

Agenda

Cabinet

Date: Monday 11 February 2019

Time: 10.30 am

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

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1 Apologies for Absence	
2 Declarations of Interest	
3 Hot Topics	
4 Question Time This provides an opportunity for Members to ask questions to Cabinet Members	

5	Forward Plan for Cabinet and Cabinet Members For Cabinet to consider the Forward Plan	5 - 18
6	Cabinet Member Decisions To note progress with Cabinet Member Decisions	19 - 20
7	Budget Scrutiny Report 1. Cabinet are asked to consider recommendations 1-10 as set out in the report.	21 - 72
8	Final Budget 2019/20 1. Cabinet are asked to recommend to Council the Revenue and Capital budgets as set out in Appendices 1, 2, 3 and 5 to this report. 2. Cabinet are asked to agree the schedule of Fees & Charges as set out in Appendix 6 to this report. 3. Cabinet are asked to note the Business Unit plans set out in Appendices Ai to Aiv in the report, which supports delivery of the Revenue and Capital budgets.	73 - 190
9	2018/19 Q3 Financial Position 1. Cabinet are asked to note the Quarter 3 outturn forecast for revenue and capital budgets and discuss areas of concern.	191 - 210
10	Date of the Next Meeting 4 March 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

CABINET/CABINET MEMBER FORWARD PLAN

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet 4 February 2019				
Direct Care and Support Day Services	Direct care and support day services - approval to progress to public consultation	All Electoral Divisions	Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 4/1/19
Housing Infrastructure Fund Application	Consideration of the HIF application to Homes England. This will provide funding to enable and accelerate housing development in Aylesbury.	Aston Clinton & Bierton; Aylesbury East; Aylesbury North; Aylesbury North West; Aylesbury South East; Aylesbury South West; Ridgeway East; Stone and Waddesdon; Wendover, Halton & Stoke Mandeville	Cabinet Member for Planning and Environment / Rob Smith	First notified 22/10/18
Cabinet 11 February 2019				
2018/19 Q3 Financial Position	To note Q3 Financial Position		John Chilver / Richard Ambrose	First notified 11/1/19
Budget Scrutiny Report	For Cabinet to consider budget scrutiny recommendations put forward by the Finance, Performance and Resources Select Committee		David Watson / Kelly Sutherland	First notified 11/1/19
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 1/1/18

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Agenda Item 5

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
Property Acquisition	If required		Cabinet Member for Resources / Oster Milambo	First notified 11/10/18 Likely to include confidential appendices
Unitary Transition Arrangements	Standing item if required		Leader of the Council / Roger Godes	First notified 11/1/19
Cabinet 25 March 2019				
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
Support for Carers In-Depth Review	For Cabinet to discuss the recommendations made by the Health & Social Care Select Committee's in-depth review into Support for Carers.		Cabinet Member for Health and Wellbeing / Liz Wheaton	First notified 16/1/19

Item	Description	Local Members	Member(s) / Contact Officer	Comments
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				
Adult Services Update	To note the six month update		Cabinet Member for Health and Wellbeing / Gillian Quinton	First notified 11/1/19
Children Services Update	To note the six month update		Cabinet Member for Children's Services / Tolis Vouyioukas	First notified 11/1/19
Prevent Duty	To review the Council's progress in meeting the requirements of the Prevent Duty.		Cabinet Member for Community Engagement and Public Health / Jane O'Grady	First notified 20/12/18
Q4 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18
Cabinet 8 July 2019				
Smarter Bucks Strategy	To note the six month update		Cabinet Member for Resources / Balvinder Heran	First notified 11/1/19

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Item	Description	Local Members	Member(s) / Contact Officer	Comments
February 2019 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services and Cabinet Member for Community Engagement and Public Health</u>				
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
<u>Cabinet Member for Children's Services and Cabinet Member for Health and Wellbeing</u>				
Carers Strategy - Approval to progress to public consultation	The Council will be publishing the draft Carers Strategy 2019 - 2021 for public consultation		Cabinet Member for Children's Services, Cabinet Member for Health and Wellbeing / John Everson, Lisa Truett	First notified 4/12/18
Decision to Award Carers Contract	Decision to award Carers Contract following tender process		Cabinet Member for Health and Wellbeing, Cabinet Member for Children's Services / John Everson, Lisa Truett	First notified 19/12/18 May contain confidential appendices
<u>Cabinet Member for Education and Skills</u>				
Determined Admission Arrangements 2020 entry	To determine the admission arrangements for community and Voluntary Controlled schools for 2020 entry. To agree the coordinated schemes for 2020 entry. To set the Relevant Area for 2021 entry. All are currently the subject of a formal consultation which closes on 31 January 2019.		Cabinet Member for Education and Skills / Debbie Munday	First notified 11/1/19

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Health and Wellbeing</u>				
Adult Social Care Data Quality Strategy	To approve the adult social care data quality strategy which sets out the service's approach to improving data quality and the use of data & information.		Cabinet Member for Health and Wellbeing / Jenny McAteer	First notified 19/12/18
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
Winter Funding Plan	To approve the plan for utilising the Department of Health and Social Care Winter Funding 2018/19		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 5/12/18
<u>Cabinet Member for Planning and Environment</u>				
BMWLP Local Aggregate Assessment 2017	To approve the Local Aggregate Assessment 2017 document for publication		Cabinet Member for Planning and Environment / Ismail Mohammed	First notified 8/1/19

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Buckinghamshire County Council Culvert Policy	<p>The Culvert Policy discourages the culverting of watercourses and encourages the opening up of existing culverts.</p> <p>The policy requires applicants to consider alternatives to culverting; only applications that provide evidence that there is no reasonably practicable alternative will be granted land drainage consent (under the Land Drainage Act 1991).</p> <p>Buckinghamshire County Council are opposed to the culverting of watercourses because of the associated increased risk of flooding, maintenance requirements, difficulty in pollution detection and various other environmental impacts.</p>		Cabinet Member for Planning and Environment / Jessica Dippie	First notified 10/1/19
Isle of Wight Farm, Denham - Proposed minimum 20MWh Gas Peaking Storage Project	Isle of Wight Farm has been identified by BCC's property consultants Carter Jonas as a site suitable for Gas Peak Power Generation Scheme. After a successful marketing exercise, a suitable Developer has been selected who at their cost will apply for planning permission and if planning consent is achieved will sign a 25 year lease with the Council. This proposal will generate an income stream for the Council for 25 years	Denham	Cabinet Member for Planning and Environment / Joanna Mitchell	First notified 19/12/18 May contain confidential appendices
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

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Pednormead End flood management scheme	Business case for the Pednormead End Flood Management Project which will provide management and mitigation of the flood risk to properties in the historically flood prone area of Pednormead End, Chesham.	Chess Valley	Cabinet Member for Planning and Environment / Martin Dickman	First notified 21/1/19
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
Rights of Way Improvement Plan 2	Key decision seeking approval of Rights of Way Improvement Plan 2		Cabinet Member for Planning and Environment / David Sutherland	First notified 10/1/19

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Planning and Environment and Cabinet Member for Resources</u>				
Denham Quarry Northern Extension – Summerlease 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 Summerlease 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
<u>Cabinet Member for Resources</u>				
Budget Amendments to the Approved Capital Programme	To agree budget adjustments to the Approved Capital Programme		John Chilver / Sue Palmer	First notified 20/12/18
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
Renewal of Estates and Asset Management Services	Renewal of Estates and Asset Management Services		Cabinet Member for Resources / Marion Mayhew	First notified 21/1/19 May contain confidential appendices

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
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
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
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
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

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Chesham Town Parking Review Phase 2	Following requests Chesham Town Council, Transport for Buckinghamshire has been commissioned to address safety and parking concerns at some junctions and along some roads in Chesham. After consideration of the responses obtained from the Informal Consultation that was undertaken in July 2018, proposals for a number of restrictions such as 'No waiting at any time' (double yellow line) and shared use of "1 hour waiting" bays have been developed to assist with the concerns and we undertook the Statutory Consultation on these proposals.	Chess Valley; Chiltern Ridges	Deputy Leader & Cabinet Member for Transportation / Vanessa Silva	First notified 11/1/19
Contracting for the provision of Integrated Transport Services for pupil referral units ("PRUs"), Social Care (children and adults), Mainstream school and post-16 and Special Educational Needs and Disabilities (SEND)"	Procurement of a Dynamic Purchasing System (DPS) for a contract duration of 5 years with an option to extend for a further 2 years for the sourcing and purchasing of Integrated Transport Services, including mini-competitions, individual and block contracts		Deputy Leader & Cabinet Member for Transportation / Paul Robson	First notified 18/1/19 Decision to be taken under General Exception provisions
George Street & Market Square, Aylesbury Traffic Movement Restriction	The report will cover making the current experimental traffic regulation order into a permanent traffic regulation order.	Aylesbury North	Deputy Leader & Cabinet Member for Transportation / Kirk Adams	First notified 13/12/18
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

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Little Chalfont Phase 2 Parking Restrictions	Additional parking restrictions have been developed to address residents' concerns relating to commuter / inappropriate parking within Little Chalfont. These proposals have been subject to a recent statutory consultation and the results of that consultation have been collated and reviewed.	Little Chalfont & Amersham Common	Deputy Leader & Cabinet Member for Transportation / Paul Ahluwalia	First notified 9/1/19
Noise reduction options for Wendover	Following the local consultation in Wendover the project team is seeking a key decision on the preferred option, and to progress the project.	Wendover, Halton & Stoke Mandeville	Deputy Leader & Cabinet Member for Transportation / Ian McGowan	First notified 4/12/18
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
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
<u>Deputy Leader and Cabinet Member for Transportation and Cabinet Member for Resources</u>				
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

Item	Description	Local Members	Member(s) / Contact Officer	Comments
March 2019 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services</u>				
Short Breaks for Children with Disabilities	<ul style="list-style-type: none"> • Outcome of public consultation on draft Short Breaks Service Statement • Approval of business case and decision to go out to tender for a children's short breaks offer 		Cabinet Member for Children's Services / Caroline Hart, Matilda Moss	First notified 11/1/19
<u>Cabinet Member for Health and Wellbeing</u>				
Care Market Pressures	Annual response to care market pressures from providers		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 29/3/18
Short Breaks Policy for Adults	Approval of finalised short breaks policy for ASC post consultation		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 21/12/18 May include confidential appendices
<u>Deputy Leader and Cabinet Member for Transportation</u>				
Pound Lane, Marlow existing speed table extension	As part of the development of Riverpark House, Pound Lane, Marlow it is proposed to extend the existing raised table by approximately 15.5m West bound and 6.5m East bound to enable level vehicular access to the properties' driveways	Marlow	Deputy Leader & Cabinet Member for Transportation / Christine Urry	First notified 2/1/19

Item	Description	Local Members	Member(s) / Contact Officer	Comments
April 2019 Cabinet Member Decisions				
<u>Cabinet Member for Education and Skills</u>				
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
<u>Deputy Leader and Cabinet Member for Transportation</u>				
A4010/A4129 HS2 Safety Mitigation Schemes	Delivery of the HS2 Safety Mitigation scheme as agreed with the A4010 petitioning group along the A4010 and A4129 in Buckinghamshire following detailed design and consultation.	Ridgeway East; The Risboroughs; West Wycombe	Deputy Leader & Cabinet Member for Transportation / Joshua Tomlinson	First notified 12/12/18 May contain confidential appendices
May 2019 Cabinet Member Decisions				
<u>Cabinet Member for Community Engagement & Public Health</u>				
Tobacco Control Strategy	A new strategy for Buckinghamshire currently in development on Tobacco Control.		Cabinet Member for Community Engagement and Public Health / Jane O'Grady	First notified 17/1/19
June 2019 Cabinet Member Decisions				
<u>Deputy Leader and Cabinet Member for Transportation</u>				
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

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

- Zero decisions have been published but not yet taken
- Three decisions have been taken
- 32 decisions on the forward plan are pending for February

DECISIONS TAKEN

Cabinet Member for Health and Wellbeing

4 Feb 2019

HW01.19 - Winter Funding Plan (Decision taken)

The Cabinet Member:

| APPROVED the Winter Funding Plan for Buckinghamshire

Cabinet Member for Resources

4 Feb 2019

R03.19 - Disposal of 9 & 9A Pineapple Road, Amersham (Decision taken)

The Cabinet Member:

- **APPROVED** the freehold sale of the property at 9/9a Pineapple Road, Amersham to the preferred bidder for a consideration (value) being the best that can reasonably be obtained
- **AGREED** for arrangements to sign, seal and enter into any legal agreements and any other ancillary agreements or documents required to give effect to the disposal

7 Feb 2019

T02.19 - Contracting for the provision of Integrated Transport Services for pupil referral units (“PRUs”), Social Care (children and adults), Mainstream school and post-16 and Special Educational Needs and Disabilities (SEND)” (Decision taken)

The Cabinet Member:

APPROVED the development of a Dynamic Purchasing System (DPS) in relation to the procurement of Home to School and Adult & Child Social Care Transport for a contract period of 5 years with an option to extend for a further 2 years (to include inviting and encouraging operators to apply during the period of the DPS Framework)

Please note that this decision is being taken under the Council’s ‘General Exception’ provisions - Following an in-depth review of the integrated transport service area (home to school, place of education transport services) and the current commissioning strategy, it was realised that to meet the future needs and mitigate current risks, a new strategy needs to be adopted imminently. Due to the current timeframes requiring the new approach to be implemented and ready to allow TEE to award contracts by July 2019, the OJEU notice needs to be issued by mid-February 2019, which will not allow time for the usual 28 day notice on the forward plan.

For further information please contact: Rachel Bennett on 01296 382343

Report to Cabinet

Title:	Budget Scrutiny Report
Date:	Monday 11 February 2019
Author:	David Watson
Contact officer:	Kelly Sutherland, Committee & Governance Manager 01296 383602
Local members affected:	All
Portfolio areas affected:	All

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

Summary

The Finance, Performance and Resources Select Committee scrutinises the County Council's draft budget proposals each year and makes recommendations to Cabinet, based on evidence gathered in Budget Scrutiny meetings, held with each individual Cabinet Member and the Leader of the Council.

Cabinet agreed the draft budget on 10th December 2018 and the Budget Scrutiny meetings were held on 8th-10th January 2019. These meetings were held in public and webcast live. In addition, members of the public were invited to submit questions, via email or twitter and the Chairman ensured that time was allocated during each session to pose any public questions to the relevant Cabinet Member.

The County Council has faced another challenging year and like many local authorities nationally, has seen increased demand leading to significant budget pressures in both Children's and Adult's Social Care.

The 2019/20 County Council budget will be the last, ahead of the new Unitary Authority being established in April 2020. On the whole, the Committee believe that resources are focused on the right priorities and recognise that it is vital that transformation and improvement programmes and associated budget savings are still delivered.

The attached report (Appendix 1) details the Committee's key findings and recommendations. The Committee has made a number of recommendations on specific areas of individual portfolio budgets, as well as corporate issues. In addition, the Committee have made some observations about opportunities for the new Unitary Council and suggestions for future Budget Scrutiny.

Recommendations

The Committee recommends:

- 1. That additional monies should be added to the 2019-20 contingency budget, to supplement the current Unitary reserve of £7.7m. The Committee suggests that this additional sum could be taken from the County Council's share of additional income anticipated from the Business Rates Retention pilot, which all five Local Authorities in Buckinghamshire will be participating in.**
- 2. That there should be improved level of visibility in individual budget lines across all portfolios for future Budget Scrutiny Inquiries. The financial data submitted should clearly identify the major costs of running the Council e.g. Home to School Transport, the EfW plant income and costs, parking revenues, Skills budget, number of Full Time Equivalent (FTEs) staff, costs of agency staff/interims, key drivers of demand in Social Care and associated unit costs. A high level Budget Book to enable more transparency for Members and the Public is proposed.**
- 3. That balance sheet and cash flow budgets should be prepared to support the capital, treasury investments, borrowing and revenue costs over the four year period.**
- 4. The Committee has concerns that the root cause societal issues driving the increase of Looked After Children may continue to grow over the coming years and therefore there is the possibility that the budgeted growth in demand may not be sufficient. It is recognised that assistance from Government may be required, in the meantime a significant contingency is recommended.**
- 5. That a realistic figure is included in the final Children's Services budget for legal fees.**
- 6. That the Health and Wellbeing contingency should be reviewed to ensure that it offsets the key risk areas identified by the Committee. A significant contingency is recommended.**
- 7. That a minimum 5% per annum uplift should be applied to the Strategic Highways Maintenance capital budget line to take into account inflation, growth of the asset and impact of increased traffic on the highways.**
- 8. That the additional funding for gully cleansing and weed management which had been added into the budget as a result of Budget Scrutiny recommendations over the past two years, should be maintained. This will prevent further decline of the asset and should be viewed as an 'invest to save'.**
- 9. That a Street Lighting Survey should be undertaken to establish the location, ownership and condition of all columns in the County, including an assessment of the current status of all lights. In addition, if a further £2m could be funded from within the Capital envelope, this should be added to fund an acceleration of**

Column Replacement works. The use of smart technology should also be investigated.

10. That preparations for the new authority should include both the Unitary Opportunities and Future Budget Scrutiny recommendations detailed on slides 45 to 47. The opportunity that the creation of a new Council presents should not be missed.

A. Narrative setting out the reasons for the decision

See Report attached as Appendix 1.

B. Other options available, and their pros and cons

See Report attached.

C. Resource implications

The resource implications of all recommendations are to be considered as part of Cabinet's response to the Inquiry Report.

D. Value for Money (VfM) Self Assessment

See above.

E. Legal implications

N/A

F. Property implications

N/A

G. Unitary Council

The Committee have shared some observations and suggestions for the new Unitary Council on Slides 45-46 in the Report headed 'Unitary Opportunities.'

H. Other implications/issues

N/A

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

N/A

J. Communication issues

Cabinet's response to the recommendations will be published.

K. Progress Monitoring

Where recommendations are agreed by Cabinet, the lead officer for each recommendation will be asked to provide a written progress update to the lead Cabinet

Member. The Cabinet Member and relevant officers will be invited to the Select Committee to follow-up on the progress of the recommendations at 6 & 12 months.

L. Review

See above.

Background Papers

Cabinet Agenda 10 December 2018

Budget Scrutiny Inquiry Agendas 8th-10th January 2019

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.

Budget Scrutiny Inquiry Report for 2019-20

**A report by the Finance, Performance and
Resources Select Committee**

Chairman: David Watson

Contact Officer: Kelly Sutherland
Committee and Governance Manager



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Introduction

- The Finance, Performance and Resources (FPR) Select Committee carries out scrutiny of all policies and services relating to these areas.
- Cabinet agreed the draft budget at its meeting on 10th December 2018.
- Budget Scrutiny Inquiry meetings were held on 8th, 9th and 10th January 2019 to scrutinise the draft budget and make recommendations to Cabinet.
- The public were able to submit questions via email or twitter.
- Cabinet will respond to the recommendations on 11th February 2019.
- The final budget will be presented to full Council on 21st February 2019.
- The budget scrutiny meetings were webcast and can be viewed at <https://buckscc.public-i.tv/core/portal/webcasts>



Membership of the Budget Scrutiny Inquiry

Finance, Performance and Resources Select Committee

Mr David Watson (Chairman)

Mr Charlie Clare (Vice-Chairman)

Mr Bill Bendyshe-Brown

Mr Steven Lambert (substituting for Anders Christensen)

Mr David Martin

Mr Peter Martin

Mr David Shakespeare OBE

Mrs Julie Ward

Additional Members

Mr Dev Dhillon, Chairman, Children's Select Committee

Mr Brian Roberts, Chairman, Health and Adult Social Care Select Committee



Executive Summary

- The Committee recognises that the County Council has faced another challenging year with increased financial pressures, principally in the provision of Adults' and Children's Social Care.
- Other Local Authorities are struggling to deliver balanced budgets and some areas of the Council have significant cost pressures to manage. The latest forecast is a £200k overspend by the end of 2018/19. Whilst the County Council has enjoyed surpluses in the past two financial years, many Local Authorities nationally are struggling to control their finances due to increased demand in Children's and Adult's Social Care, alongside unachieved savings/income targets. In comparison, Buckinghamshire is managing well.
- The 2019/20 County Council budget will be the last, ahead of the new Unitary Authority being established in April 2020. On the whole, the Committee believe that resources are focused on the right priorities and recognise that it is vital that transformation and improvement programmes and associated budget savings are still delivered.
- The Committee would like to thank all staff of the County Council for their hard work and dedication on behalf of the residents of Buckinghamshire.

Recommendations

The Committee recommends:

- 1. That additional monies should be added to the 2019-20 contingency budget, to supplement the current Unitary reserve of £7.7m. The Committee suggests that this additional sum could be taken from the County Council's share of additional income anticipated from the Business Rates Retention pilot, which all five Local Authorities in Buckinghamshire will be participating in.**
- 2. That there should be improved level of visibility in individual budget lines across all portfolios for future Budget Scrutiny Inquiries. The financial data submitted should clearly identify the major costs of running the Council e.g. Home to School Transport, the EfW plant income and costs, parking revenues, Skills budget, number of Full Time Equivalent(FTEs) staff, costs of agency staff/interims, key drivers of demand in Social Care and associated unit costs. A high level Budget Book to enable more transparency for Members and the Public is proposed.**



Recommendations

3. That balance sheet and cash flow budgets should be prepared to support the capital, treasury investments, borrowing and revenue costs over the four year period.
4. The Committee has concerns that the root cause societal issues driving the increase of Looked After Children may continue to grow over the coming years and therefore there is the possibility that the budgeted growth in demand may not be sufficient. It is recognised that assistance from Government may be required, in the meantime a significant contingency is recommended.
5. That a realistic figure is included in the final Children's Services budget for legal fees.
6. That the Health and Wellbeing contingency should be reviewed to ensure that it offsets the key risk areas identified by the Committee. A significant contingency is recommended.
7. That a minimum 5% per annum uplift should be applied to the Strategic Highways Maintenance capital budget line to take into account inflation, growth of the asset and impact of increased traffic on the highways.

Recommendations

8. That the additional funding for gully cleansing and weed management which had been added into the budget as a result of Budget Scrutiny recommendations over the past two years, should be maintained. This will prevent further decline of the asset and should be viewed as an ‘invest to save’.
9. That a Street Lighting Survey should be undertaken to establish the location, ownership and condition of all columns in the County, including an assessment of the current status of all lights. In addition, if a further £2m could be funded from within the Capital envelope, this should be added to fund an acceleration of Column Replacement works. The use of smart technology should also be investigated.
10. That preparations for the new authority should include both the Unitary Opportunities and Future Budget Scrutiny recommendations detailed on slides 45 to 47. The opportunity that the creation of a new Council presents should not be missed.



National Context

Local Government Finance Settlement:

- **Council Tax Referendum Limit** – remained at 3% as anticipated
- **Business Rates Retention Pilot (75%)** – All Councils in Bucks have successfully bid to take part in pilot in 2019-20. This should result in a gain of over £7m which will be split 50/50 with the districts.
- **Negative Revenue Support Grant** – confirmed that this would be eliminated for 2019-20. £10.949m therefore retained by the Council.
- **Borrowing for Commercial Gain** - Indication that Government might consider intervention in this area. CIPFA expected to issue further guidance shortly.
- **Adult Social Care** – Green Paper still delayed, therefore no certainty about long term sustainable funding solutions.



National Context continued

Trend of County Council's experiencing financial problems

- Northamptonshire County Council issued a second S114 notice in 2018 with £60-70m overspend in 2018/19, growing to £178m in 2020/21. This led to the Secretary of State intervening and recommending creation of new Unitary authorities in the County.
- Surrey is also predicting a funding gap of £94m by 2020-21.
- East Sussex is forecasting a gap of £46m by 2021-22 and as a result is looking at a core offer of services in an attempt to reduce spend.
- Somerset announced in-year cuts to services, having ruled out a S114 notice in July 2018.

