,774**	**0**	**0**	**0**	**0**
Health & Wellbeing	Access	34,842	(2,493)	32,349	(1,865)	0	0	0	6,235	0	36,719	0	36,719
	Learning Disabilities / Mental Health	45,966	3,852	49,818	(1,175)	0	0	0	6,121	0	54,764	0	54,764
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(86)	1,787	0	0	0	0	0	0	1,787	0	1,787
	Commissioning & Service Improvement	1,888	2,414	4,302	(173)	0	0	0	160	0	4,289	0	4,289
	Older People / OP Mental Health / PSD	36,886	(6,550)	30,336	(1,288)	0	0	(374)	6,724	0	35,398	0	35,398
	Senior Management Team	6,110	3,329	9,439	(6)	0	0	0	0	0	9,433	0	9,433
	Quality, Performance & Standards	2,304	152	2,456	0	0	0	0	0	0	2,456	0	2,456
Health & Wellbeing Total		**131,584**	**689**	**132,273**	**(4,507)**	**0**	**0**	**(374)**	**19,240**	**0**	**146,631**	**0**	**146,631**
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Strategy & Policy	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		**7,000**	**171**	**7,171**	**0**	**0**	**0**	**0**	**400**	**0**	**7,571**	**0**	**7,571**
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(4)	664	0	0	0	0	0	0	664	(177)	487
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	0	8	80	0	1,362	0	1,362
	Energy & Resources	169	0	169	0	0	(70)	0	70	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(8)	8,145	(422)	0	(825)	0	1,149	0	8,047	550	8,597
Planning & Environment Total		**10,259**	**(3)**	**10,256**	**(422)**	**0**	**(975)**	**8**	**1,299**	**0**	**10,166**	**373**	**10,539**

134

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Resources	Director of Resources	277	130	407	(250)	0	0	0	0	0	157	0	157
	Property and Assets	2,874	173	3,047	0	0	(1,270)	0	1,189	0	2,966	(162)	2,804
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(250)	5,699
	Customer	6,451	365	6,816	(1)	0	0	0	0	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	400	0	(8)	0	(8)
	Technology Services	5,859	1,780	7,639	0	0	0	0	0	0	7,639	(480)	7,159
Resources Total		**24,094**	**1,701**	**25,795**	**(764)**	**0**	**(1,270)**	**0**	**2,139**	**0**	**25,900**	**(892)**	**25,008**
Transportation	Client & Public Transport	9,096	(8)	9,088	(706)	0	0	0	0	0	8,382	0	8,382
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(892)	(506)	(408)	0	2,559	0	19,369	8	19,377
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	(2)	0	(653)	594	0	0	1,098	0	1,098
Transportation Total		**28,857**	**5**	**28,862**	**(1,600)**	**(506)**	**(1,061)**	**594**	**2,559**	**0**	**28,848**	**8**	**28,856**
Total Net Portfolio Budget		**297,516**	**2,760**	**300,276**	**(23,407)**	**(718)**	**(3,326)**	**228**	**47,952**	**0**	**321,005**	**(511)**	**320,494**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Children's Social Care	Family Resillience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(939)	2,785	(673)	0	0	0	0	0	2,112	0	2,112
	Children in Need	13,320	125	13,445	(750)	0	0	0	0	0	12,695	0	12,695
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	300	0	6,745	0	6,745
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(303)	3,396	0	0	0	0	0	0	3,396	0	3,396
	Care Services	28,022	859	28,881	(2,441)	0	0	0	11,582	0	38,022	0	38,022
Children's Social Care Total		**63,202**	**2,010**	**65,212**	**(4,496)**	**0**	**0**	**0**	**11,882**	**0**	**72,598**	**0**	**72,598**
Community Engagement	Communities	381	5	386	(1)	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(110)	(212)	0	0	49	0	4,386	0	4,386
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	33	1,331	0	0	(20)	0	45	0	1,356	0	1,356
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
	Universal Youth Services	202	0	202	0	0	0	0	0	0	202	0	202
Community Engagement Total		**9,144**	**(58)**	**9,086**	**(336)**	**(212)**	**(20)**	**0**	**192**	**0**	**8,711**	**0**	**8,711**
Education & Skills (LA)	Strategic Commissioning	2,304	(14)	2,290	(90)	0	0	0	0	0	2,200	0	2,200
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(111)	(1,805)	(981)	0	0	0	0	0	(2,786)	0	(2,786)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,642	0	14,642	(1,050)	0	0	0	760	0	14,352	0	14,352
	Central DSG	1,547	(5,082)	(3,535)	0	0	0	0	279	0	(3,256)	0	(3,256)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,072	3,774	0	0	0	0	1,320	0	5,094	0	5,094
	Client Transport Central Costs	130	(125)	5	0	0	0	0	0	0	5	0	5
Education & Skills (LA) Total		**23,376**	**(1,755)**	**21,621**	**(2,759)**	**0**	**0**	**0**	**2,359**	**0**	**21,222**	**0**	**21,222**

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Education & Skills (DSG)	School & Academy Relationships	3,512	469	3,981	0	0	0	0	0	0	3,981	0	3,981
	Education Management	(275,593)	(1,570)	(277,163)	0	0	0	0	0	0	(277,163)	0	(277,163)
	Children & Families	1,110	11	1,121	0	0	0	0	0	0	1,121	0	1,121
	Schools	180,796	(4,406)	176,390	0	0	0	0	0	0	176,390	0	176,390
	Fair Access & Youth Provision	786	107	893	0	0	0	0	0	0	893	0	893
	Support Services	4,368	0	4,368	0	0	0	0	0	0	4,368	0	4,368
	Prevention & Commissioning	35,752	1,421	37,173	(1,000)	0	0	0	0	0	36,173	0	36,173
	Special Educational Needs	49,269	3,968	53,237	(7,774)	0	0	0	8,774	0	54,237	0	54,237
Education & Skills (DSG) Total		**0**	**0**	**0**	**(8,774)**	**0**	**0**	**0**	**8,774**	**0**	**0**	**0**	**0**
Health & Wellbeing	Access	34,842	(2,493)	32,349	(1,865)	0	0	0	8,792	0	39,276	0	39,276
	Learning Disabilities / Mental Health	45,966	3,852	49,818	(1,175)	0	0	0	8,109	0	56,752	0	56,752
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(86)	1,787	0	0	0	0	0	0	1,787	0	1,787
	Commissioning & Service Improvement	1,888	2,414	4,302	(173)	0	0	0	160	0	4,289	0	4,289
	Older People / OP Mental Health / PSD	36,886	(6,550)	30,336	(1,288)	0	0	(374)	8,063	0	36,737	0	36,737
	Senior Management Team	6,110	3,329	9,439	(6)	0	0	0	0	0	9,433	0	9,433
	Quality, Performance & Standards	2,304	152	2,456	0	0	0	0	0	0	2,456	0	2,456
Health & Wellbeing Total		**131,584**	**689**	**132,273**	**(4,507)**	**0**	**0**	**(374)**	**25,124**	**0**	**152,515**	**0**	**152,515**
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Strategy & Policy	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		**7,000**	**171**	**7,171**	**0**	**0**	**0**	**0**	**400**	**0**	**7,571**	**0**	**7,571**
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(4)	664	0	0	0	0	0	0	664	(177)	487
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	0	8	0	0	1,282	0	1,282
	Energy & Resources	169	0	169	0	0	(70)	0	0	0	99	0	99
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(8)	8,145	(422)	0	(825)	0	1,679	0	8,577	550	9,127
Planning & Environment Total		**10,259**	**(3)**	**10,256**	**(422)**	**0**	**(975)**	**8**	**1,679**	**0**	**10,546**	**373**	**10,919**

137

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget
Resources	Director of Resources	277	130	407	(250)	0	0	0	0	0	157	0	157
	Property and Assets	2,874	173	3,047	0	0	(1,270)	0	1,256	0	3,033	(162)	2,871
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(300)	5,649
	Customer	6,451	365	6,816	(1)	0	0	0	0	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	400	0	(8)	0	(8)
	Technology Services	5,859	1,780	7,639	0	0	0	0	0	0	7,639	(480)	7,159
Resources Total		**24,094**	**1,701**	**25,795**	**(764)**	**0**	**(1,270)**	**0**	**2,206**	**0**	**25,967**	**(942)**	**25,025**
Transportation	Client & Public Transport	9,096	(8)	9,088	(706)	0	0	0	0	0	8,382	0	8,382
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(892)	(506)	(408)	0	3,304	0	20,114	8	20,122
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	(2)	0	(653)	594	0	0	1,098	0	1,098
Transportation Total		**28,857**	**5**	**28,862**	**(1,600)**	**(506)**	**(1,061)**	**594**	**3,304**	**0**	**29,593**	**8**	**29,601**
Total Net Portfolio Budget		**297,516**	**2,760**	**300,276**	**(23,657)**	**(718)**	**(3,326)**	**228**	**55,920**	**0**	**328,723**	**(561)**	**328,162**

Appendix 3

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Children's Social Care					
	Early Help - Delay in implementing savings, new service model to be implemented from Setember 2019	873	0	0	0
	Strategic review of Early Help services	(570)	(570)	(570)	(570)
	Increased demand for legal services	387	238	238	238
	Savings in central costs to support increased legal costs	(300)	(300)	(300)	(300)
	Increased demand in statutory social care services due to demographic changes	149	520	2,061	3,652
	Placements for looked after children - numbers and mix of placements	9,029	8,825	8,630	7,930
	Short Breaks Provision - redesignation of Kite Ridge/The Vines residential provision	886	443	0	0
	Savings achieved through increasing our in house placement options and reducing our reliance on external and more costly providers	0	(1,114)	(2,441)	(2,441)
	Strategic review of all budgets across the service to identify the extent to which statutory services can be provided in a more effective and efficient way.	0	0	(500)	(750)
Community Engagement					
Public Health	Falls prevention	(201)	(201)	(201)	(201)
	NHS Health Checks	(64)	(64)	(64)	(64)
	Pay and Contribution Costs	(189)	(189)	(189)	(189)
	Reduction in Public Health Grant	542	542	542	542
	Sexual Health	(88)	(88)	(88)	(88)
Other Services	Chess Medical Centre	(80)	(80)	(80)	(80)
	Community Wellbeing	(145)	(145)	(145)	(145)
	Coroners pressures as a result of increasing volumes, complexity and costs	10	20	30	30
	Libraries - Reduced Book Fund	0	(90)	(90)	(90)
	Libraries - Review of opening hours	0	(122)	(122)	(122)
	Parish Futures	(50)	(50)	(50)	(50)
	Portfolio pressures 18/19 carry forward	162	162	162	162
	Registrars additional income	(20)	(20)	(20)	(20)
	Library service review of operational arrangements which will generate efficiencies by enhancing volunterer capactity, increaseing self-service technology and streamlining staffing structures	(10)	(50)	(60)	(60)
Education & Skills (LA)					

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
	Education Transport - Delay in achieving savings to Setember 2019	1,000	0	0	0
	Home to School Transport increases in demand and inflation	280	760	760	760
	Strategic Review of Transport Services	(700)	(1,050)	(1,050)	(1,050)
	Strategic review of Early Help services	(135)	(135)	(135)	(135)
	Strategic review of school support services, as a consequence of changes in Education funding and responsibilities	169	279	279	279
	SEN & Education Psychology - statutory demand increases	1,320	1,320	1,320	1,320
	Savings within central Education Budgets	(143)	(106)	(106)	(106)
	Strategic review of Commissioning Services to achieve efficiencies	(90)	(90)	(90)	(90)
	Strategic review of Early Years budgets to identify efficiencies	(503)	(503)	(503)	(503)
	Strategic review of all budgets across the service to identify the extent to which services can be provided in a more effective and efficient way.	(399)	(623)	(623)	(623)
Health & Wellbeing					
	Additional Funding for Adult Social Care	(1,671)	0	0	0
	Better Lives Transformation Programme	(2,487)	(4,498)	(4,498)	(4,498)
	Demand growth	5,073	10,403	16,003	21,887
	Pressures carried forward from 2018/19	2,863	2,863	2,863	2,863
Leader					
	Investment in Growth Agenda linked to Local Industrial Strategy, Aylesbury Garden Town and Housing Infrastructure Fund (HIF)	400	400	400	400
Planning & Environment					
	Energy & Resources - income opportunities	0	0	0	(70)
	Energy from Waste contract - income opportunities	(550)	(480)	(480)	(480)
	Enhancement of enforcement service.	8	8	8	8
	Growth increase in number of households and contract inflation	328	679	1,059	1,439
	Household recycling centre service reconfiguration	(670)	(670)	(670)	(670)
	Increased agricultural estate income	(80)	(80)	(80)	(80)

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Planning & Environment	Planning & Environment: Staffing pressures in Planning and Enforcement and Flood	0	80	80	0
	Service efficiency and income generation	(22)	(47)	(177)	(177)
	Use of Waste reserve	110	(531)	230	230
	Waste budget net impact of previous modelling of contract changes	43	113	163	163
	Waste: Biowaste new service contract(s)	50	100	0	0
	Waste: HRC new service contract commissioning costs	0	150	150	300
Resources					
	Blue Badge eligibility changes	40	0	0	0
	Blue Badge increased income	(40)	0	0	0
	Commercial Skills Programme	0	0	(50)	(50)
	Data Centre & Modernisation	(95)	(120)	(120)	(120)
	Digital Transformation	(40)	(40)	(60)	(60)
	Energy inflation	(6)	(108)	(103)	(36)
	Future Corporate Technologies & Systems	20	0	0	0
	Harrow income target undeliverable	400	400	400	400
	Health & Safety pressure on income target	70	70	70	70
	Infrastructure & Architecture Development	(70)	(110)	(110)	(110)
	Legionella & Asbestos surveys	51	51	51	51
	Modernising Business Applications	(140)	(190)	(190)	(190)
	One-off funding to complete 3 year Asbestos and Legionella surveys	(162)	(162)	(162)	(162)
	Other HR income	550	550	550	550
	Property Asset income generation	(250)	(250)	(250)	(250)
	Property energy inflation	74	354	421	421
	Property Transformation, Income and Investment Opportunities	(510)	(1,020)	(1,020)	(1,020)
	Reactive property maintenance	500	500	500	500
	Resources Transformation	(125)	(250)	(250)	(250)
	Review of Council Tax discounts	50	0	50	0
	Property staffing costs	250	250	250	250
	HR Restructure	(500)	(500)	(500)	(500)
Transportation					
	Energy inflation	71	118	205	300

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Transportation	Expressway team	175	310	310	310
	Expressway team funding	(175)	(310)	(310)	(310)
	Growth in Highway maintenance	530	930	1,430	1,930
	Gully emptying	0	65	65	65
	Impact from asset growth	163	263	413	563
	Increased income from Network Strategy	(73)	(133)	(153)	(153)
	Plane & Patch capital programme to reduce revenue cost of highway repairs	(300)	(299)	(249)	(249)
	Plant and Fleet rationalisation and utilisation	(60)	(60)	(60)	(60)
	Reduce additional investment - Member Highways Small works	0	0	0	0
	Reduction in non statutory work linked to Bridges and other Structures	(50)	(50)	(50)	(50)
	Reduction in the Member Highways Small Works allocation	(260)	(260)	(260)	(260)
	Removal of Night Scouting for Street Lighting	(25)	(25)	(25)	(25)
	Removal of one-off funding for Freight Strategy implementation	(35)	(35)	(35)	(35)
	Removal of temporary additional investment in Drainage	(100)	(400)	(400)	(400)
	Removal of temporary investment plus ongoing reprocurement costs Transport for Buckinghamshire contract	440	298	298	298
	Revenue allocation for Route Lining and Road Markings	50	50	50	50
	Savings from Strategic Review of Client & Public Transport	(356)	(356)	(500)	(500)
	School crossing patrollers - alternative arrangements	0	(24)	(24)	(24)
	Streetworks additional income from Lane Rental and permittable roads	60	(215)	(230)	(230)
	TfB / RJ Contract overhead efficiencies	(100)	(100)	(100)	(100)
	Third party damage, improved recovery	(40)	(55)	(70)	(70)
	Tree maintenance - reduce one-off investment	(105)	(105)	(105)	(105)

Public Health

Unavoidable pressures		19/20	20/21	21/22	22/23
Reduction in Public Health		542	542	542	542

Savings	Includes	19/20	20/21	21/22	22/23
Falls prevention	This service is continuing but the delivery is being remodelled.	(201)	(201)	(201)	(201)
NHS Health Checks	A health check undertaken on a 5 year cycle with eligible 40 – 74 year olds to identify and reduce their risk of developing cardiovascular disease and related conditions. This includes early identification of undiagnosed diabetes, hypertension and kidney disease.	(64)	(64)	(64)	(64)
Pay and Contribution Costs	This includes public health staff, business support staff, staff who are in other teams but funded from the public health grant (communications, finance and procurement) all associated business costs for example IT and legal.	(189)	(189)	(189)	(189)
Sexual Health	Local specialist and community contraception and STI treatment services, payments for out of area attendances, GP provision of Long Acting Reversible Contraception, Chlamydia screening for 15 – 24 year olds, Emergency Hormonal Contraception for under 19's.	(88)	(88)	(88)	(88)
Total Savings		(542)	(542)	(542)	(542)

2019+ Draft MTFP - Appendix 5

Service / Project	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Education & Skills					
Primary School Places	6,095	7,675	6,801	6,000	26,571
Abbey View Primary (Dawes Hill)	4,502	0	0	0	4,502
St Michael's Catholic School Aylesbury	12,555	500	0	0	13,055
Secondary School Places	9,813	22,700	14,000	20,000	66,513
Schools Access Initiative	93	200	200	200	693
Provision for Early Years	1,000	0	0	0	1,000
School Suitability Issues	2,701	2,600	1,000	1,000	7,301
Provision for SEN	1,016	1,923	0	0	2,939
School Toilets	250	250	250	250	1,000
School Property Maintenance	5,000	3,389	3,000	4,310	15,699
Total Capital Expenditure	**43,027**	**39,236**	**25,251**	**31,760**	**139,274**
Funding					
Government Grants	-1,016	-1,923	0	0	-2,939
S106 / Developer Contributions	-5,393	-8,450	-6,950	-64,379	-85,172
Total Capital Funding	**-6,409**	**-10,373**	**-6,950**	**-64,379**	**-88,111**
Education & Skills Total	**36,617**	**28,863**	**18,301**	**-32,619**	**51,162**
Health & Wellbeing					
Respite Care	265	100	0	0	365
Health & Wellbeing Total	**265**	**100**	**0**	**0**	**365**
Leader					
Waterside North Development	599	0	0	0	599
Total Capital Expenditure	**599**	**0**	**0**	**0**	**599**
Funding					
S106 / Developer Contributions	-599	0	0	0	-599
Total Capital Funding	**-599**	**0**	**0**	**0**	**-599**
Leader Total	**0**	**0**	**0**	**0**	**0**
Leader LEP Schemes					
A355 Improvement Scheme (Wilton Park)	1,814	343	1,644	0	3,801
Aylesbury Eastern Link Road	8,536	15,000	3,000	0	26,536
High Wycombe Town Centre & Transport Str	2,598	0	0	0	2,598
SEALR (South East Aylesbury Link Road)	12,598	6,392	0	0	18,990
Total Capital Expenditure	**25,546**	**21,735**	**4,644**	**0**	**51,925**
Funding					
Government Grants	-22,982	-739	-1,644	0	-25,365
Developer Contribution S106/CIL	-2,564	0	0	-23,360	-25,924
Total Capital Funding	**-25,546**	**-739**	**-1,644**	**-23,360**	**-51,289**
Leader LEP Schemes Total	**0**	**20,996**	**3,000**	**-23,360**	**636**
Planning & Environment					
Biowaste Treatment	240	3,950	1,498	0	5,688
Country Parks visitor resource building	0	1,500	0	0	1,500
Flood - Marlow surface water	120	30	600	0	750
Flood Defence Schemes	2,454	3,350	3,350	0	9,154
Aylesbury HWRC	0	0	0	1,000	1,000
Rights of Way	242	242	242	200	926

Service / Project	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Rural Broadband	900	900	0	0	1,800
Total Capital Expenditure	**3,956**	**9,972**	**5,690**	**1,200**	**20,818**
Funding					
Government Grants	-2,474	-2,430	-2,150	0	-7,054
Total Capital Funding	**-2,474**	**-2,430**	**-2,150**	**0**	**-7,054**
Planning & Environment Total	**1,482**	**7,542**	**3,540**	**1,200**	**13,764**
Resources - ICT					
Data centre & hosting modernisation	100	0	0	0	100
Digital Transformation	1,560	85	0	0	1,645
Future Corporate Technologies & Systems	130	50	0	0	180
Infrastructure & Architecture developmen	225	195	0	0	420
Modernising Business Applications	590	450	0	0	1,040
Purchase of IT Hardware / Software	700	700	700	700	2,800
Social Care Systems	2,104	300	0	0	2,404
Future Technology Strategy	0	0	1,500	1,500	3,000
Total Capital Expenditure	**5,409**	**1,780**	**2,200**	**2,200**	**11,589**
Funding					
Renewals Reserve	-700	-700	-700	-700	-2,800
Total Capital Funding	**-700**	**-700**	**-700**	**-700**	**-2,800**
Resources - ICT Total	**4,709**	**1,080**	**1,500**	**1,500**	**8,789**
Resources - Property					
Agricultural Estate	200	0	0	0	200
Conversion Old Wycombe Library	1,090	0	0	0	1,090
NCO Fire-stopping/Compartmentation	68	0	0	0	68
Property Maintenance Programme	1,015	1,015	1,015	1,015	4,060
Retasking of Winslow Centre	950	0	0	0	950
Resources - Property Total	**3,323**	**1,015**	**1,015**	**1,015**	**6,368**
Internal Transportation					
Developer Funded Schemes	887	646	600	0	2,133
East West Rail	1,000	1,000	1,000	1,000	4,000
Freight Strategy	310	60	60	0	430
Globe Park	1,000	0	0	0	1,000
HS2 Mitigation	3,118	0	0	0	3,118
NPIF A40 London Road High Wycombe	5,079	0	0	0	5,079
NPIF A418, Oxford Road, Aylesbury	2,501	0	0	0	2,501
HIF Marginal Viability bid - Abbey Barn	5,500	2,000	0	0	7,500
HIF Marginal Viability bid - Princes Risborough	4,950	7,050	0	0	12,000
Transportation Model	215	140	57	0	412
Waddesdon Greenway	55	0	0	0	55
Vehicle Purchase	240	240	240	240	960
Total Capital Expenditure	**24,854**	**11,136**	**1,957**	**1,240**	**39,187**
Funding					
Government Grants	-21,338	-9,050	0	0	-30,388
Developer Contribution S106/CIL	-1,751	-646	-600	0	-2,997
Revenue Funding	-455	-240	-240	-240	-1,175
Total Capital Funding	**-23,544**	**-9,936**	**-840**	**-240**	**-34,560**

Service / Project	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Transportation (Internal) Total	**1,310**	**1,200**	**1,117**	**1,000**	**4,627**
Transportation (TfB)					
Strategic Highway Maintenance	16,000	15,000	15,000	15,000	61,000
Bridge Maintenance	961	990	1,020	1,020	3,991
Casualty Reduction	250	250	250	250	1,000
Footway Structural Repairs	1,500	1,500	1,500	1,500	6,000
Maintenance Principal Roads - Drainage	1,000	1,000	1,000	1,000	4,000
Parking Pay & Display Meters	20	0	0	0	20
Replacement Traffic Signals	452	470	490	490	1,902
Safety Fences	250	250	250	250	1,000
Street Lighting Column Replacement	1,500	1,500	1,500	1,500	6,000
Street Lighting Lantern Replace (Salix)	500	500	500	500	2,000
Total Capital Expenditure	**22,433**	**21,460**	**21,510**	**21,510**	**86,913**
Funding					
Salix	-500	-500	-500	-500	-2,000
Total Capital Funding	**-500**	**-500**	**-500**	**-500**	**-2,000**
Transportation (TfB) Total	**21,933**	**20,960**	**21,010**	**21,010**	**84,913**
Corporate					
Capital Contingency	500	500	500	500	2,000
Total Corporate Expenditure	**500**	**500**	**500**	**500**	**2,000**
Grand Total Expenditure	**129,411**	**106,435**	**62,267**	**58,925**	**357,038**
Grand Total Funding	**-59,272**	**-24,178**	**-12,284**	**-88,679**	**-184,413**
Net Programme Financed by Central Funding	**70,139**	**82,256**	**49,983**	**-29,754**	**172,624**
Unringfenced Capital Grants					
Grants - Education - Basic Needs	-20,309	0	-12,500	-12,500	-45,309
Grants - Education - Capital Maintenance	-6,000	-6,000	-6,000	-6,000	-24,000
Grants - Transport Integrated Transport	-10,209	-10,209	-10,209	-10,209	-40,836
Grants - Transport Highways Maintenance	-2,257	-2,257	-2,257	-2,257	-9,028
Sub Total Capital Funding Grants	**-38,775**	**-18,466**	**-30,966**	**-30,966**	**-119,173**
Central Financing					
Capital Balances Brought Forward	-10,153	0	0	0	-10,153
Borrowing	-2,040	-1,500	0	0	-3,540
Capital Receipts	-5,440	-8,500	-4,000	-4,200	-22,140
Denham Gravel - Finance Lease Rents	-883	-883	-883	-883	-3,531
Revenue Funding	-2,998	-2,548	-2,512	-3,012	-11,071
Reprovisioning of Adult Social Care	-754	-754	-754	-754	-3,016
SubTotal Central Financing	**-22,268**	**-14,185**	**-8,149**	**-8,849**	**-53,451**
Corporate Total	**-61,043**	**-32,651**	**-39,115**	**-39,815**	**-172,624**
Funding Gap	**9,096**	**49,606**	**10,867**	**-69,569**	**0**
Balance of Accumulated Programme over Years 1-4	**9,096**	**58,702**	**69,569**	**0**	

Budget Consultation Results
(for the Council's 2019/20 Budget)

1. Executive Summary

Residents and organisations have been giving their views on the services where they feel the Council should be prioritising or reducing spending in order to live within its means. Alongside this respondents were also invited to make any general comments or suggestions regarding next year's budget.

This consultation was open from the 15 October 2018 to the 14 November 2018 and the results are considered by both Cabinet and Council when shaping and approving the final Budget for 2019/20.

There were a total of 1,731[1] completed responses to this year's Budget Consultation, which includes 1,703 residents and 28 representatives of organisations.

Six in ten respondents (64%) agreed with the Council's plan for living within its means, with a further one in ten respondents actively disagreeing with the proposal (13%). The level of agreement is similar to that seen in last year's consultation.

When considering respondents views regarding services where spending should be prioritised alongside where spending should be reduced (net results) the 10 services prioritised by the largest proportions of respondents are; Roads (54%), Supporting Vulnerable Adults and Older People (50%), Protecting Vulnerable Children (46%), Public Health (29%), Protecting the Environment (29%), Waste (24%), Education (22%), Pavements (10%), Public Transport (8%) and Community Safety and Consumer Protection (3%).

This was a self-selecting, online consultation that was open to all stakeholders. A range of promotional activity was undertaken to raise awareness of the survey and to encourage participation, this included:

- **Press releases** – two releases were distributed, one at the consultation launch and one towards the end of the consultation. The Press releases were sent to a wide range of local and regional media and news outlets, radio stations and community magazine and website editors
- **A range of social media activity** – including awareness-raising to the general public and paid-for activity to target residents that tend to be under-represented in previous Budget Consultations (in South Bucks and for specific under-represented audiences including young people, Black or Minority Ethnic Groups, families and unemployed audiences). This activity generated social media organic reach figures of 29,209 reaches and Social Media paid reach figures of 17,206 reaches[2].
- **MyBucks resident e-newsletter article** – special 'budget' edition. This sent a large amount of traffic to the online questionnaire, with 44% of respondents replying within the four days after the email was sent.
- **Internal Communications** – including the Council's internal Newsletter (ONE News), the Council's desktop computer login screens and on the Council's intranet site.

---

[1] This includes all respondents that partly answered the survey or completed the entire questionnaire.

[2] "Reach" refers to the number of individual social accounts a post has been seen by. For example, if it shows up on one person's Twitter feed twice, that is counted as one reach, however if it shows up on the same persons Twitter feed and then their Facebook feed, that counts as two reaches.
- "Organic" refers to reach we did not pay for, posted from the BCC social channels.
- Paid reach was targeting those in the south of the county, and demographics that are underrepresented, such as those from minority backgrounds and younger people.

2. Results

2.1 The Council's plan for living within its means

Respondents were presented with information regarding the Council's plan for living within its means.

This included information that explained that it is a legal requirement that the Council limits its spending to the income that it receives each year. It also explained that to ensure that the Council is able to provide services that it is required to by law, as well as other services that are most important to people, it is proposing to focus spending on priority areas and reduce spending in other areas. The plan included priorities to protect and new ways of working (see appendix 4.3 for more detail).

Six in ten respondents (64%) agree with the Council's plan for living within its means, and a further one in ten (13%) disagreed. The overall net level of agreement which looks at all those that agree to some extent (strongly agree and agree), minus all those that disagree to some extent (strongly disagree or disagree), is 51%. Note that although the Council's proposed plan for living within its means is different from last year's consultation, the level of overall agreement regarding last year's plan is similar to this year's consultation, where agreement last year was 61% for residents and 62% for organisations.

One fifth of respondents (18%) neither agreed nor disagreed with the proposal and 5% stated that they did not have an opinion.

Q1 How strongly do you agree or disagree with the Council's plan for living within its means?
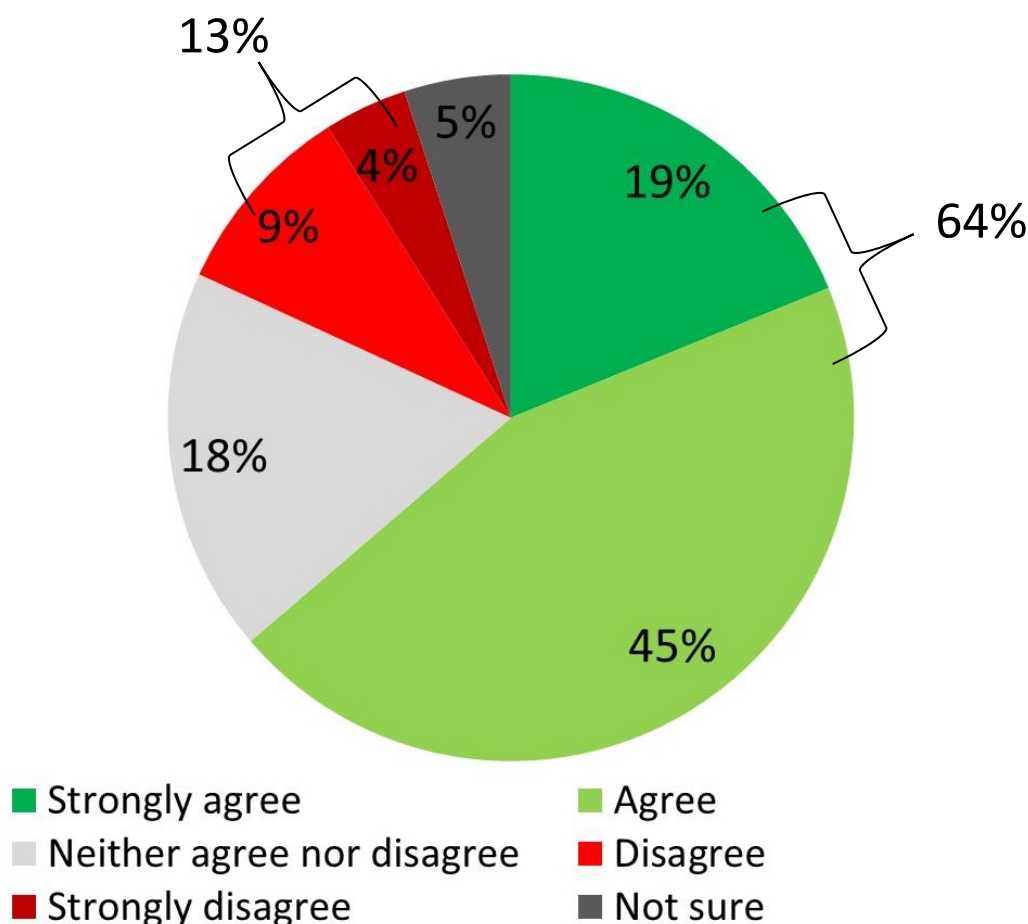
Figure 1: The Council's Plan for living within its means (1,731 respondents).

Differences in opinion for different groups of respondents were then analysed to understand whether they were statistically significant (see appendix 4.2). Note that there were no significant differences in results for this question between residents and organisations.

2.2 Service Priorities

When presented with a list of services, respondents were asked to select up to five services where they thought the Council should "prioritise spending", and up to five services where the Council should "spend less".