‘Local Authorities with Social Care Responsibilities overspent their service budgets by over £1billion in 2016-17’ – Financial Sustainability of Local Authorities Report published in June 2018 by the Parliamentary Select Committee of Public Accounts



Local Context

Medium Term Financial Plan (MTFP) Assumptions

- The Medium Term Financial Plan (MTFP) extends to 2022/23. The following points should be noted:
- The MTFP was created as a 'business as usual' budget for the County Council, prior to the Local Government Reorganisation (LGR) announcement in November 2018. Whilst the new Unitary Authority will be established in April 2020, it is important that the savings proposed by the County Council for 2019-20 are still delivered.
- A Council Tax increase of 2.99% has been assumed in the draft budget.



Overall Budget & Leader's Portfolio

The Leader provided an overview of the continued constraints on local government funding that had put increasing pressure on the County Council budget.

- Buckinghamshire and Dorset were the first two County Councils in the country to have the Revenue Support Grant (RSG) from Government withdrawn completely.
- When funding was redistributed from the New Homes Bonus funding to the Better Care Funding, Bucks and Surrey both lost out overall.
- The proposed Council Tax increase for 2019/20 is 2.99%. No additional Social Care precept for this year.
- Business Rates Retention – a new source of income for local government in future, but this would also come with additional responsibilities which are still unclear.



Overall Budget & Leader's Portfolio

Additional Income

There was some additional income to report but generally this was one off funding opportunities, which would be unwise to incorporate into the base budget.

- £1.67m for Winter Pressures in Social Care for 2018/19 & 2019/20 only
- £2.9m general Social Care allowance for 2019/20 only
- Business Rates Retention(BRR)Pilot – the five Councils in Buckinghamshire had successfully bid to participate in a BRR pilot in 2019/20. It was estimated that the County Council might benefit from an additional £3.8m as a result.
- The Council was due to be in a Negative Revenue Support Grant situation in 2019/20 – i.e. the Council were due to give £11m of Council Tax income back to Central Government.
- However Government has postponed this 'clawback', so the Council now planned to use this £11m in the following ways: £4.35m to balance budgets in next 2 years, £1m for Plane & Patch on roads, £1.6m for High Cost Placement contingency and £4m to be added to general reserves.

Overall Budget & Leader's Portfolio

Whilst the Committee supports in principle, the policy of rebuilding revenue reserves back up to £30M, there was concern that the potential future growth in service demands and other risks which the Council faces may not enable this to be realised. A number of members also expressed concerns that some of the proposed 2019/20 service reductions may be avoided by the early realisation of the planned level of savings from the new authority.



Overall Budget & Leader's Portfolio

Planning for Unitary

- The Modernising Local Government business case prepared two years ago included estimated transition costs of £16m. As the Statutory Order creating the new Unitary Authority will not give Buckinghamshire County Council the status of a continuing authority, the transition costs are likely to increase to at least £20m. The committee noted that the County Council is expected to be allocated 50% of the total Transition Cost.
- The County Council and four District Councils need to agree how to share the transition costs. The County Council had accumulated a reserve for this purpose over the past two years of £7.7m

Recommendation - That additional monies should be added to the 2019-20 contingency budget, to supplement the current Unitary reserve of £7.7m. The Committee suggests that this additional sum could be taken from the County Council's share of additional income anticipated from the Business Rates Retention pilot, which all five Local Authorities in Buckinghamshire will be participating in.

Overall Budget & Leader's Portfolio

Presentation of the Budget


- In 2017 and 2018, the Committee highlighted a lack of clarity in budget lines which meant that it was difficult for Members and the Council Tax paying Public to fully understand the Council's plans and made effective scrutiny more challenging.
- Although the Committee welcomed the detailed budget packs with all Equality Impact Assessments and Business Units included, there remained a number of key areas where spend was not explicit.
- For example, there was a lack of visibility around the costs or income associated with the Energy From Waste Plant (EfW), Home to School transport and public transport.
- The Cabinet Member for Education and Skills observed that some of his portfolio budget lines were not clear and commented that it would be helpful for the Committee to have costs and income expressed in both gross and net terms.



Overall Budget & Leader's Portfolio

- The Committee acknowledges an increased openness and understanding of the budget by Cabinet Members in this year's Budget Scrutiny sessions, alongside an improved understanding by the portfolio Finance Directors, although this was not always clearly demonstrated in the presentation of the paperwork.
- The Committee propose a high level budget book should be produced to increase transparency for Members and the Public. The Committee Chairman requests the opportunity to meet with the S151 Officer and the Leader to discuss how the visibility of financial reporting might be improved.

Recommendation - That there should be improved level of visibility in individual budget lines across all portfolios for future Budget Scrutiny Inquiries. The financial data submitted should clearly identify the major costs of running the Council e.g. Home to School Transport, the EfW plant income and costs, parking revenues, Skills budget, number of Full Time Equivalent (FTEs) staff, costs of agency staff/interims, key drivers of demand in Social Care and associated unit costs. A high level Budget Book to enable more transparency for Members and the Public is proposed.



Overall Budget & Leader's Portfolio

Other Observations

- Whilst the Committee understand that the Council must produce a balanced budget and appreciate the reasons why revenue funding has been moved between portfolios to support the demand led services during the course of the 2018/19 financial year, there is concern that the forecasting of this demand in Adult Social Care and Children's Services is neither sufficiently accurate nor clearly presented.
- The Committee was pleased to note the Leader's comments that the Chief Executive's financial review at the end of 2017/18 had resulted in much closer monitoring of the Children's and Adult Social Care budgets.



Capital

The Cabinet Member outlined the three objectives of the Council's capital programme:

- To own fit for purpose, well-maintained assets
- To ensure that assets generate income where possible
- To address the capital maintenance backlog, including roads

Priorities for the £357m capital programme for the next 4 years included:

- Education and Skills – c£100m allocated for additional School Places
- Strategic Highways Maintenance – minimum of £15m per annum
- Significant Transport Infrastructure – funded through the Local Enterprise Partnership and National Productivity Investment Fund bids
- ICT – to aid Transformation Programmes in Social Care and to ensure all infrastructure is resilient and robust.



Capital

- The programme was frontloaded for 2019/20 and 2020/21 mainly due to a demand for new school places and the lack of certainty on future funding streams.
- The Cabinet Member for Resources reported that income was generated through assets e.g. rental income from the investment property portfolio and the new Country Parks Visitor Building would generate income through additional car park charges and spend on site during the winter months.
- The Cabinet Member reported a small slippage on the Capital budget of 2018/19 of £10.7m. There were always risks involved with the successful and timely implementation of Capital projects, including planning delays (particularly in Schools) and securing match funding (Flood Schemes and Transportation projects). Sometimes policy changes could mean that projects included in the programme would later be withdrawn.



Capital

- The Committee question whether sufficient budget has been set aside in 19/20 and beyond to fund borrowings required to finance the S106 funding gap. Should Capital expenditure occur before S106 funding is received from the relevant developers then capital projects will need to be temporarily financed by loans – the interest cost for which should be clearly included in the revenue budget.

Recommendation - That balance sheet and cash flow budgets should be prepared to support the capital, treasury investments, borrowing and revenue costs over the four year period.



Resources Portfolio

- The Cabinet Member reported budget pressures of **£2.6m**. Income from newly acquired investment properties and use of reserves had reduced this to **a £750k forecast overspend**. Finances had been more challenging in 2018/19 due to pressures in Property Maintenance and HR. Senior Managers were working hard to deliver a balanced budget by year end.

The main challenges and risks for the portfolio included:

- **Budget management** - minimising spending and maximising income generation opportunities. Also working to meet savings targets in the MTFP.
- **Making best use of Assets** - Property programme underway to dispose of surplus properties, undertake sensible conversion projects and manage Schools works. An unforeseen property maintenance emergency could also create pressures in the budget in future.
- **Business as Usual vs Unitary** - Resources portfolio will be heavily involved in shaping the new unitary, but staff will still need to deliver services as usual.



Resources Portfolio

Income Generation

- Members were pleased to hear that almost a third of the portfolio's budget was generated through income, particularly through the provision of services to Schools.
- The Committee heard that income had increased by £400k in 2018/19 and was particularly pleased to note that an Internal Audit service delivered by County Council staff is now being offered to Multi-Academy Trusts. The development of new offers for Schools and other clients is to be encouraged.

Investment Properties

- The Committee welcomed the news that additional rental income from two recently acquired investment properties could be offset against the portfolio's overspend. Members would however like to gain a greater insight into the current and projected asset base and operational risks, along with the associated rental income stream.

It was therefore agreed with the Cabinet Member and Executive Director that an in-depth review of the current Investment Property Portfolio and future strategy would be scheduled for a Finance, Resources and Performance Select Committee meeting in 2019.

Resources Portfolio

Staff Sickness

- The Committee heard that staff sickness levels of 9.5% were above the local authority average (9.3%) and the Council's own target of 8.5%.
- Members would like to see HR working closely with Managers across the Council to reduce levels of sickness to below the target of 8.5% and to ensure that sickness levels are being monitored and recorded accurately.

Furthermore the Committee encourage the Cabinet Member to be mindful that uncertainty for staff around the Unitary transition could lead to an increase in sickness, therefore he should continue to monitor trends closely and ensure that support for staff is clearly signposted alongside Unitary Update communications.



Children's Services Portfolio

- The Cabinet Member reported budget pressures of **£9.3m** - mainly due to an increase in Looked After Children (LAC), placement costs, legal fees and Early Help savings being delayed. Contingencies and one off savings had been offset against this figure, reducing the forecast overspend for year end to **£4.1m**.
- Children's Services is challenging nationally. The County Council's Network reported in August 2018 that local authorities with children's safeguarding responsibilities had overspent by £816m in 2017-18 and the numbers of Looked After Children have increased significantly in English Counties, from 22,600 in 2011 to 26,000 in 2017 – a 15% increase. In addition, there had been a 35% increase in the number of children subject to a Child Protection Plan.



Children's Services Portfolio

- Locally we heard that not only is the number of Looked After Children increasing, but children often have complex issues associated with domestic violence, drug and alcohol abuse and mental health problems in their homes.

Recommendation - The Committee has concerns that the root cause societal issues driving the increase of Looked After Children may continue to grow over the coming years and therefore there is the possibility that the budgeted growth in demand may not be sufficient. It is recognised that assistance from Government may be required, in the meantime a significant contingency is recommended.



Children's Services Portfolio

- The Executive Director (ED) for Children's Services explained that following two difficult inspections, the service has reviewed cases, which has also contributed during the year to a 10% increase in children coming into care and higher legal costs this year.
- The Committee was pleased to note that the ED for Children's Services has now built a permanent senior management team of experienced and motivated individuals to lead the delivery of the Ofsted Improvement Programme.
- Children's Services play a vital role in protecting vulnerable children in Buckinghamshire. The service is demand led and has been given additional funding of £17.8m (cumulative) over the past three years to support it in its improvement journey.
- However the Committee is concerned that despite this increase, the budget has been significantly overspent each year for the past three years. Members consider that there are still areas of risk in the proposed 2019-20 budget.

Children's Services Portfolio

- In particular, the Committee believe that funding proposed for Legal fees for 2019/20 may prove to be insufficient. In 2018/19 the legal spend has been £3.3m, with a proposed budget of £2.4m for 2019/20. Whilst the Cabinet Member anticipates that legal spend will level out, the Committee believe a more realistic figure is needed.

Recommendation – That a realistic figure is included in the final Children's Services budget for legal fees.

In-House Fostering and Residential Homes

- The Committee would like to congratulate the service on recruiting additional in-house foster carers, with a 26% increase reported for this financial year. Members hope to see this trend continue and this, alongside the development of new children's residential homes in the county, will support the service objective of shifting the placement mix, which will deliver positive outcomes for children whilst also reducing costs.



Health and Wellbeing Portfolio

- The Cabinet Member reported a forecast overspend of £2.3m by year end, due to an increase in demand and clients presenting with more complex needs, which in turn require more costly placements or support.
- The Committee recognise that pressures on Adult Social Care are felt nationally, with demographic changes and issues in the care provider market triggering further financial problems. As a demand led and statutory service, the budget can be volatile, but the Committee are pleased to note that the portfolio now has a permanent Senior Management Team who have been monitoring the budget very closely this year and are also on track to deliver 92% of the savings planned for 2018/19.
- ***The Committee was concerned that there was little information to share on how the £123m on outsourcing is spent. Members anticipate that there should be a continual review of whether to outsource services or bring in house. The portfolio should understand how many people it indirectly employs, the cost structure of each contract and whether or not the current in house/outsource configuration is optimal and will remain optimal.***

Health and Wellbeing Portfolio

Despite these improvements, the budget will be overspent again this year and the Committee identified four key risk areas in the budget for 2019/20:

1. Accuracy of Demand Growth Modelling and Budget Forecasting

- The Committee has concerns about the accuracy of forecasts for demand growth, particularly in light of increased complexities of need and question whether the figures in the MTFP will be sufficient.

2. Better Lives Transformation Programme

- Significant savings are predicated on the success of this ambitious programme which will require individuals to be assessed and supported very differently and will need a culture change in the Council and amongst partners to ensure successful implementation. The Committee are pleased that the Health and Adult Social Care Select Committee are continuing to monitor the programme in more detail going forward.

3. Changes to Short Breaks Respite Provision

- Cabinet had recently agreed to launch a consultation on Short Breaks Respite Provision.



Health and Wellbeing Portfolio

- The proposal is to build a new respite facility on the site of the current Aylesbury Day Opportunities Centre, which would then release the Seeley's House site in Beaconsfield to generate a capital receipt.
- The Aylesbury Day Opportunities Centre would close for 12 months to facilitate construction and users of the centre would be offered access to alternative services. Members are concerned that implications for clients and other Business Units of the Council have not been fully considered and costed. Therefore assumptions around cost savings and capital receipts may not be fully delivered.

4. Sustainable Long Term Funding

- Delays with the Adult Social Care Green Paper combined with Better Care Funding due to end in 2020 means there are major uncertainties about the long term funding for Adult Social Care, whilst demand continues to increase.

Recommendation - That the Health and Wellbeing contingency should be reviewed to ensure that it offsets the key risk areas identified by the Committee. A significant contingency is recommended.

Education & Skills Portfolio

The Cabinet Member reported a forecast overspend of £1m for 2018/19 year end. Key pressures on the budget were support for children with Special Educational Needs & Disabilities (SEND) and Home to School Transport.

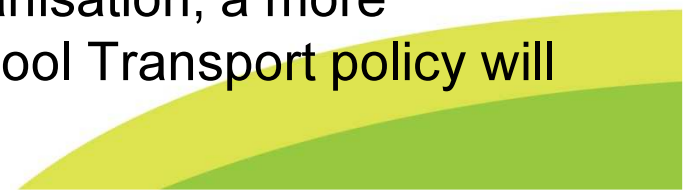
The key challenges for the portfolio included:

- **Demographic changes** - providing sufficient school places, including pre school. Capital programme will provide approximately 6,500 additional school places by 2022, with an average cost of £20k per Primary place and £28k per Secondary place.
- **Reducing costs of the Home to School Transport** – by maximising use of public transport services and offering independent travel training where appropriate. Public Consultation on proposed policy changes had just ended and a decision would be considered by Cabinet in March 2019. The Committee noted the delay in the achievement of past savings targets and regret the consequent adverse impact on the 19/20 budget.
- **Increased emphasis on preventative agenda for SEND** - to identify children's issues earlier, offer more targeted support in mainstream/special schools and reduce the number of placements in more costly specialist provision, often out of county.

Education & Skills Portfolio

SEND Pressures

- There is a national trend of increasing numbers of SEND pupils – although it was noted that Buckinghamshire’s 3.3% of pupils on an Education, Health and Care Plan (EHCP) is above the national average. This has put pressure on both the local authority budget and the Direct Schools Grant (DSG), where the High Needs Budget is overstretched. The Council continues to lobby Government for additional funding.
- Locally there has been an 84% increase in the number of children with EHCPs for Autistic Spectrum Disorders (ASD) in the last 5 years, which can require costly specialist support. In addition to focussing on early intervention, officers are also working closely with mainstream and special schools in the county, to develop provision to meet the changing needs of the cohort.
- The Committee recognise the complexities and key pressures in the budget but the Cabinet Member and his team, clearly explained plans that are in place to manage demand and it is hoped that reorganisation, a more preventative approach and changes to Home to School Transport policy will begin to deliver savings from 2019/20.



Education & Skills Portfolio

Skills

- As last year, the Committee found it difficult to ascertain what budget was allocated to the Skills area and request that in future, a separate budget line should be included, with an explanation of the activity this supports to encourage a thriving economy in Buckinghamshire.
- It was also noted that Adult Learning is funded by grant of approximately £3.5m but enrolments to courses are low. The Committee suggests that a robust marketing campaign should be launched to publicise Adult Learning opportunities and maximise the number of people signing up to develop their skills for the future.

The Committee would like to congratulate the service on progress made in the area of Permanent Exclusions. We heard that permanent exclusions in 2018 had reduced to 0.01% in Primary, 0.05% in Secondary and 0 in Special Schools – this is very positive news.




Community Engagement & Public Health

The Cabinet Member reported that his portfolio was forecasting an overspend of £68k for 2018/19, but he was hopeful that it would break even by year end.

The portfolio is very wide-ranging and priorities for next year include:

- Partnership Working – key to the holistic prevention agenda and improving outcomes for residents
- Public Health - keeping people healthier and independent for longer
- Community Safety – delivering the Community Safety Plan with partners, including tackling crime, trading standards, domestic violence and radicalisation

In 2018, the Committee heard that Government planned to link Public Health funding to Business rates from 2020. Due to delays in Business Rate Retention planning, we are now told that Public Health has no confirmed funding stream from 2020. This is the biggest financial risk for the portfolio. We hope that Government funding plans will be revealed shortly so that the preventative agenda can continue to be adequately supported locally.



Community Engagement & Public Health

Members were concerned that this relatively small portfolio was still having to make historical MTFP savings to compensate for overspending in other areas of the Council. It is important to recognise that the preventative work of Public Health and Communities can contribute to a reduction in demand for other statutory services.

Libraries

- The Committee commend the Council's continued support to Community Libraries and would endorse a more ambitious approach to increasing volunteer capacity right across the library service. It is also hoped that the transition to Unitary might enable plans for future savings in this area, such as reduced library opening hours, to be revisited.
- The Community Hub model set out in the Modernising Local Government business case envisaged libraries playing a key role in community engagement and delivery of a wider range of services for residents.
- The Committee also welcome the news that a grant of £150k over three years has been recently secured to develop libraries as venues for cultural activities.

Community Engagement & Public Health

NHS Health Checks 40-75 years

- The Committee discussed the performance indicator for uptake of invitations to attend an NHS Health Check which was low. We heard that due to reorganisation locally and competing priorities in Primary Care, not all surgeries had actively promoted this programme and there were many reasons why individuals might decide not to attend.
- Members hope that this indicator will improve through increased engagement with GPs and also potentially with larger employers who might permit staff to have checks at their place of work. Consideration should also be given to using community facilities such as libraries, as possible venues to push the Health Checks programme out to those who are eligible.

Income Generation

- The Committee would also encourage the portfolio to fully develop all avenues for increasing income generation, e.g Registrars, Trading Standards



Planning & Environment Portfolio

The Cabinet Member reported a forecast underspend of £1.4m at year end and the portfolio had continued to deliver and in some areas exceed, the income targets already built into the MTFP.

- The biggest challenges for the portfolio in the coming year included:
 - Reconfiguration of Household Recycling Centres (HRCs) and introduction of charging for some categories of Waste
 - Housing growth
 - An increasing population and demand for services
 - Careful management of Capital programme including Flood Defence schemes, Rights of Way, Biowaste and Country Parks Visitor Centre.

The Committee is concerned that a combination of HRC sites closing alongside the district council's decision to remove recycling facilities in public car parks, could lead to an increase in fly-tipping in the County.

Unitary will present an opportunity for more joined up thinking on Waste. Members hope that the Cabinet Member has set aside sufficient funds to address any increase in fly-tipping that might occur.

Planning & Environment Portfolio

Presentation of Budget

This portfolio's budget is clearly well-controlled and managed and is supported by proactive income generation from a number of different sources. However this was not immediately apparent to the Committee from the paperwork presented.

- There appeared to be some anomalies, e.g the income from the Agricultural Estate is shown in the Planning & Environment budget but the associated assets are held by Resources.
- Members welcome the news that the EfW plant has generated additional income to that projected in the original business case. However it was again very difficult for Members to gain an understanding of this from the budget spreadsheets and we would request that in future there is more transparency/visibility.

To this end, the Committee request that in future years a separate Profit/Loss statement for the EfW Plant is provided.




Transportation Portfolio

At the end of Quarter 2, the portfolio appeared to be slightly over budget but the Cabinet Member reported a small forecast underspend of £70k by year end.

The key challenges for the portfolio included:

- The public's perception and satisfaction with road maintenance – this year's Plane and Patch programme had been very well-received but demand remained high.
- Funding to keep up with the pace of Growth and demand – over the past 10 years the revenue budget had essentially remained static, whilst the asset had grown by 10%.

Customer Experience

- It was acknowledged that the 'Fix My Street' app was working well, but feedback to customers after reporting a problem remained inconsistent. The Committee agreed with the Head of Growth Strategy & Highways' comments that improvements are needed in this area and would encourage training for staff to ensure that expected standards for responses are clearly understood.
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Transportation Portfolio

Members' Highways Small Works Allocation

- Following reductions to Local Area Forum budgets and the Community Leader's Fund Allowances in recent years, the Committee was **very** disappointed to also see a reduction in the Members Highways Small Works Allocation for 2019-20.

Whilst the Committee understand that it is increasingly difficult to find savings in the budget year on year, reductions in these three areas mean that there is a declining level of discretionary spend available for local members and the Members' Highways Small Works in particular, had often generated high levels of customer satisfaction from residents.

Capital – Strategic Highway Maintenance

- The Committee noted the consistent £15m per year allocation for Strategic Highways Maintenance.

Recommendation - That a minimum 5% per annum uplift should be applied to the Strategic Highways Maintenance capital budget line to take into account inflation, growth of the asset and impact of increased traffic on the highways.

Transportation Portfolio

Gully Cleansing and Weed Management

- The Committee has previously recommended that there should be an increased spend on gully cleansing to prevent further damage to the highway during flood conditions and last year, we also recommended some additional investment in a programme of weed management, to similarly help to preserve the quality of footways in the County.
- Members were therefore disappointed to learn that this additional investment has been removed from the budget for 2019/20 and believe that this decision should be revisited.

Recommendation - That the additional funding for gully cleansing and weed management which had been added into the budget as a result of Budget Scrutiny recommendations over the past two years, should be maintained. This will prevent further decline of the asset and should be viewed as an 'invest to save'.



Transportation Portfolio

Street Lighting

- The Committee are aware that the Transport, Environment and Communities Select Committee undertook a review of Street Lighting in September 2018. It was reported that complaints on Street Lighting had declined (although this could have been a seasonal trend) but some performance targets related to maintenance and replacement of lighting columns had not been met.
- The Cabinet Member reported that complaints about Street Lighting had increased - this correlated with Members' experience in their own divisions. Members believe that this asset is not being managed effectively and are concerned that the numbers of permanently damaged columns, stumps and defective luminaires reflects badly on the Council. We are aware that a Capital bid was submitted as part of the MTFP process.

Recommendation - That a Street Lighting Survey should be undertaken to establish the location, ownership and condition of all columns in the County, including an assessment of the current status of all lights. In addition, if a further £2m could be funded from within the Capital envelope, this should be added to fund an acceleration of Column Replacement works. The use of smart technology should also be investigated.

Transportation Portfolio

Presentation of Budget

Again, the Committee found some elements of the Transportation budget lacked visibility.

- An increased understanding of the key elements of the costs of the £21.5m Transport for Buckinghamshire (TfB) contract, e.g. plane & patch, potholes, average cost per pothole, staffing, FTE, leasing costs, gritting etc needs to be shared with Members in order that meaningful questions can be asked in future.
- The Committee was surprised to learn during questioning that £9m was spent on Concessionary Bus Fares, as this was not at all clear in the Budget spreadsheets. A great deal of attention had been paid to Home to School Transport but considerably less to this area. It was suggested that the two bus transport areas might be combined in future reporting.



Unitary Opportunities

The transition to Unitary provides an opportunity for a wholesale review of management reporting methods to improve visibility, which will enhance both management control and member scrutiny.

Financial Accounting

- We acknowledge that the Council is not a business but it needs to be more business-like in the way that it prepares it's in year management accounts. The 2018 recommendation that the Council prepares it's management accounts on an accruals basis should not be forgotten – it is recommended that the new council prepare it's in year management accounts on an accruals basis from day one. It should be noted that one District Council already prepares it in year management accounts on an accruals basis.

Financial Variance Reporting

- It appears from quarterly BCC outturn reports that variances over £1m are explained in the notes to the revenue summary by portfolio whereas at District level the cut off is £100k. It is proposed that more detail is explained in the new authority outturn reports from day one - £500k is recommended for former county front line services and £100k for all other former county and district portfolios.

Unitary Opportunities

- **Capital** - The new Unitary Authority, when operational, will provide the opportunity for planning capital programmes over a longer period of time than the current four years. In light of the Growth Agenda and the inherent long-term nature of infrastructure investment, consideration should be given to structural planning periods of 10 years.
- **VFM Contract Review** – Opportunity to review major contracts and to take stock if outsourcing remains the most cost-effective method of service delivery or whether services could be better delivered in-house.
- **Examine the possibility of revisiting some of the savings proposals in this MTFP (2021 & beyond)**, e.g reduction in library opening hours.
- **Opportunities for realising synergies across County & District responsibilities** - e.g. Waste and areas such as Street Cleansing and Highways works.



Future Budget Scrutiny

The Committee would like to see continued detailed Budget Scrutiny in the new Unitary Authority.

The format of questioning each individual Cabinet Member has been effective and holding public meetings, which are also webcast, provides an opportunity for residents of Buckinghamshire to understand how their Council Tax monies are spent. Members would like to encourage continued public engagement in the process.

In future, it would be helpful for Members to have the following supporting information:

- Increased transparency/visibility across all portfolios – The Committee recognise that portfolio areas and cost centres are likely to be realigned, which may improve this visibility.
- An Organisation Chart for each portfolio with details of costs and FTEs
- Separate P&L for the EfW Plant
- Separate P&L for other specifics such as commercial lettings



Report to Cabinet

Title:	Revenue & Capital Budgets for 2019-20 to 2022-23
Date:	Monday 11 February 2019
Author:	Leader
Contact officer:	Matt Strevens, Head of Finance - Corporate, ext. 3181
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 latest position on the Revenue and Capital Budgets for 2019-20 to 2022-23, for Buckinghamshire County Council only, following consideration by the Finance, Performance and Resources Select Committee and other interested parties such as the business community.

No assumptions have been included in relation to the recent decision to create a new unitary authority in 2020 except for ensuring that there is sufficient funding set aside to cover a proportion of the expected transition costs to the new authority. As part of the transition planning there will be a workstream around the financial strategy for the new authority.

Recommendation

Cabinet are asked to recommend to Council the Revenue and Capital budgets as set out in Appendices 1, 2, 3 and 5 to this report.

Cabinet are asked to agree the schedule of Fees & Charges as set out in Appendix 6 to this report.

Cabinet are asked to note the Business Unit plans set out in Appendices Ai to Aiv to this report, which support delivery of the Revenue and Capital budgets.



INVESTOR IN PEOPLE



A. Narrative setting out the reasons for the decision

Strategic and Business Plans

1. This is the final year of the current Strategic Plan, which runs until 2020. The Council keeps the Strategic Plan under review, and it was agreed that the plan remained fit for purpose in the changing local and national context. The Strategic Plan 2017-20 contains the priorities focused around three key themes:
 - Safeguarding the vulnerable
 - Creating Opportunities and Building Self-Reliance
 - Ensuring Buckinghamshire is Thriving and Attractive
2. With the recent announcement of the creation of a new, single council for Buckinghamshire, which will begin formal operation on 1st April 2020, a new Strategic plan will be developed for this new organisation. Whilst the current County Council will cease to exist in its current form from 1st April 2020, it is still essential that plans are made for 4 years, in order that the new council begins with the best possible understanding of its future challenges and opportunities.
3. The County Council is politically led and operates four Business Units to manage its affairs. Cabinet Members sit on and lead each of the Business Unit Boards. Appendix A (i to iv) sets out the executive summaries of the Business Unit Plans for the forthcoming year. The executive summaries set out the activities that each Business Unit will deliver under each of the Council's 3 strategic outcomes.
4. The plans provide a description of activities along with an overview of challenges and opportunities for the future. A budget overview is presented in each Plan along with key contract information. The process of business planning is cyclical and is refined each year. We continually review the business and financial planning processes to improve the process for next financial year
5. 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 budget in relation to this decision. However, as part of the transition planning there will be a workstream around the financial strategy for the new authority. A Unitary reserve has been created and the budget proposals have set aside £11m, which is would be enough to cover at least 50% of the overall expected costs of transition. Each of the other authorities will also be setting aside some funding to cover the other 50% of the expected costs.

Provisional Local Government Finance Settlement

6. Since the Cabinet agreed the draft budget on 10th December 2018 there have been a number of more detailed announcements from the government; most notably the Provisional Local Government Finance Settlement. As the Council had accepted the previous government's offer of a 4 year settlement there was very little change from the figures already budgeted for.
7. The Provisional settlement covers the period to the end of the financial year 2019-20 and, as such, does not include any indication of funding levels for 2020-

21 to 2022-23. The figures for these years are, therefore, based on our best estimates.

8. The Provisional Local Government Finance Settlement was published on 13th December 2018. The most significant matter announced was the **success of Buckinghamshire's bid to become a 75% Business Rates Pilot** area for 2019-20. The success of this bid sees the County Council and all four District Councils benefitting by retaining 75% of the growth in Business Rates rather than the current 50%. In 2020-21 all councils in England will move to this model (see later).
9. In the settlement it was recognised that there continue to be national pressures on both the Adults and Children's Social Care system, and the announcements made in the autumn budget for additional funding in these areas were confirmed. The most significant matter in relation to Social Care funding remains the Green Paper on Adult Social Care Funding, which has been further delayed.
10. The Council Tax Referendum threshold was **confirmed at 3%**, as announced in the previous year's settlement. In addition to this the annual increase in Business Rates was confirmed and this resulted in a minor change in income received from Business Rates.
11. The Settlement also included a confirmation of the outcome of the review of 'Negative RSG' which confirmed the assumptions in the draft budget that **'Negative RSG' would be removed for 2019-20**.
12. There was a one-off benefit announced, whereby the Levy account, where surplus Business Rates are collected by central government, reported a surplus. This surplus is being returned to Local Government, and has given rise to a **one-off benefit of £672k** in 2019-20.
13. The allocation of Public Health grant has been announced and shows a reduction in funding of **£0.542m**, which is in line with the expected level of reduction. Appendix 7 sets out proposed savings to address the reduction in the Public Health Grant.

Council Tax

14. During January information has been received from the District Councils, which are the collection authorities for the purposes of Council Tax. They have reported an estimate of their surplus or deficit on collection, the net effect of which is an **additional £0.547m** over that assumed in the draft budget. The District Councils have also confirmed figures for the Council Tax Base, which shows a **decrease of £0.197m** compared to that previously assumed.

Business Rates

15. From April 2013 a new funding regime was introduced allowing Council's to keep a proportion of business rates. After the Government keeps 50%, districts 40% and the fire authority 1%, the County's share is 9%. It is the Government's intention to increase the share of growth retained locally from 2020-21 from 50% to 75%. Details on the relative splits in two-tier areas have yet to be agreed, and as such the figures in this Budget remain a best estimate.

16. As mentioned above, Buckinghamshire submitted a bid to Central Government to take part in a trial of 75% Business Rates Retention in 2019-20. The prospectus for the trial offered the opportunity for groups of authorities, based around functional economic areas, to make proposals as to how they would operate 75% Business Rates retention, in order that a number of governance models could be tested concurrently, and that this learning would then be used to inform the final design of the scheme when it becomes nationally operational in 2020-21.
17. The accepted proposal for Buckinghamshire sees the 4 District Councils and the County Council splitting the 75% share of business rates as follows; County Share 42.5%, District share 31.5%, Bucks Fire & Rescue share 1%. Business Rates growth will be allocated between the parties as follows; County Council share of growth 50%, District Councils share of growth 50% (split on the basis of their respective shares of growth). The expected benefit of this additional retention of growth is not guaranteed as it is dependent upon actual business rates receipts. However, it is estimated that the additional receipts will be approximately £3.5m for the County Council. It is proposed that £2.8m of this be allocated to a unitary reserve and that the remaining £0.7m be kept in a reserve to be allocated once expected additional receipts are more certain. This can be spent around financial sustainability and the growth agenda.

Consultation

18. Through the late autumn the County Council ran a general public consultation on its strategic priorities to gauge public opinion on which services are most valued and which less so.
19. The Budget Scrutiny Committee has reviewed the draft budget proposals in public and the recommendations from the Committee are set out in a separate report on this agenda. In addition separate discussions have been had with third parties with a particular interest, such as other parts of the public sector and representative groups from both the business community and the voluntary and community sector. A specific meeting was held with the Buckinghamshire Business Group and a verbal response from the Group will be given. The full response will be presented to Council on 21st February.

Revenue Budget

20. The recommended 2019-20 revenue budget and indicative budgets for 2020-21 to 2022-23 are attached at Appendix 1. Appendix 2 sets out a summary of the changes from the previous year's budget and Appendix 3 sets out these changes in more detail. This reflects both changes resulting from the Provisional Local Government Finance Settlement and additional changes since this settlement.
21. The Final Local Government Settlement is expected in Early February, but since the council has previously accepted a settlement until 2019-20 it is not expected that there will be any change from the Provisional Settlement.
22. The schedule of proposed Fees & Charges for the year 2019-20 is included as Appendix 6 to this report. These detail the changes currently planned for chargeable activities over the coming year, and reflects the need to ensure that full costs are recovered, where allowable, for chargeable services. This schedule of Fees & Charges is prepared in accordance with the Councils Income

Generation Strategy. Where other changes are proposed after this meeting these will be made through individual Cabinet Member decisions throughout the year.

Additional revenue pressures and Scrutiny recommendations

23. Since the Draft budget was presented to Cabinet on 10th December the budget proposals have been subject to the Budget Scrutiny process, and in addition a number of new pressures have come to light.
24. Following the recommendations of the Budget Scrutiny Committee a sum of **£500k** has been added to the Highways weeds programme in 2019-20, and additional funding of **£750k in 2019-20** has been added in 2019-20 for Legal costs in Children's Social Care in recognition of the increase in care proceedings. This figure reduces to £300k by 2022-23.
25. Outside of Scrutiny additional pressures have been recognised in the final budget proposals within Education and Skills in relation to increased demand within transport costs, especially for SEND provision.

Pressures within the Dedicated Schools Grant

26. The Dedicated Schools Grant (DSG) settlement was announced on 17th December. The total allocation for BCC is £442.975m including allocations for academies. These allocations have been updated for October 2018 census data and for the additional High Needs Block funding for 2018-19 and 2019-20 announced by the Secretary of State. This additional funding of £250m nationally was allocated to support pressures within the High Needs block as it is recognised that all councils are experiencing significant pressures in this area.
27. Funding for individual schools will be allocated according to the BCC local formula for schools, which mirrors the funding factors laid out in the National Funding Formula for schools proposed by the Department for Education (DfE).
28. There are continued pressures within the High Needs Block of the DSG. The High Needs Block funding is used to support pupils with special educational needs and disabilities (SEND) within Buckinghamshire schools and in placements in the independent sector where needs cannot be met within local provision. Additional funding of £1.322m was allocated by the Secretary of State in the December funding announcement however it is estimated that there are still pressures of up to £0.600m across high needs budgets in 2019-20. Work will take place, in conjunction with Schools Forum, to close this gap. There is a risk that if this cannot be closed there will be an impact on other council budgets

Capital Programme

29. The details of the proposed Capital Programme are set out in Appendix 5.
30. The phasing of expenditure in the draft capital programme has been reviewed and challenged and as a result significant expenditure has been moved later in the programme, removing the need to forward-fund works.

31. Following the announcement of additional Highways funding in the autumn budget the Plane and Patch programme, which now totals £4.0m over 2018-19 and 2019-20. Additionally some ICT projects have been grouped into the 'Delivery of Technology Strategy' block rather than being presented as specific projects.
32. Within this programme there is a significant level of investment which is related to Housing Infrastructure Fund (HIF) bids. This reflects projects which would be unable to proceed without this funding from the HIF, but which promote and support the growth agenda within Buckinghamshire. The projects included in the capital programme reflect bids made both by the County Council, and the District Councils, but all reflect schemes which would be delivered by the County Council. If funding for these projects is not agreed then both the funding and the expenditure will be at risk of not being delivered within the proposed capital programme.

B. Other options available, and their pros and cons

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

C. Resource implications

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

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

E. Legal implications

The Council is required to set a balanced budget before 10th March in accordance with Section 41A and 42B 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

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

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/Risk Assessments has been carried out on the individual budget proposals above £50k, which is published on the Council's website.

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

Feedback from the public consultation is contained within this report.

I. Communication issues

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

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

J. Progress Monitoring

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

K. Review

The Medium Term Financial Plan is reviewed on an annual basis and progress against the budget plans will be reported to Cabinet on a quarterly 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 Friday 8 February 2019. This can be done by telephone to 01296 382343 or e-mail to democracy@buckscc.gov.uk

Portfolio	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 Resilience	6,926	2.0%	7,229	2.0%	6,356	1.8%	6,356	1.8%	6,356	1.7%
	Management & Overheads	2,786	0.8%	2,696	0.8%	2,113	0.6%	2,113	0.6%	2,113	0.6%
	Children in Need	13,442	4.0%	13,192	3.7%	12,942	3.7%	12,692	3.5%	12,692	3.4%
	Prevention & Commissioning	6,507	1.9%	8,530	2.4%	7,688	2.2%	7,145	2.0%	7,045	1.9%
	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	3,398	1.0%	3,398	1.0%	3,398	1.0%	3,398	0.9%	3,398	0.9%
	Care Services	28,881	8.5%	38,059	10.7%	37,112	10.7%	37,131	10.3%	38,022	10.2%
Children's Social Care Total		65,212	19.3%	76,376	21.4%	72,881	21.1%	72,107	20.1%	72,898	19.6%
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	1,377	0.4%	1,382	0.4%	1,392	0.4%	1,402	0.4%	1,402	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		9,133	2.7%	9,000	2.5%	8,758	2.5%	8,758	2.4%	8,758	2.4%
Education & Skills (LA)	Strategic Commissioning	2,311	0.7%	2,221	0.6%	2,221	0.6%	2,221	0.6%	2,221	0.6%
	Adult Learning & Skills	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%
	Education Management	(1,806)	-0.5%	(2,348)	-0.7%	(2,787)	-0.8%	(2,787)	-0.8%	(2,787)	-0.7%
	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	14,647	4.3%	16,427	4.6%	16,157	4.7%	16,157	4.5%	16,157	4.3%
	Central DSG	(3,562)	-1.1%	(3,393)	-1.0%	(3,283)	-0.9%	(3,283)	-0.9%	(3,283)	-0.9%
	Prevention & Early Help	4,598	1.4%	3,960	1.1%	3,960	1.1%	3,960	1.1%	3,960	1.1%
	Special Educational Needs	3,775	1.1%	5,095	1.4%	5,095	1.5%	5,095	1.4%	5,095	1.4%
	Client Transport Central Costs	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Education & Skills (LA) Total		21,617	6.4%	23,616	6.6%	23,017	6.7%	23,017	6.4%	23,017	6.2%
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)	-77.8%	(277,163)	-80.1%	(277,163)	-77.2%	(277,163)	-74.4%
	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	49.5%	176,390	51.0%	176,390	49.1%	176,390	47.3%
	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	1.2%	4,368	1.3%	4,368	1.2%	4,368	1.2%
	Prevention & Commissioning	37,173	11.0%	36,173	10.2%	36,173	10.5%	36,173	10.1%	36,173	9.7%
	Special Educational Needs	53,237	15.7%	54,237	15.2%	54,237	15.7%	54,237	15.1%	54,237	14.6%
Education & Skills (DSG) Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Portfolio	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	20,619	6.1%	22,524	6.3%	24,030	6.9%	26,203	7.3%	28,760	7.7%
	Learning Disabilities and CHC	44,517	13.2%	46,521	13.1%	47,798	13.8%	49,488	13.8%	51,476	13.8%
	Mental Health	5,291	1.6%	5,006	1.4%	5,006	1.4%	5,006	1.4%	5,006	1.3%
	Safeguarding	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%
	Joint Supply Management	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%
	Commissioning & Service Improvement	4,136	1.2%	4,023	1.1%	3,993	1.2%	3,993	1.1%	3,993	1.1%
	Older People / OP Mental Health / PSD	41,963	12.4%	42,227	11.9%	44,464	12.9%	46,201	12.9%	47,540	12.8%
	Senior Management Team	9,514	2.8%	9,508	2.7%	9,508	2.7%	9,508	2.6%	9,508	2.6%
Quality, Performance & Standards	2,660	0.8%	2,660	0.7%	2,660	0.8%	2,660	0.7%	2,660	0.7%	
Health & Wellbeing Total		132,272	39.1%	136,041	38.2%	141,031	40.8%	146,631	40.9%	152,515	40.9%
Leader	Chief Executive's Office	522	0.2%	522	0.1%	522	0.2%	522	0.1%	522	0.1%
	Policy, Performance and Communications	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	2.1%	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	660	0.2%	660	0.2%	660	0.2%	660	0.2%	660	0.2%
	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%	1,260	0.4%	1,315	0.4%	1,185	0.3%	1,105	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	8,149	2.4%	7,260	2.0%	7,310	2.1%	8,601	2.4%	9,131	2.5%
Planning & Environment Total		10,256	3.0%	9,273	2.6%	9,378	2.7%	10,539	2.9%	10,919	2.9%
Resources	Director of Resources	406	0.1%	273	0.1%	148	0.0%	148	0.0%	148	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	1.9%	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%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Technology Services	7,665	2.3%	7,340	2.1%	7,205	2.1%	7,185	2.0%	7,185	1.9%
Resources Total		25,819	7.6%	25,623	7.2%	24,981	7.2%	25,033	7.0%	25,050	6.7%
Transportation	Client & Public Transport	9,088	2.7%	8,732	2.5%	8,732	2.5%	8,588	2.4%	8,588	2.3%
	Highways Services / Transport for Bucks	18,616	5.5%	19,317	5.4%	18,638	5.4%	19,375	5.4%	20,120	5.4%
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,158	0.3%	1,123	0.3%	1,099	0.3%	1,099	0.3%	1,099	0.3%
Transportation Total		28,862	8.5%	29,172	8.2%	28,469	8.2%	29,062	8.1%	29,807	8.0%
Total Net Portfolio Budget		300,341	88.8%	316,671	88.9%	316,085	91.4%	322,717	89.9%	330,534	88.7%

Portfolio	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
Corporate Costs	Corporate Costs	12,580	3.7%	12,028	3.4%	15,467	4.5%	20,496	5.7%	25,471	6.8%
	Treasury Management & Capital Financing	23,312	6.9%	16,483	4.6%	15,783	4.6%	15,967	4.4%	16,519	4.4%
Corporate Costs Total		35,892	10.6%	28,511	8.0%	31,250	9.0%	36,463	10.2%	41,990	11.3%
Net Operating Budget		336,233	99.4%	345,182	96.9%	347,335	100.4%	359,180	100.1%	372,524	100.0%
Use of Reserves	Earmarked Reserves	2,045	0.6%	7,128	2.0%	(1,341)	-0.4%	(242)	-0.1%	0	0.0%
	Non-Earmarked Reserves	62	0.0%	4,000	1.1%	20	0.0%	3	0.0%	3	0.0%
Use of Reserves Total		2,107	0.6%	11,127	3.1%	(1,321)	-0.4%	(239)	-0.1%	3	0.0%
Net Budget Requirement		338,340	100.0%	356,310	100.0%	346,013	100.0%	358,941	100.0%	372,527	100.0%
Financed By	Council Tax Surplus	(3,126)	-0.9%	(2,247)	-0.6%	0	0.0%	0	0.0%	0	0.0%
	Locally Retained Business Rates	(17,490)	-5.2%	(49,582)	-13.9%	(17,931)	-5.2%	(18,290)	-5.1%	(18,655)	-5.0%
	New Homes Bonus	(2,262)	-0.7%	(2,149)	-0.6%	(1,962)	-0.6%	(1,928)	-0.5%	(1,980)	-0.5%
	Other Un-Ringfenced Grants	(6,958)	-2.1%	(9,207)	-2.6%	(5,609)	-1.6%	(5,622)	-1.6%	(5,636)	-1.5%
	Top Up Grant	(27,492)	-8.1%	0	0.0%	(11,119)	-3.2%	(6,539)	-1.8%	(1,571)	-0.4%
Financed By Total		(57,328)	-16.9%	(63,185)	-17.7%	(36,622)	-10.6%	(32,379)	-9.0%	(27,841)	-7.5%
Council Tax		(281,012)	-83.1%	(293,124)	-82.3%	(309,392)	-89.4%	(326,562)	-91.0%	(344,686)	-92.5%
Net Budget Requirement		(338,340)	-100.0%	(356,309)	-100.0%	(346,014)	-100.0%	(358,941)	-100.0%	(372,527)	-100.0%
Over/(Under) Budget		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

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
Children's Social Care	Family Resilience Management & Overheads	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	873	7,229
	Children in Need	3,724	(938)	2,786	(300)	0	0	0	210	0	2,696	0	2,696
	Prevention & Commissioning	13,320	122	13,442	(250)	0	0	0	0	0	13,192	0	13,192
	Quality, Standards & Performance	6,983	(476)	6,507	(62)	0	0	0	1,199	0	7,644	886	8,530
	Children in Care	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Care Services	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
Children's Social Care Total		28,022	859	28,881	(1,297)	0	0	0	10,475	0	38,059	0	38,059
		63,202	2,010	65,212	(2,479)	0	0	0	11,884	0	74,616	1,759	76,375
Community Engagement	Communities	381	5	386	0	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	79	1,377	0	0	(20)	0	25	0	1,382	0	1,382
	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	(12)	9,132	(285)	0	(20)	0	172	0	8,999	0	8,999
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(505)	0	0	0	0	0	(2,311)	(37)	(2,348)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(200)	0	0	0	980	0	15,427	1,000	16,427
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	169	0	(3,393)	0	(3,393)
	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	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
Client Transport Central Costs		0	0	0	0	0	0	0	0	0	0	0	0
Education & Skills (LA) Total		23,376	(1,761)	21,615	(1,433)	0	0	0	2,469	0	22,651	963	23,614

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(982)	0	0	0	2,887	0	22,524	0	22,524
	Learning Disabilities and CHC	39,991	4,526	44,517	(800)	0	0	0	2,804	0	46,521	0	46,521
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(273)	0	0	0	160	0	4,024	0	4,024
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(1,055)	0	0	0	2,990	0	43,898	(1,671)	42,227
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(3,401)	0	0	0	8,841	0	137,710	(1,671)	136,039
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	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	(8)	660	0	0	0	0	0	0	660	0	660
	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	(22)	8	0	0	1,260	0	1,260
	Energy & Resources	169	0	169	0	0	0	0	0	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(4)	8,149	(670)	0	(750)	0	371	0	7,100	160	7,260
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(852)	8	371	0	9,113	160	9,273

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
Resources	Director of Resources	277	130	407	(133)	0	0	0	0	0	274	0	274
	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	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(325)	7,340
Resources Total		24,094	1,727	25,821	(647)	0	(800)	0	1,937	0	26,312	(687)	25,625
Transportation	Client & Public Transport	9,096	(8)	9,088	(356)	0	0	0	0	0	8,732	0	8,732
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(1,000)	(335)	(38)	0	1,174	0	18,417	900	19,317
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(175)	140	0	0	1,123	0	1,123
Transportation Total		28,857	5	28,862	(1,356)	(335)	(213)	140	1,174	0	28,272	900	29,172
Total Net Portfolio Budget		297,516	2,823	300,339	(10,271)	(335)	(1,885)	148	27,247	0	315,243	1,424	316,667