Q2. Looking at the list of services below, where do you think we should prioritise spending?
Please choose up to 5 services

Q3. Looking at the list of services below, where do you think we should spend less?
Please choose up to 5 services
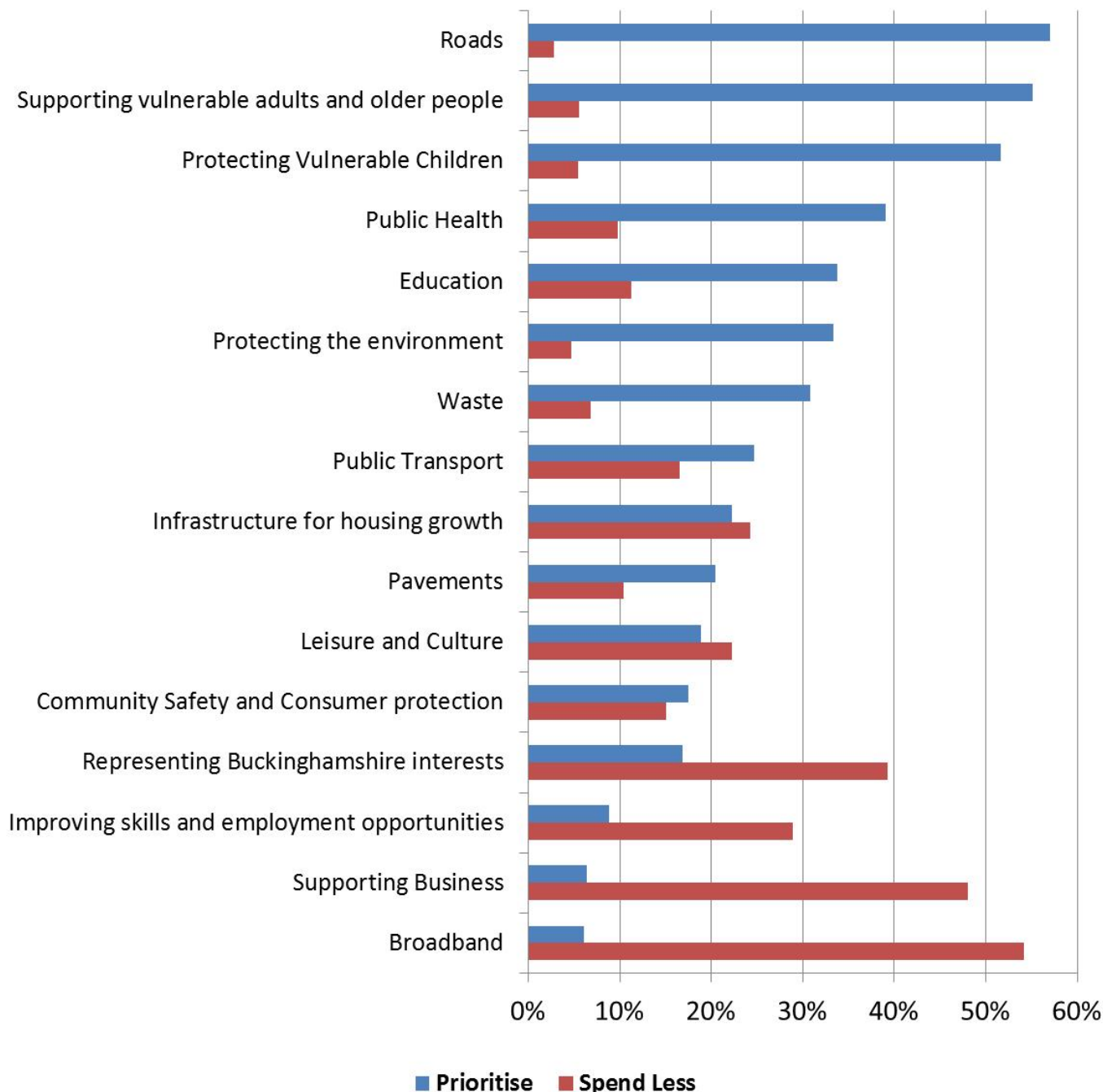
Figure 2: Proportion of the 1,731 residents and organisations responding to the "Prioritise spending" and "Spend less" questions.

Figure 2 shows that Roads, Supporting Vulnerable Adults and Older People, Protecting Vulnerable Children, Public Health and Education services were selected by the highest proportions of respondents as areas to prioritise spending.

This also shows that Broadband, Supporting Businesses, Improving Skills and Employment Opportunities, Representing Buckinghamshire residents' interests in major Government infrastructure projects and Infrastructure for housing growth were selected by the highest proportions of respondents as areas where the Council should spend less.

Differences for demographic groups appear in appendix 4.2. Note that there were two statistically different results when comparing organisations and resident based results:

- Residents are statistically more likely to prioritise waste than those representing organisations (33% v 4%).
- A statistically higher proportion of residents want to spend less on education than those representing an organisation (12% v 0%).

<u>Services with a higher net position on spending</u>

The graph below shows the 'net' position for each service, by looking at the proportion of people who prioritised spending and then minusing the proportion who selected that spending should be reduced.

Figure 3: Net proportion of the 1,731 residents and organisations responding to the "Prioritise spending" and "Spend less" questions.

Service	Net Response
Roads	54%
Supporting vulnerable adults and older people	50%
Protecting Vulnerable Children	46%
Public Health	29%
Protecting the environment	29%
Waste	24%
Education	22%
Pavements	10%
Public Transport	8%
Community Safety and Consumer protection	3%
Infrastructure for housing growth	-2%
Leisure and Culture	-3%
Improving skills and employment opportunities	-20%
Representing Buckinghamshire interests	-22%
Supporting Business	-42%
Broadband	-48%

Net Response (Prioritise - Spend Less responses)

The service areas described below had a high net priority – i.e. significantly more respondents overall chose to prioritise spending than to reduce it.

The Roads category (including maintenance) has the highest net priority (54%).

Services that support and protect the vulnerable also have a high level of net priority. This group relates to services that support vulnerable adults and older people (50%), and includes home care services, day care centres and residential/nursing care for older people. In addition this group also relates to services for children with Special Educational Needs and disabilities (SEND), fostering, adoption and social care to support children and families who are experiencing difficulties (46%).

Public Health services which include NHS Health Checks, support to prevent falls and hospital admissions, sexual health services and substance misuse services have a net priority of 29%.

Protecting the environment has a similar net priority to Public Health. The environmental category includes household recycling centres and fly-tipping and prosecutions with a net priority of 29%. The waste category regarding disposing of household waste, increasing recycling and energy recovery also had a similar net priority at 24%.

The Education category included supporting schools to improve educational results and readiness for adult life and has a net priority of 22%. Note that it is important to consider demographic differences for this group (appendix 4.2) as those respondents with children tended to prioritise Education higher than other demographic groups.

Services with a mid-range net positon on spending

These are service areas where similar proportions of respondents chose to reduce and to prioritise spending.

Pavements have a net priority of 10%, which includes street lighting and pavement maintenance. The net priority for Public Transport is similar to this at 8%, which includes subsidised buses and community transport. However, large proportions of respondents selected to both prioritise spending (25%) and spend less on these services (17%).

Community safety, trading standards and consumer protection, including working to reduce crime and the exploitation of vulnerable people (e.g. scams) has a net priority of 3%. However, this category of service also had large proportions of respondents that selected to both prioritise spending (18%) and spend less on these services (15%).

A higher proportion of respondents selected to spend less on Infrastructure for housing growth than to prioritise spending (a net of minus 2%). This category includes contributions to new infrastructure for the future, such as roads and schools, where large proportions of respondents also both selected to prioritise spending (22%) and to spend less in this area (24%). Note that more respondents in Aylesbury Vale (31%) selected to prioritise spending in this area than those in other districts (24%).

The leisure and culture category shows a net priority of minus 3%, with a large proportion of respondents selecting to both prioritise and spend less on these services (19% and 22% respectively. Note that this category includes libraries, museums and country parks.

Services with a lower net position on spending

These are service areas where significantly more respondents overall chose to reduce spending than to prioritise it.

A net minus 20% of respondents selected to spend less on improving skills & employment opportunities (including adult learning courses and supporting life-long learning).

Representing Buckinghamshire residents' interests in major Government infrastructure projects such as HS2, Crossrail, Heathrow expansion, and the Oxford to Cambridge Expressway has a net priority figure of

minus 22%. However, there were large proportions of respondents that also selected to both prioritise spending (17%) in this area, but with a larger group who selected to spend less (39%).

Supporting Business, which includes high speed broadband and increasing job opportunities in areas with large housing growth, has a net priority figure of minus 42%.

Residential Broadband had the lowest net priority figure at minus 48%. Note that this category includes high speed broadband connectivity for residents in areas that telecoms operators would not otherwise provide.

<u>Comparisons with previous year's priorities</u>

This section compares this year's results with last year's consultation. However please note that there were some changes in the list of services provided and the descriptions of these services in this year's questionnaire.

Roads, supporting vulnerable adults and protecting vulnerable children are still the highest priority services based on net agreement (with a current net priority of 54%, 50% and 46% respectively), whereas improving skills and employment opportunities (with a current net priority of minus 20%) and supporting business (with a current net priority of minus 42%) are still among the lowest.

There has been an increase in overall net agreement for prioritising Public Health which has increased from a net 22% (residents) last year to a net 29% (residents and organisations) this year. Protecting the environment has seen a similar increase in net agreement levels (29% this year v's 23% last year).

The net agreement for Education has fallen from 36% (residents) last year to 22% (residents and organisations) in the current consultation.

Although infrastructure for housing growth had large proportions of respondents that both selected to prioritise spending (22%) and to spend less in this area (24%), overall net agreement for this service priority is minus 2% (residents and organisations), which has increased since last year when the overall net agreement was minus 8% (residents).

2.3 Comments and Suggestions

Out of the 1,731 respondents to the survey, 680 made specific comments. Each comment was categorised to understand common themes. Please note a respondent may have mentioned more than one theme – for example a respondent who commented on roads, education and waste and recycling would appear in all three categories. Note that only 14 organisations provided comments, with the most common categories being Children and Young People's Services and Adults and Older People.

Q4. Please let us know if you have any other comments or suggestions that you would like us to take into account when budgeting for your services next year?
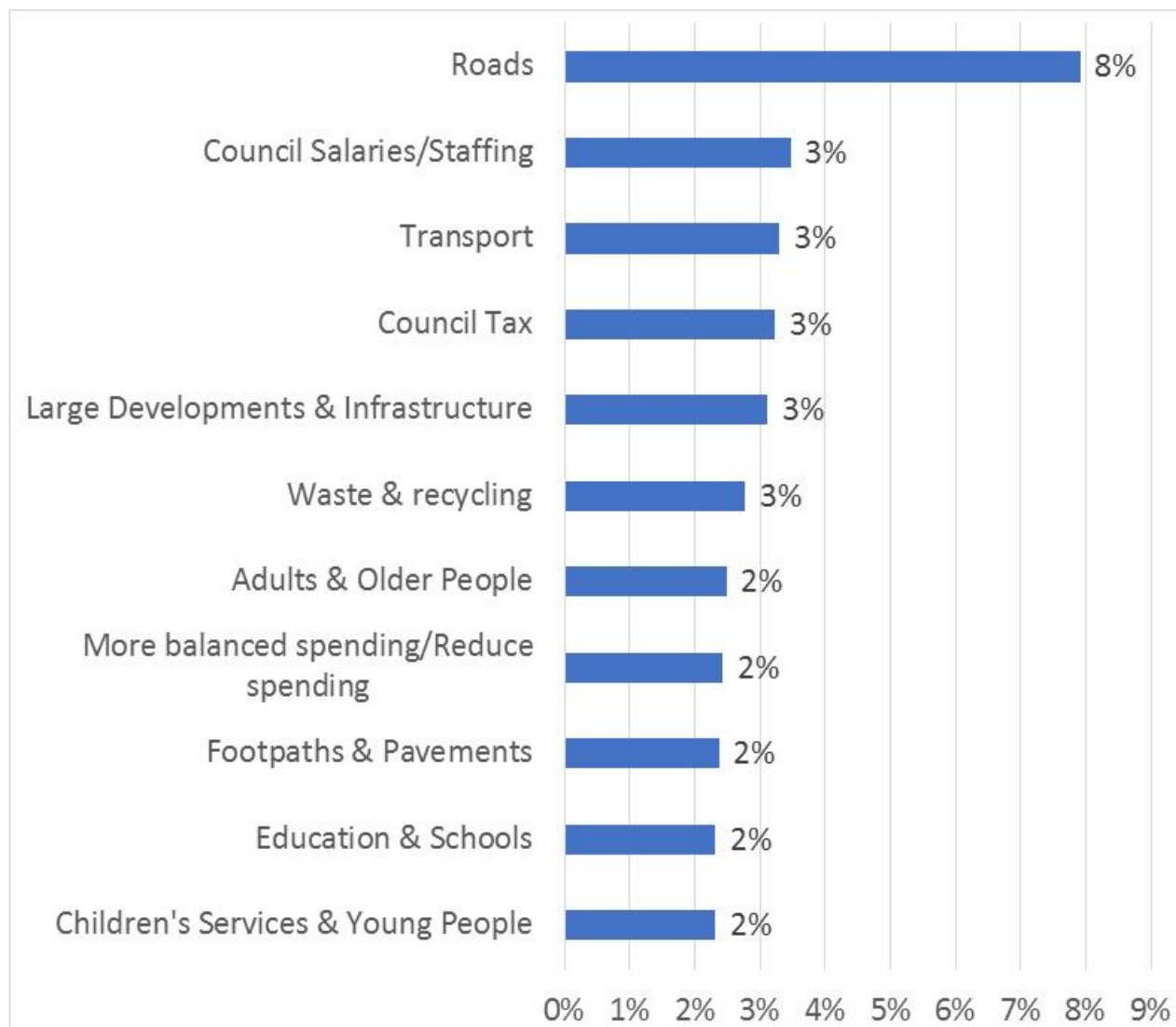
Figure 4: top 11 most mentioned categories. Based on 680 respondents who made an additional comment as a proportion of the total number of respondents (1,731).

Figure 4 above shows the top 11 most mentioned categories for this question. The full list of categories appears in appendix 4.1.

Roads

There were 137 comments which referenced roads, with key concerns regarding pot holes and insufficient or poor repair of pot holes, the suggestion for roads to be re-surfaced, and poor maintenance of roads in villages and rural areas.

> *"The pot holes are getting worse I would like to see these repaired please"*

> *"the roads have to be repaired…"*

Council Salaries/Staffing

60 respondents commented on either salaries at the Council, or a more generalised comment regarding the effectiveness of Council employees or use of interims and contractors.

"No more use of consultants. Council employees should have the skills and decision making powers"

"Stop wasting money on big salaries at the top of the Council. "

"Extra staffing to ensure services are offered efficiently and on time."

Transport

57 respondents raised comments regarding the infrastructure of our transport links and accessibility of public transport especially for vulnerable people or those living in rural areas.

"more bus services within Buckinghamshire"

"The elderly and the lonely …(need)… better buses services that are free for the old and cheap for everyone else so they use buses instead of their car"

"Provide more public transport at more affordable prices and encourage people to use their cars less."

"Improve public transport for villages. Like a late night bus service."

Council Tax

Comments were generally in favour of increasing Council Tax to fund any budget deficit, whereas some respondents suggested we should not increase Council Tax further.

"I am happy for more of an increase in council tax to help fund services."

"Please please no more council tax rises already highest in country"

Large Developments and Infrastructure

Comments in this category were largely concerned about the lack of infrastructure around housing developments

"In view of the emphasis for increased housing in the area, then the priority must be increased spending on infrastructure."

"Don't build more houses when you don't have the infrastructure to support them."

Waste and recycling

Comments covered a range of topics from concerns around fly tipping and closures of waste and recycling centres

"closing recycling centres will lead to more fly tipping and extra costs."

"Try to recover costs by intelligent recycling, i.e. sale of precious metals in discarded IT equipment."

Adults and Older People

Concerns regarding the provision of care for elderly residents as well as ensuring that charging for some services were fair

"Services for older people should be a priority"

"Ensuring that older people are treated fairly when it comes to care so those who have been financially responsible are not overcharged to subsidise the care of those who do not have to pay."

More balanced spending/reduced spending

Some general comments around spending money 'well', as well as concerns that the budget should be more evenly spent across all services and rural areas not being forgotten

"spend more money in south bucks. "

"Existing percentage spend on social care (38%) is disproportionately high. A more balanced spending budget would be more equitable."

"Less money on bureaucracy & more on running services efficiently - currently, there's a lot of waste due to mismanagement of funds"

Footpaths and Pavements

Concerns regarding the poor maintenance and upkeep of pavements and footpaths

"Please spend money on roads and pavements. The state that they have been allowed to get to is truly shocking."

"Please invest in public paths as they contribute massively to people's health and to the local economy."

Children's Services and Young People

Concerns regarding safeguarding children, ensuring no further cuts to children's services and improving existing children's services

"The more money that can be invested in children, the better their outcomes will be and the better the general economy will be in the long run."

"Community Safety and Children's Services should prioritise protecting children at risk of being exploited for criminal purposes, through mentoring and education. This is a good long term strategy to prevent crime and anti-social behaviour in our county."

Education and schools

Concerns regarding support for children with Special Educational Needs and overall cuts to education and school transport.

"More funding for schools required."

"Improve funding for schools who have high levels of children in need."

3. Respondent profile

3.1 Residents

The profile of those residents who responded to the survey was compared to the Buckinghamshire demographic profile to understand whether the survey sample contains an over or under representation of certain demographic groups.

Figure 5: Results relate to valid respondents for each question (excluding those who did not answer questions about their demographic characteristics).

Bases: Residents - Gender (1,417), Age (1,447), Ethnicity (1,333), Disability (1,427), Present Job Category (1,491), District ((1,472) not including the out of county group of 17).

Demographic Profile of Respondents
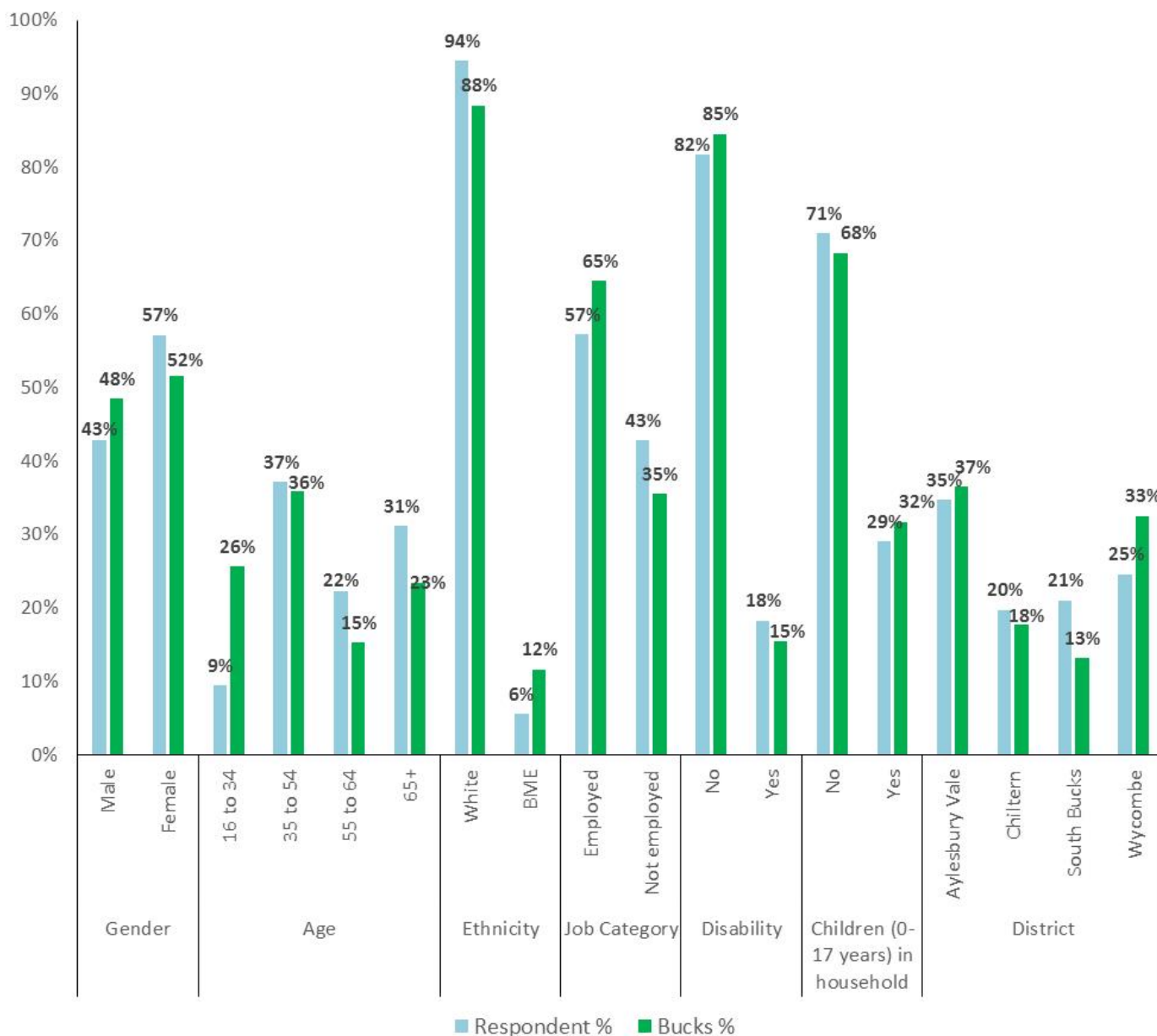
The profile of respondents generally matches the profile of the County. There are some notable differences for younger people aged 16-34 (9% v's 26% in Bucks) where the proportion of respondents is around one third of the Bucks profile, and for those from Black or Minority Ethnic Groups, where the proportion of respondents (6%) is half of the Buckinghamshire profile (12%).

Resident's postcodes were also linked to an ACORN category for their local area. This is a classification of people according to a range of demographics (which help us understand their level of deprivation) based on the area that they live in (source: CACI 2018).

There are 6 categories that have been used in this analysis. Respondents in the least deprived group "Affluent Achievers" are overrepresented by 11 percentage points compared to the Buckinghamshire profile. There is a slight underrepresentation of those in the more deprived categories; "Financially Stretched" (10% compared to the Buckinghamshire profile of 15%) and "Urban Adversity" (respondent profile is half of Buckinghamshire's proportion).
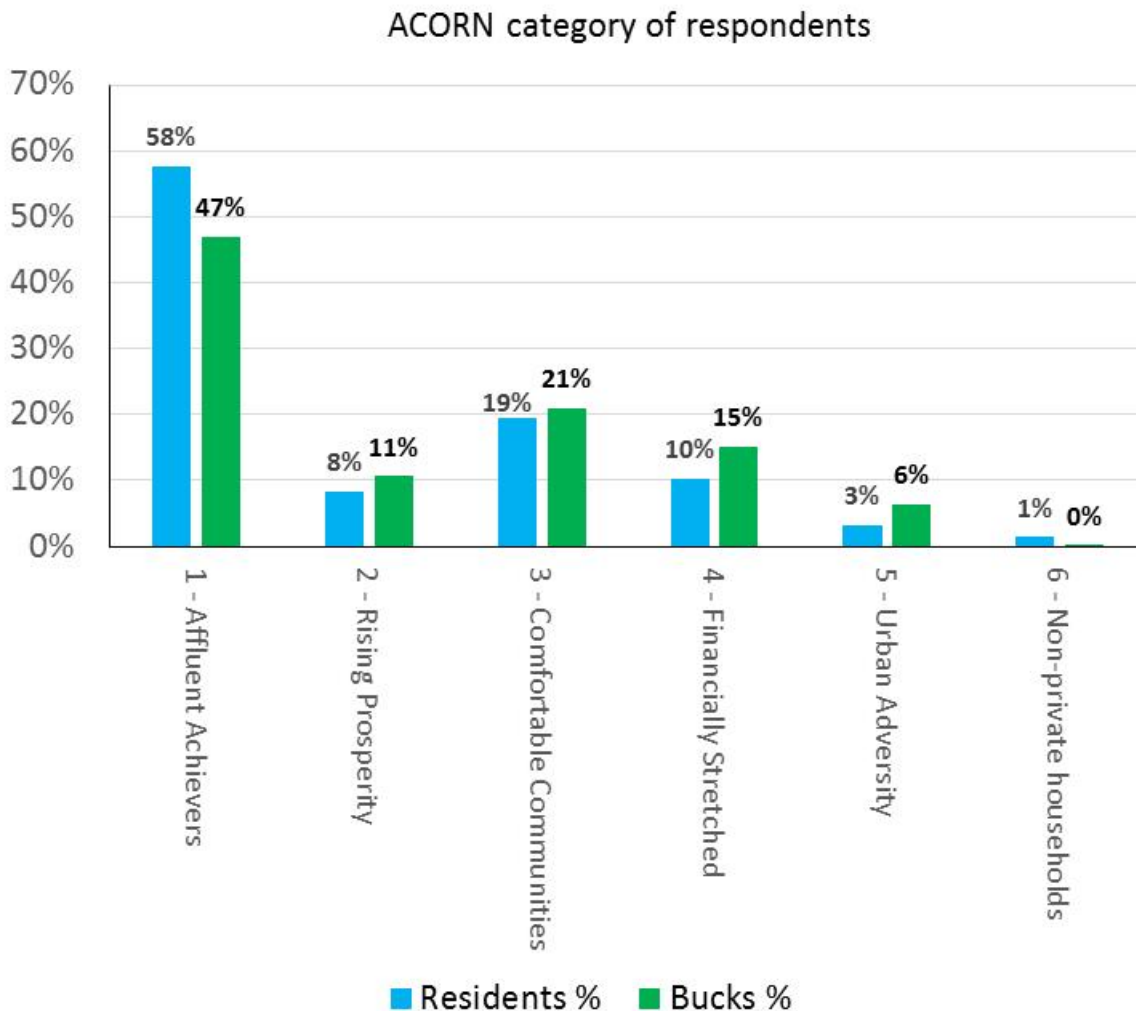
Figure 6: Results relate to valid respondents for each question (excluding those who did not answer questions about their postcode which is used to link to ACORN information). Bases: Residents with a valid postcode (1,254)

3.2 Organisations

There were 28 organisations that responded to the consultation. The categories of organisations that responded are shown below (where organisations provided the relevant information).

Type of Organisations represented in responses

Organisation type	Count
A Public Sector Organisation	12
A Community Group	5
A Private Business	3
Other	2
A Voluntary Organisation	1
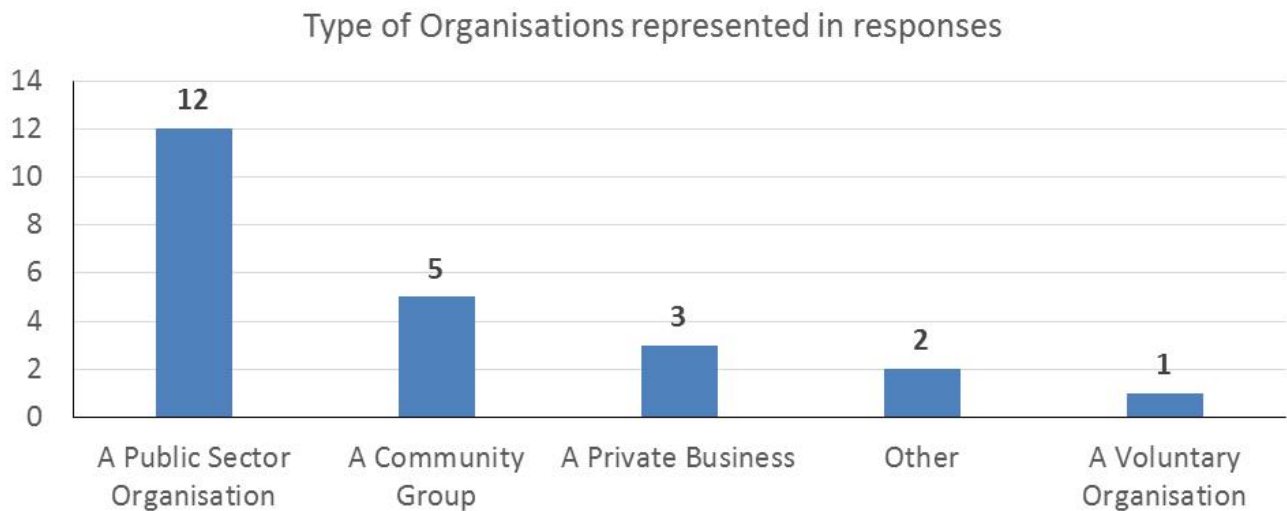
Figure 7: Types of organisation responding (where a valid response was provided) – 23 respondents (5 did not provide the information)

Number of staff employed in organisations

Staff band	Count
1 member of staff	1
2-9 members of staff	5
10-24 members of staff	5
25-49 members of staff	3
50-99 members of staff	1
100+ members of staff	7

Figure 8: Number of organisations responding (where a valid response was provided) – 22 respondents (6 did not provide the information)

Districts where organisations are based

District	Count
Aylesbury Vale	7
Wycombe	6
Chiltern	4
District Outside of Buckinghamshire	3
South Bucks	2
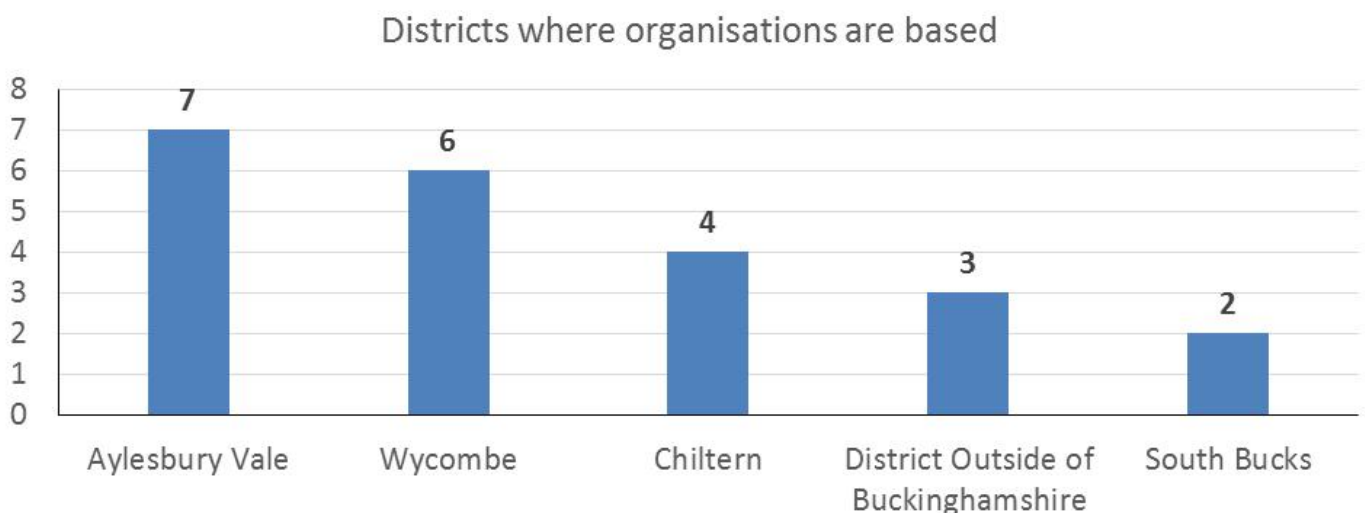
The following organisations responded to the consultation (where an organisation's name was provided):

160

- Chiltern Development Training Ltd.
- Invesco
- NHS
- A Middle School
- Two Parish Councils
- A young person's Voluntary Organisation
- Thames Valley Police
- Buckinghamshire Business First
- Three responses from services that are part of Buckinghamshire County Council.

4. Appendix

4.1 Appendix – full set of categories from comments

Q4. Please let us know if you have any other comments or suggestions that you would like us to take into account when budgeting for your services next year?

Note that there can be multiple categories per comment for the same respondents.