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
Children's Social Care	Family Resilience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(938)	2,786	(673)	0	0	0	0	0	2,113	0	2,113
	Children in Need	13,320	122	13,442	(500)	0	0	0	0	0	12,942	0	12,942
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	800	0	7,245	443	7,688
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
Children's Social Care Total		28,022	859	28,881	(4,263)	0	0	0	12,494	0	37,112	0	37,112
Children's Social Care Total		63,202	2,010	65,212	(6,068)	0	0	0	13,294	0	72,438	443	72,881
Community Engagement	Communities	381	5	386	0	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	79	1,377	0	0	(20)	0	35	0	1,392	0	1,392
	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	(12)	9,132	(325)	(212)	(20)	0	182	0	8,757	0	8,757
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(981)	0	0	0	0	0	(2,787)	0	(2,787)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(250)	0	0	0	1,760	0	16,157	0	16,157
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	279	0	(3,283)	0	(3,283)
	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	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
Client Transport Central Costs		0	0	0	0	0	0	0	0	0	0	0	0
Education & Skills (LA) Total		23,376	(1,761)	21,615	(1,959)	0	0	0	3,359	0	23,016	0	23,016

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(1,556)	0	0	0	4,967	0	24,030	0	24,030
	Learning Disabilities and CHC	39,991	4,526	44,517	(1,150)	0	0	0	4,431	0	47,798	0	47,798
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(303)	0	0	0	160	0	3,994	0	3,994
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(2,112)	0	0	0	4,613	0	44,464	0	44,464
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(5,412)	0	0	0	14,171	0	141,028	0	141,028
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	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	(8)	660	0	0	0	0	0	0	660	0	660
	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	(47)	8	80	0	1,315	0	1,315
	Energy & Resources	169	0	169	0	0	0	0	0	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(4)	8,149	(670)	0	(680)	0	942	0	7,741	(431)	7,310
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(807)	8	1,022	0	9,809	(431)	9,378

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
Resources	Director of Resources	277	130	407	(258)	0	0	0	0	0	149	0	149
	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	(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	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(460)	7,205
Resources Total		24,094	1,727	25,821	(772)	0	(1,310)	0	2,115	0	25,854	(872)	24,982
Transportation	Client & Public Transport	9,096	(8)	9,088	(356)	0	0	0	0	0	8,732	0	8,732
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(1,164)	(286)	(373)	0	1,837	0	18,630	8	18,638
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(334)	275	0	0	1,099	0	1,099
Transportation Total		28,857	5	28,862	(1,520)	(286)	(707)	275	1,837	0	28,461	8	28,469
Total Net Portfolio Budget		297,516	2,823	300,339	(16,726)	(498)	(2,844)	283	36,380	0	316,934	(852)	316,082

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
Children's Social Care	Family Resilience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(938)	2,786	(673)	0	0	0	0	0	2,113	0	2,113
	Children in Need	13,320	122	13,442	(750)	0	0	0	0	0	12,692	0	12,692
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	700	0	7,145	0	7,145
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
	Care Services	28,022	859	28,881	(6,290)	0	0	0	14,540	0	37,131	0	37,131
	Children's Social Care Total	63,202	2,010	65,212	(8,345)	0	0	0	15,240	0	72,106	0	72,106
Community Engagement	Communities	381	5	386	0	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	79	1,377	0	0	(20)	0	45	0	1,402	0	1,402
	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	202	0	202	
	Community Engagement Total	9,144	(12)	9,132	(335)	(212)	(20)	0	192	0	8,757	0	8,757
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(981)	0	0	0	0	0	(2,787)	0	(2,787)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(250)	0	0	0	1,760	0	16,157	0	16,157
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	279	0	(3,283)	0	(3,283)
	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	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
	Client Transport Central Costs	0	0	0	0	0	0	0	0	0	0	0	0
	Education & Skills (LA) Total	23,376	(1,761)	21,615	(1,959)	0	0	0	3,359	0	23,016	0	23,016

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(1,556)	0	0	0	7,140	0	26,203	0	26,203
	Learning Disabilities and CHC	39,991	4,526	44,517	(1,150)	0	0	0	6,121	0	49,488	0	49,488
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(303)	0	0	0	160	0	3,994	0	3,994
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(2,112)	0	0	0	6,350	0	46,201	0	46,201
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(5,412)	0	0	0	19,771	0	146,628	0	146,628
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	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	(8)	660	0	0	0	0	0	0	660	0	660
	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	(177)	8	80	0	1,185	0	1,185
	Energy & Resources	169	0	169	0	0	0	0	0	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
Waste Management	8,153	(4)	8,149	(670)	0	(480)	0	1,372	0	8,371	230	8,601	
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(737)	8	1,452	0	10,309	230	10,539

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
Resources	Director of Resources	277	130	407	(258)	0	0	0	0	0	149	0	149
	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	(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	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(480)	7,185
Resources Total		24,094	1,727	25,821	(772)	0	(1,310)	0	2,187	0	25,926	(892)	25,034
Transportation	Client & Public Transport	9,096	(8)	9,088	(500)	0	0	0	0	0	8,588	0	8,588
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(959)	(506)	(408)	0	2,624	0	19,367	8	19,375
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(653)	594	0	0	1,099	0	1,099
Transportation Total		28,857	5	28,862	(1,459)	(506)	(1,061)	594	2,624	0	29,054	8	29,062
Total Net Portfolio Budget		297,516	2,823	300,339	(18,952)	(718)	(3,128)	602	45,224	0	323,367	(654)	322,713

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
Children's Social Care	Family Resilience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(938)	2,786	(673)	0	0	0	0	0	2,113	0	2,113
	Children in Need	13,320	122	13,442	(750)	0	0	0	0	0	12,692	0	12,692
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	600	0	7,045	0	7,045
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
	Care Services	28,022	859	28,881	(6,990)	0	0	0	16,131	0	38,022	0	38,022
Children's Social Care Total		63,202	2,010	65,212	(9,045)	0	0	0	16,731	0	72,898	0	72,898
Community Engagement	Communities	381	5	386	0	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	79	1,377	0	0	(20)	0	45	0	1,402	0	1,402
	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	(12)	9,132	(335)	(212)	(20)	0	192	0	8,757	0	8,757
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(981)	0	0	0	0	0	(2,787)	0	(2,787)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(250)	0	0	0	1,760	0	16,157	0	16,157
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	279	0	(3,283)	0	(3,283)
	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	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
Client Transport Central Costs	0	0	0	0	0	0	0	0	0	0	0	0	
Education & Skills (LA) Total		23,376	(1,761)	21,615	(1,959)	0	0	0	3,359	0	23,016	0	23,016

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(1,556)	0	0	0	9,697	0	28,760	0	28,760
	Learning Disabilities and CHC	39,991	4,526	44,517	(1,150)	0	0	0	8,109	0	51,476	0	51,476
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(303)	0	0	0	160	0	3,994	0	3,994
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(2,112)	0	0	0	7,689	0	47,540	0	47,540
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
	Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(5,412)	0	0	0	25,655	0	152,512	0	152,512
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	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	(8)	660	0	0	0	0	0	0	660	0	660
	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	(177)	8	0	0	1,105	0	1,105
	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	(4)	8,149	(670)	0	(480)	0	1,902	0	8,901	230	9,131
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(807)	8	1,902	0	10,689	230	10,919

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
Resources	Director of Resources	277	130	407	(258)	0	0	0	0	0	149	0	149
	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	(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	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(480)	7,185
Resources Total		24,094	1,727	25,821	(772)	0	(1,310)	0	2,254	0	25,993	(942)	25,051
Transportation	Client & Public Transport	9,096	(8)	9,088	(500)	0	0	0	0	0	8,588	0	8,588
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(959)	(506)	(408)	0	3,369	0	20,112	8	20,120
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(653)	594	0	0	1,099	0	1,099
Transportation Total		28,857	5	28,862	(1,459)	(506)	(1,061)	594	3,369	0	29,798	8	29,806
Total Net Portfolio Budget		297,516	2,823	300,339	(19,652)	(718)	(3,198)	602	53,861	0	331,235	(704)	330,531

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 September 2019	873	0	0	0
	Strategic review of Early Help services	(570)	(570)	(570)	(570)
	Increased demand for legal services	1,137	738	638	538
	Savings in central costs to support increased legal costs	(300)	(300)	(300)	(300)
	Increased demand in statutory social care services due to demographic changes	1,446	2,969	4,510	6,101
	Placements for looked after children - numbers and mix of placements	9,029	9,029	9,029	9,029
	Savings achieved through increasing our in house placement options and reducing our reliance on external and more costly providers	(1,297)	(3,767)	(5,289)	(5,989)
	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.	(250)	(500)	(750)	(750)
	Short Breaks Provision - redesignation of Kite Ridge/The Vines residential provision	886	443	0	0
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 volunteer capacity, increasing self-service technology and streamlining staffing structures	(10)	(50)	(60)	(60)	

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Education & Skills (LA)	Education Transport - Delay in achieving savings to September 2019	1,000	0	0	0
	Home to School Transport increases in demand and inflation	980	1,760	1,760	1,760
	Strategic Review of Transport Services	(200)	(502)	(502)	(502)
	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	(106)	(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	Better Lives Transformation Programme	(3,392)	(5,403)	(5,403)
Demand growth		5,073	10,403	16,003	21,887
Pressures carried forward from 2018/19		3,768	3,768	3,768	3,768
Additional One-off Funding for Adult Social Care		(1,671)	0	0	0
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	(750)	(680)	(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)
	Planning & Environment: Staffing pressures in Planning and Enforcement and Flood	0	80	80	0
	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
	Income generation from fees and charges	(22)	(47)	(177)	(177)

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Resources	Blue Badge eligibility changes	40	40	40	40
	Blue Badge increased income	(40)	(40)	(40)	(40)
	Harrow income target undeliverable	400	400	400	400
	Health & Safety pressure on income target	70	70	70	70
	Legionella & Asbestos surveys	51	51	51	51
	Property energy inflation	68	246	318	385
	Property Transformation, Income and Investment Opportunities	(760)	(1,270)	(1,270)	(1,270)
	Reactive property maintenance	500	500	500	500
	Resources Transformation	(125)	(250)	(250)	(250)
	Property staffing costs	250	250	250	250
	HR Restructure	(500)	(500)	(500)	(500)
	Unachievable HR income targets	550	550	550	550
	Transportation	Energy inflation	71	118	205
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)
Reduction in non statutory work linked to Bridges and other Structures		(50)	(50)	(50)	(50)
Reduction in the Member Highways Small Works allocation		(260)	(161)	(381)	(381)
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 investment plus ongoing procurement costs Transport for Buckinghamshire contract		(60)	(110)	(110)	(110)
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 permissable 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)	

Portfolio	Community Engagement - Public Health
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Unavoidable pressures		19/20	20/21	21/22	22/23
Reduction in Public Health Grant		542	542	542	542
Total unavoidable pressures		542	542	542	542

Savings / additional funding	18/19 Budget	19/20	20/21	21/22	22/23
Physical Activity	130				
NHS Health Check Programme	516	- 64	- 64	- 64	- 64
Children 0-19 Public Health Programme	6,995				
Substance Misuse	3,540				
Public Health Team	2,518	- 189	- 189	- 189	- 189
Sexual Health Services - Contraception	276				
Sexual Health	4,078	- 88	- 88	- 88	- 88
Other Public Health Services	1,630	- 201	- 201	- 201	- 201
Smoking & Tobacco	20				
PH Integrated Lifestyles	836				
Total Savings / additional funding	20,539	- 542	- 542	- 542	- 542

2019+ 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	4,395	9,375	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	4,813	27,700	14,000	20,000	66,513
Schools Access Initiative	93	200	200	200	693
Provision for Early Years	500	500	0	0	1,000
School Suitability Issues	1,601	3,700	1,000	1,000	7,301
Provision for SEN	1,016	3,074	0	0	4,090
School Toilets	250	250	250	250	1,000
Healthy Pupils Projects	442	0	0	0	442
School Property Maintenance	5,000	3,389	3,000	4,310	15,699
Total Capital Expenditure	35,168	48,687	25,251	31,760	140,866
Funding					
Government Grants	-1,016	-3,074	0	0	-4,090
Forward Funding / HIF / S106 / Developer Contributions	-4,709	-9,134	-6,950	-64,379	-85,172
Total Capital Funding	-5,725	-12,208	-6,950	-64,379	-89,262
Education & Skills Total	29,443	36,479	18,301	-32,619	51,604
Health & Wellbeing					
Respite Care	50	315	0	0	365
Health & Wellbeing Total	50	315	0	0	365
Leader					
Waterside North Development	0	599	0	0	599
Rural Broadband	600	1,200	0	0	1,800
Total Capital Expenditure	600	1,799	0	0	2,399
Funding					
S106 / Developer Contributions	0	-599	0	0	-599
Government Grants	-600	-1,200	0	0	-1,800
Total Capital Funding	-600	-1,799	0	0	-2,399
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	500	12,500	13,536	0	26,536
High Wycombe Town Centre & Transport Str	592	2,006	0	0	2,598
SEALR (South East Aylesbury Link Road)	430	17,379	1,181	0	18,990
Total Capital Expenditure	3,336	32,228	16,361	0	51,925
Funding					
Government Grants - Other	-3,336	-14,392	-1,990	0	-19,718
Forward Funding / HIF / S106 / Developer Contributions	0	0	-835	-30,736	-31,571
Total Capital Funding	-3,336	-14,392	-2,825	-30,736	-51,289
Leader LEP Schemes Total	0	17,836	13,536	-30,736	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 Defence Schemes	650	3,486	2,160	3,210	9,506
Aylesbury HWRC	0	0	0	1,000	1,000
Rights of Way	242	242	242	200	926
Total Capital Expenditure	1,132	9,178	3,900	4,410	18,620
Funding					
Government Grants	-545	-1,086	-1,575	-1,950	-5,156
Total Capital Funding	-545	-1,086	-1,575	-1,950	-5,156
Planning & Environment Total	587	8,092	2,325	2,460	13,464
Resources - ICT					
Purchase of IT Hardware / Software	700	700	700	700	2,800
Social Care Systems	2,104	300	0	0	2,404
Delivery of Technology Strategy	1,385	2,000	1,500	1,500	6,385
Total Capital Expenditure	4,189	3,000	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	3,489	2,300	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

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
Internal Transportation					
Developer Funded Schemes	300	987	846	0	2,133
East West Rail	1,000	1,000	1,000	1,000	4,000
Freight Strategy	50	220	160	0	430
Globe Park	561	439	0	0	1,000
HS2 Mitigation	2,294	824	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	500	3,875	3,125	0	7,500
HIF Marginal Viability bid - Princes Risborough	350	5,115	4,390	2,145	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	13,144	12,840	9,818	3,385	39,187
Funding					
Government Grants	-10,914	-9,814	-7,515	-2,145	-30,388
Developer Contribution S106/CIL	-725	-1,426	-846	0	-2,997
Revenue Funding	-455	-240	-240	-240	-1,175
Total Capital Funding	-12,094	-11,480	-8,601	-2,385	-34,560
Transportation (Internal) Total	1,050	1,360	1,217	1,000	4,627
Transportation (TfB)					
Strategic Highway Maintenance	15,000	15,000	15,000	15,000	60,000
Devolved Plane and Patch Programme	3,250	0	0	0	3,250
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	24,683	21,460	21,510	21,510	89,163
Funding					
Salix	-500	-500	-500	-500	-2,000
Total Capital Funding	-500	-500	-500	-500	-2,000
Transportation (TfB) Total	24,183	20,960	21,010	21,010	87,163
Corporate					
Capital Contingency	500	500	500	500	2,000
Total Corporate Expenditure	500	500	500	500	2,000
Grand Total Expenditure	86,125	131,022	80,555	64,780	362,482
Grand Total Funding	-23,500	-42,165	-21,151	-100,650	-187,466
Net Programme Financed by Central Funding	62,625	88,857	59,404	-35,870	175,016
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 Highways Maintenance	-10,209	-10,209	-10,209	-10,209	-40,836
Grants - Transport Integrated Transport	-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	-12,545	0	0	0	-12,545
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	-24,660	-14,185	-8,149	-8,849	-55,843
Corporate Total	-63,435	-32,651	-39,115	-39,815	-175,016
Funding Gap	-810	56,207	20,288	-75,685	0
Balance of Accumulated Programme over Years 1-4	-810	55,397	75,685	0	0

FEES AND CHARGES

Appendix 6

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Civic and Events				
Hire of the Old County Hall Exhibition Suite (rates for business meetings, exhibitions or wedding receptions)				
Magistrates Room (right hand side)	half day	129.00	TBC	
	full day	258.00	TBC	
Clerks Room (left hand side plus kitchen access)	half day	129.00	TBC	
	full day	258.00	TBC	
Exclusive use of the Exhibition Suite (Magistrates Room and Clerks Room plus kitchen access)	half day	258.00	TBC	
	full day	515.00	TBC	
Hire of the Old County Hall Exhibition Suite (rates for charitable organisations)				
Magistrates Room (right hand side)	hourly	21.00	TBC	
	half day	52.00	TBC	
	full day	103.00	TBC	
Clerks Room (left hand side plus kitchen access)	hourly	26.00	TBC	
	half day	57.00	TBC	
	full day	113.00	TBC	
Exclusive use of the Exhibition Suite (Magistrates Room and Clerks Room plus kitchen access)	half day	108.00	TBC	
	full day	206.00	TBC	

Modern Records				
Provide copies of Section 38 (Highways Act 1980), Section 278 (Highways Act 1980) and Section 106 (Town & Country Planning Act 1990) agreements to solicitors acting on behalf of clients buying or selling property	per agreement	87.00	90.00	3%

Strategic Assets				
Waterside North Car Park				
Monday - Saturday inclusive between the hours of 0800 and 2100	up to 1 hr	1.50	1.50	0%
	1 - 3 hrs	2.50	2.50	0%
	3 - 4 hrs	4.00	4.00	0%
	4 - 5 hrs	5.00	5.00	0%
	over 5 hrs	8.00	8.00	0%
Between 2100 and 0800 - free of charge				
Sundays and Bank Holidays (any period)		1.50	1.50	0%

FEES AND CHARGES

Appendix 6

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Business Insight				
School Data Subscription Service				
Infant academies	per academic year - school level cost + per pupil	£51 + £0.67/pupil + VAT	TBC	
Junior and Combined academies	per academic year - school level cost + per pupil	£62 + £0.67/pupil + VAT	TBC	
Secondary academies	per academic year - school level cost + per pupil	£438 + £0.67/pupil + VAT	TBC	
Special and PRU academies	per academic year - school level cost + per pupil	£62 + £0.67/pupil + VAT	TBC	
Additional Buyback Services				
Acorn Analysis	pay as used	25.00	TBC	
ACORN Analysis including Maps	pay as used	111.00	TBC	
IDACI Analysis including Pupil Data	pay as used	25.00	TBC	
IDACI Analysis including Pupil Data and Maps	pay as used	111.00	TBC	
Ward Analysis including Pupil Data and Maps	pay as used	111.00	TBC	
Catchment Analysis	pay as used	25.00	TBC	
Bulk buy offer				
ACORN, IDACI and Ward Analyses, including all maps, plus Catchment Analysis	pay as used	321.00	TBC	
Visits and Extra Support, e.g. for INSET, staff meetings, senior management or governor meetings, OFSTED or other inspections preparation.				
Pay as used	per hour	93.00	TBC	
	per half day	216.00	TBC	
	per full day	432.00	TBC	
Additional Data Analysis, e.g. academies commissioning their own research and/or analysis based on their own pupils, working with the team to customise one of the standard analyses to meet specific needs or reviewing data management within the school				
Pay as used (An estimate of the time/cost required to complete the request will be agreed with the academy before work commences).	per hour	37.00	TBC	

Adult Social Care				
Deferred Payment Set-up Fee		600.00	TBC	
Annual Administration Fee for above	Annual	85.00	TBC	
Care Package Set-up Fee		300.00	TBC	
Main Meal per day	Daily	4.90	TBC	
Tea Box per day	Daily	3.20	TBC	
Transport per return journey	Journey	12.00	TBC	
Day Care per day (including cost of meal)	Daily	70.00	TBC	
High Dependency Day Care per day (Including cost of meal)	Daily	90.00	TBC	
Home Care per hour (single handed)	Hourly	19.20	TBC	
Home Care per hour (double handed)	Hourly	38.40	TBC	
Laundry per load (Service terminated)	per load	0.00	TBC	
Landline Telecare Service	Weekly	4.40	TBC	
Mobile Telecare Service (New Service)	Weekly	7.69	TBC	
Medication calls , Telecare Service (New Service)	per call	1.78	TBC	
Respite	weekly	200.00	TBC	
High Dependency Respite	weekly	250.00	TBC	

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Transportation				
Filming on highways charges				
Administration fixed fee for filming applications		300.00	310.00	3%
Fixed fee for officers to attend site meetings to discuss filming requirements	per site visit	155.00	160.00	3%
Fixed fee for Filming Notices requiring road closures lasting no more than 24 hours		1,030.00	1,060.00	3%
Fixed fee for Filming Orders requiring road closures lasting more than 24 hours		2,575.00	2,650.00	3%
Transport for Buckinghamshire				
Licence Type - Road Space Management				
Scaffolding				
Scaffolding initial application	each	210.00	215.00	2%
Renewal	each	35.00	36.00	3%
Retrospective licence	each	420.00	430.00	2%
Hoarding				
Hoarding initial application	each	210.00	215.00	2%
Renewal	each	35.00	36.00	3%
Retrospective licence	each	420.00	430.00	2%
Section 50 licence (excavation of Highway to install apparatus)				
Install apparatus	each	600.00	620.00	3%
Retrospective licence	each	1,200.00	1,230.00	2%
Section 50 licence (excavation of Highway/ works on existing Apparatus)	each	600.00	620.00	3%
Retrospective licence	each	1,200.00	1,230.00	2%
Section 50 - Further phase of works (i.e. Remedial works)	each	100.00	105.00	5%
Section 50 per additional 200 metres	each	150.00	155.00	3%
Retrospective Section 171	each	200.00	210.00	5%
Road space bookings (non excavation of Highway)				
Road space booking	each	150.00	155.00	3%
Retrospective road space booking	each	300.00	310.00	3%
A Boards	each	50.00	50.00	0%
Temp Event/AA/Development Signs	each	100.00	100.00	0%
Skips				
Initial application	each	100.00	105.00	5%
Renewal	each	35.00	36.00	3%
Retrospective licence	each	300.00	310.00	3%
Apply to put tables and chairs on public land				
Up to 5 tables including chairs	each	360.00	370.00	3%
Renewal	each	175.00	180.00	3%
Over 5 tables including chairs	each	775.00	800.00	3%
Renewal	each	370.00	380.00	3%
Retrospective - up to 5 tables including chairs	each	750.00	770.00	3%
Retrospective - over 5 tables including chairs	each	1,550.00	1,600.00	3%
Vehicle access/dropped kerb				
Retrospective vehicle access	each	420.00	430.00	4%
Pre start meeting	each	100.00	105.00	5%
Apply to put materials on the highway				
Retrospective	each	200.00	205.00	2%
Apply to plant shrubs on public land				
Cultivation licence	each	100.00	105.00	5%
Pre start meeting	each	100.00	105.00	5%
Apply to suspend a bus stop				
Bus Stop closure	each	75.00	85.00	13%
Apply for private access markings				
Road markings	per application	100.00	105.00	5%
Parking Services				
Location				
High Wycombe		1.00	1.00	0%
Queen Alexandra Rd		1.00	1.00	0%
Queen Alexandra Rd		1.00	1.00	0%
Suffield Rd		1.00	1.00	0%
Suffield Rd		0.50	0.50	0%
Kitchener Rd		0.50	0.50	0%
Kitchener Rd		0.50	0.50	0%
Kitchener Rd		0.50	0.50	0%
Oakridge Rd		0.50	0.50	0%