Category	Responses	Percentage
Roads	137	8%
Council Salaries/Staffing	60	3%
Transport	57	3%
Council Tax	56	3%
Large Developments & Infrastructure	54	3%
Waste & recycling	48	3%
Adults & Older People	43	2%
More balanced spending/Reduce spending	42	2%
Footpaths & Pavements	41	2%
Children's Services & Young People	40	2%
Education & Schools	40	2%
Working with partners	39	2%
Vulnerable People	37	2%
Engaging & Supporting local community	30	2%
Improve Services	28	2%
Parking	23	1%
Villages	21	1%
NHS	21	1%
Central Government spending/funding	21	1%
Environmental	20	1%
Street Lighting	19	1%
HS2	18	1%
Housing	18	1%
Value for money	18	1%
Libraries	17	1%
Unitary	17	1%
Mental Health	16	1%
Support Local Business	15	1%
No cuts	14	1%
Policing	14	1%
Means Testing/Subsidised services	14	1%
Parks, Recreation & Green Spaces	14	1%
Loss of greenbelt	13	1%
Make Bucks a nice place to live	12	1%
Unhappy with survey	11	1%
Clarity on current expenditure	10	1%
Difficult Job	9	1%
Training/Employment	9	1%
BCC Digital Services	7	0.4%
Increase broadband speeds for rural communities	5	0.3%
Youth projects	4	0.2%
Small/minority community groups	4	0.2%
Community Safety	4	0.2%
Parish Council's	3	0.2%
Oxford to Cambridge Expressway	3	0.2%

School Taxis	3	0.2%
Deprived areas	3	0.2%
Heathrow	3	0.2%
Income generation	3	0.2%
Borrow money	2	0.1%
Renewable Energy	1	0.1%
Spend less on leaflets	1	0.1%
Local Lottery	1	0.1%
Funding for DV and Women's Aid	1	0.1%
Performance against other Council's	1	0.1%
Access to all services	1	0.1%

4.2 Appendix - Differences for Demographic Groups

Responses have been analysed for different groups of people. Results have been compared within each demographic category (i.e. gender: male, female) to show where results are statistically different from each other (to a 95% level of confidence)[3].

4.2.1 The Council's plan for living within its means

- Residents in Aylesbury Vale are statistically more likely to agree than those in South Bucks (69% v 60%).
- 55-64 and 65+ year olds are statistically more likely to agree than 16-34 year olds (67%/72% v 56%).
- People aged 16-34 and 35-54 are statistically more likely to disagree than 65+ year olds (16%/16% v 10%).
- Those without children aged 0-17 in the household are statistically more likely to agree with the plan compared to those who do (67% v 60%).
- Additionally, those with 0-17 year olds in the household are statistically more likely to disagree than those without (16% v 12%).
- Those who do not have a disability are statistically more likely to agree with the plan compared to those who do (68% v 58%).
- People of white ethnicity are statistically more likely to agree than BME individuals (68% v 56%).
- Similarly, BME individuals are statistically more likely to disagree than white individuals (23% v 12%).
- Retired individuals and those looking after the home are statistically more likely to agree than those in employment (74%/73% v 62%).
- Employed people are statistically more likely to agree than those in "other"[4] employment categories (62% v 50%).
- Employed groups are statistically more likely to disagree than those looking after the home and retirees (16% v 7%/7%).
- Those in "other" employment groups are statistically more likely to disagree than all other categories (23% v 13% average).
- Those respondents classified as "Affluent Achievers" and "Rising Prosperity" (top 2 ACORN categories – low deprivation) are statistically more likely to agree than those in categories 3 "Comfortable Communities" and 4 "Financially Stretched" (71/76% v 60/60%).

4.2.2 Areas to prioritise spending

Protecting Vulnerable Children

- Residents in Aylesbury Vale & Wycombe are statistically more likely to prioritise protecting vulnerable children compared to residents in Chiltern and South Bucks (59%/61%) v (47%/51%).
- Residents aged 35-54 & 55-64 are statistically more likely to prioritise protecting vulnerable children than those aged 65+ (63%/59% v 48%).
- Females are statistically more likely to prioritise protecting vulnerable children than males (64% v 45%).
- Residents with dependent children (aged 0-17) in the household are statistically more likely to prioritise protecting vulnerable children than those without (65% v 52%).

---

[3] Note that this is a self-selecting survey and although it is standard practice to statistically test results, the theoretical application of significance testing is based in random sampling approaches (rather than self-selecting surveys). Statistical differences are also noted when there are at least 28 in the demographic group.

[4] "Other" includes: those in government supported training, full-time education, permanently sick/disabled or "doing something else".

- Those employed and in "other" employment categories are statistically more likely to prioritise protecting vulnerable children than retired individuals (60%/58% v 46%).
- Employees working at BCC are statistically more likely to prioritise protecting vulnerable children than those working elsewhere within Buckinghamshire and outside the county (76% v 59%/54%).
- Those in ACORN category 2 "Rising Prosperity" are statistically more likely to prioritise protecting vulnerable children than those in categories 1 "Affluent Achievers" and 3 "Comfortable Communities" (70% v 53%/58%).

Supporting vulnerable adults and older people

- Residents in Aylesbury Vale are statistically more likely to prioritise supporting vulnerable adults and older people than residents in Chiltern and South Bucks (65% v 52%/57%).
- Residents aged 55-64 and 65+ years are statistically more likely to prioritise supporting vulnerable adults and older people than 16-34 and 35-54 year olds (65%/64% v 44%/55%). Note the 35-54 group prioritised this area statistically greater than the 16-34 group also.
- Females prioritised supporting vulnerable adults and older people statistically greater than males (66% v 50%).
- Residents without dependent children (aged 0-17) in the household are statistically more likely to prioritise supporting vulnerable adults and older people than those with (62% v 52%).
- Disabled residents are statistically more likely to prioritise supporting vulnerable adults and older people than those without a disability (66% v 58%).
- Those in "other" employment categories are statistically more likely to prioritise supporting vulnerable adults and older people than those employed and looking after the home (70% v 56%/56%).
- Additionally, retirees are statistically more likely to prioritise supporting vulnerable adults and older people than those who are employed (65% v 56%).
- Respondents working at BCC or elsewhere within Buckinghamshire are statistically more likely to prioritise supporting vulnerable adults and older people than those working outside Buckinghamshire (64%/58% v 50%).
- People in Acorn category 2 "Rising Prosperity" are statistically more likely to prioritise supporting vulnerable adults and older people than those in category 5 "Urban Adversity" (68% v 49%).

Education

- Those living in Aylesbury Vale and Wycombe are statistically more likely to prioritise education than those living in South Bucks (39%/40% v 30%).
- Those aged 16-34 and 34-54 are statistically more likely to prioritise education than those aged 65+ (40%/46% v 27%).
- Those respondents with dependant 0-17 year old children in the household are statistically more likely to prioritise education than those without (57% v 28%).
- Those without a disability are statistically more likely to prioritise education than those with a disability (39% v 27%).
- People who are employed or looking after the home are statistically more likely to prioritise education than retirees (42%/39% v 26%).
- Those in ACORN category 2 "Rising Prosperity" are statistically more likely to prioritise education than those in category 1 "Affluent Achievers" (45% v 34%).

Roads

- Residents in Chiltern and South Bucks are statistically more likely to prioritise roads than those in Aylesbury Vale and Wycombe (66%/69% v 58%/56%).
- Those aged 65+ are statistically more likely to prioritise roads than those aged 16-34, 35-54 & 55-64 (69% v 58%/55%/61%).
- Males are statistically more likely to prioritise roads than females (69% v 55%).
- Those without dependent children (aged 0-17) in the household are statistically more likely to prioritise roads than those with dependent children in the household (64% v 54%).

- Retirees are statistically more likely to prioritise roads than those employed, looking after the home and in "other" employment categories (70% v 58%/57%/56%).
- People working in Buckinghamshire (not BCC employees) and outside the county are statistically more likely to prioritise roads than employees of BCC (61%/60% v 37%).
- People within ACORN category 1 "Affluent Achievers" are statistically more likely to prioritise roads than those in Categories 3 "Comfortable Communities, 4 "Financially Stretched" & 5 "Urban Adversity" (65% v 57%/52%/42%).

Pavements

- People in South Bucks are statistically more likely to prioritise pavements than those in Aylesbury Vale, Chiltern and Wycombe (33% v 16%/20%/24%). Note a statistical difference between Aylesbury Vale and Wycombe also.
- People aged 65+ are statistically more likely to prioritise pavements than those aged 55-64 (25% v 18%).
- Males are statistically more likely to prioritise pavements than females (24% v 20%).
- Those with dependent children (aged 0-17) in the household are statistically more likely to prioritise pavements than those without (24% v 18%).
- People in the "other" employment category are statistically more likely to prioritise pavements than employed individuals (28% v 20%).

Leisure and Culture

- People living in Chiltern are statistically more likely to prioritise leisure & culture than those living in Aylesbury Vale (24% v 18%).
- Employed individuals are statistically more likely to prioritise leisure & culture than those looking after the home or in "other" employment categories (22% v 11%/14%)
- People working outside of Buckinghamshire are statistically more likely to prioritise leisure & culture than those working within Buckinghamshire (not BCC employees) (28% v 18%).

Supporting Business

- People in Aylesbury Vale, Chiltern and Wycombe are statistically more likely to prioritise supporting business than those in South Bucks (8%/8%/7% v 3%)
- People aged 16-34 and 55-64 are statistically more likely to prioritise supporting business than those aged 35-54 and 65+ (13%/9% v 5%/5%)
- Those without dependent children (aged 0-17) in the household are statistically more likely to prioritise supporting business than those with dependent children in the household (8% v 5%).
- Those currently employed are statistically more likely to prioritise supporting business than retirees (8% v 5%)
- Those working within Buckinghamshire (not BCC employees) are statistically more likely to prioritise supporting business than those working outside Buckinghamshire (10% v 5%).
- Those in Acorn category 5 "Urban Adversity" are statistically more likely to prioritise supporting business than those in category 2 "Rising Prosperity" (15% v 4%).

Broadband

- People living in South Bucks are statistically more likely to prioritise broadband than those living in Wycombe (8% v 5%).
- People aged 16-34 are statistically more likely to prioritise broadband than those aged 35-54, 55-64 and 65+ (14% v 5%/7%/6%).
- Males are statistically more likely to prioritise broadband than females (8%v 5%)
- BME individuals are statistically more likely to prioritise broadband than people with white ethnicity (14% v 6%).
- Employed people are statistically more likely to prioritise broadband than retirees (7% v 4%).
- Those in ACORN category 1 "Affluent Achievers" are statistically more likely to prioritise broadband than those in categories 3 "Comfortable Communities" and 4 "Financially Stretched" (8% v 4%/3%).

Community Safety and Consumer Protection

- People living in Wycombe are statistically more likely to prioritise community safety and consumer protection than people in South Bucks (22% v 16%).
- Those aged 35-54 are statistically more likely to prioritise community safety and consumer protection than those aged 65+ (21% v 15%).
- BME residents are statistically more likely to prioritise community safety and consumer protection than white residents (38% v 17%).
- Employed individuals are statistically more likely to prioritise community safety and consumer protection than retirees (20% v 15%).
- People in Acorn category 5 "Urban Adversity" are statistically more likely to prioritise community safety and consumer protection than those in category 4 "Financially Stretched" (29% v 16%).

Public Health

- People in Wycombe are statistically more likely to prioritise Public Health than those in Aylesbury Vale, Chiltern and South Bucks (48% v 38%/40%/37%)
- Those aged 16-34 are statistically more likely to prioritise Public Health than all other age groups (55% v average 39%).
- Additionally, those aged 35-54 and 55-64 are statistically more likely to prioritise Public Health than those aged 65+ (43%/43% v 35%).
- Females are statistically more likely to prioritise Public Health than males (44% v 37%).
- Those with dependent children (0-17 years) in the household are statistically more likely to prioritise Public Health than those without (45% v 39%).
- Those in employment are statistically more likely to prioritise Public Health than those in "other" job categories and retirees (44% v 33%/36%).
- Those working outside of Buckinghamshire and within Buckinghamshire (not BCC employees) are statistically more likely to prioritise Public Health than employees of BCC (43%/47% v 27%).
- People in Acorn categories 4 "Financially Stretched" and 5 "Urban Adversity" are statistically more likely to prioritise Public Health than those in category 1 "Affluent Achievers"(50%/61% v 37%).

Public Transport

- People in Aylesbury Vale are statistically more likely to prioritise Public Transport than those in South Bucks and Wycombe (31% v 23%/25%).
- People aged 55-64 and 65+ are statistically more likely to prioritise Public Transport than those aged 35-54 (28%/30% v 21%).
- Those without dependent children (aged 0-17) in the household are statistically more likely to prioritise Public Transport than those with (29% v 20%).
- Retirees are statistically more likely to prioritise Public Transport than those in employment (31% v 24%).
- Employees of BCC are statistically more likely to prioritise Public Transport than those working outside of Buckinghamshire (33% v 20%).

Protecting the environment

- People in Chiltern, South Bucks and Wycombe are statistically more likely to prioritise protecting the environment than those in Aylesbury Vale (38%/44%/37% v 29%).
- Those aged 55-64 and 65+ are statistically more likely to prioritise protecting the environment than those aged 35-54 (38%/40% v 30%).
- Those without 0-17 year old dependent children in the household are statistically more likely to prioritise protecting the environment than those with (39% v 28%).
- People of white ethnicity are statistically more likely to prioritise protecting the environment than BME individuals (36% v 16%).
- Retirees are statistically more likely to prioritise protecting the environment than those who are employed (40% v 32%).

- People working outside Buckinghamshire are statistically more likely to prioritise protecting the environment than those working within the county (not BCC employees) (37% v 29%).
- Those in Acorn category 1 "Affluent Achievers" are statistically more likely to prioritise protecting the environment than those in categories 3 "Comfortable Communities" and 5 "Urban Adversity" (39% v 31%/22%).

Infrastructure and housing growth

- Those in Aylesbury Vale are statistically more likely to prioritise infrastructure and housing growth than all other districts (31% v 24% average).
- Additionally, people in Chiltern and Wycombe are statistically more likely to prioritise infrastructure and housing growth than those in South Bucks (23%/22% v 15%).
- People in Acorn category 5 "Urban Adversity" are statistically more likely to prioritise infrastructure and housing growth than those in categories 1 "Affluent Achievers", 2 "Rising Prosperity" and 3 "Comfortable Communities" (42% v 22%/24%/25%).

Improving skills and employment opportunities

- BME individuals are statistically more likely to prioritise improving skills and employment opportunities than people of white ethnicity (17% v 9%).
- Employees of BCC are statistically more likely to prioritise improving skills and employment opportunities than those working outside the county (17% v 8%).

Disposing of household waste, increasing recycling and energy recovery

- Residents are statistically more likely to prioritise waste than those representing organisations (33% v 4%).
- Those aged 65+ are statistically more likely to prioritise waste than all other age groups (42% v 34% average).
- Additionally, those aged 35-54 and 55-64 are statistically more likely to prioritise waste than those aged 16-34 (32%/32% v 20%).
- Males are statistically more likely to prioritise waste than females (39% v 29%).
- Those without dependent children in the household are statistically more likely to prioritise waste than those with (36% v 29%).
- Retirees are statistically more likely to prioritise waste than those in employment or "other" categories (41% v 31%/30%).
- People working outside of Buckinghamshire are statistically more likely to prioritise waste than those working at BCC or elsewhere in Buckinghamshire (36% v 25%/29%).
- Those in Acorn categories 1 "Affluent Achievers", 3 "Comfortable Communities" and 4 "Financially Stretched" are statistically more likely to prioritise waste than those in category 2 "Rising Prosperity" (37%/35%/36% v 18%).

Representing Buckinghamshire residents' interests in major Government infrastructure projects

- People in Aylesbury Vale, Chiltern and South Bucks are statistically more likely to prioritise representing residents' interests than those in Wycombe (19%/20%/23% v 11%).
- Those aged 65+ are statistically more likely to prioritise representing residents' interests than those aged 16-34 and 35-54 (23% v 14%/14%).
- People without dependent children (aged 0-17) in the household are statistically more likely to prioritise representing residents' interests than those with (20% v 14%).
- Retirees are statistically more likely to prioritise representing residents' interests than those in employment (22% v 17%).
- People working outside Buckinghamshire are statistically more likely to prioritise representing residents' interests than BCC employees and those working elsewhere in Buckinghamshire (23% v 8%/16%).
- People in Acorn category 1 "Affluent Achievers" are statistically more likely to prioritise representing residents' interests than those in category 2 "Rising Prosperity" (22% v 11%).

4.2.3 Areas to spend less

Protecting vulnerable children

- A statistically higher proportion of males want to spend less on protecting vulnerable children than females (9% v 3%).
- A statistically higher proportion of people in Acorn category 5 "Urban Adversity" want to spend less on protecting vulnerable children than in category 4 "Financially Stretched" (12% v 4%).

Supporting vulnerable adults and older people

- A statistically higher proportion of people in Chiltern and South Bucks want to spend less on supporting vulnerable adults and older people than people in Aylesbury Vale (8%/9% v 4%).
- A statistically higher proportion of 55-64 year olds want to spend less on supporting vulnerable adults and older people than those aged 65+ (8% v 4%).
- A statistically higher proportion of males want to spend less on supporting vulnerable adults and older people than females (9% v 4%).
- A statistically higher proportion of people working outside Buckinghamshire and working in Buckinghamshire (not BCC employees) want to spend less on supporting vulnerable adults and older people than BCC employees (9%/7% v 1%).

Education

- A statistically higher proportion of residents want to spend less on education than those representing an organisation (12% v 0%).
- A statistically higher proportion of those aged 65+ year olds want to spend less on education than those aged 35-54 (16% v 10%).
- A statistically higher proportion of people without 0-17 year old children living in the household want to spend less on education than those with (15% v 7%).
- A statistically higher proportion of retirees and those in the "other " category want to spend less on education than those in employment (16%/16% v 10%).

Roads

- A statistically higher proportion of 16-34 year olds want to spend less on roads than those aged 55-64 and 65+ (6% v 2%/1%).
- A statistically higher proportion of BME individuals want to spend less on roads than those of white ethnicity (9% v 2%).
- A statistically higher proportion of people in employment want to spend less on roads than retirees (4% v 1%).

Pavements

- A statistically higher proportion of people in Chiltern want to spend less on pavements than those in South Bucks and Wycombe (14% v 9%/9%).
- Additionally, a statistically higher proportion of people in Aylesbury Vale want to spend less on pavements than those in Wycombe (13% v 9%).
- A statistically higher proportion of BME individuals want to spend less on pavements than those of white ethnicity (20% v 11%).
- A statistically higher proportion of people working at BCC want to spend less on pavements than those working elsewhere in Buckinghamshire (19% v 12%).

Leisure and Culture

- A statistically higher proportion of people in Aylesbury Vale want to spend less on leisure and culture than those in Chiltern, South Bucks and Wycombe (31% v 20%/20%/22%).
- A statistically higher proportion of people aged 16-34 and 65+ want to spend less on leisure and culture than those aged 35-54 (29%/26% v 21%).

- A statistically higher proportion of people without any children in the household aged 0-17 want to spend less on leisure and culture than those who do (26% v 20%).
- A statistically higher proportion of people working at BCC and elsewhere in Buckinghamshire want to spend less on leisure and culture than those working outside the county (33%/28% v 14%).
- A statistically higher proportion of people in Acorn category 2 "Rising Prosperity" want to spend less on leisure and culture than those in categories 1 "Affluent Achievers" and 3 "Comfortable Communities" (37% v 22%/25%).

Supporting Business

- A statistically higher proportion of people in South Bucks want to spend less on supporting business than those in Aylesbury Vale and Chiltern (60% v 49%/51%).
- A statistically higher proportion of people aged 65+ want to spend less on supporting business than those aged 16-34 years (57% v 45%).
- A statistically higher proportion of people in Acorn categories 1 "Affluent Achievers" and 3 "Comfortable Communities" want to spend less on supporting business than those in category 5 "Urban Adversity" (54%/56% v 37%).

Broadband

- A statistically higher proportion of people in Aylesbury Vale and Wycombe want to spend less on broadband than those in Chiltern (62%/64% v 54%).
- Additionally, a statistically higher proportion of people in Wycombe want to spend less on broadband than those in South Bucks (64% v 56%).
- A statistically higher proportion of people with disabilities want to spend less on broadband than those without (66% v 59%).
- A statistically higher proportion of people in Acorn category 4 "Financially Stretched" want to spend less on broadband than those in category 1 "Affluent Achievers" (71% v 57%).

Community safety and Consumer protection

- No statistical differences in wanting to spend less on community safety and consumer protection.

Public Health

- A statistically higher proportion of those aged 55-64 and 65+ years old want to spend less on Public Health than those aged 16-34 and 35-54 (13%/15% v 4%/8%).
- A statistically higher proportion of those without 0-17 year old children in the household want to spend less on Public Health than those who do (13% v 8%).
- A statistically higher proportion of those in the "other" employment category want to spend less on Public Health than those in employment and looking after the home (19% v 9%/7%).
- Additionally, a statistically higher proportion of retirees want to spend less on Public Health than those in employment (14% v 9%).
- A statistically higher proportion of those in Acorn category 1 "Affluent Achievers" want to spend less on Public Health than those in categories 3 "Comfortable Communities" and 4 "Financially Stretched" (14% v 7%/4%).

Public Transport

- A statistically higher proportion of males want to spend less on public transport than females (22% v 16%).
- A statistically higher proportion of those in the "other" employment category want to spend less on public transport than people looking after the home or retired (25% v 13%/17%).

Protecting the environment

- A statistically higher proportion of people in Aylesbury Vale want to spend less on protecting the environment than those in Wycombe (7% v 3%).

- A statistically higher proportion of BME individuals want to spend less on protecting the environment than those of white ethnicity (11% v 5%).
- A statistically higher proportion of people Acorn categories 2 "Rising Prosperity" and 4 "Financially Stretched" want to spend less on protecting the environment than those in category 1 "Affluent Achievers" (9%/8% v 4%).

Infrastructure and housing growth

- A statistically higher proportion of people in Chiltern and South Bucks want to spend less on infrastructure and housing growth than those in Aylesbury Vale and Wycombe districts (30%/36% v 23%/22%).
- A statistically higher proportion of males want to spend less on infrastructure and housing growth than females (30% v 25%).
- A statistically higher proportion of people in Acorn category 1 "Affluent Achievers" want to spend less on infrastructure and housing growth than those in category 5 "Urban Adversity" (29% v 10%).

Improving skills and employment opportunities

- A statistically higher proportion of people aged 55-64 and 65+ years old want to spend less on improving skills and employment opportunities than those aged 35-54 (37%/34% v 27%).
- A statistically higher proportion of people without 0-17 year old children in the household want to spend less on improving skills and employment opportunities than those who do (34% v 27%).
- A statistically higher proportion of people in Acorn category 1 "Affluent Achievers" want to spend less on improving skills and employment opportunities than those in categories 3 "Comfortable Communities", 4 "Financially Stretched" and 5 "Urban Adversity" (35% v 28%/25%/15%).

Disposing of household waste, increasing recycling and energy recovery

- A statistically higher proportion of people in Aylesbury Vale want to spend less on waste than those in Wycombe (9% v 6%).
- A statistically higher proportion of BME individuals want to spend less on waste than those of white ethnicity (20% v 7%).
- A statistically higher proportion of employed individuals want to spend less on waste than retirees (9% v 5%).
- A statistically higher proportion of people in Acorn category 4 "Financially Stretched" want to spend less on waste than those in category 1 "Affluent Achievers" (14% v 6%).

Representing Buckinghamshire residents' interests in major Government infrastructure projects

- A statistically higher proportion of people in Wycombe want to spend less on representing residents' interests than those in Aylesbury Vale, Chiltern and South Bucks (51% v 43%/42%/37%).
- A statistically higher proportion of people aged 16-34 want to spend less on representing residents' interests than those aged 55-64 (50% v 39%).
- A statistically higher proportion of males want to spend less on representing residents' interests than females (48% v 39%).
- A statistically higher proportion of BME individuals want to spend less on representing residents' interests than people of white ethnicity (56% v 42%).

4.3 Appendix – Questionnaire

Introduction from the Leader of the Council, Martin Tett

An introduction and background information about this budget consultation is available on our website.

The Council's plan for living within its means
It is a legal requirement that the council limits its spending to the income that it receives each year – the Council's budget must balance. To ensure that we are able to provide the services that we are required to by law, as well as other services that are most important to people, we are proposing to focus our spending on some priority areas, and reduce spending in other areas.

How the Council proposes to live within its means

Priorities to protect
- Investing in services to safeguard and support vulnerable children and adults e.g. through adults and children's social care services (which is also what we are required to do by law). The Council spends 66pence in every £1 on these services.
- Contributing to the infrastructure needed to support population and housing growth in Buckinghamshire e.g. ensuring there are enough places for children in schools (which is also what we are required to do by law), providing roads and community facilities.
- Representing Buckinghamshire residents' interests in major government infrastructure projects such as HS2, Crossrail, Heathrow expansion, and the Oxford to Cambridge Expressway.
- Maintaining the condition of existing roads through a highway maintenance scheme that focuses on the long-term maintenance of roads.
- Investing in new digital technologies e.g. to make services more cost efficient and improve customer service, by helping people to apply for services online and to track progress on receiving their services.
- Working with suppliers to ensure that our contracts are value for money and minimise inflationary price increases.

New ways of working
- Recruiting more foster carers to look after vulnerable children in a home setting, rather than in children's homes.
- Working with partners to better meet people's needs and integrate services so that they can be provided more cost effectively e.g. to provide some healthcare services with the NHS.
- Increasing income, for example by charging for more services e.g. car parking, copies of birth certificates, adult learning courses, equipment to help people to live independently for longer and some waste disposal.
- Changing how some services are delivered, so that funding can be prioritised to support people who need our services the most. We are currently consulting with the public on some of these services (please see our 'Have Your Say' website at the end of this consultation for more details).

Please let us have your views about our proposals and which services in particular you think we should prioritise our spending on. This short questionnaire should only take a few minutes to complete.

The Council's plan for living within its means

Q1. **How strongly do you agree or disagree with the Council's plan for living within its means?**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

* 2. Looking at the list of services below, where do you think we should prioritise spending? *Please choose up to 5 services*

Protecting vulnerable children
Includes services for children with Special Educational Needs and disabilities (SEND), fostering, adoption and social care to support children and families who are experiencing difficulties. Providing more of these services as the number of children requiring protection continues to increase (there has been a 30% increase in the number of children in care over the last 5 years)

Supporting vulnerable adults, adults with learning disabilities and older people
Includes home care services, day care centres and residential/nursing care for older people. Providing more of these services as the population ages and the number of people requiring support increases. (There has been a 16% increase in the number of people aged 80+ over the last 5 years)

Education
Includes supporting schools to improve educational results (note that funding for schools is fixed by Government) and readiness for adult life

Roads
Includes road maintenance

Pavements
Includes street lighting and pavement maintenance

Leisure and culture
Includes libraries, museums and country parks

Supporting Business
Includes high speed broadband and increasing job opportunities in areas with large housing growth

Residential Broadband
Includes high speed broadband connectivity for residents in areas that telecoms operators would not otherwise provide

Community safety, trading standards and consumer protection
Includes working to reduce crime and the exploitation of people e.g. scams

Public Health
Includes NHS health checks, support to prevent falls and hospital admissions, sexual health services and substance misuse services (note that the funding for Public Health is being reduced by Government)

Public transport
Includes subsidised buses and community transport

Protecting the environment
Includes household recycling centres and fly-tipping prosecutions

Infrastructure for housing growth
Includes contribution to new infrastructure for the future, such as roads and schools

Improving skills & employment opportunities
Includes adult learning courses and supporting life-long learning

Disposing of household waste, increasing recycling and energy recovery

Representing Buckinghamshire residents' interests in major Government infrastructure projects
Such as HS2, Crossrail, Heathrow expansion, and the Oxford to Cambridge Expressway

173

* 3. Looking at the list of services below, where do you think we should spend less? *Please choose up to 5 services*

☐ **Protecting vulnerable children**
Includes services for children with Special Educational Needs and disabilities (SEND), fostering, adoption and social care to support children and families who are experiencing difficulties. Providing more of these services as the number of children requiring protection continues to increase (there has been a 30% increase in the number of children in care over the last 5 years)

☐ **Supporting vulnerable adults, adults with learning disabilities and older people**
Includes home care services, day care centres and residential/nursing care for older people. Providing more of these services as the population ages and the number of people requiring support increases. (There has been a 16% increase in the number of people aged 80+ over the last 5 years)

☐ **Education**
Includes supporting schools to improve educational results (note that funding for schools is fixed by Government) and readiness for adult life

☐ **Roads**
Includes road maintenance

☐ **Pavements**
Includes street lighting and pavement maintenance

☐ **Leisure and culture**
Includes libraries, museums and country parks

☐ **Supporting Business**
Includes high speed broadband and increasing job opportunities in areas with large housing growth

☐ **Residential Broadband**
Includes high speed broadband connectivity for residents in areas that telecoms operators would not otherwise provide

☐ **Community safety, trading standards and consumer protection**
Includes working to reduce crime and the exploitation of vulnerable people e.g. scams

☐ **Public Health**
Includes NHS health checks, support to prevent falls and hospital admissions, sexual health services and substance misuse services (note that the funding for Public Health is being reduced by Government)

☐ **Public transport**
Includes subsidised buses and community transport

☐ **Protecting the environment**
Includes household recycling centres and fly-tipping prosecutions

☐ **Infrastructure for housing growth**
Includes contributions to new infrastructure for the future, such as roads and schools

☐ **Improving skills & employment opportunities**
Includes adult learning courses and supporting life-long learning

☐ **Disposing of household waste, increasing recycling and energy recovery**

☐ **Representing Buckinghamshire residents' interests in major Government infrastructure projects**
Such as HS2, Crossrail, Heathrow expansion, and the Oxford to Cambridge Expressway

<u>**Your comments and suggestions**</u>

Q4. Please let us know if you have any other comments or suggestions that you would like us to take into account when budgeting for your services next year?

<u>**About You**</u>

Please fill in this section to complete the survey.

This information enables us to understand the views of different people.

Please be assured that all the information you give will be used only for the purposes of this consultation and will be kept completely confidential.

Q5. **Are you completing this survey as a resident or as a representative of an organisation?**

- As a resident
- As a representative of an organisation

Q6**. Which District do you live in?**

- Aylesbury Vale
- Chiltern
- South Bucks
- Wycombe
- I don't know
- Other District (please add)

Q7. **How old are you?**

- Under 16
- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75+
- Prefer not to say

Q8. **What is your gender?**

- Male
- Female
- Transgender
- Prefer Not To Say

Q9. **Are there any children in your household aged 0-17?**

- Yes
- No

Q10. **Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Please include any problems related to old age.**

- Yes, limited a lot
- Yes, limited a little
- No
- Prefer not to say

Q11. **What is your ethnicity?**

- White
- Mixed
- Asian or Asian British
- Black or Black British
- Other Groups
- Prefer not to say

Q12. **Which of these activities best describes what you are doing at present?**

- Employee in full-time / part-time job
- Self-employed full or part-time
- Government supported training e.g. Modern Apprenticeship
- Full-time education at school, college or university
- Unemployed and available for work
- Permanently sick/disabled
- Wholly retired from work
- Looking after the home
- Doing something else

Q13. **If you work, which of these locations best describes where you work?**

- Outside of Buckinghamshire
- Within Buckinghamshire
- For Buckinghamshire County Council

Q14. **What is your full home postcode?**

Q15. **Please indicate which category best describes your organisation?**

- A Private Business
- A Voluntary Organisation
- A Community Group
- A Public Sector Organisation
- Other (please specify)

Q16. **Which district is your organisation based in?**

- Aylesbury Vale
- Chiltern
- South Bucks
- Wycombe
- I don't know
- Other District (please specify)

Q17. **How many employed or voluntary staff currently work at this site?**

- 1 member of staff
- 2-9 members of staff
- 10-24 members of staff
- 25-49 members of staff
- 50-99 members of staff
- 100+ members of staff
- I don't know

Q18. **What is the name of your organisation?**

Report to Cabinet

Title:	**Children's Services Update**
Date:	Monday 10 December 2018
Author:	Cabinet Member for Children's Services Cabinet Member for Education & Skills
Contact officer:	Tolis Vouyioukas – 01296 382603
Local members affected:	All
Portfolio areas affected:	Children's Services and Education & Skills

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

Summary

The purpose of this report is to provide Cabinet with an overview of the national and local developments across Children's Services. In addition, this report includes (a) an overview of the key activity within the service during the last 6 months, and (b) the phase 2 Ofsted Improvement Plan.

> **Recommendation**
>
> **Cabinet is asked to note (a) the national and local developments across Children's Services, and (b) the programme of work taking place to further improve Children's Services in Buckinghamshire.**

National context

1. The following section gives an overview of the key national developments in Children's Services.

Working Together to Safeguard Children

2. In August 2018, following a significant period of consultation, the Department for Education (DfE) published the revised version of 'Working Together to Safeguard Children'. The document provides statutory guidance on inter-agency working to safeguard and promote the welfare of children in England. The guidance, which is now in effect, sets out the changes needed to support the new system of multi-agency safeguarding arrangements established by the Children and Social Work Act 2017.

3. Specifically, of note are changes to the multi-agency safeguarding arrangements where Local Safeguarding Children Boards (LSCBs) will be replaced by 'safeguarding partners'. Under the new legislation, three safeguarding partners (local authorities, chief officers of police and clinical commissioning groups) must make arrangements to work together with relevant agencies, as they consider appropriate, to safeguard and protect the welfare of

children in the area. Transition to the new arrangements must take place by 29 September 2019. Buckinghamshire's Safeguarding Children Board (BSCB) has been working across all partner agencies to plan the transition to the new arrangements.