FEES AND CHARGES

Appendix 6

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Desborough St		0.50	0.50	0%
Victoria St		0.50	0.50	0%
Shaftsbury St		2.00	2.00	0%
West Richardson St		1.00	1.00	0%
Short St		1.00	1.00	0%
George St		1.00	1.00	0%
Baker St		1.00	1.00	0%
Brook St		1.00	1.00	0%
East Richardson St		1.00	1.00	0%
Desborough Rd		50p for 15mins max stay 1hr	50p for 15mins	0%
Desborough Rd		50p for 15mins max stay 1hr	50p for 15mins	0%
Bridge Str		50p for 15mins max stay 1hr	50p for 15mins	0%
Rutland St		50p for 15mins max stay 1hr	50p for 15mins	0%
Wendover St		1.00	1.00	0%
Westbourne St		0.50	0.50	0%
Cedar Terrace		2.00	2.00	0%
West End Rd		1.00	1.00	0%
West Wycombe Rd		0.50	0.50	0%
West Wycombe Rd		0.50	0.50	0%
Priory Rd		2.00	2.00	0%
Priory Rd		1.00	1.00	0%
Priory Rd		0.50	0.50	0%
The Greenway		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £	0%
Priory Ave		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £	0%
Priory Ave		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £	0%
Priory Ave		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £	0%
Temple End		0.50	0.50	0%
Dovecot Rd		2.00	2.00	0%
Benjamin Rd		0.50	0.50	0%
Benjamin Rd		0.50	0.50	0%
Hampden Rd		0.50	0.50	0%
Roberts Rd		0.50	0.50	0%
Benjamin Rd		0.50	0.50	0%
Rectory Ave		0.50	0.50	0%
Rectory Ave		0.50	0.50	0%
Rectory Ave		0.50	0.50	0%
Peterborough Ave		0.50	0.50	0%
Peterborough Ave		0.50	0.50	0%
Duke St		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £	0%
Gordon Rd		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £	0%
Queens Rd		0.50	0.50	0%
Queens Rd		0.50	0.50	0%
Harlow Rd		0.50	0.50	0%
Queens Rd		0.50	0.50	0%
Stuart Rd		0.50	0.50	0%
Castle St		2.00	2.00	0%
Priory Ave		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £	0%
Priory Rd		£2.00	£2.00	0%

FEES AND CHARGES

Appendix 6

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Slater St		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	0%
Slater St		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	0%
Saffron Rd		0.50	0.50	0%
Easton St		2.00	2.00	0%
The Greenway		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	0%
Gordon Rd		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	0%
Gordon Rd		£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	£1.00 - 1 hour £3.50 - 6 hours £5.00 - all day	0%
Cressex Business park		50p - 1 hour £1.50 - 3 hours £5 - 8 hours £10 overnight to 07:59 following day	50p - 1 hour £1.50 - 3 hours £5 - 8 hours £10 overnight to 07:59 following day	0%
Mendy Street		£1.00	1.00	0%
Amersham				
Whielden St Amersham		1.50	1.50	0%
Whielden St Amersham		1.50	1.50	0%
Whielden St Amersham		1.50	1.50	0%
King George V Avenue		0.50	0.50	0%
Aylesbury				
Walton St Aylesbury		2.00	2.00	0%
Buckingham St Aylesbury		1.00	1.00	0%
Buckingham St Aylesbury		1.00	1.00	0%
Buckingham St Aylesbury		1.00	1.00	0%
Buckingham St Aylesbury		1.00	1.00	0%
High St Aylesbury		1.00	1.00	0%
High St Aylesbury		1.00	1.00	0%
Britania St Aylesbury		1.00	1.00	0%
Britania St Aylesbury		1.00	1.00	0%
Railway St Aylesbury		1.00	1.00	0%
Railway St Aylesbury		1.00	1.00	0%
Anchor Lane Aylesbury		1.00	1.00	0%
Buckingham St Aylesbury		1.00	1.00	0%
Cambridge St Aylesbury		1.00	1.00	0%
Kingsbury Sq Aylesbury		1.00	1.00	0%
Kingsbury Sq Aylesbury		1.00	1.00	0%
Rickfords Hill Aylesbury		1.00	1.00	0%
Buckingham St Aylesbury		1.00	1.00	0%
Buckingham St Aylesbury		1.00	1.00	0%
Great Western St Aylesbury		1.00	1.00	0%
Chesham				
Station Rd Chesham		1.00	1.00	0%
Parking Services				
12 month resident's permit		55.00	55.00	0%
Replacement resident's permit		20.00	0.00	-100%
Daily visitors permits x 10	per book	12.00	12.00	0%
Suspensions				
Per day		13.00	15.00	15%
Per Week		26.00	75.00	188%
per Month		52.00	300.00	477%
Dispensations				
Per day		13.00	15.00	15%
Per Week		26.00	75.00	188%
per Month		52.00	300.00	477%
Network Safety				

FEES AND CHARGES

Appendix 6

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Road Safety Audit	per audit	930.00	1,116.00	20%
Collision Data for Developers		160.00	192.00	20%
Collision Data for Parishes/ Districts		15.45 - 77.25	15.44-77.25	
Speed Limit assessment	per assessment	721.00	865.00	20%
Young driver assessments and older/mature driver assessments	per assessment	37.00	37.00	0%
Driving for work assessment	per assessment	54.00	54.00	0%
Permit - PA Major Activity - 4 to 10 days		130.00	135.00	4%
Traffic light switch off		1,030.00	1,060.00	3%
Traffic counting equipment		21.00	22.00	5%
Asset Traffic Data				
Installation of traffic monitoring equipment licence (individual installation)		20.60	22.00	7%
Supply of traffic data (single dataset)		206.00	212.00	3%
Speed survey for Parish Councils and Community Groups	7 day period	470.00	480.00	2%
Vehicle activate sign		320.00	330.00	3%
Moveable vehicle activated sign		432.60	445.00	3%
Transport Modelling				
Approx. Jacobs charge for undertaking model run		3,000.00	3,100.00	3%
BCC client charge for model admin/ access		1,845.00	1,900.00	3%
BCC client charge for model maintenance (30% of sub total)		1,454.00	1,500.00	3%
Total BCC charge to developer		6,299.00	6,500.00	3%
Public Transport				
Bucks Driving test standard	per test	95.00	110.00	16%
Short Notice One off standing test	per test	110.00	130.00	18%
Fleet Management				
Leases of 16 or 17 seat mini buses (to Academy schools normally for up to 6	per vehicle	£5k-£8k	£5k-£8k	0%
Daily vehicle walk round training	1-6 persons	60.00	60.00	0%
Pre-delivery vehicle inspection (within County Boundary)	per vehicle	60.00	60.00	0%
Spot Hire Charges	daily	90.00	90.00	0%
	5 day week	420.00	420.00	0%
	7 day week	490.00	490.00	0%
Cancellation charge (less than one calendar week notice)		90.00	90.00	0%

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Planning & Environment				
Planning Applications - Pre-Application Advice				
Written Advice Minor Proposal	Per Request	290.00	350.00	21%
Written Advice Major Proposal	Per Request	464.00	700.00	51%
Meeting at County Hall & Written Advice Minor Proposal	Per Request	464.00	500.00	8%
Meeting at County Hall & Written Advice Major Proposal	Per Request	696.00	1,000.00	44%
Meeting on Site & Written Advice Minor Proposal	Per Request	580.00	750.00	29%
Meeting on Site & Written Advice Major Proposal	Per Request	812.00	1,500.00	85%
Follow Up Meeting	Per Request	250.00	250.00	0%
Specialist to attend meeting			Bespoke Charge	
Planning Performance Agreement	Per hour		90.00	
Planning Applications - Planning Fees				
Full applications (and first submissions of reserved matters)				
Erection of buildings (not dwelling houses, agricultural, glasshouses, plant nor machinery)				
No increase in gross floorspace or no more than 40m ²	per application	195.00	195.00	0%
Gross floorspace exceeding 40m ² but not exceeding 75m ²	per application	385.00	385.00	0%
Gross floorspace exceeding 75m ² but not exceeding 3,750m ²	per 75m ²	385.00	385.00	0%
Gross floorspace exceeding 3,750m ² (maximum fee £250,000)			19,049 + 115 for each 75m ² in excess of 3,750m ²	
Erection/alterations/replacement of plant and machinery				
Site area not exceeding 5 hectares	0.1 hectare	385.00	385.00	0%
Site area exceeds 5 hectares (maximum fee £250,000)			19,049 + 115 per 0.1 hectare (or part thereof) in excess of 5	
Applications other than Building Works				
Car parks, service roads or other accesses (for existing users)	per application	195.00	195.00	0%
Waste (use of land for the disposal of refuse or waste materials or for the deposit of material remaining after minerals have been extracted from land)				
Site area not exceeding 15 hectares	0.1 hectare	195.00	195.00	0%
Site exceeds 15 hectares (maximum fee £65,000)			29,112 + 115 per 0.1 hectares (or part thereof) in excess of 15 hectares	
Operations connected with exploratory drilling for oil or natural gas				
Site area not more than 7.5 hectares	0.1 hectare	423.00	423.00	0%
Site area more than 7.5 hectares (maximum fee £250,000)			31,725 + 126 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares	
Operations (other than exploratory drilling) for the winning and working of oil or natural gas				
Site area not more than 15 hectares	0.1 hectare	214.00	214.00	0%
Site area more than 15 hectares (maximum fee £65,000)			32,100 + 126 for each 0.1 hectare (or part thereof) in excess of 15 hectares	
Other operations (winning and working of minerals) excluding oil and natural gas				
Site area not more than 15 hectares	0.1 hectare	195.00	195.00	0%

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Site area more than 15 hectares (maximum fee £65,000)			29,112 + 115 for each 0.1 hectare (or part thereof) in excess of 15 hectares	
Other operations (not coming within any of the above categories)				
Any site area (maximum fee of £1,690)	0.1 hectare	195.00	195.00	0%
Lawful Development Certificate				
Existing use or operation			same as Full	
Existing use or operation - lawful not to comply with any condition or limitation		195.00	195.00	0%
Proposed use or operation			half the normal planning fee	
Approval/Variation/Discharge of condition				
Application for removal or variation of a condition following grant of planning permission	per application	195.00	195.00	0%
Request for confirmation that one or more planning conditions have been complied with	per request	97.00	97.00	0%
Other Changes of use of a building or land				
		385.00	385.00	0%
Applications for a Non-material amendment following a Grant of Planning Permission				
Applications in respect of other developments	per application	195.00	195.00	0%
Monitoring of Minerals and Landfill Sites				
Active sites	Per visit	331	331	0%
Dormant Sites	Per vist	110	110	0%
Land Charges				
Standard Highway Extent Search	per search	37.20	38.31	3%
Per additional question (not Con29)	per question	9.24	9.51	3%
Con29 R				
Planning Designations and proposals				
What designations of land use for the property or the area, and what specific proposals for the property are contained in any existing or proposed development plan	per search	1.48	1.52	3%
Roads and Public Rights of Way				
Roadways, footways and footpaths				
Roadways	per search	3.96	4.07	3%
Public Rights of Way	per search	17.80	18.33	3%
Other Matters				
Land to be acquired for Road Works	per search	1.48	1.52	3%
Nearby Road Schemes				
	per search	3.96	4.07	3%
Nearby Railway Schemes				
	per search	3.96	4.07	3%
Traffic Schemes				
	per search	3.96	4.07	3%
Outstanding Notices				
Highways	per search	1.98	2.03	3%
Flood and Coastal erosion risk management	per search	1.98	2.03	3%
Compulsory Purchase				
Con29 Optional	per search	1.48	1.52	3%
Con29 Optional				
Mineral consultation and safeguarding areas	per search	8.40	8.65	3%
Flood defence and land drainage consents	per search	8.40	8.65	3%
Common land and town or village green	per search	13.80	14.21	3%

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Environment				
BMERC commercial data extraction				
Vary depending on size and complexity, but basic "standard" search 10 day se	per hour	117.60	126.00	7%
basic "standard" search with raoid 5 day turnaround	per hour	176.40	189.00	7%
basic "standard" search	per day	470.92	540.00	15%
SLA parters custom request (small works)	per request			
SLA partner regular agreement (small works)	per request			
HER commercial data extraction				
Strategic search	per request	100.00	110.00	10%
Standard search (up to 50 records)	per request	100.00	110.00	10%
Extended search (50 - 150 records)	per request	150.00	165.00	10%
Large/complex search (>150 records)	per request	variable	variable	
Visit to HER - standard search	per request	50.00	55.00	10%
Visit to HER - extended search	per request	75.00	82.50	10%
Priority search (2 working day turnaround)	per request	50.00	55.00	10%
Printing/photocopying	per sheet	0.10	0.11	10%
Environmental Stewardship information and advice				
HER search and written advice - large holdings (above 50 hectares) fixed by Natural England	per request	150.00	150.00	0%
HER search and written advice - small holdings (under 50 hectares) fixed by Natural England	per request	75.00	75.00	0%
Archaeological Advice				
Pre-application written advice - Major developments	per site	240.00	264.00	10%
Pre-application meeting - Major developments	per request	60.00	66.00	10%
Pre-application written advice - Minor developments	per site	72.00	79.20	10%
Pre-application meeting - Minor developments	per request	60.00	66.00	10%
Bespoke brief for large/complex projects	per request	180.00	198.00	10%
Post-consent advice - WSI agreement - Major developments	per request	240.00	264.00	10%
Post-consent advice - WSI agreement - Minor developments	per request	72.00	79.20	10%
Site monitoring visit	per visit	72.00	79.20	10%
Report comments - Major developments	per report	240.00	264.00	10%
Report comments - Minor developments	per report	72.00	79.20	10%
Householder or community/charitable projects	No charge			
Ecology Advice				
Within service agreement	per hour	39.31	39.31	0%
Outside service agreement	per hour	47.17	47.17	0%
Flood Management				
Sustainable Drainage				
Pre-application advice	hourly	58.30		-100%
Applications for pre-application advice from community/ charitable organisations				
Minor application (less than 10 dwellings or 999 square metres of floor space OR under 0.99ha where the number of dwellings or floor space is not known)	Written advice		90.00	
	Meeting at county hall		109.00	
	Site visit or visit to external offices		163.00	
Major application (10 to 200 dwellings or 1000 to 2500 square metres of floor space OR 1ha to 19.9ha where the number of dwellings or floor space is not known)	Written advice		146.00	
	Meeting at county hall		251.00	
	Site visit or visit to external offices		376.00	
Large-major (201 dwellings or greater and 6001 square metres of floor space or greater OR 20ha or greater where the number of dwellings or floor space is not known)	Written advice		188.00	
	Meeting at county hall		282.00	
	Site visit or visit to external offices		449.00	

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Country Parks				
Timber sales		market price		
Firewood Sales	1 Bag	7.80	0.00	-100%
	3 Bag	18.00	0.00	-100%
Car parking				
Black Park Peak	0-2 hours	3.70	3.70	0%
	2-4 hours	4.50	4.50	0%
	4+ hours	5.50	5.50	0%
Black Park Off Peak	0-2 hours	2.70	2.70	0%
	2-4 hours	3.50	3.50	0%
	4+ hours	4.50	4.50	0%
Black Park Early bird (before 9.00am)	2 hours	2.70	2.70	0%
Annual Parking Permit (Blackpark,Langley & Denham)	Yearly(1 veh)	50.00	50.00	0%
	Yearly(2 veh)	60.00	60.00	0%
	Yearly(3 veh)	70.00	70.00	0%
Denham & Langley Park Peak	0-3 hours	3.70	3.70	0%
	3+ hours	4.50	4.50	0%
Denham & Langley Park Off Peak	0-3 hours	2.70	2.70	0%
	3+ hours	3.50	3.50	0%
Annual Parking Permit Replacement (Blackpark,Langley & Denham)	per permit	10.00	10.00	0%
Annual Parking Permit Change (Blackpark,Langley & Denham)	per permit	10.00	10.00	0%
Minibuses	whole day	8.00	8.00	0%
Coaches	whole day	13.00	13.00	0%
Filming Rights fees -available on request		Market price		
Fishing permits (Black Park)				
Adult (age 17-64)	annual	60.00	60.00	0%
	day ticket	6.00	6.00	0%
Concessionary (disabled, age 12-17 or 65+)	annual	45.00	45.00	0%
	day ticket	4.50	4.50	0%
Child (under 12 years)	annual	10.00	10.00	0%
	day ticket	1.00	1.00	0%
Room Hire				
Lakeside Room	1/2 day	75.00		-100%
Lakeside Room	Full day	150.00	110.00	-27%
Black Pine's Camp	Full day	100.00		-100%
Fox ley Copse	Full day	150.00	110.00	-27%
Beach hut	1/2 day	75.00	50.00	-33%
Meadow View	1/2 day	75.00		-100%
Meadow View	Full day	150.00	110.00	-27%
Extras on hire				
Gazebos	1	20.00	0.00	-100%
Gazebos	2	30.00	0.00	-100%
Sports game bundle		25.00	0.00	-100%
Really Wild party bags	Per person	3.00	0.00	-100%
Traditional games bundle		25.00	0.00	-100%
BBQ -standard at Foxley Copse		30.00	0.00	-100%
Large BBQ -standard at Foxley Copse		50.00	0.00	-100%
Oreinteering pack at Black Park	Per Item	1.50	1.50	0%
Orienteering pack at Black Park on line (inc p&p)	Per Item	2.00	2.00	0%
Events - Price on event		Market price	Market price	
Woodland Tots	Per child (max 20 per session)	6.00	6.00	0%

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Highways Development Management				
Section 278 Agreements and Section 38 Agreements	Fees are based on the cost of works on a sliding/incremental scale.	12% of first 500k THEN 9% of £500k-1.5m THEN 6% of 1.5 to 2m THEN 4% of above 2m	12% of first 500k THEN 9% of £500k-1.5m THEN 6% of 1.5 to 2m THEN 4% of above 2m	0%
Section 184 Licence Fees	per licence	1800.00	1854.00	3%
Road Space Booking	per booking	150.00	155.00	3%
Pre-Application Charging				
1 dwelling	per application	90.00	92.70	3%
Up to 4 dwellings	per application	180.00	185.40	3%
5-9 dwellings	per application	360.00	370.80	3%
10-24 dwellings	per application	600.00	618.00	3%
25-49 dwellings	per application	1080.00	1112.40	3%
50- 80 dwellings	per application	1440.00	1483.20	3%
80- 200 dwellings	per application	2400.00	2472.00	3%
200-500 dwellings	per application	4800.00	4944.00	3%
500 or More dwellings	per application	7200.00	7416.00	3%
Up to 100sqm	per application	180.00	185.40	3%
101-500sqm	per application	720.00	741.60	3%
501- 1000sqm	per application	1200.00	1236.00	3%
1001- 2000sqm	per application	1920.00	1977.60	3%
2001-5000sqm	per application	2160.00	2224.80	3%
5001-7500sqm	per application	2400.00	2472.00	3%
7501sqm- 10,000sqm	per application	4800.00	4944.00	3%
10,000sqm or more	per application	7200.00	7416.00	3%
PPA Charges	per hour	75.00	77.25	3%
S106 Agreement				
Legal Agreement Monitoring Fee				
Less than 10 units or 1000sqm commercial	per agreement	£1,000	1030.00	3%
10 – 100 units or up to 10,000 sqm commercial	per agreement	£1,800	1854.00	3%
100- 250 units or up to 75,000 sqm commercial	per agreement	£2,500	2575.00	3%
250+ units or +75,000 sqm commercial	per agreement	negotiable	negotiable	
S106 Enquiries	per enquiry	£150	155.00	3%

Charge	Unit	Charge from 01.04.2018 incl. VAT (if applicable) £	Charge from 01.04.2019 incl. VAT (if applicable) £	Percentage Change %
Waste				
Trade Waste - General waste	up to 250k	55.87	57.55	3%
	251k to 600k	100.87	103.90	3%
	over 600k (per tonne)	168.12	173.16	3%
Trade Waste - Clean mixed recyclables	up to 250k	42.00	43.26	3%
	251k to 750k	76.80	79.10	3%
	over 750k (per tonne)	103.20	106.30	3%
Trade Waste - Clean Green Waste	up to 250k	35.64	36.71	3%
	251k to 750k	66.60	68.60	3%
	over 750k (per tonne)	88.80	91.46	3%
Accept Non commercial fridge freezers	per item	30.00	30.90	3%
Waste Access and Acceptance Policy				
Hardcore & Soil per bag*				
Concrete, bricks, rubble, stones & any other building materials			2.50	
Soil			2.50	
Ceramic tiles			2.50	
Bathroom Suites				
Bath			5.00	
Toilet pan or cistern			10.00	
Wash basin or kitchen sink			2.50	
Shower door or shower tray			10.00	
Kitchens				
Kitchen work top	per m		7.50	
Kitchen unit (with door) (wall or floor)			5.00	
Door or window (including panes of glass)			10.00	
Wood				
Wood from construction/demolition - 2m x 1m			10.00	
External door			10.00	
Internal door			2.50	
Fence/shed panel			2.50	
Roofing Materials				
3m length of guttering or drain pipe			2.50	
Roof felt tiles or sections of roof felt – smaller than 1.5m x1.5m			2.50	
Roll of roof felt up to 3mx5m			2.50	
Other				
Asbestos				
Asbestos sheet per 1m x 1m			3.50	
Plaster/plasterboard per bag			6.00	
Plasterboard sheet up to 2m x 1m			7.00	
Car or motorcycle tyre			4.00	
Definitive Map				
Temporary traffic regulation orders	per closure	1,750.00	1,820.00	4%
Commons land and town or village greens registration				
Request a Common Land and Village Green search	per search	11.50	11.84	3%
Request a copy of the Common Land and Village Green register	per copy	31.00	31.93	3%
Additional questions not included on the Con29 form	per question	7.70	7.93	3%
Making changes to the definitive map				
Non-refundable deposit to cover initial consultations		100.00	100.00	0%
Further payment when (and if) order is made (plus cost of newspaper advertisements)		1,483.00	1,527.49	3%
New roadside signage		150.00	154.50	3%
New waymark posts		124.00	127.72	3%
Removal of old signage		114.00	117.42	3%
Request a copy of the Definitive Map and Statement		31.00	31.93	3%
Landowner Deposits				
Combined CA16 Land and Highway Statement		280.73	289.15	3%
Additional parcel of land for combined Land and Highway Statement		27.43	28.25	3%
CA16 Highway Statement only		174.07	179.29	3%
Additional parcel of land for Highway Statement only		13.39	13.79	3%
Declaration		26.78	27.58	3%
Corrections under Part 1 of the Commons Act 2006 para 6-9				
Initial payment received with application		1,488.35	1,531.80	3%
Additional payment required if objections received from parties with legal interest in land		1,153.60	1,188.20	3%
Additional payment required if objections received are not from parties with a legal interest in the land		1,215.40	1,251.86	3%

Communities, Health & Adult Social Care Business Unit Plan 2019-23



Meeting the Challenges - Foreword by the Executive Director and Cabinet Members

Welcome to the Communities, Health & Social Care (CHASC) Business Unit Plan for 2019-2023. Our Plan sets out our priorities and areas of work for the next four years.

CHASC provides a range of services which aim to improve the health, wellbeing and quality of life of Buckinghamshire's residents. All of CHASC's services contribute to the delivery of the Council's Strategy Plan aims, particularly 'Safeguarding our Vulnerable' and 'Creating Opportunities and Building Self-Reliance'.

Over the coming decades, our County will grow significantly in population and as it changes, so will demands for support and services. These issues are also challenges that are being faced by our partners. The public sector also has financial resources which are reducing year on year. So the County's whole public sector needs to do things differently if we are going to meet these challenges and make the biggest impact with the public purse.