Homelessness Reduction Act 2017

4. In October 2018, a new statutory 'duty to refer' which applies to certain public authorities including social services, came into effect as part of the Homelessness Reduction Act 2017. Under the duty, public authorities are required to refer any users of their service who they have reason to believe are homeless or threatened with being homeless within 56 days, to a local housing authority of their choice.

5. The duty to refer will help ensure that people who face the threat of homelessness are identified earlier through their contacts with public authorities, and referred for help. The duty should also strengthen communication between children's services and housing to ensure 16-17 years old and young people leaving care threatened with homelessness receive co-ordinated support around their housing needs. Further work is required with our colleagues in the District Councils to implement this statutory duty locally.

Social Care Funding

6. The Local Government Association (LGA) have warned that the pressures facing children's services are rapidly becoming unsustainable, with a £2 billion funding gap expected by 2020, and advised that unless urgent action is taken to reduce the number of families relying on the children's social care system for support, the gap will continue to grow. They also outlined that the financial pressures councils are under, coupled with the spike in demand for child protection support, mean that the limited money councils have available is increasingly being taken up with the provision of urgent help for children and families already at crisis point, leaving very little to invest in early intervention.

Inspection of Local Authority Children's Services (ILACS)

7. Ofsted have recently announced that Children's Services rated 'inadequate' will no longer face re-inspection under the single inspection framework (SIF).

8. The new framework, Inspections of Local Authority Children's Services (ILACS) was introduced at the start of this year. ILACS is a system of inspection which uses the intelligence and information held by Ofsted to form decisions about how best to inspect each local authority. This system includes:

    a) Local authorities sharing an annual self-evaluation of the quality and impact of social work practice.
    b) An annual engagement meeting between Ofsted's regional representatives and the local authority to review the self-evaluation.
    c) Ofsted's local authority intelligence system, which brings data and information into a single record.
    d) Focused visits that look at a specific area of service or cohort of children.
    e) Standard and short inspections where judgements are made using Ofsted's four-point scale (inadequate, requires improvement, good, outstanding).
    f) Joint targeted area inspections designed to assess the contribution all partners make to keeping children safe.

9. This approach aims to support improvement, while still holding the local authority children's services to account in meeting their statutory responsibilities to children in need of help, protection and care.

10. As an inadequate authority, the service will still receive regular monitoring visits which will evaluate the progress made in improving the quality of children's services.

Fostering and Foster Care in England

11. In July 2018, the Government published its response to two reports into foster care: The Education Select Committee Inquiry into Fostering and the Foster Care in England report, an independent review commissioned by the DfE.

12. The response outlines the Government's vision 'for all children in foster care to have stable lives, establish trusted relationships, to feel cared for and to benefit from high quality foster care for as long as they need it'. Underpinning the vision are 5 overarching ambitions:

    a) Children are listened to and involved in decisions about their lives.
    b) Foster parents receive the support and respect they need and deserve to care for children.
    c) There are enough high quality fostering placements, in the right place, at the right time.
    d) Local authorities commission placements according to the needs of the child.
    e) Children experience stability regardless of permanence plan.

Keeping Children Safe in Education

13. In September 2018, the DfE published revised statutory guidance for schools and colleges outlining their duties to safeguard and promote the welfare of children. The updated guidance includes a new section on child on child sexual violence and sexual harassment which covers:

    a) How schools should respond to incidents of sexual violence and sexual harassment, emphasising the need for effective training and policies in schools and colleges.
    b) The need for risk assessments in school following reports of incidents of sexual violence or sexual harassment.
    c) The action needed to take to support victims and alleged perpetrators of sexual violence or harassment.

14. In addition, the guidance adds further information on the management of safeguarding in a school, including emphasising that staff need to act immediately where there is concern about a child.

15. Locally, the service will continue to work in partnership with schools to implement the revised changes to this guidance.

Local context

16. The following section focuses on the current issues and key priorities across Children's Services.

Early Help for Children and Families

17. Following a Cabinet Member decision in October 2018, the Council launched a 10-week consultation to capture the views on proposed ways to deliver early help services to support vulnerable families and children in Buckinghamshire. Currently, existing services are not reaching those families who need help the most. Only 14% of the families who are currently accessing the Council's early help services in 2017/18 had an identified need for support, compared to 31% of the 0-19 year old population estimated may benefit from early help services. With this in mind, it is vital that the Council changes its approach to ensure that the service reach those that need it most to prevent future statutory intervention.

18. The consultation is specifically seeking the views on:

a) A draft new Early Help Strategy, which is a partnership document.
b) The Council's preferred option for Service change, as well as other options.
c) The proposed set-up of a network of 14 family centres in the preferred option (at existing children's centre sites).
d) Possible alternative uses for those children's centre buildings no longer proposed for use for council-run early help services.

19. Several public meetings have taken place across the County during the consultation period to support people in understanding the options and filling out responses. The consultation is due to close on Wednesday 13 December 2018.

Educating our Children

20. The Education and Skills Strategy was approved by Cabinet in July 2018. The delivery of the Strategy will be carefully monitored and evaluated through an action plan that draws upon the business critical priorities from each service area and the key performance indicators that will demonstrate outcomes. Underpinning this are robust processes for monitoring the impact of the various improvement projects that are underway to realise the aims of the strategy.

21. The main feature of this strategy is the development and implementation of the Side by Side project which aims to secure better outcomes for children and young people in Buckinghamshire through a sustainable, school led model of improvement. Side by Side was initiated for secondary schools that do not yet have a good or outstanding Ofsted rating. In order to support these schools, deployment of the best teachers and senior leaders from other secondary schools in the county has taken place in 8 secondary schools since April 2018. Similarly, a Side by Side primary school project commenced in September 2018 involving 12 schools that do not yet have a good Ofsted rating. In addition, the scope of Side by Side will extend to both primary and secondary schools that are currently rated as good, but for various reasons may require preventative support in order to maintain their rating.

22. There is an Early Years Side by Side initiative, whereby Early Years providers and school settings within a given locality will be working together to improve outcomes through the sharing of expertise and best practice to meet local demand.

23. The Side by Side SEND initiative is also now underway through the roll out of the Maximizing the Impact of Teaching Assistants training programme.

24. The final stage of the transition of Services from the Buckinghamshire Learning Trust (BLT) to the Council was completed at the beginning of August 2018. The statutory duties

within School Improvement and School Governance are now being delivered by the Service.

25. The transition process began with the transfer of the Specialist Teaching Service, Early Years and Workforce Development team and the School Financial Management team. In total, 84 colleagues have transferred and the knowledge and experience that the transferring teams bring is very much valued and will enhance the delivery of Services to support children and young people in schools in Buckinghamshire.

School Inspections

26. Since the beginning of the calendar year, 60 schools in Buckinghamshire have been inspected by Ofsted, 47 primary and 13 secondary. The grades of these inspections are as follows:

Judgement	Primary	Secondary
Outstanding	2 (4%)	2 (15%)
Good	35 (74%)	5 (39%)
Requires Improvement	5 (11%)	4 (31%)
Inadequate	-	2 (15%)
Awaiting outcome	5 (11%)	-
Total	47	13

27. In the inspection outcomes, 4 primary schools were downgraded from 'Good' to 'Requires Improvement', whilst 2 schools improved their rating. The remaining, all maintained their rating. The 2 secondary schools that were judged to be 'Inadequate' as well as all those that were downgraded are being supported as part of the Side by Side initiative.

28. 5 schools were inspected for the first time following their conversion from being a maintained school to an academy, 4 were judged to be 'Good' and 1 'Inadequate'. The school that received the 'Inadequate' judgement, was previously 'Inadequate' as a maintained school.

29. The overall picture within Buckinghamshire is that 89% of pupils attend a 'Good' or 'Outstanding' school, compared to 86% nationally. 91% of schools in the county are 'Good' or better, which is 5% higher than all schools across the country.

Early Years Service

30. The Childcare Sufficiency Assessment for 2018 was published in September. This provides an analysis of the early years and childcare market in Buckinghamshire, identifying any gaps in provision and the plan of action to increase the availability of places. It also considers the impact of legislative changes across the sector and the introduction of the extended free entitlement also known as the '30 hours' was introduced in September 2017 to support working families.

31. Data published in June 2018 by the DfE indicates that the introduction of 30 hours is impacting on the take up of places of vulnerable two year olds with a national decline which is also mirrored in Buckinghamshire. Fewer children are accessing provision and

those that are taking a place tend to take fewer hours than previously. Take up by two year olds has reduced from 82% in 2016 to 75% in 2018 (72% nationally).

32. Following a successful bid to the DfE for a grant to support developing additional SEND childcare places for early years aged children, research has been undertaken with families and supported four providers to develop additional capacity to support parents requiring provision during school holidays.

33. The quality of early years provision in Buckinghamshire continues to be high with over 97% of providers having a good or outstanding Ofsted judgement (237/243).

Sufficiency of places for looked after children

34. This work stream focuses on improving placement sufficiency for Buckinghamshire's looked after children population. The services residential care homes project will deliver four new homes for looked after children to reduce the number of children placed outside the county and improve placement stability.

   a) Home 1 is located in Aylesbury and opened in July. It is being used to house young people previously placed out of county.
   b) Home 2 will also be located in Aylesbury. This will be a 4 bed, short placement home, with an attached 1 bed unit for emergency placements. The planning permission to permit change of use to residential accommodation has been received and the refurbishment and registration commenced in November. The home is expected to open in February 2019.
   c) Homes 3 & 4 will be located in the south of the county. The service is currently in the process of reviewing suitable properties and engaging with local residents prior to purchasing. The homes are anticipated to open in late 2019 early 2020 respectively.

35. The second part of the project is about increasing the capacity of in-house foster placements. The service is now in the process of implementing its recruitment and retention strategy with the aim of launching a new offer to carers in January 2019. The ambition is to achieve a 20% net increase in placements year on year to 2021. This workstream also includes a campaign to raise awareness of fostering and working with Bucks Business First to engage with the business community through the foster friendly employer initiative.

36. The service has recently revised and published the placement sufficiency strategy for looked after children. This provides an outline of the plans to ensure that there is sufficient placements to meet the needs of looked after children over the next 3 years and that they are supported to achieve their full potential.

Short Breaks for Disabled Children

37. Short Breaks provide a break from day to day caring arrangements. Short breaks provide disabled children and young people with an opportunity to make friends, learn new skills, develop independence and have fun. They also help parents, carers and families to take a break from their caring responsibilities and spend time with other family members.

38. A draft Short Breaks Strategy for Children has been developed to set out a vision for how short breaks can achieve positive outcomes for disabled children as well as helping carers to provide sustainable support for their families.

39. The strategy will help the Council and the Clinical Commissioning Group to:

   a) Deliver an offer which enables access to universal services and helps children with disabilities use provision locally. This will help children make friends, help parents

build networks of support and allow us to develop provision where children with and without disabilities can interact with each other.

b) Deliver a more flexible short breaks offer to provide tailored support at the right time to prevent families from falling into crisis.

c) Ensure the services represent value for money and that available resources for short breaks are targeted at those who need support the most, through eligibility criteria and regular reviews.

40. This is the first Children's Short Breaks Strategy for the Council and it has been developed in partnership with Adult Services, the Clinical Commissioning Group and FACT Bucks (Bucks Parent Carer Forum). The draft Strategy was developed following pre-consultation activity with service users and families. In October 2018, Cabinet approved a 10 week public consultation on the short breaks offer. The consultation is focused on what the principles within the strategy will mean for service users, their families and carers and how these will be applied to create a more flexible offer. Feedback will be used to inform specifications for future short breaks service which will be developed in spring 2019.

Special Educational Needs and Disability

41. The Special Education Needs and Disability (SEND) improvement action plan has been updated and signed off by the Integrated Services Board in their October meeting. The action plan includes the following key priorities:

a) Compliance with the statutory Education Health and Care Planning 20 week timescale, annual review process and effective use of panels.

b) Improving the quality of Education, Health and Care Plans and the family experience.

c) Ensuring children have their needs met locally in mainstream schools were possible and appropriate through the work of the inclusion hub.

d) Developing early identification and early intervention support as part of the Early Help programme that ensures children registered with SEN Support are effectively supported to achieve their potential.

e) Developing a shared understanding of co-production, owned across the local area and underpinning all SEND delivery and ongoing improvement.

f) Improving the communication with and experience of families leading to a reduction in the number of complaints and tribunals.

g) Improving the experience of children and their families preparing for adulthood from year 9 and transitioning to adult services.

h) Upskilling the workforce across the local area to ensure children and their families benefit from skilled and knowledgeable professionals.

42. Work is underway to redesign services for children and young people with SEND, including remodelling the Specialist Teaching Service, Educational Psychology Service and the SEN team with a view to developing a more integrated structure that can better meet need. It is anticipated that this work will embed a more collaborative approach to meeting the needs of children and families, improve the timeliness of statutory processes and enable some early intervention and preventative work to be developed to help manage demand.

43. Preparation for a potential SEND Ofsted/CQC inspection is also continuing and the Self Evaluation Framework has been shared with partners and parent/carer representatives in a range of forums. A challenge event has been held to ensure all key stakeholders understand the local context, are able to articulate their strengths and have robust evidence to support improved outcomes. In addition, this event will support professionals to describe the areas for development and ensure they have plans in place to address any areas of concern.

Ofsted Monitoring Activity

44. Following the re-inspection in November 2017, Ofsted conducted a two-day monitoring visit in July. During this visit, inspectors reviewed the progress made in the following areas:

    a) Thresholds for working with children in need.
    b) The recognition, understanding and response to risk for children in need.
    c) The quality of direct work with children and parents, and the links between this work and children's plans.
    d) The quality of plans, the quality and timeliness of arrangements for the review of children's progress, and the understanding that children and their families have of these plans, and of what needs to improve.
    e) The quality of management oversight and supervision, particularly in the following areas: assessing the impact and progress of work; support for social workers to address any difficulties in working effectively with families; and the guidance and support provided to social workers in their direct work with children.
    f) The speed and decisiveness of the response to escalating risks.
    g) The effectiveness of the quality assurance of social work with children in need.

45. Inspectors considered a range of evidence, including case files, meetings with social workers and managers, discussions with senior managers and analysis of other documentations and data. The key findings are shown below:

    a) From a very low base, the local authority is making some early progress in improving services for children and young people who are the subject of a child in need plan.
    b) Senior leaders have a clear and well-informed understanding of the significant weaknesses in the quality of work with children in need. Plans to improve practice are credible and well devised. Senior managers are strongly committed to moving forward at a realistic pace, and are determined to achieve rapid and sustainable improvements in children's circumstances and outcomes.
    c) While the impact of most social work remains too weak, there are encouraging signs of early improvement, underpinned by realistic plans to build on this foundation.
    d) The majority of social workers who spoke with inspectors said that they have opportunities to express their views, and that recently appointed permanent senior managers are more visible, responsive, approachable and practice orientated. Staff expressed cautious optimism that practice is slowly improving, and that the culture is increasingly transparent.
    e) Caseloads are too high, and this limits the time that social workers have available to spend working directly with children and their families.
    f) The quality and impact of management oversight and supervision are too variable: managers do not consistently support and assist social workers to evaluate and build an improved understanding of the needs of children.
    g) Not all risks are fully recognised or understood, and this leads to failures and delays in the safeguarding of a minority of children. Some children's cases continue to be stepped down too quickly before children's circumstances and outcomes sustainably improve.
    h) Most child in need plans lack focus and specificity and do not achieve purposeful, timely and measureable outcomes for children. Most contingency plans are too vague and generic and are not tailored to individual children's circumstances.

46. Ofsted are due to complete the next monitoring visit on 11 and 12 December 2018, the focus of which will be Children subject to Child Protection Plans.

Role of Improvement Adviser

47. Following the Commissioner's review of Children's Services, the DfE issued a revised statutory direction that Buckinghamshire County Council will retain its Children's Services. As a result, the Secretary of State appointed Hampshire County Council as the Council's improvement advisers. The overall purpose of the improvement partnership with Hampshire will be to provide independent advice and support to the Council. Progress against the plan will be monitored by the DfE.

Ofsted Improvement Activity

High level action plan update

48. In response to the Ofsted re-inspection in November 2017, a high level action plan was developed and a significant amount of immediate remedial action was taken to establish a firm base for improvement within the service.

49. The Senior Management Team continues to discover areas of practice that need improvement across the service. In response, a phase 2 improvement plan has been produced to incorporate these findings and is attached to this report to expand on the actions included in the high level action plan. The plan will be under regular review to ensure that actions are further expanded where it is necessary.

50. The outcome of a number of actions taken from the initial action plan have informed the phase 2 improvement plan and concentrate heavily on the impact that team managers and assistant team managers need to have in order to improve outcomes for children, young people and their families.

51. Progress will continue to be monitored and reviewed by the Children's Improvement Board. The Board is chaired by the Children's Improvement Adviser and comprises of Buckinghamshire's Corporate Management Team, Children's Services Management Team representatives, representatives from partner agencies and Hampshire County Council.

Development Centre Programme

52. The Development Centre Programme was developed in response to the Ofsted re-inspection report (January 2018) findings which identified significant concerns about the quality of management oversight and decision-making. Strengthening these two elements remains a key driver at the centre of all the on-going improvement activity.

53. Effective and competent first line management tiers of Team and Assistant Team Managers are critical to achieving and maintaining a good standard of social work practice and delivering improved outcomes for children. Collectively, this cohort of managers is central to the assessment, planning, support, intervention and review functions for children, young people and their families known to the service.

54. The Senior Management Team is addressing the outcomes of the development centre.

55. Personal Development Planning sessions are being offered to agree the bespoke training, learning and development offer with this tier of managers.

Children in Need (CIN) Audit and Review

56. In February 2018, Children's Services began an audit and review of a high proportion of open Children in Need cases. The audit and review has provided an opportunity to evaluate social work practice, through scrutinising electronic case records and consulting with allocated staff, to reach a professional judgement about the overall standard of practice and the child's safety and well-being.

57. Whilst there remains a concerning cohort of cases that have been judged to be 'Inadequate', the majority have been judged to be 'Requires Improvement' with a small cohort of cases judged to be 'Good'.

58. The Senior Management Team is addressing the outcomes of these audits both in supervision with their direct reports and through the quality assurance framework. To assure the quality of future practice standards in implementing audit findings, it is proposed that an unannounced spot checks will take place regularly.

Beyond Auditing

59. The Ofsted re-inspection report (January 2018) includes recommendation number nine which states that Children's Services should:

> *"Apply an appropriate audit tool to ensure that qualitative analysis, alongside quantitative compliance auditing, measures effectively the improvements, impact and outcomes for children."*

60. The 'Beyond Auditing' pilot programme was subsequently launched at the end of April 2018 as part of the post-inspection activity to improve qualitative analysis and measure improvements, impact and outcomes for children. The 'Beyond Auditing' Quality Assurance Framework and programme of activity aims to promote and embed practice evaluation and assure the quality of practice as part of business as usual. The 'Beyond Auditing' Team work in collaboration with the allocated social worker and team/assistant team managers in 'real time' to review a number of different elements, analyse the quality of practice and measure improvements over time. The process includes consultation, audit review and observation activities to connect the outcome and findings with active feedback, learning and change by increasing the level of insight about identified strengths and areas for improvement. The Principal Social Worker and 'Beyond Auditing' Team provide the necessary feedback, learning and development support to individual social workers and team/assistant team managers to address the identified recommendations and support the required learning and development that has been identified.

61. As with the CIN audits, there is a small number of cases judged to be 'Good', the audit evidence shows that the general standard of practice is still not consistently good.

62. It is important to note that there is a number of 'legacy' issues which are being addressed and these cases require robust management oversight to ensure that the audit feedback is acted upon.

63. Having analysed the combined findings to identify the most common themes and issues, a practice guidance tool has been created to assist social workers in their roles.

Public Law Outline Review (Court work)

64. As part of the post-inspection improvement programme a thematic review has been completed in respect of Public Law Outline (PLO) practice. This focuses on several practice concerns highlighted in the Ofsted re-inspection report (January 2018):

   a) Widespread and serious weaknesses in some safeguarding services.
   b) Critical weaknesses spanning the children protection and court work teams.
   c) Risks not being recognised and weak managerial oversight being found at all levels.

65. The review provides a comprehensive analysis of pre-proceedings and court practice. The review includes input from social work managers and practitioners as well as legal service and takes into account available performance data and legal spend.

66. Based on the findings of the thematic review, the report sets out a number of recommended actions, which the service is in the process of implementing. Progress against this action plan will be monitored by the Children's Improvement Board.

Placement at Home with Parents Arrangements

67. The Ofsted re-inspection report (January 2018) raised concerns in relation to children subject to Care Orders who are placed at home with parents. These arrangements are part of the legal framework set out in Regulations 15 to 20 of the 'Care Planning, Placement and Case Review (England) Regulation 2010' which govern practice and decision making regarding the return of children, who are the subject of Interim Care Orders or Care Orders, to the care of their families.

68. Since the last update presented to Cabinet, all children currently subject to these arrangements have now been reviewed by the service. The main impact of the intervention to date has been to consider all arrangements, identify weak areas of practice regarding individual children and young people in order to strengthen the management overview and decision making to make these arrangements safe. This has resulted in some children and young people requiring remedial action to address deficits in their care planning. In a small number of instances, evidence of poor practice and non-compliance with agreed plans has resulted in escalation and direct intervention, including a return to court where necessary.

69. To assure the quality of future practice standards regarding children placed at home, there will be six monthly unannounced spot check. This activity will include a review of the child's records and case discussions with the allocated Social Workers, Team Managers and Independent Reviewing Officers, as necessary and appropriate.

Children's Services Workforce Strategy

70. The implementation of the Children's Social Care Workforce Strategy continues to be a key priority. The workforce continues to receive significant investment and remains a major factor in delivering the necessary practice and Service improvements that are required to deliver the right outcomes for children and families as well as achieve an improved rating from Ofsted.

71. The Children's Service Workforce Strategy Board has agreed updated terms of reference, developed a priority action plan and refreshed its membership with representation from Children's Social Care and corporate colleagues. The Board will focus on:

    a) Recruitment and Change
    b) Retention and Wellbeing
    c) Training, Learning & Development

72. The Executive Director for Children Service's (DCS) continues to hold staff surgeries with individuals and teams across the 3 area office locations. These surgeries provide an opportunity for staff to share their views, feelings and ideas with the DCS. Future surgeries will continue to be scheduled on a termly basis.

Recruitment

73. A new external social worker recruitment campaign was launched in September 2018. A dedicated website has been developed with new branding and design work plus a social media campaign, new candidate pack and refreshed job summaries. The campaign is designed to give Buckinghamshire Children's Social Care Service visibility in the recruitment market and encourage social work qualified applicants to apply to work in one of the local social work teams and Services.

74. The service continues to actively focus on recruitment of permanent staff to replace agency workers and the percentage of agency staff is significantly down from over 25% in 2016. There has been a sustained reduction and it now fluctuates between 12-16%. This in line with the average for both England (16%) and the South East (15%). It is likely that the service will see a slight rise in agency workers in the short term, during a period of transition, whilst there is a focus heavily on improving performance of the service.

75. Over the last 12 months, 57 qualified social workers have been employed and 17 agency Social Workers have converted to permanent contracts. This process will continue and a refreshed permanent employee benefits offer will hopefully contribute to an increase in the conversion ratio.

76. Vacant posts continue to remain steady, with between 5-9 vacancy posts per month in total across all social care teams. The turnover rate is at 25% which is higher than the national average (15%). This is reflective of the period of change whilst the service focus on managing and improving performance. The completion of on-boarding and leaver surveys are actively reviewed and, where necessary, have implemented a number of initiatives to help attract and retain staff.

B.   Other options available, and their pros and cons

N/A

C.   Resource implications

N/A

D.   Value for Money (VfM) Self Assessment

N/A

E.   Legal implications

N/A

F.   Property implications

N/A

G.   Other implications/issues

N/A

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

N/A

I.   Communication issues

N/A

J.   Progress Monitoring

N/A

K.   Review

This report is intended to provide a six monthly update on the full range of policy developments and Service transformation activity taking place within children's Services in Buckinghamshire in response to national and local drivers.

Background Papers

Ofsted Improvement Plan – Phase 2

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 Democratic Services Team by 5.00pm on 7 December 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

BUCKINGHAMSHIRE COUNTY COUNCIL CHILDREN'S SERVICES IMPROVEMENT PLAN (PHASE 2) NOVEMBER 2018

PART ONE: INTRODUCTION

The Ofsted re-inspection of Children's Services for children in need of help and protection, children looked after and care leavers took place on 6th November to 30th November 2017. The re-inspection report was published on 29th January 2018 and judged the overall service to be inadequate, with the Care Leaving Service requiring improvement to be good and the Adoption Services judged to be good.

Progress since the previous Ofsted inspection in 2014 was found to be inconsistent, too slow and failed to achieve the wholesale service improvements required for vulnerable children. The re-inspection found widespread and serious weaknesses in some services to safeguard children as well as some critical weaknesses in services to children looked after.

We accept these findings and are committed to improving services for our children and young people. There is much to do and we anticipate that this is likely to be at least a three year improvement journey. Phase 2 of our improvement plan builds on Phase 1 which was put in place immediately following the Ofsted re-inspection. The Phase 1 improvement plan has been progressed and closed down with outstanding actions rolled over into the Phase 2 improvement plan.

The Phase 2 improvement plan continues to embed performance compliance and further develops practice and quality standards. The improvement plan outlines the actions that we will take to address the identified weaknesses and areas for development identified in the Ofsted inspection report. It incorporates the inspection report recommendations and the feedback from the first Ofsted monitoring visit. It is also informed by the Commissioner's report and attends to the details contained in the Secretary of State's statutory direction, including the Improvement Adviser role provided by Hampshire County Council.

The action that is taken and the progress that is made to improve outcomes for children, young people and their families will be monitored and reviewed by the Children's Improvement Board which is chaired by the Children's Improvement Adviser.

The anticipated timescales for completion of actions will be reviewed regularly given the outcome of the Development Centre for first line managers. The successful implementation of this plan relies on effective and competent first line managers as this tier is critical to achieving and maintaining good standards of social work practice. It is too early to demonstrate the impact of initial progress against actions on improving outcomes. In addition, the plan will be under regular review to ensure that actions are further expanded where it is necessary.

PART TWO: IMPROVEMENT PLAN (PHASE 2) – PRACTICE, PERFORMANCE, PEOPLE AND PARTNERSHIPS

Number Including Ofsted Recommendation	What we want to achieve	Action	Lead	Timeframe
1. PRACTICE				
First Response Service				
1.1 Ofsted Recommendation Number 3 and Ofsted Recommendation Number 7** (only in relation to asylum seeking children)	To refresh and embed clear protocols for assessing children and young people referred to children's social care ensuring compliance with the revised Working Together (2018).	• To consult with safeguarding partners and revise the Assessment Protocol for assessing children, and young people.	Amanda Andrews	Jan 2019

1.2
Outlined in DfE Direction ToR
	To provide an efficient and effective principal point of contact to receive and consider all contacts and referrals regarding concerns about children, young people and their families.	• Strengthen the impact and resilience of the Multi-agency Safeguarding Hub (MASH) particular by improving:
		  o Screening and decision making tools
		  o Domestic abuse triage (including the advisability and feasibility of a domestic abuse Family Group Conference offer)
		  o Missing children and young people (ELPIS)
		  o SWAN Unit
		  o Out of hours Emergency Social Work Team (ESWT).
			Amanda Andrews	Mar 2019

Safeguarding Service including Children in Need of Help and Protection, including Children with Disabilities				
1.3 Ofsted Recommendation number 1	To further develop the recently aligned Safeguarding Teams to provide targeted support and intervention for children in need of help and protection.	• To ensure that CIN Audit and Review recommendations and remedial actions have been responded to and addressed and the learning embedded into everyday practice. • To review service arrangements for conducting CIN Reviews and ensure that allocated social workers are adequately supported by line managers and business support officers.	Errol Albert	Jun 2018 – Feb 2019

		• To review processes and pathways on the stepping down of children who no longer meet the threshold for CIN/CP and who would benefit from support from partner agency involvement including community and voluntary services.		
1.4 Ofsted recommendation number 2	To deliver targeted outreach services to support children and young people to live with their families and prevent them becoming looked after	• Review the Children and Teenager Community Help Team (CATCH) and explore the feasibility for developing an enhanced 'Edge of Care' Service. • As part of the above, identify a menu of available resources and establish an agreed service approach to support children, young people and their families. • Review opportunities for CATCH to develop their offer on reunification and return from care.	Errol Albert	Mar 2019
1.5	To ensure that children and young people at risk of significant harm are afforded appropriate legal protection through the Public Law Outline when required.	• To implement the action plan arising from the Public Law Outline thematic review recommendations.	Errol Albert	Oct 2018 – Jan 2019
Care Management Service (Children in Care Service and Care Leavers)				
1.6 Ofsted Recommendation number 8	To ensure children in care and care leavers are well informed and receive their full rights and entitlements.	• To review and refresh on line information and hard copy materials to provide children in care and care leavers with full details of their rights and entitlements, including advocacy and complaints. • To provide all care leavers with full information about a health passport about their health history.	Richard Nash / CCG	Jul 2018 – Mar 2019
1.7 Ofsted Recommendation Number 4	To ensure care plans appropriately reflect children's diverse needs and individual identities.	• To complete a file review of care plans to ascertain the details of practice as part of the Beyond Auditing Programme. • Use the findings of the review to develop practice guidance, training and development opportunities.	Yvette Thomas / Julie Davies	Mar 2019
1.8 Ofsted Recommendation Number 6	To ensure children placed at home with parents are looked after and protected appropriately.	• To undertake a further review of children placed at home with parents to assure standards of care and compliance with procedures and guidance.	Paulette Thompson-Omenka	Mar 2019

Child Protection, Independent Reviewing and LADO Service				
1.9 Ofsted Recommendation Number 1 Outlined in DfE Direction ToR	To ensure that Child Protection Advisers and Independent Reviewing Officers strengthen and assure the quality of child protection and care planning practice through robust oversight, challenge, support and escalation where required	• To review the child protection and independent reviewing service in order to maximise the role and function of available resources to improve outcomes for children and young people. • Further embed and refine the child protection and care planning alert and escalation protocols.	Julie Davies	Dec 2018
Care Services (Fostering, Adoption, Residential and Placements)				
1.10 Ofsted recommendation number 2	To ensure all children in care and care leavers placements meet their assessed needs and are allocated in an efficient and effective manner that delivers value for money.	• To maintain and further develop robust management of the weekly Children's Care Planning and Resources Panel to oversee resource allocation, decision making and financial administration for all new placements and any changes to existing placements. • Increase the availability of local placements for looked after children.	Nathan Whitley	Jul 2018 – Mar 2019
2.0 PERFORMANCE				
Practice standards				

2.1 Outlined in DfE Direction ToR	To provide clear practice guidance and tools to ensure that staff are aware of what good practice looks like and model this in their work with children, young people and families.	• To develop practice guidance and standards that identify the hallmarks of good practice, including;
		  o Case recording standards
		  o Direct work and the voice of the child
		  o Strengthening Families assessment and planning tools
		  o Supervision standards
		• To ensure that the above practice guidance and standards are launched and are the focus of team and service meetings across the service.
			Julie Davies	Jan 2019 - Mar 2019

'Beyond Auditing' Quality Assurance Framework				
2.2	To ensure that the Beyond Auditing Team resources are fit for purpose to work alongside staff and model the critical friend role.	• To review staffing in the Beyond Auditing Team and establish the requisite knowledge, skills, experience and values to fulfil the quality assurance role.	Julie Davies	Complete

| 2.3 Ofsted recommendation number 5 and recommendation number 9

Outlined in DfE Direction ToR	To deliver the 'Beyond Auditing' Quality Assurance Framework and assure the standard of practice and the impact this has on improving outcomes for children, young people and families.	• To agree the 'Beyond Auditing' programme from September 2018 to April 2019, including a review of previous findings and recommendations, and a number of additional thematic 'deep dives' focusing on: o Child protection planning o Care planning o PLO pre-proceedings and Court proceedings	Julie Davies	Complete
2.4 Ofsted recommendation 10	To provide regular audit and review feedback to staff and promote continuous learning, development and support opportunities to improve practice across the whole service.	• To deliver a comprehensive programme of support led by the Principal Social Worker in conjunction with the Beyond Auditing Team, including: o Practice Forums o Team and Assistant Team Manager workshops o Reflective supervision o Action learning sets o Coaching and mentoring o Practice Champions.	David Glover-Wright	Mar 2019
Training, Learning and Development				
2.5	To re-launch the Strengthening Families Framework model of approach to ensure consistent strengths based practice with children, young people and their families.	• To re-issue the SFF Practice Guidance to all staff. • To roll out individual team/ service training as and when appropriate.	Senior Management Team	Apr 2018 – Mar 2019
2.6	To target and promote the findings and outcomes from the Development Centre Programme to strengthen and address areas for development	• To complete the final Development Centre, review overarching findings and complete individual feedback to all Team and Assistant Team Manager. • To review and consolidate the learning from the outcome of all the Development Centre sessions and consult with Development Centre Assessors and agree the offer and next steps. • To convene a joint session with Assessors and Team/Assistant Team Managers to provide feedback and agree next steps.	Richard Nash	Nov 2018

197

Performance Framework				
2.8 Ofsted Recommendation Number 9 Outlined in DfE Direction ToR	To ensure that regular and accessible performance data, including compliance, trend and benchmarking information, is reported consistently in a manner that aligns with the quality assurance priorities and supports the overall management and leadership of the service.	• To review and remodel the existing performance framework to streamline the scope, format and cycle of reporting across the service.	Richard Nash	Nov 2018
3.0 PEOPLE				
Workforce Development & Planning				
3.1	To lead and coordinate the implementation of a Strategic Workforce Development Board that promotes Buckinghamshire as an employer of choice.	• To convene regular Strategic Workforce Development Board meetings to oversee the progress of the workforce priorities and Sub Group activity for : o Recruitment & Change Management o Retention & Wellbeing o Training, learning & development.	Rebecca Ellis	Complete
Recruitment and Change Management				
3.2	To launch an external recruitment campaign to attract skilled and permanent social work staff.	• To develop an social worker recruitment campaign, including: o Refresh & review the online microsite o Update communications and branding o Revise job descriptions o Devise targeted adverts and recruitment campaigns o Attend and increase visibility at external job fayres e.g. COMPASS in London & Birmingham o Develop in-house recruitment events.	Rebecca Ellis	Complete
3.3	To reduce over reliance on agency social work staff and build stability in the workforce.	• To authorise and robustly review the continuing use of agency social work staff at a senior level. • To undertake 1:1 consultations with existing agency staff to promote conversion onto permanent contracts.	Richard Nash / Rebecca Ellis	Nov 2018

4.0 PARTNERSHIPS				
Internal - Business Support				
4.1	To ensure that social work teams and services are well supported and enabled to deliver efficient and effective services.	• To review the role, function and capacity of Business Support Services and address the findings and recommended actions.	Mark Green / Clare Brown	Apr 2019

PART THREE: APPENDICES

Appendix A - Ofsted Re-Inspection Report (29th January 2018) Recommendations

The improvement plan incorporates the findings from the Ofsted inspection and includes the ten recommendations outlined below:

1. Take immediate action to improve the quality of management oversight and decision-making at all levels to make sure that children's plans are properly progressed. Ensure that management interventions, including escalations and alerts by child protection chairs and independent reviewing officers, are clearly recorded on children's files and that these actions are followed through.
2. Ensure that appropriate support is in place to meet the needs of children when child protection plans end and also when children return home from care.
3. Improve the quality of assessment and planning to ensure that risk is identified and responded to promptly, especially when risks escalate. Ensure that assessments and plans identify the unique needs and experience of each individual child, particularly when they are part of a large family of brothers and sisters.
4. Ensure that care plans for children reflect their diverse needs and individual identities, and are realistic about achieving change.
5. Ensure that all written records are clear and up to date, and accurately identify the circumstances of children and their families.
6. Take immediate action to ensure that monitoring and visiting arrangements to all children looked after in placements with parents are sufficiently robust to ensure their safety and progress until these arrangements are formally resolved.
7. Review the procedures for accommodating and supporting unaccompanied asylum-seeking children, including those who arrive outside office opening hours, to ensure that their immediate needs and vulnerabilities are appropriately assessed.
8. Ensure that all care leavers have full information about their health histories and what they can expect during their time in care and on leaving care, including information about advocacy and complaints.
9. Apply an appropriate audit tool to ensure that qualitative analysis, alongside quantitative compliance auditing, measures effectively the improvements, impact and outcomes for children.
10. Ensure that all staff receive appropriate training, including mandatory training, in order to improve their key skills and to keep them up to date in their knowledge and practice.

APPENDIX B – SECRETARY OF STATE FOR EDUCATION STATUTORY DIRECTION 12TH JULY 2018

Improvement Advisers Terms of Reference – July 2018

1. Buckinghamshire County Council ("the Council") has failed systemically and persistently in its delivery of children's social care services. The 2018 Ofsted report found the service to be 'inadequate' overall and for all key judgements.

2. Hampshire County Council is expected to support the Council's improvement programme on those areas of practice that Ofsted has judged to be inadequate. It shall in particular:

a. Chair Buckinghamshire's Children's Services Improvement Board ('the Improvement Board');

b. Ensure that the Council:

- Continues the implementation of a robust improvement plan which spans children's social care services, and includes clear and specific actions that reflect the journey of the child and which address all recommendations made in the Ofsted report so as to improve the quality of services for children;

- Implements a revised early help offer that links more closely with social care activity and an improved multi-agency safeguarding hub;

- Invests specifically in leadership and management development for the senior leadership team and team managers;

- Continues to embed a new organisational culture that supports social work practice;

- Creates an effective performance and audit framework;

- Reviews the role and impact of child protection conference chairs and Independent Reviewing Officers; and

- Develops a fully-realised transformation plan that sets out a vision for how the service will deliver high-quality social work and related services.

c. Provide leadership, support and practice advice in line with priorities agreed with the Council and set out in the Commissioner's report and areas of weakness identified by the Ofsted report;

d. Provide where appropriate direction, monitoring, and coaching to the children's services senior team to secure the necessary improvements and to build on their capabilities; and

e. Provide regular reports to the Department for Education that assess improvements in Buckinghamshire by reference to the Ofsted report. These reports may cover but are not exclusive to practice; performance; culture; leadership, management and governance; management oversight; early help; and local multi-agency arrangements.

3. Agree to review support arrangements with DfE 12 months after the date of the Direction.

Buckinghamshire County Council

Visit **democracy.buckscc.gov.uk** for Councillor information and email alerts for local meetings

Report to Cabinet

Title:	Adult Social Care Update
Date:	Monday 10th December 2018
Author:	Cabinet Member for Health and Wellbeing
Contact officer:	Gill Quinton
Local members affected:	All
Portfolio areas affected:	Health and Wellbeing

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

Summary

The purpose of this report is to provide Cabinet with an update of the national, regional and local developments in relation to adult social care and additional local priorities and developments in Buckinghamshire, covering June – December 2018.

Recommendation:

Cabinet is asked to note:

i) **The key national legislative changes that adult social care is facing and the uncertainty arising from delays of the Green Paper.**

ii) **The scale and range of transformation that we are undertaking in Buckinghamshire.**

iii) **Our co-design and delivery with key stakeholders.**

Adult Social Care Update

1. Legislation and Policy

1.1 Social Care Funding
At the end of July 2018, the Local Government Association (LGA) launched a nationwide consultation to encourage a debate on how to pay for adult social care. The LGA Green Paper highlighted that since 2010 councils have had to bridge a £6 billion funding shortfall, and estimated a £3.5 billion funding gap by 2025 to maintain existing standards of care.

The paper set out options for how the government could improve the system and the measures to be considered given the scale of the funding crisis. It also included a range of possible solutions to pay for adult social care in the long-term.

Our response to the LGA was informed by a full Council debate in September which provided the opportunity for Members to express their views on the challenges facing adult social care. The resolution received full cross-party support and the Cabinet Member for Health and Wellbeing subsequently wrote to the Secretary of State for Health and Social Care. The letter articulated the significant local and national challenges for adult social care and the need for a speedy resolution to the long-term sustainability of services.

The Council's concerns are echoed nationally. The Public Accounts Committee has expressed concerns about the achievability of health and social care integration given the financial pressures on local authorities. The Royal College of Surgeons has written to the Chancellor highlighting the probably impact on discharge of patients if the £3.5bn gap is not addressed. The King's Fund (an independent charity) considers that adult social care needs at least £1.5bn more funding per year to copy with demand.

Whilst the additional short-term funding for 2019-20 announced in the budget has been welcomed by leaders of social care services, funding challenges for adult social care remain a significant concern.

1.2 Homelessness Reduction Act 2017
At the beginning of October 2018, the Homelessness Duty to Refer came into effect[1]. This duty encourages local housing and other public authorities to work together to prevent homelessness through providing integrated service provision.

We have confirmed processes to refer with all the District housing teams and have the relevant documentation to do this. We have confirmed protocols with managers through the Heads of Service meeting, are briefing lead members through the Communities, Health and Adult Social Care Board, and are meeting with District Councils later in the autumn to pick up any further actions or emerging issues including whether this could end up as an unfunded pressure.

---

[1] https://www.gov.uk/government/publications/homelessness-duty-to-refer/a-guide-to-the-duty-to-refer

2. Resilience

2.1 Care market management & sustainability

Glen Garrod, President of the Association of Directors of Adult Social Services (ADASS), has responded to the Care Quality Commission's 'State of Care' report released in October, by saying:

"This report is an important contribution to our national debate around how we fund, organise and provide the best care possible. The fact that a postcode lottery of access and quality now exists, with many areas at or beyond a tipping point owing to care funding shortfalls, is both a highly personal and a national tragedy."

Independent sector providers have continued to absorb changes in law which add additional cost pressures to the delivery of care, from increases of fee rates to them by the regulator, to the proposed Mental Capacity (Amendment) Bill.

To bring stability to the care market, particularly for home care providers, uplifts have been offered to those providers who can demonstrate particular pressures arising specifically from legislative changes such as meeting the increases in the national living wage.

The October 2018 Care Quality Commission report contains the outcomes of their inspections on the regulated provision in Buckinghamshire. The breakdown across the four ratings was:

	National		Buckinghamshire		
	Number	% (Oct 18)	Number	% (Oct 18)	% (Mar 18)
Outstanding	615	3%	6	3%	3%
Good	17431	80%	152	75%	73%
Requires Improvement	3574	16%	45	22%	22%
Inadequate	305	1%	1	>1%	1%

Commissioning continues to offer a range of different interventions, with health partners, to the sector to assist improvement in performance. This includes providing training and support in targeted areas including safeguarding, the Mental Capacity Act, Deprivations of Liberties safeguards and medicines management. The Association of Directors of Adult Social Services has developed an online tool, Provider Assessment and Market Management Solution (PAMMS), which is an quality monitoring system. We are piloting the use of this tool with two of our block suppliers, with a plan to roll this out across all areas next month.

We have helped celebrate and increase recognition of best practice in the county with the annual Dignity in Care awards held at the beginning of May. It was inspiring to hear about and to congratulate teams that show huge dedication and commitment to improve the experiences of care for people with needs. Our 'Access All Areas' event in September was similarly a great showcase co-produced with partners, service users and carers, demonstrating ways people with a learning disability or autism can be included in and can contribute to mainstream activities in the community.

No care homes or home care providers registered and delivering care in Buckinghamshire have closed in this period. The care home identified in the last adult social care 6-month update to Cabinet in June 2018 closed in the agreed timescales and all residents were successfully found suitable, alternative services. Health and social care staff worked with the provider, residents and their families to achieve positive outcomes for all the individuals involved.

Following implementation of improvement plans, several care homes have now come off suspension (a process by which the Council contractually suspends new referrals to the service). These include Lent Rise, a Freemantle Trust home, and Holmers House, a Heritage Care home.

There remains a lack of staff coming into the care market to meet the levels of demand nationally and locally. Currently recruitment of staff from European Union countries appears to be stable but we will continue to monitor this through contract meetings and provider forums over the coming months.

2.2 Adult Social Care Winter Planning

In order to prepare for the coming winter pressures, we have:

- Reviewed and updated all of our plans in preparation for winter 2018/19, to ensure the continuous delivery of services during this period to all our clients including our most vulnerable service users. Alongside our health partners in Buckinghamshire, Oxfordshire and Berkshire, we have held joint events to test and ensure that our resilience programmes are aligned, clear and have been tested robustly.
- Launched the Council's funded flu vaccination programme which will run until January 2019, and is open to all Council employees, Elected Members, commissioned providers and Healthwatch employees.
- To support the successful delivery of the flu programme to protect our most vulnerable clients, we have also undertaken the following:

  ➢ implemented a clear communications plan to maximise vaccine uptake
  ➢ co-ordinated the Council staff vaccination programme, which included 7 in-house clinics for staff + a voucher scheme so staff could choose to attend a pharmacy of their choice as an alternative
  ➢ managed the adult social care commissioned care providers vaccination programme including inviting 150 care homes to participate, arranging flu vaccination clinics at the care homes, and implementing a voucher scheme for staff to attend a pharmacy of their choice.

- Launched the NHS Cold Weather plan 2018-19, writing to all adult social care contracted providers to remind them of the expectations placed upon them and to advise them of how they may access support in the event their own business continuity plans cannot maintain service delivery.
- Worked jointly with independent sector providers and system partners as part of preparation for winter demands.
- Arranged a workshop session for providers, health and social care to jointly plan for winter.

2.3 Timely Hospital Discharges

The national Better Care Fund sets local targets to be met on the timeliness of hospital discharges, referred to as Delayed Transfers of Care. Following the publication of the Better Care Fund Operating Guidance for 2018/19, the Buckinghamshire Better Care Fund plan was amended to include the new national aims for Delayed Transfers of Care reduction from September 2018 and adjustments to the budget to reflect in year priorities and efficiencies made through recommissioning.

The indications are that the Better Care Fund will continue into 19/20, but this has not been confirmed. The Improved Better Care Fund grant is a three year allocation and for the third year, 19/20 the value is £2.3m, £1.3m less than 18/19. This has been built into our medium term financial plan savings for 19/20.

There are concerns regarding the system performance in relation to Delayed Transfers of Care. There were 1,226 cumulative acute and non-acute days delayed (April – July 2018) attributed to social care and 5,432 acute and non-acute days delayed attributed to health.

Overall the total number of bed days delayed for Buckinghamshire spiked in May 2018 and then has reduced over the months validated to date.

Targets are set nationally from September this year. For Buckinghamshire from September 2018 – March 2019, there is a challenging target. We have seen an overall reduction in delays since we last reported this to Cabinet in July when the average was 50.1, as it has improved in August to 40.1 against a target of 31.8, and remains a focus for further improvement.

	Target	July 2018	August 2018
Health	24.9	42.16	30.87
Social Care	6.8	7.97	9.10
Joint	0.1	0.0	0.19
Total	31.8	50.1	40.16

There are a number of initiatives that are being undertaken to improve discharges. One, as part of the High Impact Change Model (a good practice framework for managing delayed transfers of care, which has 8 areas of change detailed in the previous ASC 6 monthly update to Cabinet in June 2018), is progression of the Discharge to Assess programme.

'Discharge to Assess' incorporates a number of health and care pathways of activity that maximise patient flows, allowing effective management of capacity demands across the Integrated Care System. It starts with reviewing existing organisational and partnership processes across the whole Buckinghamshire system to ensure they are operating as effectively and efficiently as they need to. This includes identifying, assessing and communicating best discharge plans across agencies at the earliest point. It also involves reinforcing the shared ethos of 'Home First', reflecting that individuals should be supported to recover their independence in their own communities whenever possible, not least as that is what people tell us they want.

The discharge to assess model also includes commissioning additional short term

capacity from care homes and home care providers, operating with input from therapists with a reablement focus; additional capacity delivered by the Red Cross, to help patients navigate the system and allied with the existing Home to Hospital service; and extra independent brokers working on acute wards to offer self-funding patients more information and assistance on care options.

3. **Integrated Care System (ICS)**
   The Integrated Care System (ICS) is a partnership of NHS organisations with local councils and others, which takes collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve. Integrated Care System leaders and organisations have greater freedoms to manage the operational and financial performance of services in their area.

   There are currently fourteen Integrated Care Systems in England[1] of which Buckinghamshire is one. Our delivery plan consists of four key programmes:

   (i) **Access, Care & Efficiency** – largely focused on secondary and tertiary care services; and accident & emergency (i.e. hospital based services)
   (ii) **Integrated Care** - largely focused on primary and community based services and referral pathways to and from hospital care. Most adults and children's services fall within this area.
   (iii) **Population Health Management** - early prevention and self-care; and health data and analysis
   (iv) **Professional Support Services** - back office services (estates management and digital development is being taken forward at the Sustainability & Transformation Plan level).

   Senior leaders from across the Integrated Care System have been identified to lead each programme and detailed plans are being developed.

   Within the Integrated Care Programme, of particular interest for Buckinghamshire County Council, is the development of Integrated Locality Teams (and community hubs), which are aligning with the GP clusters developed by Health Partners.

4. **Transformation Programme**
   Buckinghamshire County Council is committed to delivering the best quality support for residents and families who have care or support needs, within the resources available. These are not just Council resources but the resources available to the individual through their own families, friends, networks and other local communities.

   Our Transformation Programme is a significant journey to fundamentally redesigning and improving the way that we both support people who need to rely on us and enable people who can live independently to continue to do so with support from family and community networks.

   We are doing this by focusing on three key programmes or tiers, which are

---

[1] 1st wave ICS: South Yorkshire and Bassetlaw, Frimley Health and Care, Dorset, Bedfordshire, Luton and Milton Keynes, Nottinghamshire, Lancashire and South Cumbria, Berkshire West,
Buckinghamshire, Greater Manchester (devolution deal), Surrey Heartlands (devolution deal). 4 more areas were agreed in May 2018: Gloucestershire, West Yorkshire and Harrogate, Suffolk and North East Essex, North Cumbria

underpinned by crosscutting activities such as organisational development and human resources, technology and systems, business intelligence and analysis and digital design and development.

4.1   Tier One - Living Independently - key objectives include:

- To develop **an integrated Prevention Model** with partners across health and social care. Following stakeholder engagement throughout the summer we will be developing a detailed action plan to deliver agreement on the model and its implementation.
- To design and implement **a new "front door"** into adult social care that supports people to access the right information and advice to make informed decisions at the right time. Thus enabling people to help themselves through signposting to non-statutory services. Key to this will be the development of our digital and design offer to our residents.
- Consultation with staff commenced in October 2018 to redesign our 'Front Door' teams to facilitate the model set out in our Transformation Programme. The staff consultation will focus on a staffing restructure/remodel involving the Customer Services Centre, the Community Response and Reablement team and the In-Touch team. We anticipate that the new organisational structure will be operational in February 2019.

4.2   Tier Two - Regaining Independence - key objectives include:

- To align our **reablement service** with the equivalent services in Buckinghamshire Healthcare Trust (this project will transition into the Short Term Intervention project). The aligned reablement service has operated in its new format from September 2018 and Healthwatch Bucks will be undertaking qualitative engagement with service users in November 2018 to assess the impact of the improvements and identify any further improvements.
- **Short term Intervention** – the development of an integrated service with Buckinghamshire Healthcare Trust for a single multidisciplinary short-term intervention service to provide an equitable and high quality service to all residents in Buckinghamshire. This service will bring together the reablement services of Buckinghamshire Healthcare Trust and Buckinghamshire County Council and therapy services currently offered by both organisations.
- **Preparing for Adulthood** – securing immediate improvements to our current support to young people transitioning from Children's to Adult Social Care; and the development of a single service between Children's and Adults Social Care.

4.3   Tier 3 - Living with Support - key objectives include:

- Recommissioning our services, including direct care services that Buckinghamshire County Council provides e.g. Day Centres, so we are confident that they provide the best outcomes for our users.
- Modernising our Social Care management service to ensure that it will have the capacity and capability to meet demand and be able to deliver the strengths based approach. We are training all staff and relevant staff in partner organisations in the Strengths Based approach and are amending and developing our policies and procedures to support this.
- Developing housing options which are focused on enabling service users that are able to live more independently to access mainstream housing accommodation with the appropriate support.
- Exploring opportunities for joint commissioning with Health partners across all of our service delivery.

4.4 Transformation Dashboard

To support the Transformation Programme, we have developed a dashboard aligned to the 'Performing Better Every Day' and the eight Quality, Service Improvement Redesign (QSIR) principles that we have implemented across the Council. QSIR has a focus on service improvement and is delivered to a range of health and social care staff. The main aspects of it include understanding demand and capacity; and creativity, sustainability & measurement of improvement. Adherence to these principles ensures that:

- The programme is clear on the outcomes sought for people in Buckinghamshire and how performance against these outcomes can be measured
- Trends, trajectories and anomalies are clearly identified and investigated
- The story behind the data is presented alongside the numbers
- There is a focus on establishing what works and taking action

The dashboard includes indicators, which evidence the short and medium term impact of the programme, and is updated and presented at monthly and quarterly meetings to develop a deep understanding of performance, challenges and remedial actions.

5. Quality, Standards and Performance

The Quality, Standards and Performance Unit is newly formed and will provide the Council, members and community with oversight and assurance as to the quality and standards of service delivery with a particular focus on adult social care.

Adult social care is in the process of launching its new Quality Assurance Framework (a practice governance approach) and action plan. The focus of quality assurance will be on the experience, progress and outcomes of adults who come into contact with our services. It will also incorporate:

- Strengths based: quality assurance will focus upon strengths whilst identifying where practice can be improved. It will seek to offer high support and high challenge
- Evidence-based decision making: quality assurance will provide a clear rationale for decisions made when considering practice. Quality assurance must be transparent and fair to those whose practice is being assured
- Outcome-focused: the proper focus of quality assurance will be upon outcomes rather than on processes which are well understood through a robust performance management framework
- Positive: our approach to quality assurance will be positive – looking at informing and encouraging improvement and supporting the development of staff and services
- Reflective: our quality assurance framework is designed to promote reflective practice and shared learning.

6. **Safeguarding Adults Reviews**

Buckinghamshire Safeguarding Adults Board currently has 3 Safeguarding Adults Reviews in progress. These relate to:

- Adult L – a young man in his twenties who had learning disabilities and mental health issues
- Adult V – who was known to misuse alcohol and not engage with health and social care services
- Adult Z – who was in his seventies and was known to self-neglect

Between August 2018 and March 2019, these SARs will have been or will be presented for scrutiny by the Bucks Safeguarding Adults Board.

7. **Budget & Performance (as at 30th September 2018)**

The 2018/19 adult social care budget totals £175m gross and £132m net; the difference consisting of grant income such as the Better Care Fund (BCF), client contributions and income from Clinical Commissioning Groups (CCG) for their contribution to s117 clients. The total budget also includes:

- £4.6m additional funds to meet growth in demand for services - in addition, on the 2nd October 2018 the Government announced £240m additional emergency funding for social care, £1.671m of which has been allocated to Buckinghamshire.

- £5.2m in savings targets - we have made good progress against this figure and delivery of £4.7m is already anticipated.

The vast majority of the adult social care budget is spent on providing packages of care to service users:

- Direct Payments   £19m
- Domiciliary Care   £15m
- Nursing Placements   £26m
- Residential Placements   £46m
- Supported Living   £22m
- Transport   £ 2m
- Other services   £ 1m

Growth in demand and spending pressures come from:

- an increasingly elderly population
- more complex support needs
- market pressures impacting upon external providers, particularly the recruitment and retention of staff

Local Authorities work within financial limits largely determined by Government and in order to work within the cash envelope set for adult social care, the Business Unit has been required to set savings targets.

The delivery of savings inevitably affects the provision of care ans requires us to find more cost effective solutions e.g. supporting service users in their homes

through use of assistive technology.

With age expectancy increasing, there will always be service users who require support that is more intensive and require a nursing or residential home placement, and the financial forecast for the portfolio currently shows a £2.1m overspend, the majority of which relates to budget pressures for service users aged 65+ in nursing & residential homes.

Adult social care charges are means tested and residents' financial contributions are determined by their levels of income and capital. An increasing number of service users are exhausting their funds and are becoming the responsibility of the Council.

We recognise that any overspend will create financial difficulties for the Council and every effort is being made to mitigate this by the identification of opportunities to reduce spend.

8. **Performance**
At the half way point in the year (September 2018), we had performed well against a number of key statutory indicators. The number of residential and nursing home admissions per 100,000 population for older people and younger adults are on track to be within target at year end. The proportion of adults who are receiving Direct Payments to purchase their care and support continues to perform above national and comparator averages and has exceeded the target (37%) in September, achieving 43.5%. Performance of adults with secondary mental health services in paid employment and those living independently are also above target and are showing an increase since the beginning of the year.

However, there are also some indicators where our performance requires improvement. The percentage of adults with a learning disability in paid employment and those living independently are below target and have not experienced an improvement since the beginning of the year. Clients receiving an annual review are increasing as expected throughout the year but are not currently achieving the required trajectory to meet the year-end target at this time (achieved 33.9% in September versus 40% target).

A number of new indicators have been added to the Cabinet reporting this year which will be impacted by prevention and integration work under the Transformation Programme. Of note, the percentage of service users going through reablement resulting in independence is currently below target (45%) with an outturn of 39.4% in September, however there has been an improvement since the beginning of the year.

In addition, we are improving our reporting capability, to provide additional benefits for managers and officers across the Business Unit. These benefits will enable managers to have easy and immediate access to performance and activity information, and ensure that reports are accessible and user-friendly.

9.   Key Developments

9.1   iCares
iCares is the new Integrated Social Care Solution programme that will replace the existing AIS computer system used by adult social care. It is a fully integrated social care and financial solution, used alongside children's services and will integrate with health systems.

A governance structure for the programme is now in place, involving representatives from all the relevant business areas. At the most senior level, this is the Sponsoring Board which is chaired by the Communities, Health and Adult Social Care Executive Director. This ensures that the programme remains aligned to the Transformation Programme and Integrated Care System.

At present the iCares programme is working through the procurement process which should be completed by February 2019.

9.2   Seeleys Short Breaks Service
Following the previous inspection in February 2018 by the Care Quality Commission which led to the service 'requiring improvement' (re-inspection due Nov/Dec 2018), we have actioned the following:

- Created an improvement plan endorsed by the Care Quality Commission, which we are rigorously adhering to and which is submitted to CQC each month
- Arranged progress meetings which are taking place each week attended by the Head of Service/Director of ASC Operations
- A Care Quality Commission Improvement focussed staff training day has taken place
- An external auditor has inspected care support plans with a subsequent improvement action plan being adhered to
- We have introduced a Medicines Management Competency Framework
- We have appointed a Deputy Manager to the service
- Senior Management maintain a focussed oversight including regular unannounced night and weekend progress improvement inspection visits
- Buckinghamshire County Council Health & Safety Inspection in July 2018 found a significant improvement on the previous inspection rating

The current service continues to be unable to meet the requirements of people with multiple, complex needs, and a review of current practice has highlighted the need for a strategy to set out our approach to short breaks. This is currently in development and we will underpin it with a policy statement.

We know that the residential short breaks provision we provide is in need of modernisation, both from the perspective of the premises and the quality and nature of the service provided so the plan is to develop a replacement residential short breaks facility in Buckinghamshire. Detailed options are currently in development.

The new strategic approach to short breaks aligns the approaches across adults and children's services, reframing the offer to include day and evening opportunities and overnight residential provision in local communities. Alternative non buildings-based options will include Shared Lives, as well as building-based options for those with the most complex needs.

9.3 Carers

We have initiated the re-commissioning process for the carers support contract. The revised contract will offer an all age-integrated service focusing on resilience and intensive support for carers who are in crisis. To develop this specification, we have completed a needs analysis for both adults and children's services.

In regards to adults and health, the analysis recognised the following:

- To allow further analysis of unmet needs, there needs to be an increase in the identification of young adult, male, migrant and black minority & ethnic carers.
- Carers have limited access to short breaks services.
- Carers find the current assessment process difficult to navigate and are not satisfied with the outcome.
- Query whether services provided are in line with the Council's focus on resilience.
- Service users 'register' with provider but have limited knowledge of the service offer.
- No alignment with other offers such as transitions from children's and Clinical Commissioning Group offer.
- Compared to the overall number, only 2% of carers supporting with learning disabilities and 5% of carers supporting people with mental health issues are registered with Carers Bucks.

To inform the contract specification, a number of co-production sessions have been held across the county to ensure that carers' voices are heard and that the new service meets their needs. Some of the key measures/indicators of whether these new services do in fact meet carers expectations and health and social care requirements have been defined as follows:

Adult carers will say that:
- I am able to access the right information at the right time to support me in my caring role
- I feel that my experience and knowledge is valued and that I am a partner in the care planning process
- I am able to access information online and through referral to other organisations who can offer me specialist advice
- I have a positive experience of accessing services, and feel supported
- I know how to contact the services working with me and my family, I understand how they work together and what I can expect from them
- I know what community services are available to me
- I am aware of volunteering opportunities in my community
- I feel more resilient and able to deal with caring responsibilities because of the support that I receive
- I can access support before I reach crisis point
- I understand how to navigate different services.

Buckinghamshire County Council and the Clinical Commissioning Group will say that:
- We have good evidence that the Carers Service is improving outcomes for carers of all ages and their families.

- Professionals working in Buckinghamshire are able to identify carers, understand and support their needs.
- Services in Buckinghamshire have access to the right information about carers to help them develop their services in a way that meets need.
- Services in Buckinghamshire work effectively together to support families where there are carers, and can provide a whole family approach.
- Our Carers Service provides good value for money.

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 Democratic Services by 5.00pm on 7Ddecember 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

---

Buckinghamshire County Council

Report to Cabinet

Title:	**Q2 Council Performance Report**
Date:	10 December 2018
Author:	Leader of the Council
Contact officer:	Jo Baschnonga, Head of Insight & Business Improvement (01296 383767)
Local members affected:	All Members
Portfolio areas affected:	All Portfolios

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

Summary

This report is the Council's quarterly performance report comprising:
- A Summary Report
- A Scorecard
- Detailed Tables of Cabinet Measures

The Scorecard provides information on four key elements of performance for the Council covering Finance, Business Improvement, Customer Service and HR indicators. These are arranged in four quadrants.

The Summary Report highlights the key areas of good performance as well as all areas requiring improvement for each Portfolio.

The Detailed Tables provide a list of measures that informs Cabinet of the progress in achieving the Council's priorities as detailed in the Strategic Plan.

> **Recommendation**
>
> **Cabinet is asked to:**
>
> **1. Come to a view on how the organisation is performing**
> **2. Take action to improve performance where necessary**

A.   Narrative setting out the reasons for the decision

A full analysis of the non-financial performance for the Council for Quarter 2 2018/19 is contained in the attached documents.

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 changes in resource planning 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 from this report.

F.   Property implications

None arising from this report.

G.   Other implications/issues

None arising from this report.

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

This report addresses delivery against the Strategic Plan 2017-2020.

I.   Communication issues

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

J.   Progress Monitoring

Performance monitoring reports and dashboards are updated on a monthly basis.

K.   Review

Not applicable.

Background Papers

This report would benefit by being read in the context of finance and budget monitoring reports.

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 Democratic Services Team by 5.00pm on 7 December 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

▶ Key areas of good performance

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	BCC claimant count rate as % of national claimant count rate (contextual indicator)	50%	41%	**GREEN**	Claimant Count Rates: Hertfordshire 1.3% Oxfordshire 1.1% TV Berkshire 1.2% Buckinghamshire 0.9% Aylesbury Vale 0.8% Chiltern 0.8% South Bucks 0.7% Wycombe 1.2%	Buckinghamshire's claimant count rate has stood at 0.9% since January 2017, which is 41% of the average rate nationally. In that time Buckinghamshire's comparative performance has strengthened, improving from 6th lowest to third lowest among the 27 County Council areas and from 3rd to 2nd among the 38 Local Enterprise Partnerships. In September, Buckinghamshire saw the 4th slowest rate of rise among county council areas and the 2nd slowest among LEPs, rising more slowly than the national rate for a 9th successive month. Despite falling month on month in September, Buckinghamshire's annual change was positive for a third successive month and for the 23rd time in the last two years - increasing 17.6% or 450 claimants since October 2015.
2	% of new floor space developed in enterprise zones relative to projected amount in plan (performance measure)	100% at Q2 (no further delivery Q3/Q4)	100%	**GREEN**	Benchmark not currently available.	100% of the 2018/19 projected floorspace has now (Q2) been delivered, which is what was set out in the Revised Implementation Plan (IP). As such 4.6% of the Cumulative Implementation Plan has been delivered meaning the scheme is on track to deliver all floorspace by 2040/41. At Westcott Venture Park, practical completion of the Reaction Engines production building occurred in July 2018 with fit-out of the rest of the facility expected in early 2020. In addition, the Westcott Incubation Centre, operated by the Satellite Applications Catapult, opened for business in July 2018. At Woodlands, development commenced in August 2018 on the 23,040 sqm of employment floorspace due for completion in Q2 2019/20. At Silverstone, the purchase of the 2,338 sqm Sports Engineering Hub Building completed in August 2018, which is to be operated as an Innovation Centre by TotalSim Ltd. Fit out is due to complete by December 2019 and the facility will be operational in January 2019.
3	To improve availability of fixed fibre (superfast broadband) to residential and business premises (contextual indicator)	Graduated Target: Q1: 94.49% Q2: 94.57% Q3: 94.66% Q4: 94.74%	95.1%	**GREEN**	Buckinghamhire 95.08% Central Bedfordshire 96.2% Hertfordshire 97% Milton Keynes 98% Northamptonshire 97.3% Oxfordshire 96.7% Windsor and Maidenhead 96%	As at 30th June, our coverage was at 94.71% (>24mbps) and is now at 95.1% which is significantly above our quarterly target of 94.57%, and does mean that we have already hit the Connected Counties programme target (95% coverage by December 2019). 13 new structural units to provide fixed fibre broadband have gone live in and around Amersham, Aylesbury, Buckingham, Chesham, Gerrards Cross, Great Missenden, Iver, Mursley, Stoke Mandeville, Stone, Wendover and Whitchurch. Additionally, 3 new live structures are providing fibre to the premises in and around Princes Risborough.