Our strategy 'Better Lives' sets out the vision for future delivery of CHASC services. The strategy sets out our mission:

'To make the best use of the resources available to help the people of Buckinghamshire lead fulfilled lives'

CHASC is already on this journey, for example by working closely with our health partners on the Integrated Care System, which aims for partners to work better together so that the people of Buckinghamshire have happy and healthy lives.

We recognise that we need to change. For example, in adult social care we know that a single approach does not work for everyone and we need to be more flexible to meet the different needs of people.

Across CHASC services we aim to continue to make a positive difference to people's lives in Buckinghamshire.



Lin Hazell
Cabinet Member



Noel Brown
Cabinet Member



Gillian Quinton
Executive Director

Modernising Local Government

On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New Council 1 April 2020
- Election for members to the new council 7 May 2020



Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.

Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 585,000 by 2030, an increase of 51,000 or **9.4%**



32,722 more houses by 2030 necessitating the right infrastructure to enable sustainable growth



65+ year olds are set to increase in number from 98,300 in 2016 to 129,900 in 2030, an increase of 31,000 or **32.1%**
85+ year olds are projected to increase in number from 13,600 in 2016 to 22,100 in 2030, an increase of 8,500 or **62.5%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 132,200 in 2030, an increase of 11,100 or **9.2%**

Buckinghamshire's strategy

Buckinghamshire is set to experience significant growth, bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively and is working in close partnership with the Bucks Thames Valley Local Enterprise Partnership in its development of the Local Industrial Strategy.

Building upon the LEP Bucks Growth Strategy 2017-2050 and linking with the emerging Bucks Industrial Strategy, and district council local plans, the emerging Bucks Strategic Infrastructure Plan defines the infrastructure needed to enable sustainable growth in the county.

CHASC is:

- Working with partners, including developers, to create solutions to meet future needs outlined in the Council's Market Position Statements and the Director of Public Health's Annual Report Healthy Places, Healthy Futures
- Transforming its response to help people remain independent for longer, by working closely with communities and the VCS to make sure capacity is in place and working more locally through community hubs and libraries
- Working with Health partners through the Integrated Care System to make a better health and social care system
- Constantly looking to improve so the Council is the employer of choice for the social care workforce

Who are we? – Key facts and achievements

292 women and 18 men supported by Independent Domestic Violence Advocates

451 community Home Care packages arranged

1,214 Home Care packages in place

764 Safeguarding concerns started in 2017/18

409 Safeguarding enquiries started in 2017/18

Visits to libraries:

1.2m physical visits
790k virtual visits

4,599 summer reading challenge participants

National Archive Re-accreditation Achieved

5,600 new birth visits completed by health visitors within 14 days

11,530 children weighed and measured as part of the national child monitoring programme

14,820 residents received NHS Healthchecks

441 Nationality Checking appointments delivered

97 Citizenship Ceremonies delivered

6,341 People with ongoing community support

891 people in Residential Care

618 people in Nursing Homes


499 people in Supported Living

248 new Residential admissions in year

312 new Nursing admissions in year

Who are we? – Key facts and achievements

3 miles of archive shelving




The most popular fiction book in Bucks...




1,404 Coroners cases

214 inquests





3,922 residents participating so far

84% adults
89% children were below recommended activity levels



Sexual health

1,924 new STD infection diagnoses (excluding Chlamydia) in under 25s

5,386 births registered

1,736 ceremonies registered / conducted

3,225 deaths registered


29 Libraries in Bucks

269 registrations for free computer courses

370 homes visited by the Home Library Service

118 dementia friend trained staff

5114 'Books on Prescription' loans



Service Context



Jane O'Grady
Service Director for Public Health and Communities
Director for Public Health

Our Public Health service develops and implements multi-agency prevention programmes which are coordinated with services delivered by our partners. We use the best evidence of what works, taking action across the life course and determinants of health. We provide public health leadership and expert advice to commissioners of prevention and health care services; public health responses to infectious diseases and environmental hazards and emergencies; and are responsible for monitoring the health of the population of Buckinghamshire.

Our Communities services work in partnership and provide a range of services to shaping safer, stronger and more resilient communities. We also support community capacity and self reliance. Frontline Communities services include libraries, registrars, coroner, archives, museum and trading standards, which is delivered as a joint service with Surrey County Council.



Karen Jackson
Service Director for Adult Social Care Operations

Our Adult Social Care Operations service provides:

- Professional social care support and advice: we work with adults and carers to identify their social care and well-being needs; help them plan how their needs are met; and to safeguard vulnerable adults from harm.
- Support services such as day and employment opportunities, short breaks and reablement.

Our Operations service focuses on supporting people to live safely at home and to lead fulfilled lives. We do this by looking at what can be done to build on people's strengths in the first instance. We work closely with the NHS to improve people's experience of both services.



Jane Bowie
Service Director
Joint Commissioning

Our Joint Commissioning service designs and plans services to meet future needs. We procure services from the marketplace that provide the best value for money, quality and choice for our residents. We commission services that promote people's independence, well-being and choice.

Our service commissions adults', health, children's and public health services and those that support young people into adulthood. We work hard to improve quality, drive out efficiencies, remove duplication and share skills and experience so that we improve outcomes for people with needs and those who care for them.

We aim to enable service users to have as seamless experience as possible and to make the best use of resources across the health and care system. To do this we maximise opportunities to jointly commission across service boundaries and with system partners.



Jenny McAteer
Service Director for
Quality, Performance
and Standards

The Quality, Standards and Performance service is newly formed and will provide the Council, members and the community with oversight and assurance of the quality and standards of service delivery, particularly for adult social care.

Quality assurance relates to the experience, progress and outcomes of adults who come into contact with our services. It incorporates:

- Strengths based practice, with high support and high challenge
- Evidence based decision making
- A focus on outcomes rather than on processes
- A positive and reflective approach, encouraging improvement and supporting the development of staff and services, as well as sharing learning

Meeting the challenges

Corporate Context

Service Context

Service Outcomes

Commercial

Key Financials

Business Intelligence

Equalities

Safeguarding

CHASC services support safeguarding both with individuals and through partnership working at the strategic level. Below are examples of how services are protecting and supporting the most vulnerable adults in our communities:

Safeguarding: 665 (78%) of CHASC staff have completed the e-learning training course 'Safeguarding & Child Protection'

Preventing extremism: Driving the cross-Council annual action plan; working in partnership locally and regionally to tackle the risks and threats; and implementing the Prevent training and development strategy across workforces

Tackling Exploitation:

- Developed a Modern Slavery Statement, published on the Council's website and reviewed annually
- Recording Modern Slavery on the social care database system
- Raising awareness with staff on identifying modern slavery and referring to Willow Project (a new service launched in September 2018 by the Thames Valley Police & Crime Commissioner).
- Providing information: accessible information about modern slavery on the intranet; attending team meetings to explain the services of the Willow Project; promoting through internal digital platforms and online newsletters. Promotion of Willow Project to the public through social media.
- Active promotion of training: to date over 650 multiagency professionals have undertaken training on modern slavery, including nearly 150 County Council staff either attended or booked to attend.
- Further raising awareness on tackling exploitation with independent sector providers through routine communication
- The Community Safety Team chairs the Adult Exploitation Subgroup of the Safer and Stronger Bucks Partnership Board. The multiagency group focuses on progressing the Exploitation Action Plan and the aims of the Adult Exploitation Strategy 2017-2020. Examples of the work delivered to date include devising e-learning and face to face training; compiling modern slavery statements; supporting Willow Project in their transition into Buckinghamshire; establishing clear referral pathways; nominating and training Single Points of Contact –SPOCs

Cyber Crime: The Safer & Stronger Bucks Coordinating Group (a partnership group) is drafting the countywide Cyber Action Plan.

How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions for 2019/20 include:

- Creating and maintaining a searchable digital map of community assets and delivering a programme to support the development of community assets
- Redesigning the digital front door to make sure people get the right advice & guidance from the first point of contact (completion 2020/21)
- Continue development of a website that helps people find the information they need and to 'self-help'
- Delivering a new shared model for prevention in Buckinghamshire

Other CHASC work this year will include:

- Developing the CHASC element for the Council's Community Hubs initiative, including re-modelling library buildings and libraries as community hubs
- Establishing a strategic alliance to benefit vulnerable unemployed residents, involving DWP, Buckinghamshire College Group, Buckinghamshire's HS2 contractor and the Council to benefit vulnerable unemployed people
- Deliver the Time 2 Change mental health anti-stigma programme
- Working with partners to develop social prescribing across Buckinghamshire
- Implementation of action plans relating to: domestic violence; tobacco control; community safety and prevention of radicalisation; and adult mental wellbeing

How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions for 2019/20 involve:

- The development and implementation of a 14-25 service with adults and to aid better transitions for young people
- Developing a single short-term intervention service across social care and health partners (completion 20/21)
- Integrating the reablement service with health by Sept 2019



How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions for 2019/20 involve:

- Redesigning & recommissioning our in-house Direct Care and Support services (phased delivery to 20/21)
- Embedding new Market Position Statements and implementing plans to ensure effective commissioning against identified priorities
- Reviewing accommodation options and developing improved access to independent tenancies particularly for existing supported living clients
- Ensure effective operation of Direct Payment mechanisms
- Review and align mental health agreements and services in partnership with Oxford Health (phased delivery to summer 2019)

How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

The Business Unit also delivers other key services in support of the Council's aims. In 2019/20 key actions for these services will include:

- Cultural Strategy – supporting and articulating shared ambitions and priorities for the cultural sector in Buckinghamshire; helping to drive collaboration to increase visibility, reach and engagement; helping to build capacity and sustainability of the County's cultural sector.
- Developing the ceremony market and ceremony offer
- Further digitisation of archive records



How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions involve:

- Improving digital and systems: replacing our Case Management System, including designing & implementing innovative technology to support frontline practice; technology enabled care; and implementation of the digital transformation strategy (phased implementation to 2020)
- Redesigning the Improving the digital experience for customers
- Monitoring Improvement – developing a performance dashboard to track delivery
- Embedding strengths-based practice – establishing a practice & quality assurance framework
- Delivering a culture change programme: strengths based approach to practice, and a performance outcomes focused culture which puts the resident at the heart of its design
- Developing a sustainable and skilled workforce
- Working with partners and providers to address future needs outlined in the market position statements

Commercial

Income Generation

We review our fees and charges annually to ensure that they are both affordable and appropriate. Our current fees and charges can be found on these links:

[Libraries](#)

[Centre for Buckinghamshire Studies](#)

[Registration Services](#)

[Non residential charges](#)

[Residential charges](#)

Major Contracts

We work hard to make sure we get the best value from every pound spent and we review our services and benchmark ourselves against other local authorities where we can.

Adult Social Care spends approximately £106m (84% of budget) on external suppliers. Approximately £56m of this is spent through “spot purchasing” where we purchase a service for an individual client from the market place, based on the client’s needs and the cost for the service on the day.

The largest Adult Social Care suppliers are:

- The Fremantle Trust (£14.3 million per year at 26 locations)
- Hightown Housing Association (£9.2 million at 34 locations)
- Heritage Care (£6.9 million at 9 locations).

Public Health spends around £17m (around 82% of total budget) on external suppliers. The largest suppliers are:

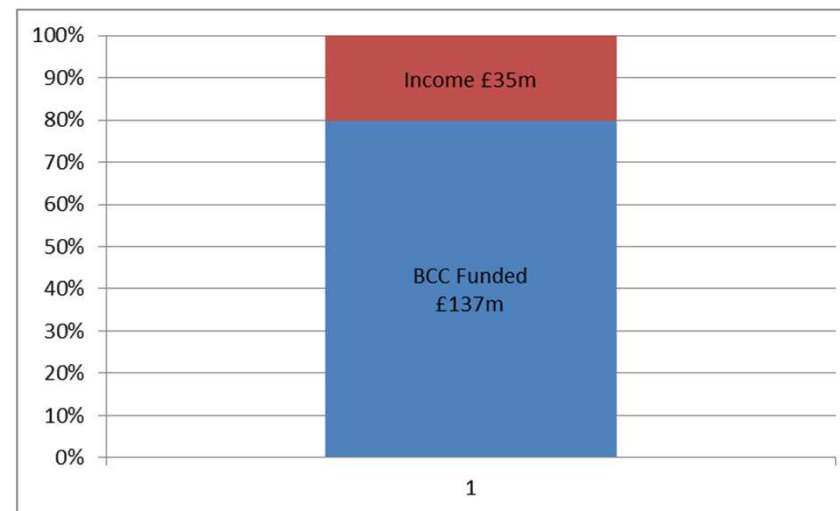
- Buckinghamshire Healthcare Trust - £10m per year
- Inclusion, Adult Substance Misuse Treatment and Support Services - £3m per year
- Parkwood Healthcare - £946k per year
- Terrence Higgins Trust - £700k per year

Key Financials

The Adult Social Care budget need is growing to reflect demographic changes. In particular there is an increased life expectancy with a linked increase in complexity of need and an increase in the numbers of people who have paid for their own care but have depleted their funds.

In 2018-19 the adult social care planned spend is 38.4% of the Council total. Planned spend on community services is decreasing the Council needs to prioritise spend in other areas such as adult social care.

Public Health is funded by a ring-fenced grant. The planned spend for Public Health reduces over the period of this plan as the grant reduces.



2018/19 Gross Revenue Budget (£m)

The graph shows how income from fees and charges contributes to the funding of CHASC services.

The CHASC net budget will rise from £136million in 2016-17 to £151m in 2021-22 due to the demographic changes mentioned above. The Communities element of the budget will decrease from £9.9m to £8.6m.

As Public Health services are funded by a ring-fenced grant, the budget figures in the table below excludes the cost of services delivered by Public Health. In 2018-19 the planned Public Health spend is £22m.

	16-17	17-18	18-19	19-20	20-21	21-22
	£k	£k	£k	£k	£k	£k
Adult Social Care	126318	124772	128470	131857	136818	142398
Communities	<u>9933</u>	<u>9277</u>	<u>9039</u>	<u>8871</u>	<u>8629</u>	<u>8629</u>
Total	136251	134049	137509	140728	145447	151027

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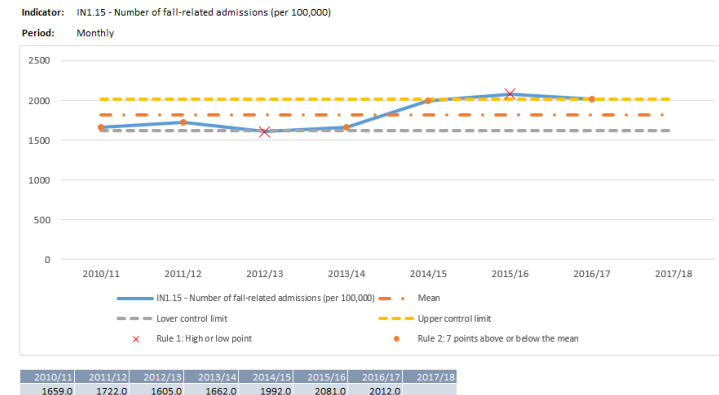
Business Intelligence & Insight

Helping us to understand our performance

The Business Intelligence & Insight team works together with colleagues across services to develop a shared understanding of our performance, and does further analysis to investigate the causes and contributing factors.

To support the transformation programme the team developed a framework to provide oversight of key indicators and measures which show how well the programme is achieving its aims. This framework focuses on measuring outcomes rather than process, reporting long term trends and identifying areas for improvement.

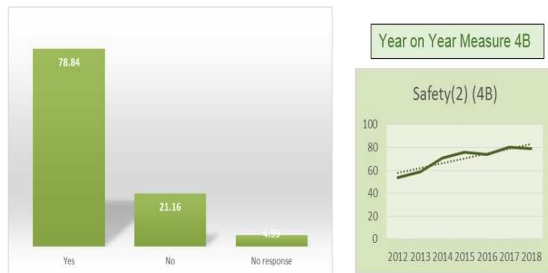
Measure: M1.7 - Fall-related admissions



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Delivering insight to develop our services and improve value for money

Q7b - Do care and support services help you in feeling safe? (Answers shown as percentage)



The Business Intelligence & Insight team provides insight into the factors which impact most on risk, cost and/or outcomes for services.

The team has recently analysed responses to the 2017/18 Annual User Survey. The survey is required by law and several national performance measures are calculated from the findings.

The team benchmarks how we are doing with similar local authorities to show where we are performing well, and where we need to improve. The team is also asked to do in-depth work on particular areas. This work helps the Business Unit to better understand the issues and challenges faced by our clients.

Equalities

Our Legal Obligations

As a local government authority, Buckinghamshire County Council has a number of legal obligations and the Council is fully committed to meet the requirements of the relevant legislation, particularly in the execution of its statutory duties.

The Council is committed to:

- Address unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Safeguard the fundamental rights and freedoms of individuals
- Prevent people from being drawn into terrorism
- Protect and share data and information as appropriate in line with current legislation

As an employer and as service provider we will:

- Ensure Equality Impact Assessments will be completed for projects when deemed necessary.
- Undertake at least annual equalities training for staff and Members
- Ensure corporate complaint procedures, disciplinary rules and practices are accessible.
- Ensure stakeholders will be consulted on change to ensure services remain and/or become more inclusive.
- Monitor our workforce to make sure we're attracting the best candidates from a diverse talent pool

Public Sector Equality Duty Compliance

To comply with our duties as an employer under the Equality Act 2010 and reduce the risk of employees breaching the Duty, the CHASC SMT will:

- ensure all new and existing staff undertake Equalities and Prevent training, with refresher training every 3 years;
- monitor the demographic makeup of our workforce annually to ensure recruitment and retention processes are fairly applied;
- monitor our Forward Plan items to ensure equality impact assessments are completed where relevant

How we achieve this

- When planning new services or making changes to services that affect people, we make sure our decisions informed by Equality Impact Assessments
- We strive to ensure equality of provision, meaning that we use our resources in a fair and equitable way
- We work hard to make sure that people can understand what we are doing, why we do it and how it affects them
- We challenge ourselves to make sure the information, advice and guidance we provide is easy to access and understand
- We are developing our strengths based approach which will mean we are flexible & responsive when working with people with differing needs
- We are committed to removing barriers to services/resources where we can

Children's Services Plan 2019-23

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Agenda Item 8



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Foreword by Cabinet Members and the Executive Director

Welcome to the Children's Service Plan for 2019 - 2023 which sets out our key intentions and areas of work for the next four years.

Our vision for children and young people in Buckinghamshire is for:

“Children and young people are safe, happy and healthy, feel valued and value others, are treated fairly, have lives filled with learning, thrive and are able to enjoy life and spend quality time with family and friends.”

The work of Children's Services is diverse, critical and challenging. The service works collaboratively across all teams and with our partners, in order to improve outcomes for all children and young people.

With approximately 123,075 children in Buckinghamshire (23% of the overall population), the teams, at all stages in a child's life, work together to ensure they are safe and reach their full potential. We are seeing an increase in the complexity of needs of children and young people as well as a rise in children with special educational needs and disabilities.

To keep children safe and support them to reach their full potential, we need to work together with all partners across the county.

We are working hard to improve the service in order to deliver better outcomes for children and young people. Whilst there is more to do, we are confident in our understanding and knowledge of what the service requires to deliver our plans.

The 'Change for Children' transformation programme is designed to assist the service to deliver a more effective offer to children and young people who are the most vulnerable and in need of our help. It is critical that we provide the right support at the right time for children and their families in order to meet their needs at the earliest opportunity, avoiding the need for statutory intervention. The success of this relies on the invaluable contribution from all partner agencies.

The availability of local placements remains a challenge for us; however, we are confident that our plans to improve our in-house residential and fostering capacity will deliver better outcomes for our children.

The education landscape is changing rapidly. In Buckinghamshire we are adopting a proactive stance articulating clearly our ambition for all children and young people within the 'Education and Skills Strategy'. Our Side by Side programme is targeted at those on schools that require support to improve and sustain the quality of their teaching and learning. Additional work is required, to narrow the educational attainment gap and ensure pupils are prepared effectively for work.



Warren Whyte
Cabinet Member



Mike Appleyard
Cabinet Member



Tolis Vouyioukas
Executive Director

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On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New Council 1 April 2020
- Election for members to the new council 7 May 2020



Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.

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An explanation of the corporate planning process

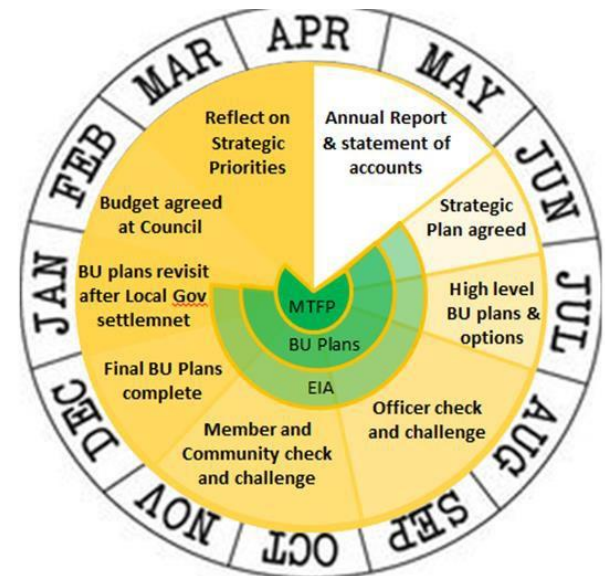


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The Council's corporate planning process brings its key plans together in a clear hierarchy that shows the relationship between long term vision for the Council and the mid-term plan of action; the plan for the Council's finances, all the way down to what each Department plans to achieve in the next year.

These plans cover a four year period but are refreshed every year to ensure they are fit for purpose. Plans are monitored quarterly by the Department's Board (Senior Managers for the service area, Cabinet Member and Deputy) where achievements / risks are escalated to the Corporate Management Team.

Watch the [clip](#) to understand more about the strategic plan priorities.



Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 585,000 by 2030, an increase of 51,000 or **9.4%**.



32,722 more houses by 2030 necessitating the right infrastructure to enable sustainable growth.



65+ year olds are set to increase in number from 98,300 in 2016 to 129,900 in 2030, an increase of 31,000 or **32.1%**.
85+ year olds are projected to increase in number from 13,600 in 2016 to 22,100 in 2030, an increase of 8,500 or **62.5%**.



The number of under 18 year olds is projected to increase from to 132,200 in 2030, an increase of 11,100 or **9.2%**.

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Bucks strategy

Buckinghamshire is set to experience significant growth, bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively and is working in close partnership with the Bucks Thames Valley Local Enterprise Partnership in its development of the Local Industrial Strategy.

Building upon the LEP Bucks Growth Strategy 2017-2050 and linking with the emerging Bucks Industrial Strategy, and district council local plans, the emerging Bucks Strategic Infrastructure Plan defines the infrastructure needed to enable sustainable growth in the county

What Children's Service are doing to address growth

Using intelligence and insight is helping us to project changes in demand which assists with future planning of resources and services to improve outcomes for all children, examples include:

- Projecting changes to the numbers and needs of children requiring the care of the local authority to inform placement planning.
- Projecting demand for services for children with Special Educational Needs and/or Disabilities (SEND).
- Conducting forecasting of children with SEND who are likely to require ongoing Adult services when they reach their 18th birthday.
- Ensuring there are enough early years and school places in the right locations when needed.

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The main aspects of our service

Early Help

Working with the whole family to make positive changes to their lives to prevent or reduce the need for statutory services. Early Help is delivered at different levels by many services. It is about supporting families to do well, stay safe and resolve problems at the earliest possible opportunity, before they become more serious.

Children's
Social Care

Provision of care and protection for children at risk of or subject to harm through assessment, planning and interventions to reduce the risk to children and enable them to remain with their family whenever it is safe for them to do so.

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Education and
Learning

Ensuring all children and young people have access to a good education. We will deliver the ambitions of the Education and Skills Strategy by adopting an all age approach starting from supporting access to high quality early years provision through to the delivery of a diverse curriculum offer for young people, post 16. This includes supporting strong attainment in all our schools.

Special
Educational Needs
& Disabilities

Ensuring all vulnerable children and young people aged 0 – 25 receive the education support and provision required in order for them to achieve their full potential. We will develop an integrated offer across Education, Health and Social Care for children with additional needs.