► **All areas of lower than expected performance (Red or Amber)**

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	Rank of number of New Business Registrations as defined by Companies House (contextual indicator)	Rank in Top 10/38 LEPs	11	**AMBER**	Local Enterprise Partnerships Ranking out of 38	There were 1,247 businesses registered in Buckinghamshire in the second quarter of 2018 (July to September), according to Companies House. The recent trend, across this and a number of other indicators, has been for Buckinghamshire to grow more slowly than the country as a whole, but to retain a strong ranking. Buckinghamshire currently ranks 11th among LEPs (against a target of top 10), having ranked 11th in 2017 and 12th in 2016. Q2's number of new business registrations was below the two previous quarters but above the two before that (including Q2 2017). Q2's total was only slightly below the average number of quarterly registrations since we started collecting this data (Q4 2015/16). The gap in new business formation rates between Buckinghamshire and Great Britain overall has narrowed in recent years. However, Buckinghamshire's employment rate is among the very highest in the country and job density is rising, even if economic growth is comparatively slow, so indicators remain positive, certainly for snapshots but also in terms of trends. Enterprise Zones, enterprise education, BBF start up support, broadband roll out and the development of commercial space are all areas of activity that support this indicator. The Industrial Strategy is the latest policy document to emphasise the growth of existing business stock rather than promoting enterprise / start-ups in general. We will be able to provide a greater understanding of the bigger picture as more data comes in over the coming quarters e.g. ONS.

Community Engagement & Public Health Portfolio - Cllr. Noel Brown

▶ **Key areas of good performance**

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	% of births that receive a face-to-face New Birth Visit within 14 days by a health visitor	90%	94.5% (1,346/1,424) This result is for Q1 2018/19 because the data runs a quarter in arrears.	**GREEN**	86.2% (Q4 2017/18 South East) 88.5% (Q4 2017/18 England) 90.8% (Q4 2017/18 CIPFA peers)	Performance (94.5%) has exceeded the target of 90% in Q1 2018/19 (the data runs a quarter in arrears). There is currently no benchmarking data for Q1 but it is expected that the performance will continue to be better than national and South East regional averages.
2	Number of clients screened by Live Well Stay Well	6,000 annually (1,500 per quarter)	2,131 This result is for Q1 2018/19 because the data runs a quarter in arrears.	**GREEN**	Benchmarking information is not available.	The number of clients screened by the new Live Well Stay Well service (2,131) is above the target (1,500) for Q1 2018/19. The new Live Well Stay Well service commenced on the 1st April 2018, providing a single point of access for lifestyles and long term conditions, accessible by telephone or online. Promotional work with stakeholders and residents has been successful in linking clients with the service. The new service offers an online registration and screening option which is available to residents 24/7, helping to increase the number of initial screenings completed. In Q1, 24% of the screens have been completed online, with follow up as appropriate.
3	% of Customer Service Centre calls that are answered in 29 seconds or less	40%	40%	**GREEN**	Benchmarking information is not available.	This indicator measures phone calls that people make to the Customer Service Centre that are answered within 29 seconds. 40% of all phone calls were answered within 29 seconds, which is aligned with the 40% target. Improvement Actions A 9% reduction from Q1 was due to resourcing difficulties with long term absences over the holiday period, meaning fewer staff were available to answer the volumes of calls. There was also an increase in calls regarding Client Transport during Q2.

▶ **All areas of lower than expected performance (Red or Amber)**

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	% of Customer Service Centre calls that are abandoned	10%	14%	**RED**	Cambridgeshire 15%, Staffordshire 10%, Warwickshire <5%, Nottinghamshire <5%, Oxfordshire <5%	This measures phone calls that people make to the Customer Service Centre that are abandoned before being answered. 14% of calls were abandoned by the caller which exceeds the target of 10% of calls (or below). There has been a 4% increase in the number of abandoned calls since last quarter. We are continuing to work with the digital team, and service areas across the council, to bring more options for contacting the council online. New digital ways of contacting the council are being developed for Adult Social Care queries, which should reduce the volume of calls and therefore call abandonment in the Customer Service Centre. Reporting on Fix My Street has improved, with further marketing expected to move more contacts online. A reduction in staffing numbers this quarter by one full time equivalent employee has also impacted on performance. Improvement Actions 1. To reduce the number of abandoned contacts, we are planning to make more customer services available online, so that they are easier to access without having to telephone the Customer Services Centre. 2. A Business case is being taken to Technology Board for automated voice recognition, which will lower call volumes into the Customer Service Centre and call abandonment. 3. Business Intelligence work on profiling callers to investigate opportunities for transferring more calls online.
2	% of the eligible population invited to an NHS Health Check	100% There is a target tolerance for this indicators of 10%. Green= 90% and over, Amber= 80% and over, Red= less than 80%	80.9% (6,544/8,085) This result is for Q1 2018/19 because the data runs a quarter in arrears.	**AMBER**	78.2% (Q1 2018/19 South East) 86.0% (Q1 2018/19 England) 83.8% (Q1 2018/19 CIPFA peers)	Performance in Q1 2018/19 (80.9%) has improved from Q4 2017/18 (74.8%), but is below target (100%). Invitations are issued by individual GP practices. Clinical pressures in primary care continue to affect performance. 15 practices were unable to invite all eligible patients and this has reduced overall performance. Staff changes are also reducing performance. Following the presentation of an update on NHS Health Checks to the Health and Wellbeing Board, the CCG have requested performance data. Improvement Actions 1. Practices with low numbers of invitations have been identified and Public Health are engaging with these practices.

| 3 | % receiving an NHS Health Check of those who were offered an NHS Health Check | 48% | 43.5% (2,844/6,544)

This result is for Q1 2018/19 because the data runs a quarter in arrears. | RED | 39.8% (Q1 2018/19 South East)

42.6% (Q1 2018/19 England)

47.3% (Q1 2018/19 CIPFA peers) | Performance in Q1 (43.5%) is below target (48%) and lower than in Q4 2017/18 (64.3%).

The NHS Outreach service has now been recommissioned as part of the Integrated Lifestyle Service and the impact of transition from the old to the new service has affected performance. For Health Checks undertaken in Primary Care, clinical pressures in primary care are still affecting performance. Staff changes are also reducing performance.

Improvement Actions
1. A communications campaign to improve awareness of Health Checks and how to book a Health Check is underway.
2. A report was presented to the Health and Wellbeing Board in September 2018 to raise strategic challenges with NHS Health Checks.
3. We are maintaining a programme of feedback and support to practices with reduced performance. |

| 4 | % of successful drug treatment completions of those in treatment | 13% | 12.8% (107/834)

This result is for Q1 2018/19 because the data runs a quarter in arrears. | AMBER | 16.5% (Q1 2018/19 South East)

14.5% (Q1 2018/19 England)

16.4% (Q1 2018/19 CIPFA peers) | This indicator is slightly below target (12.8% against a target of 13%) but has improved since Q4 2017/18 (12.3%). Successful completions cover opiate and non-opiate use.

The performance for opiate users is in the top quartile compared to other Local Authorities. However, successful completions for non-opiate users are not in the top quartile (no other quartiles are reported to us), this is reducing the overall average for successful completions for drugs.

Currently the service has a number of users with particularly complex issues and this, combined with the service being less than a year in operation, has reduced performance. However, the service that users receive is of good quality with high user satisfaction.

Improvement Actions
1. An action plan is being implemented that includes increasing engagement in treatment and strengthening the recovery network to improve successful completions and reduce representations for the alcohol client cohort.
2. Completed actions include an audit of the clinical caseload to ensure that all clients are on the right treatment pathway, and a new case management system to provide a better overview of all stages of treatment |
| 5 | % of successful alcohol treatment completions of those in treatment | 35% | 29.6% (95/321)

This result is for Q1 2018/19 because the data runs a quarter in arrears. | RED | 39.1% (Q1 2018/19 South East)

39.4% (Q1 2018/19 England)

39.4% (Q1 2018/19 CIPFA peers) | Since Q4 2017/18 Buckinghamshire's successful alcohol completions has decreased from 35.4% in Q4 2017/18 to 29.6% in Q1 2018/19. The target is 35%.

The number of alcohol users in the service with significantly complex needs has increased steadily since the start of 2017/18 (72 clients in 2017/18 vs 52 clients 2016/17 drank 600 or more units in the 28 days prior to entering treatment . As a result, it is taking longer for these users to complete treatment because their needs are complex. Work is required to identify people with alcohol problems and ensure referral into specialist services much earlier and the planned actions address this issue.

Improvement Actions
1. Work has begun to develop a shared care approach with primary care to support people with alcohol dependence. This will both improve quality of care and ensure clients are referred into specialist services earlier. This will be completed and implemented by March 2019 with a protected learning session open to all GPs in the spring. |

▶ **Key areas of good performance**

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of adults in contact with secondary mental health services who live independently	84.5%	88.0%	**GREEN**	Local Measure. Benchmarking not available.	This indicator measures the proportion of people in contact with secondary mental health services who live independently. Performance for quarter 2 is 88.0% which is above target (84.5%). We expect to sustain this high level of performance ongoing. There is no benchmarking data available due to national issues with data accuracy. Improvement Actions We are implementing a Market Position Statement on housing and accommodation to plan access to housing options for people with needs.
2 % of clients using social care who receive direct payments	37.0%	43.5%	**GREEN**	Benchmarking 2016/17 National - 28.3% Comparator - 31.8%.	This indicator measures the proportion of people who receive a direct payment to arrange and purchase their own care. Performance for quarter 2 was 43.5%, which is above the target of 37.0% and above both the national (28.3%) and comparator performance (31.8%), and a slight increase of 0.9% on the previous quarter. Performance continues to look positive for this indicator. Improvement Actions We continue to ensure that our service offer improves outcomes and is delivered efficiently.
3 Admissions of adults (under 65 yrs.) into residential and nursing care. Rate per 100,000 of population	Graduated target: Q1: 2.3 Q2: 4.6 Q3: 6.9 Q4: 9.2	4.5	**GREEN**	Benchmarking 2016/17 National - 12.8 Comparator -11.4.	This indicator measures the number of younger adults admitted to long-term residential or nursing care, expressed as a rate per 100,000 population and is good to be low. Performance for quarter 2 is 4.5, which is below the target (4.6) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4. However, in 2017/18 our rate of admission at year end was 28% lower than statistical neighbours. Performance for 2018/19 to date is better than the same period in 2017/18 and on track to outperform benchmark levels. Improvement Actions We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community.

► **All areas of lower than expected performance (Red or Amber)**

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	Admissions of older people (65+) into residential and nursing care. Rate per 100,000 of population	Graduated target: Q1: 100.2 Q2: 200.4 Q3: 300.6 Q4: 400.8	200.9	AMBER	Benchmarking 2016/17 National - 610.7 Comparator - 560.4	This indicator measures the number of older people admitted to long term residential or nursing care, expressed as a rate per 100,000 population and is good to be low. Performance for quarter 2 is 200.9, which is very close to the target (200.4) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4. Performance for 2018/19 to date is better than the same period in 2017/18. Improvement Actions We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community.
2	Average length of stay in Residential/Nursing care	618 days	867 days	RED	Local Measure. Benchmarking not available.	This indicator measures the average length of time service users are placed in residential or nursing placements (permanent). Our aim, through the Transformation Programme is to reduce this time and delay long term placements as it is proven to be better for people to remain independent as long as possible. Performance for quarter 2 is 867 days which is above target (618 days) and an increase since quarter 1 (798 days). As this is a local measure there is no national or comparator benchmarking. Improvement Actions We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community.

| 3 | Delayed transfers of care from hospital per 100,000 population (attributable to Social Care) | 1.6 | 2.7 This result is for Q1 2018/19 because the data runs a quarter in arrears. | **RED** | Benchmarking Q1 2018/19 National - 3.9 Comparator - 5.2 | This indicator measures the average daily delay per 100,000 population attributable to Social Care (including joint delays). The measure is good to be low.

Performance for Quarter 1 is 2.7 which is above target (1.6) and an increase in comparison to Q4 20117/18 (2.4). However performance is significantly below the comparator average of 5.2 and the national average of 3.9.

Improvement Actions
We are implementing the High Impact Change model and Discharge to Assess approach which will enable more joined up planning and develop capacity across the system. |
| 4 | % contacts progressed to assessment in Adult Social Care | 30% | 40% | **RED** | Local Measure. Benchmarking not available. | This indicator measures the proportion of contacts to Adult Social Care which progress to an assessment. This will enable us to monitor if we are helping people with the right support and signposting at their first point of contact, and only progressing people to assessment if they have eligible needs.

Performance for quarter 2 is 40% which is above target (30%) and there has been a positive two percentage point change since quarter 1 (38%). As this is a local measure there is no national or comparator benchmarking.

Improvement Actions
This is a new measure for 2018-19. We are conducting further analysis to understand reasons for this performance and training Customer Service Centre staff to ensure contacts received are handled effectively. |

5	% Adult Social Care clients receiving an annual review	Graduated Target: Q1: 20% Q2: 40% Q3: 70% Q4: 100% (9% points tolerance at year end)	33.9%	**RED**	Local Measure. Benchmarking not available.	This indicator measures the proportion of people receiving a review of their care package at least once during the year. Performance for quarter 2 is 33.9%, which is below the quarterly target (40.0%). In comparison to the same period last year, fewer reviews have been completed this year. The launch of the Better Lives documentation/system changes alongside a Review Plan in November 2018 is anticipated to have a positive impact on this performance going forward. As this is a local measure there is no national or comparator benchmarking. Improvement Actions A robust Review Plan has been developed and implemented to ensure we achieve our review target by the end of the year.
6	% of people re-abled with an outcome of Independence	45.0%	39.4%	**RED**	Local Measure. Benchmarking not available.	This indicator measures the proportion of service users who were independent following a period of re-ablement. Performance for quarter 2 is 39.4%, which is below the quarterly target (45.0%). However there has been an improvement on quarter 1 (35.1%). As this is a local measure there is no national or comparator benchmarking. Improvement Actions To improve this performance we have broadened access to Assistive Technology, increased capacity in the Occupational Therapy service and are rolling out strength-based approach training to our BHT partners.
7	% of adults with learning disabilities who live in their own home or with their family	69.8%	68.0%	**AMBER**	Benchmarking 2016/17 National - 76.2% Comparator - 75.1%	This indicator measures the proportion of adults with learning disabilities who live independently or with their family. Performance for quarter 2 is 68.0%, which is below target (69.8%) and below both national (76.2%) and comparator performance (75.1%). Performance is consistent for this indicator and has remained just below target since the beginning of 2018/19. Improvement Actions We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community. A specialist housing group has been created that includes partners from District Councils to identify and address barriers.

| 8 | % of adults with a Learning Disability in paid employment | 7.0% | 6.1% | **RED** | Benchmarking 2016/17 National - 5.7% Comparator - 5.3% | This indicator measures the proportion of adults with a learning disability who are in paid employment. Supported employment services are provided by our in-house direct care services who support these adults to prepare for work, find work and will continue to support them ongoing.

Performance for quarter 2 is 6.1% which is slightly below target (7.0%). However it is above national (5.7%) and comparator (5.3%) performance. Performance has remained just below target since the beginning of 2018/19.

Improvement Actions
Further communications and briefing events are planned to ensure opportunities for clients are promoted across the service, and clients are supported to move from Supported to Open employment where appropriate. |

◉ Children's Services Portfolio - Cllr. Warren Whyte

► Key areas of good performance

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of Children who became the subject of a Child Protection Plan for a second or subsequent time	19%	13.7%	**GREEN**	Statistical Neighbours 23%, South East 22%, England 19%	This indicator measures the proportion of children who have become subject to a child protection plan for a second or subsequent time. Of the children who became subject to a child protection plan between 1 April 2018 and 30 September 2018, 13.7% were subject to a second or subsequent child protection plan. Buckinghamshire's performance is lower than England, South East and statistical neighbour averages. Improvement Actions Child Protection Advisors and Social Work teams to meet regularly to ensure that child protection plans achieve sustainable and positive change.

▶ All areas of lower than expected performance (Red or Amber)

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	% assessments completed in 45 working days	82%	51%	**RED**	Statistical Neighbours 81%, South East 84%, England 83%	This indicator measures the proportion of assessments that are completed within 45 working days. At the end of September 2018, 51% of assessments had been completed within the 45 working day timescale, which is below England, South East and statistical neighbour averages. Improvement Actions Robust action plans are in place with management oversight to improve this performance and ensure that assessments are completed within timeframes.
2	% ICPC (Initial Child Protection Conference) held within 15 working days of the strategy discussion	80%	68%	**RED**	Statistical Neighbours 82%, South East 75%, England 77%	This indicator measures the proportion of Initial Child Protection Conferences (ICPC's) that are held within 15 working days from the Strategy Discussion. At the end of September 2018, 68% of ICPC's were held within required timescales. This performance is currently below the 80% target and below the England, South East and statistical neighbour averages. Improvement Actions To address this we are developing Safety Plans for all instances where Initial Child Protection Conferences are delayed and working closely with schools to ensure there are no delays during holiday periods.
3	% repeat referrals within 12 months	28%	30%	**RED**	Statistical Neighbours 21%, South East 26%, England 22%	This indicator measures the proportion of repeat referrals we receive within 12 months. At the end of September 2018 our performance is 30%. This is higher than England, South East and statistical neighbour averages. Improvement Actions We have conducted an improvement review and are working closely with partners to develop a joint action plan to improve this performance.The action plan will be completed in December 2018.

4	% Children Looked After (CLA) seen in the last 6 weeks	91%	80%	**RED**	Benchmarking information not currently available.	This indicator measures the proportion of children looked after who are seen at least once every 6 weeks. At the end of September 2018, 80% of children looked after had been seen within required timescales. No benchmarking information is available for this indicator. Improvement Actions: We are tightening up data quality and recording processes to strengthen management oversight of when children have been seen.
5	% of CLA living more than 20 miles from home	47%	55%	**RED**	Statistical Neighbours 24%, South East 16%, England 14%	This indicator measures the proportion of children looked after who are placed more than 20 miles from their home. At the end of September 2018, 55% of children looked after were placed more than 20 miles from their home. This performance is higher than England, South East and statistical neighbour averages. It is important to note that placements within the geographical boundary of Buckinghamshire may exceed 20 miles in some cases. However, this is still accessible compared to other areas of the country where placements are within 20 miles but less accessible. Improvement Actions To improve performance we have opened Buckinghamshire County Council's first new children's home and will be opening another local in-house provision in March 2019.

| 6 | % of children waiting less than 14 months between entering care and moving in with their adoptive family | 75% | 39% | **RED** | Statistical Neighbours 43%, South East 46%, England 47% | This indicator measures the proportion of children who wait for less than 14 months between entering care and moving in with their adoptive family.

At the end of September 2018, 39% of children had moved in with their adoptive family within required timescales. This performance is lower than the England, South East and statistical neighbour averages.

Improvement Actions
The adoption team continue to robustly implement planned recruitment for those children with complex needs for whom adoption is in their best interests. We have delivered a targeted campaign for National Adoption Week alongside further development of the relevant pages on the BCC website to encourage interest from prospective adopters. |
| 7 | % of care leavers in employment, education, or training (EET) | 60% | 57% | **AMBER** | Statistical Neighbours 52%, South East 50%, England 50% | This indicator measures the proportion of care leavers who are in employment, education and/or training (EET).

At the end of September 2018, 57% of care leavers were in EET. Buckinghamshire's performance is higher than the England, South East and statistical neighbour averages.

Improvement Actions
We are developing a skills database to match care leavers with local opportunities and working closely with the University to deliver taster days in partnership with the Virtual School. |

⚛ Education & Skills Portfolio - Cllr. Mike Appleyard

▶ **Key areas of good performance**

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 Key Stage 1 - % of pupils reaching the expected standard in reading	79%	79%	**GREEN**	England (state-funded schools) = 75% South East = 78% (2018 figues)	This indicator measures the proportion of pupils who have reached an expected academic standard. In 2018, 79% of Buckinghamshire pupils achieved at least the expected standard in Key Stage 1 Reading. Results have remained the same as in 2016, but remain above both regional and national averages. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. Improvement Actions Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.
2 Key Stage 1 - % of pupils reaching the expected standard in writing	69%	72%	**GREEN**	England (state-funded schools) = 70% South East = 71% (2018 figues)	This indicator measures the proportion of pupils who have reached an expected academic standard. In 2018, 72% of Buckinghamshire pupils achieved at least the expected standard in Key Stage 1 Writing. This is a 3 percentage point increase from 2017. Buckinghamshire results are above both regional and national averages. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. Improvement Actions Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.

3	Key Stage 1 - % of pupils reaching the expected standard in mathematics	76%	78%	**GREEN**	England (state-funded schools) = 76% South East = 78% (2018 figues)	This indicator measures the proportion of pupils who have reached an expected academic standard. In 2018, Buckinghamshire results for pupils achieving at least the expected standard in KS1 maths increased by 2 percentage points to 78%. Buckinghamshire results are above the national average, and in line with the regional average. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. Improvement Action Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.
4	Key Stage 2 - % of pupils reaching the expected standard in reading, writing and mathematics	64%	66%	**GREEN**	England (state-funded) = 64% South East= 65% (2018 figues)	This indicator measures the proportion of pupils who have reached an expected academic standard. In Buckinghamshire 66% of pupils achieved at least the expected standard in all of reading, writing and maths at Key Stage 2. Buckinghamshire results have increased by 2 percentage points since last year, and are above both regional and national averages. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. Improvement Action Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.

▶ **All areas of lower than expected performance (Red or Amber)**

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	Permanent exclusion rate - primary	0.03%	0.04% This result is for the academic year 2016/17 because the data runs one year behind.	**RED**	England = 0.03 South East = 0.02 (2016/17 figues)	This measure shows the proportion of permanent exclusions in primary schools and is reported in arrears due to national data collection and publication. In the 2016-17 academic year the permanent exclusions rate for primary schools in Buckinghamshire was 0.04%, which was above both national and regional averages. This is an improvement from 2015-16, with exclusions in primary schools falling from a rate of 0.05% in 2015-16. Improvement Actions We are implementing recommendations from the Education Select Committee report in July, including conducting a targeted Side by Side project to reduce exclusions, improving websites and promoting uptake of Educational Psychology services.
2	Permanent exclusion rate - secondary	0.17%	0.25% This result is for the academic year 2016/17 because the data runs one year behind.	**RED**	England = 0.20 South East = 0.13 (2016/17 figues)	This measure shows the proportion of permanent exclusions in secondary schools and is reported in arrears due to national data collection and publication. In the 2016-17 academic year the permanent exclusions rate for secondary schools in Buckinghamshire was 0.25%, which was above both national and regional averages. The rate is slightly higher than in 2015-16, but the rate of increase has slowed significantly. Improvement Actions: We are implementing recommendations from the Education Select Committee report in July, including conducting a targeted Side by Side project to reduce exclusions, improving websites and promoting uptake of Educational Psychology services.

▶ **Key areas of good performance**

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of empty properties across the County Council estate that are void (excluding schools)	5% (less than)	1.8%	**GREEN**	Benchmark not currently available	This indicator measures the number of empty properties that are part of the council's property estate. Across the whole of the council's property estate (excluding schools) 1.8% of properties are empty, which is meeting the 5% target (it is good to be low). There were a total of 11 vacant properties at the end of Q2, where plans are either being developed to change how the properties are being used or for the properties to be sold where they are no longer needed. These 11 properties were also vacant at the end of Q1, they include both corporate and investment properties (both smaller and larger properties e.g. Old County Offices).
2 Value of all unsecured debt that is over 90 days	£3.5m (to be below)	£3.2m	**GREEN**	Benchmark not currently available	This indicator measures outstanding debt that is not secured against a property or other asset. Unsecured debt has reduced £0.4m since Q1 to £3.2m in Q2, below the target of £3.5m. We have introduced new process to improve how debt is collected, which has reduced the amount of outstanding debt overall, but older debt still remains more difficult to collect. Actions: 1. All outstanding unsecured debt is being reviewed, focusing on the largest and oldest debts within each Business Unit. 2. Continuing to tackle 'high risk' unsecured debt in Adult Social Care. 3. New processes are being introduced to address unsecured debt between services and the debt management teams, including improved reporting of debt across the council.
3 % total capital spend across BCC (forecast) compared to Budget	100% (to remain between 90-110% of capital budget)	91.4% (forecast EOY underspend)	**GREEN**	Benchmark not currently available	As reported in the Q2 2018/19 Finance Monitoring Report November 2018, the council is forecasting an underspend of 8.6% (£10.74m) for the financial year 2018/19. The target for this indicator is for capital spending (forecast) to remain between 90% and 110% of the capital budget. Improvement Actions The main reasons for the capital variance and the associated actions are: 1. Health & Wellbeing (respite service) with a -£2.8mvariance - a review of capital requirements is being undertaken. 2. Growth & Strategy schemes funded by the Local Enterprise Partnership, which experienced a £891k slippage on gross expenditure. 3.Delays in the Waterside North project totalling £1.97m 4. There is a £280k slippage within the freight strategy capital budget, due to delays in implementation. 5. Slippage in the delivery of the Aylesbury Study Centre project totalling £1.16m 6. £2.4m slippage on Transportation projects

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	% Overall revenue (forecast) variance across the council	£0 overspend (0%)	0.1% (forecast EOY overspend)	AMBER	Benchmark not currently available	As reported in the Q2 2018/19 Finance Monitoring Report November 2018, the council is forecasting a 0.1% (£0.199m) overspend of its revenue budget for the end of 2018/19. This includes a £4.1m overspend in Children's Services, £2.25m overspend in Health & Wellbeing, £0.99m overspend in Education, and £1.54m overspend in Resources. These forecast overspends are largely offset by a forecasted underspend of £6.92m in Corporate Costs. Improvement Actions 1. The spending position will be monitored on a monthly basis. 2. All Portfolios forecasting an overspend are continuing to implement action plans to mitigate these pressures. 3. All Portfolios have carried out a detailed review of their budgets and are implementing actions to bring the overall Council spend to within the approved budget.
2	% of BCC Website pages that meet accessibility standards	Graduated Target Q1: 68% Q2: 69% Q3: 70% Q4: 75%	65%	RED	BCC: 65% Local Authority Average: 68%	This indicator measures the percentage of pages on the BCC Website that meet equal access standards, which enables everyone to be equally able to use and access information on the BCC Website. At the end of Quarter 2, 65% of pages on the BCC Website met accessibility standards, which is below the 69% target for this quarter. Performance has stayed the same since Q1, however increases are expected in the latter stages of the year following the delivery of the improvement plan. Although below target, accessibility is part of the SOCITIM rating for the BCC Website, which has recently improved from a Two Star rating to a Three Star rating. Improvement Actions 1. The changes that need to be made to the BCC Website to improve accessibility standards have been identified and a plan is in place to deliver these improvements towards the end of 2018/19. 2. Investment available for new analytics software to assist in targeting pages on the main website and microsites for improved accessibility.

| 3 | Number of Sickness days lost per Full Time Equivalent employees | 8.5 | 9.5 | AMBER | Mean for all single tier or county councils in England 9.3 days 2016/17. | This indicator measures the average number of day's lost due to sickness absence per full time equivalent (FTE) employee.

Over the last year, the average sickness was 9.5 days per FTE, an increase of 0.2 days from the Q1 rolling year period. Performance remains above the 8.5 day target. This year shows a slight increase compared to Q2 in the previous year (17/18) where 9.2 days were lost per FTE across BCC. The current value is slightly above the latest county council average result of 9.3 sickness days lost per FTE (2016/17). A significant amount of detailed reporting is being undertaken in this area to give Business Unit Senior management teams the best possible data to act on.

Following the promotion of Mental Health Day and signing the Time to Change pledge, we are actively encouraging people to take sickness absence where required, due to this we expect to see an increase in sickness through improved recording.

Improvement Actions
1. Promotion of Wellbeing both directly to employees and through line managers
2. Encouraging absence management conversations and interventions at the earliest possible point.
3. Managers are supported through the Health and Attendance process by HR to minimise length of absence and a reach a conclusion that is in the best interests of the business and employee (where appropriate)
4. The Health and Attendance policy is currently under revision to streamline processes where possible.
5. High risk cases are reported to the CEO and Executive Directors on a monthly basis with facilitated discussions by the Corporate Management Team. |

Planning & Environment Portfolio - Cllr. Bill Chapple

▶ **Key areas of good performance**

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of Sustainable Drainage planning applications responded to within 21 days or agreed timeframes (performance measure)	100% (>85% locally) (15% points tolerance every quarter)	98%	**GREEN**	No benchmark currently available.	The current position is 98% across all types of applications (Major >10 properties; Minor <10 properties; County). The number of major applications are steady in terms of the numbers 268 received and 256 responded to on time in 2018/19 compared with 261 received and 248 responded to in 2017/18. The overall number of applications in first two quarters have increased from 373 (17/18) to 589 (2018/19) - increase of 58% over 2017/18 numbers. This increase is due to responding to more minor applications from Districts. BCC are paid for these applications and the income in 2017/18 was £30k which will increase to £50k in 2018/19. Changes to the team have been implemented to meet increased demand from the District Councils for responses on minor applications.
2 Country Parks: Visitor Numbers (performance measure)	Graduated Target: Q1: 293,000 Q2: 596,000 Q3: 798,000 Q4: 1,010,000	600,318	**GREEN**	Local Target (No benchmark available)	The annual target for this measure is 1,010,386 visitors by year end, and the cumulative target for Q1 and Q2 is 596,000. Since April there have been 600,318 visitors to Country Parks (In Q2 this year we had 303,149 visitors which is higher than the same period last year of 295,040 visitors). This increase isn't as large as it could have been because the weather was too hot, however an increase was still seen. This could be due to new attractions at Black Park: Nets Kingdom - first in the country for Go Ape, and Dinosaur Trail. Trip Advisor Satisfaction ratings remain in line with last year around 95%.

► **All areas of lower than expected performance (Red or Amber)**

	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	NI192: % of waste collected for recycling, reuse, composting or anaerobic digestion from Household Sources (household collection and HRCs) (contextual indicator)	60%	60.3% This result is for Q1 2018/19 because the data runs a quarter in arrears	**GREEN**	2016/17 Ranked 33/350 for the total household waste recycling, composting and reuse rate for English local authorities.	Performance in Q2 is 60.3% which is above the target of 60%. This is the first time recycling rates have ever gone above 60%. This is mirrored by a reduction in residual waste going to the EfW (33.5% against a target of 40%). This time of year (Apr-Jun) is always high because of increased composting rates and this year May was exceedingly high for green waste because of the rainfall and warm temperatures. This is confirmed by record highs in composting or anaerobic digestion which is currently 32.3% (27.4% in Q2:15/16, 30.1% in Q2 16/17, and 30.7% in Q2:17/18. Over the same period our HRC's recycling rates have remained consistently high around 74% against a target of 70%. The improvement could in part be due to greater public awareness around recycling due to Countywide recycling promotion campaigns (end of last year) and programmes like Blue Planet.

243

⚙ Transportation Portfolio - Cllr. Mark Shaw

▶ **Key areas of good performance**

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of overall Capital Carriageway Maintenance Programme delivered by year end (performance measure)	90%	99%	**GREEN**	Local Target (No benchmark available)	Performance during Q2 has remained high at 99% against a target of 90%. This is slightly lower than Q1 where 100% was achieved, however the number of activities performed has increased significantly over the last quarter from 63 in Q1 to 180 in Q2. The reason for this increase in activity is due to the seasonally better weather (Jul-Aug-Sep) where specialist work items such as surface dressings and micro-surfacing are also programmed in (alongside routine items). Note: Quarters 1-3 will show % activities delivered against quarterly programme, Q4 will show year end result.
2 % of Category 1 defects repaired in 2 working days (as per current Highways Safety Inspection Policy) (performance measure)	93%	97%	**GREEN**	Local Target (No benchmark available)	Performance in Q2 has significantly improved since Q1 from 43% to 97% against a target of 93%, and is also higher than Q2 last year which was 94%. There were 2,527 defects in Q1 compared 660 in Q2 of this year, so as work volumes have returned to normal, so too have performance levels. It is also worth noting that despite similar work volumes with Q2 last year 664, we are performing better this year.
3 % of Highways Development Management planning applications responded to within 21 days or agreed timeframes (performance measure)	100% (>72% Locally) (28% points tolerance every quarter)	86%	**GREEN**	No benchmark currently available.	Performance at Q2 is 86% against a statutory target of 72%, which is the highest it has been this year and last, this is good given the number of applications is the highest (631) it has been in a quarter this year and last. The reason for this high-performance being maintained was due in part to a slight reduction in major applications during the period, which are more complex, in addition to the well-managed resourcing of local plan examinations and EWR Transport Works Act Order, which were successfully covered by other staff which sustained resource for the high volume of minor applications that came in.

▶ **All areas of lower than expected performance (Red or Amber)**

| 1 | % of overall Capital Footway Programme delivered by year end (performance measure) | 90% | 0% (Zero) | RED | Benchmark data not currently available. | Resources have had to focus on delivering the capital carriageway surfacing programme (as evidenced by a doubling of activity from 63 to 180 work items) during Q1 and Q2, the construction phase of the footway structural repair programme has been moved back to commence between November and March 2019 as the surfacing works are substantially complete and this work is not weather susceptible.

Note: Quarters 1-3 will show % activities delivered against quarterly programme, Q4 will show year end result.

Improvement Action
We are anticipating full delivery by year end, however the delivery needs to be better profiled to ensure customer expectations are better managed. In future years, we will look to review the up-front resources available to ensure that it is (assuming no further significantly large schemes in year) |

Q2 2018/2019 scorecard

Quad 1 - Managing resources (finance)

● **Revenue - Year End variance for 2018/2018 at Q2**

Under spend < | > Overspend   Millions

- Overall BCC (after Corporate Costs): £0.2
- All Portfolios (before Corporate Costs): £7.1
- Leader: -£0.2
- Children's Services: £4.1
- Education & Skills: £1.0
- Community Engagement: £0.1
- Planning & Environment: -£1.4
- Resources: £1.5
- Health & Wellbeing: £2.3
- Transportation: -£0.2

(axis: -£2.0 -£1.0 £0.0 £1.0 £2.0 £3.0 £4.0 £5.0 £6.0 £7.0 £8.0)

● **Capital (released) - Year End variance for 2018/2019 at Q2**

Under spend < | > Overspend   Millions

- Overall BCC (after Corporate Costs): -£10.7
- All Portfolios (before Corporate Costs): £9.9
- Leader: -£2.9
- Children's Services: -£0.4
- Education & Skills: £0.2
- Community Engagement: -£0.2
- Planning & Environment: £0.2
- Resources: -£1.5
- Health & Wellbeing: -£2.8
- Transportation: -£2.5

(axis: -£15.0 -£10.0 -£5.0 £0.0 £5.0 £10.0 £15.0)

■ Released

Quad 3 - Strategic priority indicators (performance)

RAG Status of Indicators by Portfolio

● **Leader Portfolio**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Amber: 1, Green: 3)

● **Community Engagement & Public Health Portf.**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Red: 3, Amber: 2, Green: 8)

● **Health and Wellbeing Portfolio**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Red: 6, Amber: 2, Green: 4)

● **Children's Services Portfolio**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Red: 6, Amber: 1, Green: 1)

● **Education & Skills Portfolio**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Red: 2, Green: 7)

● **Resources Portfolio**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Red: 1, Amber: 2, Green: 3)

● **Planning & Environment Portfolio**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Green: 3)

● **Transportation Portfolio**
Number of indicators reported in this quarter
Total number of portfolio indicators
(Red: 1, Green: 4)

■ Red ■ Amber ■ Green

Quad 2 - Customer service

● **% of calls resolved at first point of contact**

	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
%	63%	64%	58%	60%	65%

● **Number Customer Service Centre calls & emails**

(axis: 0 to 20,000)
Apr May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar
— Received 17/18 — Received 18/19
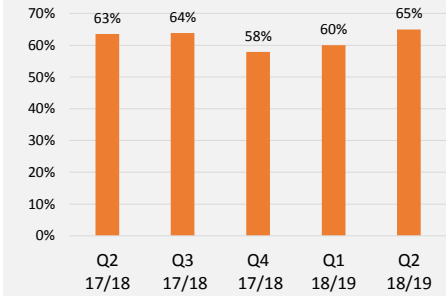
● **Number of Compliments Received (across the Council)**

	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
	130	136	79	157	114
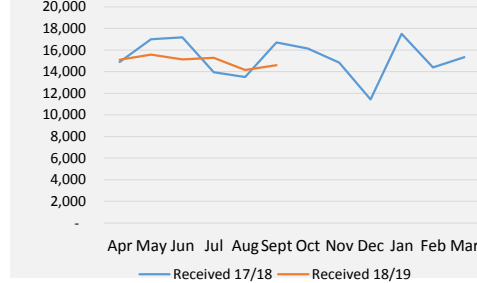
● **Number of Complaints Received & Complaints Upheld (Stage 1 & 2) - across the Council**
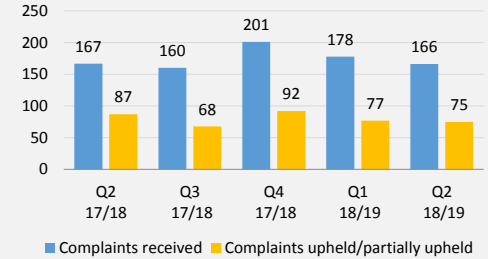
	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
Complaints received	167	160	201	178	166
Complaints upheld/partially upheld	87	68	92	77	75

■ Complaints received ■ Complaints upheld/partially upheld

Quad 4 - People and partners (HR)

● **Numbers of BCC staff (FTE)**

	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
	2,357	2,352	2,375	2,406	2,389

● **Agency, interim, contractor numbers**

	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
	304	298	287	267	266

● **Staff Turnover**

(axis: 0% to 18.0%)
Q2 17/18 Q3 17/18 Q4 17/18 Q1 18/19 Q2 18/19
—■— All Leavers —▲— Voluntary Leavers —✕— Less than 1 yr.
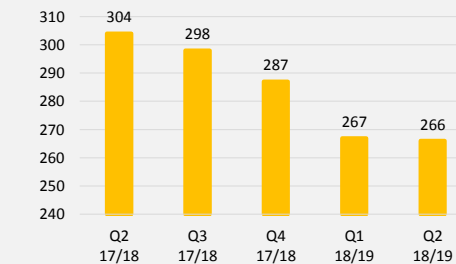
● **Agency, interim, contractor and BCC Staff Salary Costs**

	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
Agency Costs	£2.1	£2.5	£2.3	£1.7	£1.6
BCC Staff Salary Costs	£21	£20	£20	£21	£22

Millions

■ Agency Costs ■ BCC Staff Salary Costs
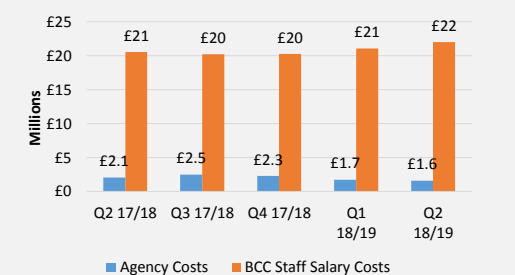
Helping to develop work opportunities and build self-reliance

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
1 BCC claimant count rate as % of national claimant count rate (contextual indicator)	Low	Quarterly	50%	43%	41%	41%			**GREEN**	**Claimant Count Rates:** Hertfordshire 1.3% Oxfordshire 1.1% TV Berkshire 1.2% Buckinghamshire 0.9% Aylesbury Vale 0.8% Chiltern 0.8% South Bucks 0.7% Wycombe 1.2%	Buckinghamshire's claimant count rate has stood at 0.9% since January 2017, which is 41% of the average rate nationally. In that time Buckinghamshire's comparative performance has strengthened, improving from 6th lowest to third lowest among the 27 County Council areas and from 3rd to 2nd among the 38 Local Enterprise Partnerships. In September, Buckinghamshire saw the 4th slowest rate of rise among county council areas and the 2nd slowest among LEPs, rising more slowly than the national rate for a 9th successive month. Despite falling month on month in September, Buckinghamshire's annual change was positive for a third successive month and for the 23rd time in the last two years - increasing 17.6% or 450 claimants since October 2015.

Helping make Bucks a desirable place to start and grow a business

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
2 % of new floor space developed in enterprise zones relative to projected amount in plan (performance measure)	High	Quarterly	100% at Q2 (no further delivery Q3/Q4)	110%	Not due until Q2	100%			**GREEN**	Benchmark not currently available.	100% of the 2018/19 projected floorspace has now (Q2) been delivered, which is what was set out in the Revised Implementation Plan (IP). As such 4.6% of the Cumulative Implementation Plan has been delivered meaning the scheme is on track to deliver all floorspace by 2040/41. At Westcott Venture Park, practical completion of the Reaction Engines production building occurred in July 2018 with fit-out of the rest of the facility expected in early 2020. In addition, the Westcott Incubation Centre, operated by the Satellite Applications Catapult, opened for business in July 2018. At Woodlands, development commenced in August 2018 on the 23,040 sqm of employment floorspace due for completion in Q2 2019/20. At Silverstone, the purchase of the 2,338 sqm Sports Engineering Hub Building completed in August 2018, which is to be operated as an Innovation Centre by TotalSim Ltd. Fit out is due to complete by December 2019 and the facility will be operational in January 2019.

3	To improve availability of fixed fibre (superfast broadband) to residential and business premises (contextual indicator)	High	Quarterly	Graduated Target: Q1: 94.49% Q2: 94.57% Q3: 94.66% Q4: 94.74%	94.1% (based on >30mbps). New baseline 94.4% (>24mbps)	94.7%	95.1%			GREEN	Buckinghamhire 95.08% Central Bedfordshire 96.2% Hertfordshire 97% Milton Keynes 98% Northamptonshire 97.3% Oxfordshire 96.7% Windsor and Maidenhead 96%	As at 30th June, our coverage was at 94.71% (>24mbps) and is now at 95.1% which is significantly above our quarterly target of 94.57%, and does mean that we have already hit the Connected Counties programme target (95% coverage by December 2019). 13 new structural units to provide fixed fibre broadband have gone live in and around Amersham, Aylesbury, Buckingham, Chesham, Gerrards Cross, Great Missenden, Iver, Mursley, Stoke Mandeville, Stone, Wendover and Whitchurch. Additionally, 3 new live structures are providing fibre to the premises in and around Princes Risborough.
4	Rank of number of New Business Registrations as defined by Companies House (contextual indicator)	High	Quarterly	Rank in Top 10/38 LEPs	8	10	11			AMBER	Local Enterprise Partnerships Ranking out of 38	There were 1,247 businesses registered in Buckinghamshire in the second quarter of 2018 (July to September), according to Companies House. The recent trend, across this and a number of other indicators, has been for Buckinghamshire to grow more slowly than the country as a whole, but to retain a strong ranking. Buckinghamshire currently ranks 11th among LEPs (against a target of top 10), having ranked 11th in 2017 and 12th in 2016. Q2's number of new business registrations was below the two previous quarters but above the two before that (including Q2 2017). Q2's total was only slightly below the average number of quarterly registrations since we started collecting this data (Q4 2015/16). The gap in new business formation rates between Buckinghamshire and Great Britain overall has narrowed in recent years. However, Buckinghamshire's employment rate is among the very highest in the country and job density is rising, even if economic growth is comparatively slow, so indicators remain positive, certainly for snapshots but also in terms of trends. Enterprise Zones, enterprise education, BBF start up support, broadband roll out and the development of commercial space are all areas of activity that support this indicator. The Industrial Strategy is the latest policy document to emphasise the growth of existing business stock rather than promoting enterprise / start-ups in general. We will be able to provide a greater understanding of the bigger picture as more data comes in over the coming quarters e.g. ONS.

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 CABINET Commentary
5	Facilitating the delivery of Heathrow in an effective way	Green	Quarterly	Monitor	Monitor	Project Monitor	Project Monitor - see commentary			Monitor	No benchmark currently available.	BCC's work to date has limited the direct negative impact of potential airport related development. As a landowner and operator of Country Parks and member of the Colne Valley Reginal Park we have highlighted the opportunities for mitigation and environmental enhancement in southern Bucks. With multiple projects in and around the Ivers, we continue to push for a joined up approach to traffic mitigation including the delivery of the Iver Relief Road. BCC has responded to Heathrow Airports Ltd. (HAL) informal masterplan consultations to ensure that the preferred option is shaped by and does not limit opportunities for blue (e.g. pools, ponds) and green (e.g. hedgerows, woodlands, ecological parks) infrastructure in and linking to the Ivers and wider Colne Valley Park. The impact of aircraft noise from more planes including on the tranquillity of Country Parks is an additional reason why the forthcoming HAL consultations on possible flightpath corridors requires a collective response from the County and Partners, and to reduce the impact on residents and the community.
6	Successful delivery of key infrastructure schemes	Monitor	Quarterly	Monitor	Monitor	Project Monitor	Project Monitor - see commentary			Monitor	No benchmark currently available.	Key infrastructure schemes (SE Aylesbury Link Road, Aylesbury Eastern Link Road South, A355 Improvement, High Wycombe Town Centre Masterplan, A4 Taplow, A40 London Road High Wycombe, A418 Oxford Road Aylesbury, and Oxford to Cambridge Expressway). The majority of projects are on track and on budget with the exception of three: ELR South - owing to the finalisation of S106, land negotiations and funding; A4 Taplow – because further work is required to reduce the construction costs for the scheme; and A418 Oxford Road Aylesbury – because the scheme is running marginally behind programme due to some minor re-scoping, but is expecting to get back on track by the end of the year.

● Creating Opportunities & Build Self-Reliance

Continue to improve the health and wellbeing of our residents and address major health risks

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 CABINET Commentary
1	% of the eligible population invited to an NHS Health Check	High	Quarterly (in arrears)	100% There is a target tolerance for this indicators of 10%. Green= 90% and over, Amber= 80% and over, Red= less than 80%	87.1% (27,965/32,092)	74.8% (6,003/8,023) This result is for Q4 2017/18 because the data runs a quarter in arrears.	80.9% (6,544/8,085) This result is for Q1 2018/19 because the data runs a quarter in arrears.			AMBER	78.2% (Q1 2018/19 South East) 86.0% (Q1 2018/19 England) 83.8% (Q1 2018/19 CIPFA peers)	Performance in Q1 2018/19 (80.9%) has improved from Q4 2017/18 (74.8%), but is below target (100%). Invitations are issued by individual GP practices. Clinical pressures in primary care continue to affect performance. 15 practices were unable to invite all eligible patients and this has reduced overall performance. Staff changes are also reducing performance. Following the presentation of an update on NHS Health Checks to the Health and Wellbeing Board, the CCG have requested performance data. **Improvement Actions** 1. Practices with low numbers of invitations have been identified and Public Health are engaging with these practices.
2	% receiving an NHS Health Check of those who were offered an NHS Health Check	High	Quarterly (in arrears)	48%	53.0% (14,820/27,965)	64.3% (3,859/6,003) This result is for Q4 2017/18 because the data runs a quarter in arrears.	43.5% (2,844/6,544) This result is for Q1 2018/19 because the data runs a quarter in arrears.			RED	39.8% (Q1 2018/19 South East) 42.6% (Q1 2018/19 England) 47.3% (Q1 2018/19 CIPFA peers)	Performance in Q1 (43.5%) is below target (48%) and lower than in Q4 2017/18 (64.3%). The NHS Outreach service has now been recommissioned as part of the Integrated Lifestyle Service and the impact of transition from the old to the new service has affected performance. For Health Checks undertaken in Primary Care, clinical pressures in primary care are still affecting performance. Staff changes are also reducing performance. **Improvement Actions** 1. A communications campaign to improve awareness of Health Checks and how to book a Health Check is underway. 2. A report was presented to the Health and Wellbeing Board in September 2018 to raise strategic challenges with NHS Health Checks. 3. We are maintaining a programme of feedback and support to practices with reduced performance.

3	Appointment offered within 48 hours to clients attending GUM clinics	High	Quarterly (in arrears)	98%	99.7% (14,978/15,017)	99.0% (3,888/3,927) This result is for Q4 2017/18 because the data runs a quarter in arrears.	99.8% (3,944/3,950) This result is for Q1 2018/19 because the data runs a quarter in arrears.			GREEN	Benchmarking information is not available.	In Q1, the performance remains above the target of 98% for those offered an appointment at sexual health services clinics.
4	% of successful alcohol treatment completions of those in treatment	High	Quarterly (in arrears)	35%	35.4% (108/305)	35.4% (108/305) This result is for Q4 2017/18 because the data runs a quarter in arrears.	29.6% (95/321) This result is for Q1 2018/19 because the data runs a quarter in arrears.			RED	39.1% (Q1 2018/19 South East) 39.4% (Q1 2018/19 England) 39.4% (Q1 2018/19 CIPFA peers)	Since Q4 2017/18 Buckinghamshire's successful alcohol completions has decreased from 35.4% in Q4 2017/18 to 29.6% in Q1 2018/19. The target is 35%. The number of alcohol users in the service with significantly complex needs has increased steadily since the start of 2017/18 (72 clients in 2017/18 vs 52 clients 2016/17 drank 600 or more units in the 28 days prior to entering treatment . As a result, it is taking longer for these users to complete treatment because their needs are complex. Work is required to identify people with alcohol problems and ensure referral into specialist services much earlier and the planned actions address this issue. **Improvement Actions** 1. Work has begun to develop a shared care approach with primary care to support people with alcohol dependence. This will both improve quality of care and ensure clients are referred into specialist services earlier. This will be completed and implemented by March 2019 with a protected learning session open to all GPs in the spring.
5	% of successful drug treatment completions of those in treatment	High	Quarterly (in arrears)	13%	12.3% (99/804)	12.3% (99/804) This result is for Q4 2017/18 because the data runs a quarter in arrears.	12.8% (107/834) This result is for Q1 2018/19 because the data runs a quarter in arrears.			AMBER	16.5% (Q1 2018/19 South East) 14.5% (Q1 2018/19 England) 16.4% (Q1 2018/19 CIPFA peers)	This indicator is slightly below target (12.8% against a target of 13%) but has improved since Q4 2017/18 (12.3%). Successful completions cover opiate and non-opiate use. The performance for opiate users is in the top quartile compared to other Local Authorities. However, successful completions for non-opiate users are not in the top quartile (no other quartiles are reported to us), this is reducing the overall average for successful completions for drugs. Currently the service has a number of users with particularly complex issues and this, combined with the service being less than a year in operation, has reduced performance. However, the service that users receive is of good quality with high user satisfaction. **Improvement Actions** 1. An action plan is being implemented that includes increasing engagement in treatment and strengthening the recovery network to improve successful completions and reduce representations for the alcohol client cohort. 2. Completed actions include an audit of the clinical caseload to ensure that all clients are on the right treatment pathway, and a new case management system to provide a better overview of all stages of treatment

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
6	% of births that receive a face-to-face New Birth Visit within 14 days by a health visitor	High	Quarterly (in arrears)	90%	95.4% (5,600/5,873)	95.4% (1,397/1,464) This result is for Q4 2017/18 because the data runs a quarter in arrears.	94.5% (1,346/1,424) This result is for Q1 2018/19 because the data runs a quarter in arrears.			GREEN	86.2% (Q4 2017/18 South East) 88.5% (Q4 2017/18 England) 90.8% (Q4 2017/18 CIPFA peers)	Performance (94.5%) has exceeded the target of 90% in Q1 2018/19 (the data runs a quarter in arrears). There is currently no benchmarking data for Q1 but it is expected that the performance will continue to be better than national and South East regional averages.
7	Number of clients screened by Live Well Stay Well	High	Quarterly (in arrears)	6,000 annually (1,500 per quarter)	New	Not due until Q2	2,131 This result is for Q1 2018/19 because the data runs a quarter in arrears.			GREEN	Benchmarking information is not available.	The number of clients screened by the new Live Well Stay Well service (2,131) is above the target (1,500) for Q1 2018/19. The new Live Well Stay Well service commenced on the 1st April 2018, providing a single point of access for lifestyles and long term conditions, accessible by telephone or online. Promotional work with stakeholders and residents has been successful in linking clients with the service. The new service offers an online registration and screening option which is available to residents 24/7, helping to increase the number of initial screenings completed. In Q1, 24% of the screens have been completed online, with follow up as appropriate.

Improve community safety and reduce crime and the fear of crime

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
8	Improvement in risk category for those clients working with an Independent Domestic Violence Advocate (IDVA)	High	Annual (April)	65%	74.0%	Not due until Q4	Not due until Q4			Not Due	Benchmarking information is not available.	Data expected April 2019.

254

Support our voluntary and community sector to develop our communities to help themselves, including empowering communities to deliver and prioritise services and promote good citizenship and inclusivity

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
9	% of customers who rate the registration service as good or excellent	High	Quarterly	95%	99.5%	96.8% (120/124)	97.0% (130/134)			**GREEN**	Benchmarking information is not available.	Performance (97.0%) exceeded the target of 95% in Q2 2018/19. Customer surveys are carried out four times a year on all appointments and attendance at ceremonies. 127 rated this as excellent; 3 as good; 3 as fair; and 1 no reply.
10	Total number of visitors to Bucks County Museum	High	Quarterly and cumulative	91,088 annually Graduated Target: Q1: 22,772 Q2: 45,544 Q3: 68,316 Q4: 91,088	96,963	26,200	52,188			**GREEN**	Benchmarking information is not available.	Performance (52,188) up to Q2 2018/19 has exceeded the target of 45,544. Visitors in Q2 (25,988) were fewer than in Q1 (26,200) possibly due to the very good weather in July and August.
11	Number of downloads per annum in Libraries	High	Quarterly and cumulative	102,000 annually Graduated target Q1: 25,500 Q2: 51,000 Q3: 76,500 Q4: 102,000	107,592	31,372	66,552			**GREEN**	Benchmarking information is not available.	Performance (66,552) up to Q2 2018/19 has exceeded the target of 51,000. Our eBooks, eAudio and eMagazine services continue to grow as we continue to purchase new titles and promote these to our customers.
12	Number of individuals in voluntary organisations supported through training (VCS infrastructure) (contextual)	High	Quarterly and cumulative	240 annually Graduated target Q1: 60 Q2: 120 Q3: 180 Q4: 240	New	240	291			**GREEN**	Benchmarking information is not available.	Up to Q2 2018/19, 291 individuals attended the training provided by Community Impact Bucks under the requirements of the Infrastructure contract. This has exceeded both the cumulative quarterly target of 120 and the annual target of 240.

| 13 | % of Customer Service Centre calls that are abandoned | Low | Quarterly | 10% | 12% (March 2018) | 10% | 14% | | | RED | Cambridgeshire 15%, Staffordshire 10%, Warwickshire <5%, Nottinghamshire <5%, Oxfordshire <5% | This measures phone calls that people make to the Customer Service Centre that are abandoned before being answered. 14% of calls were abandoned by the caller which exceeds the target of 10% of calls (or below). There has been a 4% increase in the number of abandoned calls since last quarter. We are continuing to work with the digital team, and service areas across the council, to bring more options for contacting the council online. New digital ways of contacting the council are being developed for Adult Social Care queries, which should reduce the volume of calls and therefore call abandonment in the Customer Service Centre. Reporting on Fix My Street has improved, with further marketing expected to move more contacts online. A reduction in staffing numbers this quarter by one full time equivalent employee has also impacted on performance. **Improvement Actions** 1. To reduce the number of abandoned contacts, we are planning to make more customer services available online, so that they are easier to access without having to telephone the Customer Services Centre. 2. A Business case is being taken to Technology Board for automated voice recognition, which will lower call volumes into the Customer Service Centre and call abandonment. 3. Business Intelligence work on profiling callers to investigate opportunities for transferring more calls online. |
| 14 | % of Customer Service Centre calls that are answered in 29 seconds or less | High | Quarterly | 40% | 39% (March 2018) | 49% | 40% | | | GREEN | Benchmarking information is not available. | This indicator measures phone calls that people make to the Customer Service Centre that are answered within 29 seconds. 40% of all phone calls were answered within 29 seconds, which is aligned with the 40% target. **Improvement Actions** A 9% reduction from Q1 was due to resourcing difficulties with long term absences over the holiday period, meaning fewer staff were available to answer the volumes of calls. There was also an increase in calls regarding Client Transport during Q2. |

● Safeguarding our vulnerable

Safeguard vulnerable adults including providing understanding and dignity in end of life care.

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
1	Delayed transfers of care from hospital per 100,000 population (attributable to Social Care)	Low	Quarterly (2 months in arrears)	1.6	2.4	n/a	2.7 This result is for Q1 2018/19 because the data runs a quarter in arrears.			**RED**	Benchmarking Q1 2018/19 National - 3.9 Comparator - 5.2	This indicator measures the average daily delay per 100,000 population attributable to Social Care (including joint delays). The measure is good to be low. Performance for Quarter 1 is 2.7 which is above target (1.6) and an increase in comparison to Q4 20117/18 (2.4). However performance is significantly below the comparator average of 5.2 and the national average of 3.9. **Improvement Actions** We are implementing the High Impact Change model and Discharge to Assess approach which will enable more joined up planning and develop capacity across the system.
2	% repeat contacts in Adult Social Care	Low	Quarterly	Monitor	New	33%	39%			Monitor	Local Measure. Benchmarking not available.	This indicator measures the proportion of contacts to Adult Social Care which are repeat contacts. This will help us to monitor if we are helping people with the right support and signposting at their first contact with the Council. This is a new indicator this year and we are currently establishing a baseline to inform a future target. Performance for quarter 2 is 39% which is an increase in comparison to quarter 1 (33%). As this is a local measure there is no national or comparator benchmarking. **Improvement Actions** Data analysis is being conducted to develop a better understanding of the nature of repeat contacts, and this insight will inform the future approach.
3	% contacts progressed to assessment in Adult Social Care	Low	Quarterly	30%	New	38%	40%			**RED**	Local Measure. Benchmarking not available.	This indicator measures the proportion of contacts to Adult Social Care which progress to an assessment. This will enable us to monitor if we are helping people with the right support and signposting at their first point of contact, and only progressing people to assessment if they have eligible needs. Performance for quarter 2 is 40% which is above target (30%) and there has been a positive two percentage point change since quarter 1 (38%). As this is a local measure there is no national or comparator benchmarking. **Improvement Actions** This is a new measure for 2018-19. We are conducting further analysis to understand reasons for this performance and training Customer Service Centre staff to ensure contacts received are handled effectively.

4	% of assessments resulting in a service in Adult Social Care	High	Quarterly	Monitor	New	60%	65%			Monitor	Local Measure. Benchmarking not available.	This indicator measures the percentage of Adult Social Care assessments which result in services. This is a new indicator this year and we are currently establishing a baseline to inform a future target. Performance for quarter 2 (65%) shows a slight increase in the amount of services being provided following an Adult Social Care assessment in comparison to quarter 1 (60%). As this is a local measure there is no national or comparator benchmarking. A high proportion of assessments resulting in a service indicates that screening processes are effective and only people with eligible needs are progressing to assessment. **Improvement Actions** Strength-based training is being rolled out across Adult Social Care to promote independence and improve outcomes for Buckinghamshire residents.
5	% Adult Social Care clients receiving an annual review	High	Quarterly	Graduated Target: Q1: 20% Q2: 40% Q3: 70% Q4: 100% (9% points tolerance at year end)	83.8%	19.6%	33.9%			RED	Local Measure. Benchmarking not available.	This indicator measures the proportion of people receiving a review of their care package at least once during the year. Performance for quarter 2 is 33.9%, which is below the quarterly target (40.0%). In comparison to the same period last year, fewer reviews have been completed this year. The launch of the Better Lives documentation/system changes alongside a Review Plan in November 2018 is anticipated to have a positive impact on this performance going forward. As this is a local measure there is no national or comparator benchmarking. **Improvement Actions** A robust Review Plan has been developed and implemented to ensure we achieve our review target by the end of the year.
6	% of young people at age 15/16yrs (Year 11) who have a transitions plan	High	Quarterly	Not yet reportable	New	No data	No data			Not Due	Local Measure. Benchmarking not available.	No update this Quarter.

Ensure our older, disabled and vulnerable people receive support that is right for their needs, delaying the need for care through earlier diagnosis, intervention and reablement, including helping unpaid carers

Improving outcomes for adults with special educational needs or disability

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
7	% of people re-abled with an outcome of Independence	High	Quarterly	45.0%	36.0%	35.1%	39.4%			**RED**	Local Measure. Benchmarking not available.	This indicator measures the proportion of service users who were independent following a period of re-ablement. Performance for quarter 2 is 39.4%, which is below the quarterly target (45.0%). However there has been an improvement on quarter 1 (35.1%). As this is a local measure there is no national or comparator benchmarking. **Improvement Actions** To improve this performance we have broadened access to Assistive Technology, increased capacity in the Occupational Therapy service and are rolling out strength-based approach training to our BHT partners.
8	% of adults in contact with secondary mental health services who live independently	High	Quarterly	84.5%	81.0%	89.0%	88.0%			**GREEN**	No benchmarking due to national data quality issues.	This indicator measures the proportion of people in contact with secondary mental health services who live independently. Performance for quarter 2 is 88.0% which is above target (84.5%). We expect to sustain this high level of performance ongoing. There is no benchmarking data available due to national issues with data accuracy. I**mprovement Actions** We are implementing a Market Position Statement on housing and accommodation to plan access to housing options for people with needs.
9	% of clients using social care who receive direct payments	High	Quarterly	37.0%	41.7%	42.6%	43.5%			**GREEN**	Benchmarking 2016/17 National - 28.3% Comparator - 31.8%.	This indicator measures the proportion of people who receive a direct payment to arrange and purchase their own care. Performance for quarter 2 was 43.5%, which is above the target of 37.0% and above both the national (28.3%) and comparator performance (31.8%), and a slight increase of 0.9% on the previous quarter. Performance continues to look positive for this indicator. **Improvement Actions** We continue to ensure that our service offer improves outcomes and is delivered efficiently.
10	Admissions of older people (65+) into residential and nursing care. Rate per 100,000 of population	Low	Quarterly (Cumulative)	Graduated target: Q1: 100.2 **Q2: 200.4** Q3: 300.6 Q4: 400.8	400.8	89.9	200.9			**AMBER**	Benchmarking 2016/17 National - 610.7 Comparator - 560.4	This indicator measures the number of older people admitted to long term residential or nursing care, expressed as a rate per 100,000 population and is good to be low. Performance for quarter 2 is 200.9, which is very close to the target (200.4) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4. Performance for 2018/19 to date is better than the same period in 2017/18. **Improvement Actions** We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community.

	Indicator	Polarity	Frequency	Target						RAG	Benchmarking	Commentary
11	Admissions of adults (under 65 yrs.) into residential and nursing care. Rate per 100,000 of population	Low	Quarterly (Cumulative)	Graduated target: Q1: 2.3 **Q2: 4.6** Q3: 6.9 Q4: 9.2	9.2	2.5	4.5			GREEN	Benchmarking 2016/17 National - 12.8 Comparator -11.4.	This indicator measures the number of younger adults admitted to long-term residential or nursing care, expressed as a rate per 100,000 population and is good to be low. Performance for quarter 2 is 4.5, which is below the target (4.6) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4. However, in 2017/18 our rate of admission at year end was 28% lower than statistical neighbours. Performance for 2018/19 to date is better than the same period in 2017/18 and on track to outperform benchmark levels. **Improvement Actions** We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community.
12	% of adults with learning disabilities who live in their own home or with their family	High	Quarterly	69.8%	69.8%	69.0%	68.0%			AMBER	Benchmarking 2016/17 National - 76.2% Comparator - 75.1%	This indicator measures the proportion of adults with learning disabilities who live independently or with their family. Performance for quarter 2 is 68.0%, which is below target (69.8%) and below both national (76.2%) and comparator performance (75.1%). Performance is consistent for this indicator and has remained just below target since the beginning of 2018/19. **Improvement Actions** We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community. A specialist housing group has been created that includes partners from District Councils to identify and address barriers.
13	% of adults with a Learning Disability in paid employment	High	Quarterly	7.0%	6.5%	6.3%	6.1%			RED	Benchmarking 2016/17 National - 5.7% Comparator - 5.3%	This indicator measures the proportion of adults with a learning disability who are in paid employment. Supported employment services are provided by our in-house direct care services who support these adults to prepare for work, find work and will continue to support them ongoing. Performance for quarter 2 is 6.1% which is slightly below target (7.0%). However it is above national (5.7%) and comparator (5.3%) performance. Performance has remained just below target since the beginning of 2018/19. **Improvement Actions** Further communications and briefing events are planned to ensure opportunities for clients are promoted across the service, and clients are supported to move from Supported to Open employment where appropriate.
14	% of adults with secondary MH services in paid employment	High	Quarterly	14.8%	14.8%	15.0%	16.0%			GREEN	No benchmarking due to national data quality issues.	This indicator measures the proportion of adults known to secondary mental health services who are in paid employment. Performance for quarter 2 is 16.0% which is above target (14.8%) and has increased during the last 3 quarters. There is no benchmarking data available due to national issues with data accuracy. **Improvement Actions** A bid is being made for Individual Placement Support funding from the Department of Health to provide further support for people with mental health needs.
15	% of service users who have as much social contact as they would like	High	Annual	45%	45%	Not due until Q4	Not due until Q4			Not Due	Benchmarking 2016/17 National - 45.4% Comparators - 46.7%	No update this Quarter.