School place
Planning

Ensuring that schools in Buckinghamshire 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.

Joint
Commissioning

Our service brings together the commissioners in children's and adults' services to drive out efficiencies through joint commissioning, removing duplication and sharing skills and experiences to improvement outcomes for our children, young people and vulnerable adults across Buckinghamshire.

Who are we? – Key facts



123,075
of the population is under 18



235
schools



88.7%
of pupils attend good or outstanding schools



3.3%
of pupils have a SEND statement or EHCP

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As at the end of September 2018:

1,647 children with a Child in Need Plan

607 children subject to a Child Protection Plan

502 children currently looked after, 45% placed in county

36 unaccompanied asylum seekers



81 children placed with an in-house foster carer

24 adoptions last year

238 permanent registered social workers, compared to 176 in 2014

796 staff in Children's Services

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Safeguarding our Vulnerable

Safeguarding children and young people is paramount to all we do. It is and will remain a priority and responsibility for all partners across the Children's Services partnership. To keep our children safe we will continue to strengthen and improve our operational service delivery, systems, procedures and commissioning of services.

In line with the national changes, our Local Safeguarding Children Board is in the process of reviewing its safeguarding arrangements and remains committed to:

“A strong and shared safeguarding culture across partners ensures every child and young person in Buckinghamshire grows up safe from maltreatment, neglect and harm. Children and their parents receive the right help and support when they need it, leading to better outcomes for children and young people.”

All agencies in Buckinghamshire understand the change in demographics in the county and the particular safeguarding concerns identified in families who experience domestic abuse, mental health issues and substance misuse.

Child sexual exploitation, modern slavery, human trafficking, the prevent agenda, youth offending, forced marriage and female genital mutilation are areas where the Council and its partners will continue to concentrate on. We will capture lessons learned from serious case reviews, both local and national, to improve and strengthen practice across all partner agencies. Work is also underway with the Council's Community Safety team to assist in the areas highlighted above, as part of the Children's Exploitation Subgroup.



Strengths

- Experienced, competent Senior Management Team with a proven track record.
- The service has a clear and well-informed understanding of the area in need of improvement.
- Strong support from Elected Members, Corporate Management Team, Improvement Board and Partners.
- Emerging initial indicators of improvement recognised by OFSTED and Commissioner.
- High attainment at all key stages.
- In most key stages and subject areas, attainment for children with SEN is better than national.
- % of good/outstanding early years providers and schools.
- Low levels of NEETs compared to national and regional averages.

Weaknesses

- The number of children subject to Child Protection plans is too high.
- The volume of legacy cases that require remedial action and reworking.
- Caseloads in some teams are too high.
- Non-compliance remains a concern within Social Care.
- Casework with the absence of robust management oversight
- An early help offer that identifies and works with the families most in need to prevent escalation to statutory services.
- The number of children with an Education, Health and Care Plans (EHCP).
- The attainment gap between the most vulnerable and their peers.
- High Levels of exclusion.

Opportunities

- Enhanced, coordinated Early Help Offer targeted at those most in need, due to go live in September 2019.
- To build a child focused culture that achieves good outcomes across education and social care.
- To assist the wider children's partnership to take collective responsibility for strong safeguarding practice.
- To continue to develop and embed best practice.
- Improve availability of local provision by increasing in-house residential and fostering capacity.
- To improve value for money.

Threats

- As the service is still in discovery phase, there is the risk of further examples of poor historical casework coming to light which will require immediate action.
- Staff working in teams with caseload pressures may require additional support to work through the immediate actions required.
- Increasing demand and complexity from growing population.
- Prevalence of Domestic Abuse, Adult Mental Health and Substance Misuse in referrals.
- Local Government funding arrangements and national shortfalls in children's services funding.

Service Outcomes – How we deliver our key objectives and priorities

Keep children and young people safe and in their families where possible.

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Key Actions

- Make sure that all initial contacts are dealt with appropriately and in a timely manner.
- Ensure that all assessments identify the needs of children and young people and what is required in order to keep them safe.
- All children with an allocated social worker are visited regularly and are supported effectively.
- Improve awareness of, and responsiveness to all form of exploitation.
- Help children and young people understand how to keep themselves safe (e.g. recognising grooming, cyber bullying), thereby reducing the possibility of children taking part in risky behavior.
- Improve our response to children who go missing from home or care.
- Strengthen the partnership's approach to domestic abuse, mental health and substance misuse and its impact on children.

Enable and support children, young people and their families to overcome the challenges they may face.

Key Actions

- Ensure children, young people and families are able to find the information, advice and guidance they need to assist them.
- Support children and their families to develop the skills they need to take responsibility for their own outcomes and maintain their resilience without the need for statutory intervention.
- Where appropriate and necessary, provide time limited interventions to support families to get back on their feet. This may include, where appropriate, a young person's admission into care.
- As a last resort, make prompt decisions about permanence in the event that this is the only way to secure better outcomes for the child and their family safe.
- Work with young offenders to help them stop committing crime.

Service Outcomes – How we deliver our key objectives and priorities

Ensure that children and young people are healthy.

Key Actions

- Ensure all children and young people and their families have access to health promoting information and activity.
- Improve the health and wellbeing of children looked after through access to timely health assessments.
- Promoting healthy lifestyles and relationships for children, young people and their families as the best way to prevent poor health outcomes.
- Work with communities to highlight the risks to children of unhealthy eating and obesity and highlight the benefits of physical activity to children.
- Ensure that early years settings, schools and colleges promote healthy eating and the benefits of physical activity.
- Help children and young people to understand the long term impact of smoking, alcohol, drugs and sexual health.
- Work with partners to improve access to mental health services at the earliest opportunity to prevent problems escalating.

Provide opportunities for children and young people to realise their potential.

Key Actions

- Raise the educational achievement of all children and young people in early years settings and schools, with a particular focus on those settings and schools who are underperforming.
- Narrow the attainment gap between the most vulnerable and their peers.
- Support schools to work more effectively together to drive up standards.
- Ensure vulnerable learners get the support they need to succeed in their education through the virtual school.
- Reduce the number of young people who are not in education, employment or training.
- Support vulnerable young people to experience a smooth transition to adulthood.
- Increase in the number of EHCPs completed within statutory timescales.
- Ensure the early identification and assessment of vulnerable children and young people, so

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The gross budget for Children's Services, excluding schools and partnerships, in 2018/19 is £171.0m. Total gross Capital expenditure budget is £42.0m.

There are significant challenges the service is currently facing. These challenges include: cases that requiring immediate action, cases with identified complex needs, significant increase in new cases coming through with domestic abuse, mental health and substance misuse as the three main presenting themes, cost of external placements and legal costs. Additionally, the high levels of children with an Education, Health and Care Plan, coupled with the increased demand for client transport (SEND) and price pressures are also contributing to the financial pressures within the service.

The service has been working hard to mitigate the existing financial pressures by: increasing the in-house capacity of both foster care and residential placements, reducing our reliance on high cost external placements where possible and reviewing our current high cost placements to ensure that placements meet the needs of our children. In addition, our transformation programme continues to focus on improving both the service offer and achieving value for money.

Gross expenditure budget, excluding schools and partnerships

- Employees £41.8m
- Premises £2.2m
- Transport £19.2m
- Supplies & Services £13.2m
- Third Party Payments £58.1m
- Grants & Transfer Payments £34.5m
- Support Services £0.3m
- Capital Charges £1.7m



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Business Intelligence & Insight

How we deliver high quality Insight and Intelligence

Buckinghamshire County Council has a unified Business Intelligence & Insight function which aims to ensure we have the expertise, tools and capacity to meet the Council's needs. This team works collaboratively with colleagues and partners to drive improvement for local people and communities.

There are five teams which are dedicated to the Children's Services: Children's Information Team (Social Care), Information, Advice & Guidance, Early Years, School and Pupil Data and School Performance.

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How Insight and Intelligence is informing our work

The Business Intelligence & Insight team produces the monthly performance scorecard that is central to the service's Performance Framework.

Working in partnership with colleagues within the service and across the Council, the Business Intelligence & Insight team conduct further analysis to facilitate a deeper understanding of the reasons for high or low performance, including root cause analysis, and ensure that evidence is available to inform performance improvement.

How are we using this information to develop our services / better value for money

The Business Intelligence & Insight team work collaboratively with colleagues across Children's Services to identify, scope and deliver insight which is aligned to strategic priorities and will have significant impact on risk, cost and/or outcomes.

Within the last 12 months, 2 needs analyses have been developed to provide a better understanding of current activity and expected demand, and inform decision-making on key areas as follows:

1. Early Help: The team conducted a deep-dive needs assessment to inform the Early Help review. The analysis considered current levels of activity and trends against expected population growth and determinants of need, to inform the review and provide a reliable evidence base for any proposed changes.
2. Special Educational Needs and Disability (SEND): The team developed a detailed needs assessment for SEND in Buckinghamshire. This analysis describes the statutory framework for SEND and a child's journey through this, provides analysis of trends and benchmarking, and identifies risk factors that influence rates of SEND.

Equalities

Our legal obligations

As a local government authority, Buckinghamshire County Council has a number of legal obligations and the Council is fully committed to meet the requirements of the relevant legislation, particularly in the execution of its statutory duties. The Council is committed to:

- Address unlawful discrimination, harassment and victimization.
- Advance equality of opportunity.
- Safeguard the fundamental rights and freedoms of individuals.
- Prevent people from being drawn into terrorism.
- Protect and share data and information as appropriate in line with current legislation.
- Foster good relations between those with a protected characteristic and those without.

As an employer and as service we will:

- Ensure Equality Impact Assessments are completed for all new or changing policies and strategies.
- Undertake at least annual equalities training for staff and Members.
- Ensure corporate complaint procedures, disciplinary rules and practices are accessible.
- Ensure stakeholders will be consulted on change to ensure services remain and/or become more inclusive.
- Monitor our workforce to make sure we're attracting the best candidates from a diverse talent.

Public Sector Equality Duty Compliance

To comply with our duties as an employer under the Equality Act 2010 and reduce the risk of employees breaching the Duty, the Children's management team will undertake a number of steps. It will ensure employees undertake a number of e-learning modules including Health & Safety, Data Protection and Equalities training. It will also ensure employees within the service area are aware of the corporate complaint procedures, disciplinary rules and practices and how to access them.

How we achieve this within Children's Services:

- Work with children, particularly those who are vulnerable.
- Find suitable placements and provide sufficient placement choices.
- Work to reduce the differences in achievement between different groups.
- Meet SEND requirements.
- Ensure fair access for all children and young people.
- Ensure children are given the opportunities to reach their full potential.
- Deliver training to schools, including Governors.



Resources Business Unit Plan

2019-20



Vision To deliver high quality support services to the Council - being efficient, accountable and innovative in getting the fundamentals right.

Welcome to the Resources Business Unit Plan for 2019 – 2020 which sets out our vision and key priorities for the twelve months. A key focus for Resources will be to balance the need to sustain current levels of support services across the organisation whilst also preparing for the transition to the new council following the announcement from the Secretary of State to establish a single unitary council.

Resources is at the heart of the organisation providing a wide range of support services and in times of constraints in public finances it is essential that the council’s governance arrangements are not eroded which would place the council at risk. Corporate responsibility for many of these critical processes such as risk management, legal compliance, audit, anti-fraud and performance management lies within Resources.

It is also more important than ever that we also have strong financial management arrangements in place, the responsibility that falls within the Resources Business Unit. Our budget and resourcing forecasts for 2019/2020 are extremely challenging and with a highly effective workforce becoming increasingly stretched we recognise that doing the same, or more in some cases, for less indefinitely is not a viable position. We must continue to challenge the way in which we work in order to deliver our savings whilst maintaining high quality services.

Resources are committed to ensuring we continue to provide first class support services to the council, to allow frontline services to operate as efficiently as possible.

Our priorities will be delivered by a set of transformation programmes and activities across each of our service areas as well as supporting other major changes across the council.

Our programme of work is intended to help us keep focussed on tackling the challenges ahead. It will help us identify where major changes are needed, where the quick-win opportunities are, how we can deliver even better value from our suppliers, and how we can continue to increase the income streams that underpin our budgets.

In light of the unitary decision, Resources will be looking at the future, ensuring that decisions are made with the new council in mind. We are confident that the development of the new council will provide significant benefits for residents, communities and businesses, and also offer our workforce with exciting opportunities.

Our people are our greatest asset – we have so many workplace heroes within this business unit and we are continually impressed by their commitment, professionalism and resourcefulness. By working together towards the clear priorities set out in this plan, we are confident of achieving our vision.



Sarah Ashmead
Executive Director of Resources



John Chilver
Cabinet Member of Resources



Arif Hussain
Deputy Cabinet Member of Resources

Modernising Local Government

On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New council 1 April 2020
- Election for members to the new council 7 May 2020



Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.

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Sarah Murphy-Brookman
Director Human Resources and Organisational Development

HR&OD has responsibility for people matters across BCC. We provide an expert service covering: Business Partnering and Transformation. HR Consultancy including: Policy, Reward, HR Data, OD and Learning. HR Resource including: Resourcing; HR Service Desk and Advisory Service; HR Services; Pensions, Payroll; recruitment compliance.

Our service philosophy is to provide information, systems and processes which make BCC people at the centre of our purpose as decision makers, rather than customers subject to HR and organisational convenience.

We are moving to place where we will be digital by design with digital systems that allow BCC people to self serve at a time and place that suits them and with tools which enable them to transact end to end – BCC people will be decision makers that are enabled to take the right decisions themselves. This will mean that both HR&OD and BCC will operate on a touch it once basis with minimum bureaucracy and this will increase organisational capacity by reducing complexity and time to transact.

This reduction in administration effort will allow HR&OD to move from being a gatekeeper to a transformational partner investing capacity into business priorities. It will be an outward looking function providing insightful counsel and leadership, responding to organisational priorities; changes to the external landscape and being the organisational conscience.



Lloyd Jeffries
Director for Customer

Our service delivers high quality, cost effective business enablement services with a focussed approach to customer experience, access channels and service delivery.

We comprise five service teams Digital, Business Development, Corporate Business Support, Customer Service Centre and Resilience, all playing a key role in providing advice and support to a wide range of key stakeholders internal and external to the council.

We provide strategic vision for the customer experience and support the development of digital solutions across Buckinghamshire County Council to improvement and manage the Council Web Estate to enable a first class customer experience.

Our Business Development team manage and develop relationships with our support services customers and provide e-commerce systems to buy and sell new and existing products and services online, supporting business units to acquire new customers.

Through our Corporate Business Support team we provide bespoke administrative support service to Business Units offering a wide range of services including administrative, project business improvement and system application support. We also provide a once stop shop for training, consultancy, provision and support of hardware and software and other services such as a cloud based backup service, and a popular Bursar and Admin Service through the SIMS, FMS and the Schools Technical Team.

We also have responsibility to ensure the council is able to continue to deliver its own critical activities in the event of an emergency supporting the development of robust business continuity management arrangements.



Our service has responsibility for the property and asset portfolio of Buckinghamshire County Council with specific accountability for maximising the property assets of the council. The County Council has a large portfolio of properties providing services to the wider community. These include schools and other education based services, adult care provision, children's homes, libraries and other cultural buildings, office and administrative buildings, rural estates and youth services.



John Reed
Director of
Property and
Assets

Our four service teams consist of Asset Management, Major Projects, Strategic Programmes and Property Services. The service also operates a Portfolio Management Office which coordinates the delivery of the complex range of projects and programmes, ensuring that they are aligned, managed according to industry best practice and that risks are effectively managed. All teams play a part in ensuring the effective management of the Council's property portfolio including through the delivery of major building projects, maintaining existing properties, managing our office accommodation, providing health and safety services and maintaining the good stewardship of the Council's estate.

The service is responsible for the programme of investment in existing and new assets to drive value for money and generate both capital receipts and income streams to support the overall financial health of the council.

The Director is also the senior responsible owner (SRO) for a number of strategic programmes including Schools Delivery (£80m annual) and the Aylesbury Town Centre Regeneration (£160m) and the portfolio of commercial acquisitions.



The Finance and Procurement Service is responsible for ensuring that public funds are being used wisely to support the priorities of the council whilst ensuring that an effective governance and control framework exists that enables a strong grip of finances to be evidenced.



Richard Ambrose
Director for Finance
and Procurement
(S151 Officer)

The Service is responsible for leading and coordinating the council's key financial and procurement strategies, including the production of the Medium Term Financial Plan (MTFP). Finance and procurement are using a business partnering approach to deliver professional advice, insight and support for strategic decision making to Members and officers, enabling and ensuring transparent value for money and well governed public finances.

In addition we provide an independent business assurance function which comprises Internal Audit, Risk Management, Insurance and counter fraud. This function ensures that appropriate governance and controls are in place and that risk management is embedded across the Council.

The Procurement service, including the Supplier Relationship Management team, aims to ensure that we squeeze the value out of every pound that we spend on third parties by subjecting contracts to open competition and also by providing advice & training on contract management.



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Balvinder Heran
Joint Strategic
Director –
Information,
Assets and
Digital
Development

The Council along with its partners the Healthcare Trust and the CCG are actively working in partnership to join up public services so they are shaped around individual need and to improve the customer experience across the whole of Buckinghamshire. The post of Joint Strategic Director – Information Assets and Digital Development is one of the first in the country of its kind and has overall responsibility to design and deliver a joint Strategy and programme which joins up services across local government, the health and voluntary sector to support the development of the Integrated Care System (ICS) across Buckinghamshire.



The ICS brings together expertise of health and social care organisations, community groups and local charities to help people live well for longer. Partners include - Buckinghamshire Clinical Commissioning Group, Buckinghamshire Healthcare NHS Trust, Oxford Health NHS Foundation Trust, FedBucks, Medicas, Buckinghamshire County Council and South Central Ambulance Service NHS Foundation Trust (SCAS).

The move to a single unitary council in Buckinghamshire further supports these ambitions and will enable greater integration, improved connectivity, customer experience through the development of a single digital front door for all residents across Buckinghamshire to make accessing and applying for public services as easy and convenient as possible.

Our service is responsible for providing a secure, stable and robust IT environment for all our customers. The service is underpinned by the 2019-2020 Smarter Bucks Strategy and our own IT Improvement Programme. We play a critical role in supporting the delivery of effective council services. We enable the organisation to utilise existing hardware and software applications, identify new ICT opportunities and provide technical expertise and support to our customers.



At a strategic and operational level we're responsible for the council's IT Data Centres, network, applications, telephony and devices. In addition we provide IT services to schools in Buckinghamshire and we're building connected technology services and solutions with key health partners across the county to support the council's health integration strategy. Working with key partners we're responsible for the maintenance and upgrade on the IT environment ensuring the council's technical and digital capability empowers service transformation and provides value for money.

We have a key role in monitoring compliance with the General Data Protection Regulation (GDPR) and the council's information management, data governance policies and procedures. We take a robust approach to data security. Within an agreed corporate Governance framework we have oversight of new and emerging IT requirements and a project management methodology that ensures the successful delivery and implementation of relevant IT solutions.



Tony Ellis
Chief
Information
Officer

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Roger Goodes
Programme Director
Business Transformation

Our service is responsible for developing a single view of change for the whole council, helping to manage this successfully within the resources available, driving the plans and thinking behind modernising local government for Buckinghamshire. We support the organisation to achieve measurable improvements in efficiency, effectiveness and service delivery.

We offer a range of support services to deliver business transformation and improvement, making sure there is robust governance and processes to track programmes and projects across the business unit as well as the wider organisation. These include, but are not limited to, service and process reviews, programme and project management support and advice on governance frameworks.

In addition the team plays a key role in supporting the business unit to deliver its Medium Term Financial Planning savings through robust assurance, monitoring and reporting processes.



Sophie Payne
Director of
Policy,
Performance and
Communications

Our service is responsible for providing strategic leadership and corporate guidance, helping the organisation plan ahead by offering clear intelligence, professional policy and communications advice, high-quality member support, developing efficient and effective council-wide strategies and frameworks, working with our partnerships and providing organisational governance. We support our political leadership to shape and respond to local, regional and national developments affecting Buckinghamshire.

The service comprises of four teams providing specialist advice and support to a wide range of key stakeholders both internal and external to the council: Business Intelligence; Communications; Legal and Complaints; and Policy, Partnerships and Democratic Services.

Key areas of work include delivering high quality insight and intelligence to assist the delivery of strategic priorities and to plan, shape and improve council services; supporting democratic decision-making, effective scrutiny and the role of councillors; consultation and engagement activities; legal and governance advice and support to the Monitoring Officer; handling customer complaints and Freedom of Information requests; and supporting the Chairman of the Council and the Lord-Lieutenant in a wide range of duties.

We also operate as a shared communications and engagement service for the council and the Buckinghamshire NHS Clinical Commissioning Group, as well as working in partnership with wider public services across Buckinghamshire on shared priorities.



Human Resources and Organisational Development

£260m BCC Services and Schools **Payroll** **£100m** LBH Services and Schools

25,000 customer contacts a year quarter **10,000** DBS checks per annum

400 starters **400** leavers **400** internal moves

Finance & Procurement

99.64% accuracy in forecasting in Resources against end of year position

Over 5% reduction in unsecured debt from sales since December 2016

Improved Finance Service Offer and Financial Accountabilities Framework now established

Finance staff participated in Development Centres and are working to embed finance business partnering within BCC

Technology Services

Over **6000** calls are logged to Technology Services every month

On average **62%** of Technology Service calls are fixed by first line

Whole Customer Satisfaction rating of **78%**

100% Network availability

1 million emails sent on average by BCC each month

1 million emails received on average each month to BCC

Centralisation of IT charges has freed up **2 days of work** a month

Property & Assets

Secured **additional gross annual income** of £5.3m from 3 investment property acquisitions this year.

Capital receipts so far is at **£2.13m**

Rates **savings** so far is **£22k**

13 school expansions completed as part of the Schools Expansion Programme

Policy, Performance and Communications



Achieved **Member Development Charter Mark** from South East Employers



Shortlisted for three national awards to celebrate the Council's work - **LGC** and **Local Councillor Awards**



First Local Authority outside of London to establish a presence on Next Door; now over half of our social media visits come through this platform



10,388 webcast visits to watch Council meetings - average of **165** views per meeting



459,879 Reach
303 Posts



101,8870 Reach
554 Posts



52 civic or engagement events delivered/supported



1,026 Freedom of Information requests answered



342 media enquiries handled

Customer



2.4 million visits to our website a year (41% on a mobile device)



15,200 transactions through our online shop
£3 million spent by customers in 2018



59,000 Members with a MyAccount to request services and check status updates



£5.8 million Schools Annual Package revenue has increased by 7% in 2018



425 internal and external customers we are actively trading with

£2.5 million the saving made by the redesign of the services offered by Corporate Business Support



£1 million the saving made by the redesign of the services offered by the Customer Service Centre

45 cases following the launch of Blue Badge enforcement in June 2018



37 new apprenticeships hosted by CBS since the apprenticeship scheme started

Priorities	Objective	Key Activity
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Financial Stability

Public funds are used wisely to support the priorities of the council and we secure a balanced and sustainable budget.

- Continue to implement and embed the outcomes of the Financial Management Improvement Programme to enable the organisation to have oversight and assurance over the way that we manage our finances, understand budget accountabilities and ensure our systems, processes and the finance function act in a way that enables excellent financial management.
- Develop and deliver robust MTFP processes and monitoring arrangements, making sure that budget proposals are robust and that all financial risks and pressures have been identified.
- Deliver our Capital Strategy ensuring that all capital projects and programmes are adequately governed and consistent with the Council's priorities.
- Continue to deliver the Supplier Relationship Management Improvement Plan to focus on embedding effective supplier relations, contract management and procurement processes.

Effective Deployment of Assets

Public funds are used wisely to support the priorities of the council and we secure a balanced and sustainable budget.