16	% of carers who have as much social contact as they would like	High	Annual	36%	39%	Not due until Q4	Not due until Q4			Not Due	Benchmarking 2016/17 National - 35.5% Comparators - 33.6%	No update this Quarter.
17	Median age of entry in to Residential/Nursing care	High	Quarterly	Monitor	New	82yrs	82yrs			Monitor	Local Measure. Benchmarking not available.	This indicator measures the median age in which service users are placed in residential or nursing placements (permanent). Our aim, through the Transformation Programme is to reduce this time and delay long term placements, as it is proven to be better for people to remain independent as long as possible. Performance for quarter 2 is 82yrs and there has been no change since quarter 1. As this is a local measure there is no national or comparator benchmarking. **Improvement Actions** We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community.
18	Average length of stay in Residential/Nursing care	Low	Quarterly	618 days	New	798 days	867 days			**RED**	Local Measure. Benchmarking not available.	This indicator measures the average length of time service users are placed in residential or nursing placements (permanent). Our aim, through the Transformation Programme is to reduce this time and delay long term placements as it is proven to be better for people to remain independent as long as possible. Performance for quarter 2 is 867 days which is above target (618 days) and an increase since quarter 1 (798 days). As this is a local measure there is no national or comparator benchmarking. **Improvement Actions** We continue to build on the strengths-based approach to promote outcomes for clients and only consider placements if needs cannot be met in the community.

● Safeguarding our vulnerable
Safeguard vulnerable children; keep children in their own home where it is safe to do so and identify and take action where we find exploitation of children and young people

▶ Demand

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 CABINET Commentary
1	Rate per 10,000 of children on Child Protection Plans	Monitor	Quarterly	Monitor	52.3 (March 2018)	51.9	49.7			Monitor	Statistical Neighbours 36.7, South East 41.3, England 43.3	This indicator measures the number of children on Child Protection Plans, expressed as a rate per 10,000 of the 0-18 year old population. At the end of September 2018, our rate per 10,000 is 49.7 which is a slight reduction on the 51.9 reported at the end of Quarter 1. This rate is above the England, South East and statistical neighbour averages. **Improvement Actions** To address this we are continuing to drive up the quality of child protection assessments and plans through targeted auditing and embedding learning of good practice.
2	Rate per 10,000 of children in need	Monitor	Quarterly	Monitor	209.5 (March 2018)	217.3	223.9			Monitor	Statistical Neighbours 261.6, South East 302.5, England 275.2	This indicator measures the number of children on children in need plans, including children looked after and those on child protection plans, expressed as a rate per 10,000 of the 0-18 year old population. At the end of September 2018, our rate per 10,000 is 223.9. The rate of children in need in Buckinghamshire is below the rates of England, South East and Statistical Neighbours. **Improvement Actions** We have conducted an audit of all children on children in need plans and are acting on the findings from these.
3	Rate per 10,000 of children looked after (contextual)	Monitor	Quarterly	Monitor	39.4 (March 2018)	39.4	41.1			Monitor	Statistical Neighbours 40.5, South East 51.0, England 62.0	This indicator measures the number of children looked after, expressed as a rate per 10,000 of the 0-18 population. At the end of September 2018, our rate per 10,000 is 41.1. Buckinghamshire's rate is lower than the average rate for the South East and nationally, but higher than the statistical neighbour average. **Improvement Actions** We are conducting a thematic review of children accommodated under Section 20 and those placed at home to identify and reinforce best practice principles.

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
4	% repeat referrals within 12 months	Low	Quarterly	28%	36% (March 2018)	33%	30%			**RED**	Statistical Neighbours 21%, South East 26%, England 22%	This indicator measures the proportion of repeat referrals we receive within 12 months. At the end of September 2018 our performance is 30%. This is higher than England, South East and statistical neighbour averages. **Improvement Actions** We have conducted an improvement review and are working closely with partners to develop a joint action plan to improve this performance.The action plan will be completed in December 2018.
5	% of Children who became the subject of a Child Protection Plan for a second or subsequent time	Low	Month only (not quarterly data)	19%	19% (March 2018)	18.7%	13.7%			**GREEN**	Statistical Neighbours 23%, South East 22%, England 19%	This indicator measures the proportion of children who have become subject to a child protection plan for a second or subsequent time. Of the children who became subject to a child protection plan between 1 April 2018 and 30 September 2018, 13.7% were subject to a second or subsequent child protection plan. Buckinghamshire's performance is lower than England, South East and statistical neighbour averages. **Improvement Actions** Child Protection Advisors and Social Work teams to meet regularly to ensure that child protection plans achieve sustainable and positive change.
6	% of care leavers in employment, education, or training (EET)	High	Quarterly	60%	60% (March 2018)	61%	57%			**AMBER**	Statistical Neighbours 52%, South East 50%, England 50%	This indicator measures the proportion of care leavers who are in employment, education and/or training (EET). At the end of September 2018, 57% of care leavers were in EET. Buckinghamshire's performance is higher than the England, South East and statistical neighbour averages. **Improvement Actions** We are developing a skills database to match care leavers with local opportunities and working closely with the University to deliver taster days in partnership with the Virtual School.
7	% of children waiting less than 14 months between entering care and moving in with their adoptive family	High	Quarterly	75%	72% (March 2018)	38%	39%			**RED**	Statistical Neighbours 43%, South East 46%, England 47%	This indicator measures the proportion of children who wait for less than 14 months between entering care and moving in with their adoptive family. At the end of September 2018, 39% of children had moved in with their adoptive family within required timescales. This performance is lower than the England, South East and statistical neighbour averages. **Improvement Actions** The adoption team continue to robustly implement planned recruitment for those children with complex needs for whom adoption is in their best interests. We have delivered a targeted campaign for National Adoption Week alongside further development of the relevant pages on the BCC website to encourage interest from prospective adopters.

▶ Voice of the child

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
8 % Children Looked After (CLA) seen in the last 6 weeks	High	Quarterly	91%	87% (March 2018)	87%	80%			**RED**	Benchmarking information not currently available.	This indicator measures the proportion of children looked after who are seen at least once every 6 weeks. At the end of September 2018, 80% of children looked after had been seen within required timescales. No benchmarking information is available for this indicator. **Improvement Actions:** We are tightening up data quality and recording processes to strengthen management oversight of when children have been seen.

▶ Timeliness of the journey of the child

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
9 % assessments completed in 45 working days	High	Quarterly	82%	83% (March 2018)	80%	51%			**RED**	Statistical Neighbours 81%, South East 84%, England 83%	This indicator measures the proportion of assessments that are completed within 45 working days. At the end of September 2018, 51% of assessments had been completed within the 45 working day timescale, which is below England, South East and statistical neighbour averages. **Improvement Actions** Robust action plans are in place with management oversight to improve this performance and ensure that assessments are completed within timeframes.
10 % ICPC (Initial Child Protection Conference) held within 15 working days of the strategy discussion	High	Quarterly	80%	82% (March 2018)	89%	68%			**RED**	Statistical Neighbours 82%, South East 75%, England 77%	This indicator measures the proportion of Initial Child Protection Conferences (ICPC's) that are held within 15 working days from the Strategy Discussion. At the end of September 2018, 68% of ICPC's were held within required timescales. This performance is currently below the 80% target and below the England, South East and statistical neighbour averages. **Improvement Actions** To address this we are developing Safety Plans for all instances where Initial Child Protection Conferences are delayed and working closely with schools to ensure there are no delays during holiday periods.

▶ Sufficiency of children's placements

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
11 % of CLA living more than 20 miles from home	Low	Month only (not quarterly data)	47%	53% (March 2018)	56%	55%			**RED**	Statistical Neighbours 24%, South East 16%, England 14%	This indicator measures the proportion of children looked after who are placed more than 20 miles from their home. At the end of September 2018, 55% of children looked after were placed more than 20 miles from their home. This performance is higher than England, South East and statistical neighbour averages. It is important to note that placements within the geographical boundary of Buckinghamshire may exceed 20 miles in some cases. However, this is still accessible compared to other areas of the country where placements are within 20 miles but less accessible. **Improvement Actions** To improve performance we have opened Buckinghamshire County Council's first new children's home and will be opening another local in-house provision in March 2019.

● Safeguarding our vulnerable
Improve outcomes for children with special educational needs or disability
Deliver effective interventions and family support to achieve better outcomes for all children, reducing the need to access statutory services

▶ Improving Education Standards for Disadvantaged Pupils

	Measure	Good to be	Data period	Target	Last years outturn 2017	2015	2016	2017	2018	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
1	Year 1 Phonics - expected standard gap between disadvantaged pupils % and others %	Low	Annual outturn only	16%	16%	18%	17%	16%		Not Due	2017 England = 14% (disadvantaged = 70%, other = 84%)	Annual outturn - No update this Quarter.
2	Key Stage 2 - expected standard (reading, writing & maths) gap between disadvantaged pupils % and others %	Low	Annual outturn only	27%	30%	N/A	24%	30%		Not Due	2017 England = 20% (disadvantaged = 48%, other = 68%)	Annual outturn - No update this Quarter.
3	Key Stage 4 - Attainment 8 gap between disadvantaged pupils and others	Low	Annual outturn only	12.8	14.3	N/A	13.9	14.3		Not Due	2017 England = 12.8 (disadvantaged = 37.1, other = 49.9)	Annual outturn - No update this Quarter.
	Early Years Foundation Stage Profile - 'good level of development' gap between disadvantaged pupils % and others %	Low	Annual outturn only	19%	19%	18%	19%	19%		Not Due	National data is not available for this group of pupils	Annual outturn - No update this Quarter.

Measure	Good to be	Data period	Target	Last years outturn 2017	2015	2016	2017	2018	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
5 Key Stage 2 - % of pupils with a statement of SEN or EHCP reaching the expected standard in reading, writing and mathematics	High	Annual outturn only	8%	8%	N/A	9%	8%		Not Due	England 2017 = 8% South East 2017 = 7%	Annual outturn - No update this Quarter.
6 Key Stage 4 - average Attainment 8 score for pupils with a statement of SEN or EHCP	High	Annual outturn only	16.0	16.5	N/A	19.9	16.5		Not Due	England 2017 = 13.9 South East 2017 = 14.2	Annual outturn - No update this Quarter.

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
7 % new Education, Health & Care plans issued within 20 weeks (excluding exceptions)	High	Quarterly	32.0%	8.5%	30.7% (Calendar year to date)	32.6% (Calendar year to date)			**GREEN**	2017 calendar year Buckinghamshire = 19.1 South East = 52.8 England = 64.9	This indicator measures the number of young people with Special Educational Needs and/or Disability who receive a support plan in a timely manner. Figures reported are cumulative for the calendar year to date. For the period 1/1/2018 - 30/9/2018, 32.6% of Education Health and Care Plans were issued within the 20 week timescale. **Improvement Actions** This process is now being managed robustly with weekly reporting to the Director of Education.

● Creating Opportunities & Build Self-Reliance
  Ensure that our pre-school children grow up 'school ready' and enable and support all our children to be successful and cared for throughout their school years

▶ Exclusions and Attendance

	Measure	Good to be	Data period	Target	Last years outturn 2017	2015	2016	2017	2018	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
8	Overall attendance rate - primary schools	High	Annual outturn only (Academic Year in Arrears)	96.0%	96.2%	96.3%	96.1%	96.2%		Not Due	England 2017 = 96.0%, South East 2017 = 96.1%	Annual outturn - No update this Quarter.
9	Overall attendance rate - secondary schools	High	Annual outturn only (Academic Year in Arrears)	95.0%	94.6%	94.5%	94.5%	94.6%		Not Due	England 2017 = 94.6%, South East 2017 = 94.6%	Annual outturn - No update this Quarter.
10	Permanent exclusion rate - primary	Low	Annual outturn only (Academic Year in Arrears)	0.03%	0.05% This result is for the academic year 2015/16 because the data runs one year behind.	data not available	0.01% This result is for the academic year 2014/15 because the data runs one year behind.	0.05% This result is for the academic year 2015/16 because the data runs one year behind.	0.04% This result is for the academic year 2016/17 because the data runs one year behind.	**RED**	England = 0.03 South East = 0.02 (2016/17 figues)	This measure shows the proportion of permanent exclusions in primary schools and is reported in arrears due to national data collection and publication.

In the 2016-17 academic year the permanent exclusions rate for primary schools in Buckinghamshire was 0.04%, which was above both national and regional averages. This is an improvement from 2015-16, with exclusions in primary schools falling from a rate of 0.05% in 2015-16.

Improvement Actions
We are implementing recommendations from the Education Select Committee report in July, including conducting a targeted Side by Side project to reduce exclusions, improving websites and promoting uptake of Educational Psychology services. |

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Commentary
11	Permanent exclusion rate - secondary	Low	Annual outturn only (Academic Year in Arrears)	0.17%	0.24% This result is for the academic year 2015/16 because the data runs one year behind.	0.08%	0.13% This result is for the academic year 2014/15 because the data runs one year behind.	0.24% This result is for the academic year 2015/16 because the data runs one year behind.	0.25% This result is for the academic year 2016/17 because the data runs one year behind.	**RED**	England = 0.20 South East = 0.13 (2016/17 figues)	This measure shows the proportion of permanent exclusions in secondary schools and is reported in arrears due to national data collection and publication. In the 2016-17 academic year the permanent exclusions rate for secondary schools in Buckinghamshire was 0.25%, which was above both national and regional averages. The rate is slightly higher than in 2015-16, but the rate of increase has slowed significantly. **Improvement Actions:** We are implementing recommendations from the Education Select Committee report in July, including conducting a targeted Side by Side project to reduce exclusions, improving websites and promoting uptake of Educational Psychology services.

▶ Quality of schools

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
12	% of pupils attending schools rated good and outstanding by Ofsted	High	Quarterly	88.0%	90.2%	89.0%	89.0%			**GREEN**	England 31/8/2018 (provisional) = 85% South East 31/8/2018 (provisional) = 88%	This measure reports the proportion of Buckinghamshire pupils who are attending schools judged to be good or outstanding. At the end of September 2018, 89% of Buckinghamshire pupils attended a school judged to be good or outstanding. This is above both regional and national averages. **Improvement Actions** Support through our Side by Side partnership model is in place for all schools judged to be "not yet good" or of concern to the LA.

	Measure	Good to be	Data period	Target	Last years outturn 2017/18	Academic Year 2015/2016	Academic Year 2016/2017	Academic Year 2017/2018	Academic Year 2018/19	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
13	Early Years Foundation Stage Profile - % of pupils achieving a good level of development	High	Annual outturn only (Academic Year in Arrears)	74%	74%	68%	71%	74%		Not Due	England 2017 = 71% SE 2017 = 74%	Annual outturn - No update this Quarter.
14	Year 1 Phonics - % of pupils reaching the expected standard	High	Annual outturn only (Academic Year in Arrears)	82%	82%	77%	81%	82%	84%	**GREEN**	England (state-funded schools) = 82% South East = 83% (2018 figures)	This indicator measures the proportion of pupils who have reached an expected academic standard. In 2018, 84% of Buckinghamshire pupils achieved the expected standard in the Year 1 Phonics Screening Check. This is an increase of 2 percentage points from 2017, and is above both regional and national averages. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. **Improvement Actions** Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.
15	Key Stage 1 - % of pupils reaching the expected standard in reading	High	Annual outturn only (Academic Year in Arrears)	79%	79%	N/A	77%	79%	79%	**GREEN**	England (state-funded schools) = 75% South East = 78% (2018 figures)	This indicator measures the proportion of pupils who have reached an expected academic standard. In 2018, 79% of Buckinghamshire pupils achieved at least the expected standard in Key Stage 1 Reading. Results have remained the same as in 2016, but remain above both regional and national averages. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. **Improvement Actions** Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.
16	Key Stage 1 - % of pupils reaching the expected standard in writing	High	Annual outturn only (Academic Year in Arrears)	69%	69%	N/A	65%	69%	72%	**GREEN**	England (state-funded schools) = 70% South East = 71% (2018 figues)	This indicator measures the proportion of pupils who have reached an expected academic standard. In 2018, 72% of Buckinghamshire pupils achieved at least the expected standard in Key Stage 1 Writing. This is a 3 percentage point increase from 2017. Buckinghamshire results are above both regional and national averages. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. **Improvement Actions** Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.

#	Indicator	Polarity	Frequency							Status	Benchmark	Commentary
17	Key Stage 1 - % of pupils reaching the expected standard in mathematics	High	Annual outturn only (Academic Year in Arrears)	76%	76%	N/A	72%	76%	78%	GREEN	England (state-funded schools) = 76% South East = 78% (2018 figues)	This indicator measures the proportion of pupils who have reached an expected academic standard. In 2018, Buckinghamshire results for pupils achieving at least the expected standard in KS1 maths increased by 2 percentage points to 78%. Buckinghamshire results are above the national average, and in line with the regional average. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. **Improvement Action** Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.
18	Key Stage 2 - % of pupils reaching the expected standard in reading, writing and mathematics	High	Annual outturn only (Academic Year in Arrears)	64%	64%	N/A	56%	64%	66%	GREEN	England (state-funded) = 64% South East= 65% (2018 figues)	This indicator measures the proportion of pupils who have reached an expected academic standard. In Buckinghamshire 66% of pupils achieved at least the expected standard in all of reading, writing and maths at Key Stage 2. Buckinghamshire results have increased by 2 percentage points since last year, and are above both regional and national averages. These results have been released as provisional figures by the Department for Education, the validated results will be available in early 2019. **Improvement Action** Within the Side by Side partnership model there is a focus on achieving more ambitious outcomes for all children and young people.
19	Key Stage 4 - average Attainment 8 score	High	Annual outturn only (Academic Year in Arrears)	53.0	52.6	N/A	55.4	52.6		Not Due	England (state-funded) 2017 = 46.1 SE 2017 = 47.2	Annual outturn - No update this Quarter.

Achieving best value for money and delivering services as efficiently as possible

271

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
1	% of BCC Website pages that meet accessibility standards	High	Quarterly	Graduated Target Q1: 68% **Q2: 69%** Q3: 70% Q4: 75%	64%	65%	65%			**RED**	BCC: 65% Local Authority Average: 68%	This indicator measures the percentage of pages on the BCC Website that meet equal access standards, which enables everyone to be equally able to use and access information on the BCC Website. At the end of Quarter 2, 65% of pages on the BCC Website met accessibility standards, which is below the 69% target for this quarter. Performance has stayed the same since Q1, however increases are expected in the latter stages of the year following the delivery of the improvement plan. Although below target, accessibility is part of the SOCITIM rating for the BCC Website, which has recently improved from a Two Star rating to a Three Star rating. **Improvement Actions** 1. The changes that need to be made to the BCC Website to improve accessibility standards have been identified and a plan is in place to deliver these improvements towards the end of 2018/19. 2. Investment available for new analytics software to assist in targeting pages on the main website and microsites for improved accessibility.
2	% total capital spend across BCC (forecast) compared to Budget	Breakeven	Quarterly	100% (to remain between 90-110% of capital budget)	New	96.1% (forecast EOY underspend)	91.4% (forecast EOY underspend)			**GREEN**	Benchmark not currently available	As reported in the Q2 2018/19 Finance Monitoring Report November 2018, the council is forecasting an underspend of 8.6% (£10.74m) for the financial year 2018/19. The target for this indicator is for capital spending (forecast) to remain between 90% and 110% of the capital budget. **Improvement Actions** The main reasons for the capital variance and the associated actions are: 1. Health & Wellbeing (respite service) with a -£2.8mvariance - a review of capital requirements is being undertaken. 2. Growth & Strategy schemes funded by the Local Enterprise Partnership, which experienced a £891k slippage on gross expenditure. 3.Delays in the Waterside North project totalling £1.97m 4. There is a £280k slippage within the freight strategy capital budget, due to delays in implementation. 5. Slippage in the delivery of the Aylesbury Study Centre project totalling £1.16m 6. £2.4m slippage on Transportation projects
3	% Overall revenue (forecast) variance across the council	Breakeven	Quarterly	£0 overspend (0%)	-1% (underspend) (March 2018)	0.38% (forecast EOY overspend)	0.1% (forecast EOY overspend)			**AMBER**	Benchmark not currently available	As reported in the Q2 2018/19 Finance Monitoring Report November 2018, the council is forecasting a 0.1% (£0.199m) overspend of its revenue budget for the end of 2018/19. This includes a £4.1m overspend in Children's Services, £2.25m overspend in Health & Wellbeing, £0.99m overspend in Education, and £1.54m overspend in Resources. These forecast overspends are largely offset by a forecasted underspend of £6.92m in Corporate Costs. **Improvement Actions** 1. The spending position will be monitored on a monthly basis. 2. All Portfolios forecasting an overspend are continuing to implement action plans to mitigate these pressures. 3. All Portfolios have carried out a detailed review of their budgets and are implementing actions to bring the overall Council spend to within the approved budget.

4	Value of all unsecured debt that is over 90 days	Low	Quarterly	£3.5m (to be below)	£3.4m	£3.6m	£3.2m			GREEN	Benchmark not currently available	This indicator measures outstanding debt that is not secured against a property or other asset. Unsecured debt has reduced £0.4m since Q1 to £3.2m in Q2, below the target of £3.5m. We have introduced new process to improve how debt is collected, which has reduced the amount of outstanding debt overall, but older debt still remains more difficult to collect. Actions: 1. All outstanding unsecured debt is being reviewed, focusing on the largest and oldest debts within each Business Unit. 2. Continuing to tackle 'high risk' unsecured debt in Adult Social Care. 3. New processes are being introduced to address unsecured debt between services and the debt management teams, including improved reporting of debt across the council.
5	% of empty properties across the County Council estate that are void (excluding schools)	Low	Quarterly	5% (less than)	New	1.8%	1.8%			GREEN	Benchmark not currently available	This indicator measures the number of empty properties that are part of the council's property estate. Across the whole of the council's property estate (excluding schools) 1.8% of properties are empty, which is meeting the 5% target (it is good to be low). There were a total of 11 vacant properties at the end of Q2, where plans are either being developed to change how the properties are being used or for the properties to be sold where they are no longer needed. These 11 properties were also vacant at the end of Q1, they include both corporate and investment properties (both smaller and larger properties e.g. Old County Offices).

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 CABINET Commentary
6	Number of Sickness days lost per Full Time Equivalent employees	Low	Quarterly	8.5	9.1 (Q4 17/18)	9.3	9.5			**AMBER**	Mean for all single tier or county councils in England 9.3 days 2016/17.	This indicator measures the average number of day's lost due to sickness absence per full time equivalent (FTE) employee. Over the last year, the average sickness was 9.5 days per FTE, an increase of 0.2 days from the Q1 rolling year period. Performance remains above the 8.5 day target. This year shows a slight increase compared to Q2 in the previous year (17/18) where 9.2 days were lost per FTE across BCC. The current value is slightly above the latest county council average result of 9.3 sickness days lost per FTE (2016/17). A significant amount of detailed reporting is being undertaken in this area to give Business Unit Senior management teams the best possible data to act on. Following the promotion of Mental Health Day and signing the Time to Change pledge, we are actively encouraging people to take sickness absence where required, due to this we expect to see an increase in sickness through improved recording. **Improvement Actions** 1. Promotion of Wellbeing both directly to employees and through line managers 2. Encouraging absence management conversations and interventions at the earliest possible point. 3. Managers are supported through the Health and Attendance process by HR to minimise length of absence and a reach a conclusion that is in the best interests of the business and employee (where appropriate) 4. The Health and Attendance policy is currently under revision to streamline processes where possible. 5. High risk cases are reported to the CEO and Executive Directors on a monthly basis with facilitated discussions by the Corporate Management Team.
7	Apprenticeship Levy - Number of existing staff and new employees taking up apprenticeships (excluding schools)	High	Annual	60 at year end	75	Not due until Q4	Not due until Q4			Not Due	Provisional average proportion of take up compared to Local Authority target is 57% for 2017/18 (excluding schools) (based on a survey of 78 LAs) BCC Result: 119%	**This is an annual statutory indicator and data is not due until Q4.** Performance for BCC (excluding schools) last year was 19% above of the government target (75 apprenticeships against a target of 63).

273

Working with partners to manage waste effectively

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 CABINET Commentary
1	NI192: % of waste collected for recycling, reuse, composting or anaerobic digestion from Household Sources (household collection and HRCs) (contextual indicator)	High	Quarterly (in arrears)	60.0%	56.6%	50.8% This result is for Q4 2017/18 because the data runs a quarter in arrears	60.3% This result is for Q1 2018/19 because the data runs a quarter in arrears			GREEN	2016/17 Ranked 33/350 for the total household waste recycling, composting and reuse rate for English local authorities.	Performance in Q2 is 60.3% which is above the target of 60%. This is the first time recycling rates have ever gone above 60%. This is mirrored by a reduction in residual waste going to the EfW (33.5% against a target of 40%). This time of year (Apr-Jun) is always high because of increased composting rates and this year May was exceedingly high for green waste because of the rainfall and warm temperatures. This is confirmed by record highs in composting or anaerobic digestion which is currently 32.3% (27.4% in Q2:15/16, 30.1% in Q2 16/17, and 30.7% in Q2:17/18. Over the same period our HRC's recycling rates have remained consistently high around 74% against a target of 70%. The improvement could in part be due to greater public awareness around recycling due to Countywide recycling promotion campaigns (end of last year) and programmes like Blue Planet.

Working with partners to be mindful of environmental factors in Planning

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 CABINET Commentary
2	% of Sustainable Drainage planning applications responded to within 21 days or agreed timeframes (performance measure)	High	Quarterly	100% (>85% locally) (15% points tolerance every quarter)	100%	93%	98%			GREEN	No benchmark currently available.	The current position is 98% across all types of applications (Major >10 properties; Minor <10 properties; County). The number of major applications are steady in terms of the numbers 268 received and 256 responded to on time in 2018/19 compared with 261 received and 248 responded to in 2017/18. The overall number of applications in first two quarters have increased from 373 (17/18) to 589 (2018/19) - increase of 58% over 2017/18 numbers. This increase is due to responding to more minor applications from Districts. BCC are paid for these applications and the income in 2017/18 was £30k which will increase to £50k in 2018/19. Changes to the team have been implemented to meet increased demand from the District Councils for responses on minor applications.

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 CABINET Commentary
3	NHT Public Satisfaction Survey: (KBI 15) % of customers satisfied with their local Rights of Way Network (contextual indicator)	High	Annual (November)	60%	58%	Not due until Q3	Not due until Q3			Not Due	Ranked 69/112 authorities surveyed. We were exactly average across all authorities this year for public satisfaction.	Annual measure due in Q3.
4	Country Parks: Visitor Numbers (performance measure)	High	Quarterly	Graduated Target: Q1: 293,000 Q2: 596,000 Q3: 798,000 Q4: 1,010,000	Q4 2017.18 1,010,385	297,169	600,318			GREEN	Local Target (No benchmark available)	The annual target for this measure is 1,010,386 visitors by year end, and the cumulative target for Q1 and Q2 is 596,000. Since April there have been 600,318 visitors to Country Parks (In Q2 this year we had 303,149 visitors which is higher than the same period last year of 295,040 visitors). This increase isn't as large as it could have been because the weather was too hot, however an increase was still seen. This could be due to new attractions at Black Park: Nets Kingdom - first in the country for Go Ape, and Dinosaur Trail. Trip Advisor Satisfaction ratings remain in line with last year around 95%.

Managing existing Highways Infrastructure using a risk-based asset management approach to reflect local needs and priorities

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
1	% of principal roads where structural maintenance should be considered (our 'A' roads) (performance measure)	Low	Annual (March)	5.0%	3.5%	Not due until Q4	Not due until Q4	Not due until Q4		Not Due	Benchmark data not currently available.	Annual measure due in Q4.
2	% of individual Capital schemes (Network Safety, Safety Fencing and Drainage) completed by year end (performance measure)	High	Quarterly	90%	97%	100%	100%			**GREEN**	Local Target (No benchmark available)	Performance during Q2 has remained very good at 100% as it was at Q1. This has been attributed to the strong working relationships between TfB staff and their Supply Chain Partners, which has resulted in the effective delivery of the work programme. Delivery in Q2 has centred around the delivery 10 drainage schemes (21 to date). An additional 2 safety fencing schemes are programmed for Q3 along with 4 Casualty Reduction Schemes. Note: Quarters 1-3 will show % activities delivered against quarterly programme, Q4 will show year end result.
3	% of overall Capital Carriageway Maintenance Programme delivered by year end (performance measure)	High	Quarterly	90.0%	98.9%	100%	99%			**GREEN**	Local Target (No benchmark available)	Performance during Q2 has remained high at 99% against a target of 90%. This is slightly lower than Q1 where 100% was achieved, however the number of activities performed has increased significantly over the last quarter from 63 in Q1 to 180 in Q2. The reason for this increase in activity is due to the seasonally better weather (Jul-Aug-Sep) where specialist work items such as surface dressings and micro-surfacing are also programmed in (alongside routine items). Note: Quarters 1-3 will show % activities delivered against quarterly programme, Q4 will show year end result.
4	% of Category 1 defects repaired in 2 working days (as per current Highways Safety Inspection Policy) (performance measure)	High	Quarterly	93%	74%	43%	97%			**GREEN**	Local Target (No benchmark available)	Performance in Q2 has significantly improved since Q1 from 43% to 97% against a target of 93%, and is also higher than Q2 last year which was 94%. There were 2,527 defects in Q1 compared 660 in Q2 of this year, so as work volumes have returned to normal, so too have performance levels. It is also worth noting that despite similar work volumes with Q2 last year 664, we are performing better this year.

Managing the reliability and quality of journeys against a backdrop of projected growth across the County

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
5	NHT Public Satisfaction Survey: Tackling Congestion (contextual indicator)	High	Annual (November)	48%	46%	Not due until Q3	Not due until Q3			Not Due	Theme Group Average in 2017 48%	Annual measure due in Q3.

Facilitating the provision of viable alternative transport options that are available to all

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
6	% Footways requiring structural maintenance (AM04M) (performance measure)	Low	Annual (March)	10.0%	9.7%	Not due until Q4	Not due until Q4	Not due until Q4		Not Due	Benchmark data not currently available.	Annual measure due in Q4.
7	% of overall Capital Footway Programme delivered by year end (performance measure)	High	Quarterly	90%	95%	0% (Zero)	0% (Zero)			RED	Benchmark data not currently available.	Resources have had to focus on delivering the capital carriageway surfacing programme (as evidenced by a doubling of activity from 63 to 180 work items) during Q1 and Q2, the construction phase of the footway structural repair programme has been moved back to commence between November and March 2019 as the surfacing works are substantially complete and this work is not weather susceptible. Note: Quarters 1-3 will show % activities delivered against quarterly programme, Q4 will show year end result. **Improvement Action** We are anticipating full delivery by year end, however the delivery needs to be better profiled to ensure customer expectations are better managed. In future years, we will look to review the up-front resources available to ensure that it is (assuming no further significantly large schemes in year)

Facilitating the delivery of effective new Highways Infrastructure for the future

	Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q2 18/19 **CABINET** Commentary
8	Successful delivery of congestion management schemes (A41 Bicester Road & East West Rail)	Monitor	Quarterly	Monitor	Monitor	Project Monitor	Project Monitor - see commentary			Monitor	Local Target (No benchmark available)	Key infrastructure schemes (A41 Bicester Road Aylesbury, East West Rail) Both projects are on track, with the A41 Bicester Road expected to complete by 2021 and East West Rail by 2023-24.
9	% of Highways Development Management planning applications responded to within 21 days or agreed timeframes (performance measure)	High	Quarterly	100% (>72% Locally) (28% points tolerance every quarter)	80%	81%	86%			GREEN	No benchmark currently available.	Performance at Q2 is 86% against a statutory target of 72%, which is the highest it has been this year and last, this is good given the number of applications is the highest (631) it has been in a quarter this year and last. The reason for this high-performance being maintained was due in part to a slight reduction in major applications during the period, which are more complex, in addition to the well-managed resourcing of local plan examinations and EWR Transport Works Act Order, which were successfully covered by other staff which sustained resource for the high volume of minor applications that came in.