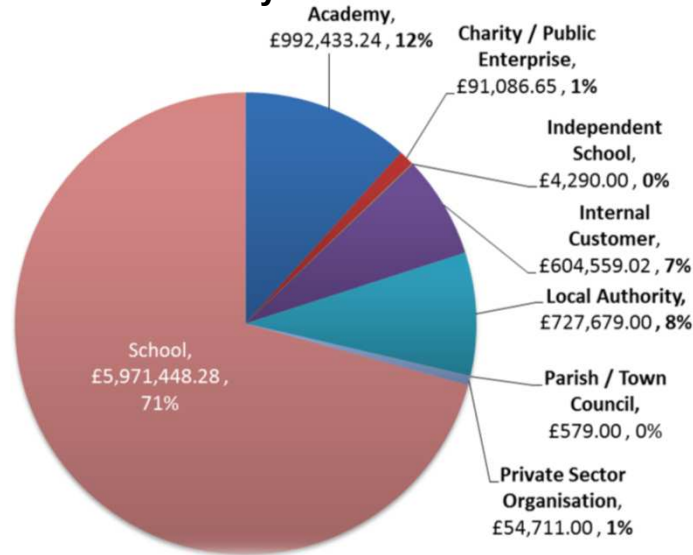
- Embed the Management of Portfolio's principles and governance arrangements to effectively lead and direct the Council's Assets to ensure a whole organisational overview and value for money arrangements are in place for the management of assets, investments decisions and prioritisation of the Council's portfolio.
- Continue to support and deliver the major capital regeneration projects and programmes including the Aylesbury Town Centre Programme and Schools Capital Programme which form part of Strategic Programmes.
- Deliver the LASR and One Public Estate project objectives within time, resource and budget constraints.

Priorities	Objective	Key Activity
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<p>Modern Ways of Working</p>	<p>To deliver the 2018-20 Smarter Bucks Strategy and exploit technologies to deliver business priorities.</p>	<ul style="list-style-type: none"> - Continue to embed the governance arrangements through the established Technology and Digital Board to ensure that all business changes, strategies and policies that have an impact on technology, digital, process and information are coordinated to ensure best value for money. - Deliver the IT Improvement Programme which is designed to upgrade the councils infrastructure, providing a reliable, secure and flexible platform on which the council can run its services.
<p>An Engaged Workforce</p>	<p>To provide information, systems and processes which make BCC people at the centre of our purpose.</p>	<ul style="list-style-type: none"> - Through the delivery of Digital by design programme, digital systems will allow BCC people to self serve at a time and place that suits them and with tools which enable them to transact end to end. BCC people will be decision makers that are enabled to take the right decisions themselves. - Introduction of a new HR&OD Service Offer that allows BCC to align HR&OD capacity to deliver business priorities and so that commissioning and prioritisation decisions are fair and transparent way and which manage excess demand. - HR&OD consultancy advice whose hallmark is of insightful counsel and that makes BCC a great place to work, will be made into a corporate reality through the delivery of the Employer proposition of Great Leaders, Great Development, Great Employer, Great Workplace.

Priorities	Objective	Key Activity
Excellent Customer Service	Delivers high quality, cost effective business enablement services with a focussed approach to customer experience, access channels and service delivery.	<ul style="list-style-type: none"> - Continue to deliver the Brilliant at the Basics programme which will strengthen the existing digital estate, with an ambition to ensure customers can do more for themselves and reduce contact into our more expensive channels. - Work with local members to support the delivery of the co-location projects in Buckingham, Marlow and Iver to improve local access to a wide range of services from both the Council and its strategic partners. - Continue to develop and deliver a pipeline of digital projects to ensure we are working towards digital solutions that creates a significantly improved experience for users.
Driving Transformation Improvement and Good Governance	To effectively support transformation and improvement across the council and drive good governance throughout everything we do.	<ul style="list-style-type: none"> - Continue to prioritise and support for Business Units in their key Improvement and Transformation activities, particularly across Children's Services and Adult Social Care. - Continue to deliver shared communications and engagement services across the council, Buckinghamshire CCG and the Integrated Care System, to ensure that residents, staff and stakeholders are involved and informed. - To develop and implement the information governance and data protection review, to ensure robust assurance around information management. - To develop a new Legal Service Model that provides a high quality and efficient legal support across the organisation.
Modernising Local Government	To build a much more sustainable model for local government across the county.	<ul style="list-style-type: none"> - To develop and implement robust governance and programme arrangements for the successful establishment of the new Unitary Council and ensure the smooth transfer of BCC functions. - To develop and implement early opportunities for integration and savings.

Income Generation by Customer



Contract Management

The County Council spends £290m per annum with external service providers. Our contract management application (CMA) is the corporate system which is designed to provide a detailed overview of all of the Council's contracts.

Our Procurement Team has made significant progress with the Supplier Relationship Management Improvement Plan, which has strengthened the management of the County Council's contractual relationships. We have improved data quality, developed performance reporting and introduced best practice self-assessments, financial validation, and business continuity plan controls for all new suppliers

Following the announcement for a single unitary council a key priority will be to review our contracts and procurement decisions, prioritising those contracts that are due to expire during the transition period through to the new council. It is key that we ensure we consider decisions with the new council in mind ensuring that we achieve value for money and enter contracts and procurement activity that is fit for purpose.

Income Generation

Resources generates nearly £8.5M of gross revenue from over 425 internal and external customers including schools, academies, multi-academy trusts, charities, SMEs and fellow local authorities.

Our Business Development team has continued to make significant progress with developing our Shop4Support e-commerce platform, which will enhance customer experience, gather more customer feedback, drive up online transactions and provide more visibility of commercial activities across the Resources portfolio.

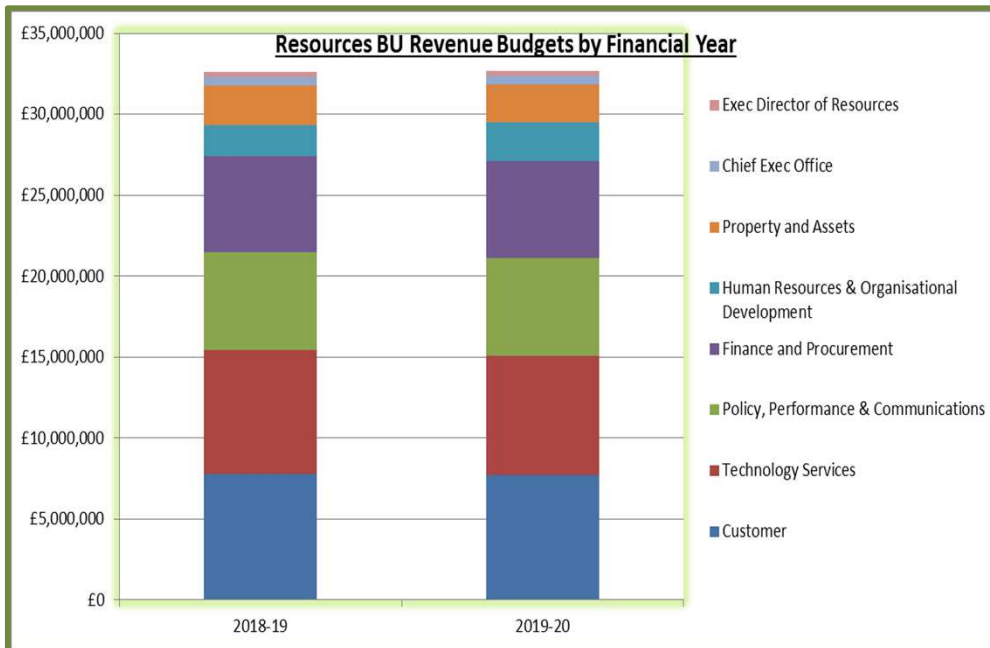
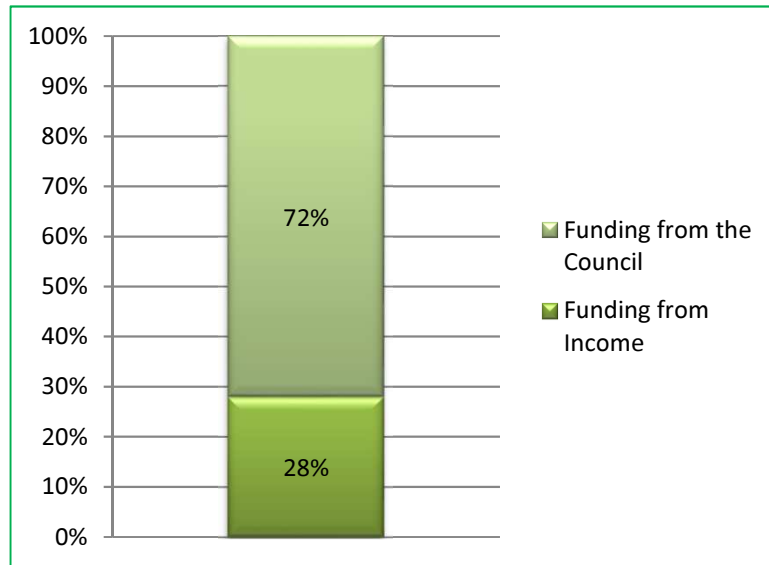
We will continue to work with our customers to ensure that our products match their needs and expectations, are competitively priced and deliver great outcomes.

Resources Major Contracts

Title	PSN	The provision of managed services for temporary agency resources	Estates and Asset Management	The Provision of Reactive and PPM Mechanical Services
Supplier	Udata	Pertemps	Carter Jonas	Tencer
Contract Manager	Sarah Barnes	Lorna Fisher	Oster Milambo	John Collins
Contract Type	Platinum	Platinum Plus	Platinum	Platinum
Start Date	24/09/2012	01/04/2015	01/04/2014	01/04/2017
End Date	24/09/2017	31/03/2018	31/03/2017	01/04/2020
Extension End Date	24/09/2019	31/03/2019	31/03/2019	-
Annual Contract Value	£2,498,000	£10,000,000	£1,200,000	£950,000

Resources Revenue Budget

Service Area	2019/20 Budget £k		
	Gross	Income & Recharges	Net Budget
Customer	8,321	(562)	7,759
Technology Services	7,675	(361)	7,313
Policy, Performance and Communications	6,219	(175)	6,044
Finance & Procurement	7,936	(2,186)	5,749
Human Resources & Organisational Development	3,384	(1,009)	2,374
Property & Assets	10,644	(8,279)	2,366
Chief Executive's Office	526	(4)	522
Director of Resources	281	0	281
Resources Portfolio Total	44,986	(12,577)	32,410



The Resources MTFP bid for 2019-2022 seeks to address existing budget pressures in Property and HR, which have resulted from unavoidable demand growth and over-estimated efficiency savings.

Meeting the challenges

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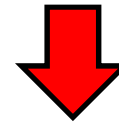
Business Intelligence & Insight – Resources

We shape our understanding of performance priorities, provide insight to inform how services can be improved, produce workforce analytics and ensure that appropriate data protection controls are in place in the Council.

Priorities

Financial Stability

£3.2m unsecured debt >90 days old



Capital Spend of **91%**



Overall revenue on target

Effective Deployment of Assets



% of empty properties which include:

- 3 commercial properties (lost income)
- Council buildings e.g. Old County Offices

% development projects on track including supporting changes for frontline services e.g. Short break services

Modern Ways of Working



74% of FOI Requests responded to within timescales

7 breaches reported to the Information Commissioners Office (ICO)

An Engaged Workforce



Sickness absence is higher than Local Authority Average at **9.5 days** lost per FTE employees per year



Engagement is below the UK public and private sector scores at **59%** of employees being engaged at work



75 Apprenticeship starts, 19% higher than national target

Excellent Customer Service



Increased SOCITM Rating from 2 to 3 stars



25% of BCC web pages have a reading age of 0-15 years

65% of web pages meet accessibility standards compared to a benchmark of 69%

Equalities

Our Legal Obligations

As a local government authority, Buckinghamshire County Council has a number of legal obligations and the Council is fully committed to meet the requirements of the relevant legislation, particularly in the execution of its statutory duties.

The council is committed to:

- Address unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Safeguard the fundamental rights and freedoms of individuals
- Prevent people from being drawn into terrorism
- Protect and share data and information as appropriate in line with current legislation

As an employer and as service provider we will:

- Ensure Equality Impact Assessments will be completed for projects when deemed necessary.
- Undertake at least annual equalities training for staff and Members
- Ensure corporate complaint procedures, disciplinary rules and practices are accessible.
- Ensure stakeholders will be consulted on change to ensure services remain and/or become more inclusive.
- Monitor our workforce to make sure we're attracting the best candidates from a diverse talent pool

Public Sector Equality Duty Compliance

To comply with our duties as an employer under the Equality Act 2010 and reduce the risk of employees breaching the Duty, the Resources Senior leadership Team will:

- ensure all new and existing staff undertake Equalities and Prevent training, with refresher training every 3 years;
- ensure managers and employees within Resources are aware of the corporate complaint procedures, disciplinary rules and practices and how to access them; and
- monitor our Forward Plan items to ensure equality impact assessments are completed where relevant .

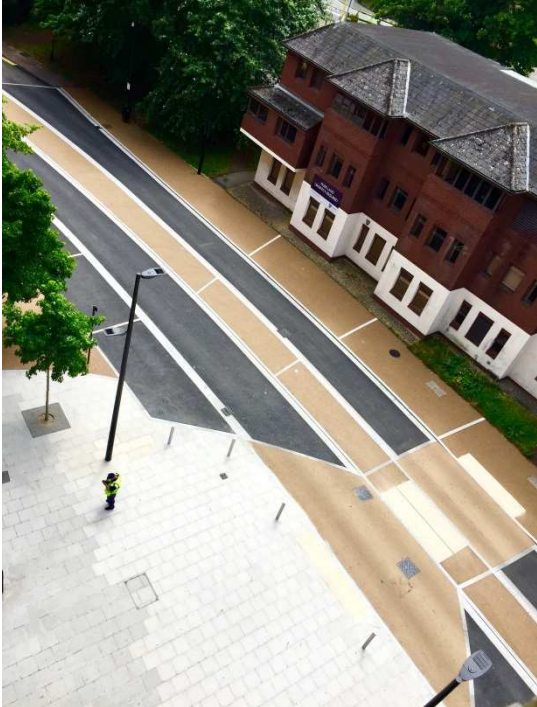
How we achieve this

The Resources Business Plan supports the Public Sector Equality Duty and when planning new services or making changes to services that affect people, we make sure our decisions informed by Equality Impact Assessments.

The equality impact assessment process is integrated into change projects, business development reviews and business cases.

We will ensure all stakeholder groups including customers and the workforce will be consulted accordingly to ensure services remain and/or become more inclusive. We will ensure people can understand what we are doing, why we do it and how it affects them.

We will strive to ensure equality of provision, meaning that we use our resources in a fair and equitable way.



Transport Economy Environment Business Unit Plan 2019-23



Welcome to the **Transport Environment Business Unit Plan for 2019 - 2023** which sets out our key intentions and areas of work for the next four years.

Bucks is a rapidly growing county and its economy is one of the strongest in the country. As the county grows, our challenge in Transport • Economy • Environment (TEE) is to help it remain a thriving and attractive place to live and work - securing good jobs, good road, rail and other essential infrastructure to meet our residents' current and future needs.

TEE exists to strategically design, and manage the delivery, of future-ready infrastructure and transport systems within Bucks, whilst also actively mitigating the environmental impacts of growth and new infrastructure. In addition TEE maintains existing infrastructure.

We continue to work to deliver value for money in a tough financial climate. We have been successful in securing substantial external funding in the past 2 years and continue to bid for further available funding opportunities. We work in partnership with other parties, including the district councils, Bucks Thames Valley Local Enterprise Partnership, Buckinghamshire Natural Environment Partnership and England's Economic Heartland Strategic Alliance in order to lever greater value for money from every Bucks pound that we spend. We work in an environment of rapid technological change and continue to explore how best we can benefit from new technologies for Bucks residents.

In the last 10-15 years in Bucks, 17,000 new homes were built and approximately 45,000 new homes are needed by 2033. The population as a whole is getting older and living longer. Growth presents exciting opportunities for the region, but also presents a significant challenge for public services. Managing and planning for the long-term impacts of growth remains a high priority during 2019-2023.

- For our **transport** service, growth in the number of people and amount of infrastructure adds pressure to our existing highways network. In turn, growing our road network to cope with additional journeys and managing congestion creates a revenue burden for future years to maintain the additional roads and street furniture – e.g. signals, signs and lighting. The service needs a robust plan to deal with more roads and more journeys and to adapt to new technologies, such as autonomous and electric vehicles.
- **Economically**, Bucks is a strong county with low unemployment and a very high proportion of business start ups and Small and Medium Enterprises. Digital connectivity (both Broadband and mobile connectivity), skills and the implications of the evolving industrial strategy are key areas of focus for the county council and our partners.
- For our **environment** services, housing growth places pressure on the quality of Buck's places, our green spaces and rights of way, and more people means more waste to be disposed of. With the introduction of DEFRA's Resources and Waste Strategy and the Clean Growth Strategy, our services will respond to new environmental fiscal policies and local authority targets.



Martin Tett
Council Leader



Mark Shaw
Deputy Council Leader



Bill Chapple, OBE
Cabinet Member



Neil Gibson
Executive Director

Modernising Local Government

On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New Council 1 April 2020
- Election for members to the new council 7 May 2020



Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.



Corporate Context – An explanation of the corporate planning process

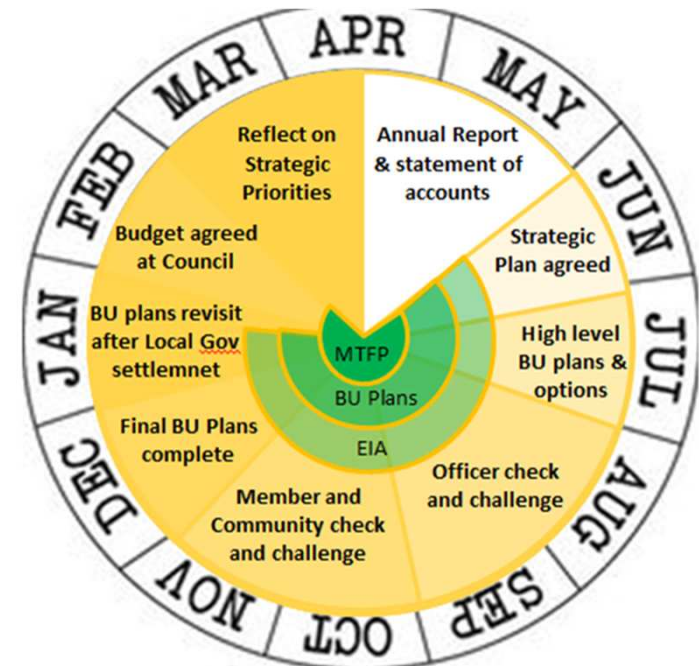


The Council’s corporate planning process brings its key plans together in a clear hierarchy that shows the relationship between long term vision for the Council and the mid-term plan of action; the plan for the Council's finances, all the way down to what each Business Unit plans to achieve in the next year.

These plans cover a four year period but are refreshed every year to ensure they are fit for purpose. The plans are monitored quarterly by the Business Unit Boards (senior Managers for the service area, Cabinet Member and Deputy) where achievements / risks are escalated to the Corporate Management Team.

The strategic plan can be viewed here:

<https://www.buckscc.gov.uk/services/council-and-democracy/our-plans/our-strategic-plan/>



Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 585,000 by 2030, an increase of 51,000 or **9.4%**



32,722 more houses by 2030 necessitating the right infrastructure to enable sustainable growth



65+ year olds are set to increase in number from 98,300 in 2016 to 129,900 in 2030, an increase of 31,000 or **32.1%**
85+ year olds are projected to increase in number from 13,600 in 2016 to 22,100 in 2030, an increase of 8,500 or **62.5%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 132,200 in 2030, an increase of 11,100 or **9.2%**

Bucks strategy

Buckinghamshire is set to experience significant growth, bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively and is working in close partnership with the Bucks Thames Valley Local Enterprise Partnership in its development of the Local Industrial Strategy.

Building upon the LEP Bucks Growth Strategy 2017-2050 and linking with the emerging Bucks Industrial Strategy, and district council local plans, the emerging Bucks Strategic Infrastructure Plan defines the infrastructure needed to enable sustainable growth in the county.

Transport Economy Environment

Actively preparing for and managing growth is a core function of the TEE Business Unit. TEE's Strategic Development Reserve is being used to fund initial resources required from 2017-2019 in preparing the business unit for increases in service demand due to growth. Some examples of how TEE are preparing for growth include:

- Developing the Bucks Strategic Infrastructure Plan, defining the infrastructure priorities for Bucks to sustain growth .
- Securing external financial contributions for the provision of necessary infrastructure, for example developing bids for Housing Infrastructure Fund monies.
- Collaborating closely with local and regional partners to influence the national growth agenda and Oxfordshire – Cambridge corridor outcomes.
- Using insight and intelligence to forecast the impacts of growth on services and taking steps to re-configure or improve those services in order to be future ready. For example building our insight into the service impacts of increased volumes of household waste, increased number of supported transport journeys and increased number of older people using concessionary fares for public transport.
- Defining and implementing transport strategies and local transport plans that encourage sustainable travel and seek to address congestion issues.
- Identifying and mitigating the impacts of growth on our environment, when responding to planning consultations and in our environmental policies.

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 **3,300km**
of public rights of way maintained

 **35,823**
gullies cleared


30,000+
potholes and other highway defects repaired


20,761,160
sq metres of urban grass cut


Approximately
247,500km
of road gritted

The TEE Business Unit consists of:

- Growth, Strategy & Highways
- Business Strategy, Improvement and Commercial Delivery
- Environment Services
- Regeneration & Infrastructure

In addition our Business Unit works in close partnership with:

- Bucks Thames Valley Local Enterprise Partnership
- Bucks Advantage
- England's Economic Heartland Strategic Alliance
- Buckinghamshire Business First

Transport for Buckinghamshire (TfB) is a strategic partnership between Buckinghamshire County Council and Ringway Jacobs. Our small in-house client team manages the contract with Ringway Jacobs, which has an annual value of £16.7m net revenue and £39m gross capital. The contract commenced in 2009 and will be due for re-procurement in 2023 / 2024.

This service delivers the highways maintenance programme and manages the way traffic moves around the 3,200 km highway network. The Highways service maintains our growing road network and 'street furniture' to defined standards as set out within the relevant Code of Practice. This does mean that a defect in an A road would be treated as a higher priority than a similar hole in an adjacent small residential cul-de-sac. By adopting this risk based methodology we are able to focus our resources to those areas likely to result in harm if we ignore the problem. The programme of maintenance works includes parking management, winter maintenance, street lighting, drainage, traffic signals and signs, and network safety. Income is received from Streetworks (e.g. Temporary Traffic Restriction Orders) and parking.

Our highways asset is key to economic development in the county, providing transport links for businesses based in and travelling through Bucks. Significant investment in recent years in A, B and C roads has led to improvement in the network condition, however further significant investment is still needed to improve the condition of the remainder of the network. Current investment levels mean that we need approximately 21 years to achieve under 5% of unclassified roads requiring work. Other asset groups (such as traffic signals and lighting) are all being managed in a manner that means their condition is declining.

577

Highways DM
Planning
applications
received in
Q1 2018/9



81% of Highways DM
Planning applications
responded to within 21
days in Q1 2018/9

Transport Strategy defines the overarching transport strategy for Bucks and aims to promote sustainable travel - supporting public health and environmental protection objectives. The team respond to statutory consultations, and actively work with the district councils to understand the impacts of proposed land use changes or national infrastructure proposals and the new transport schemes needed to address those impacts. This can range from Local Plans through to Heathrow and Oxford-Cambridge Expressway. The function also aims to secure external investment in Bucks' infrastructure development, sustainable and active travel and enable economic growth. This part of our business leads on bidding into central government for infrastructure funding, including the successful bid for £6.9m from the National Productivity Investment Fund in 2017/18 to deliver specific improvements to the A418 and A40. In 2018/19 the team will continue to develop bids into the Housing Infrastructure Fund, potentially opening up access to c. £200m to be invested in Bucks infrastructure that enables housing growth. In addition, Transport Strategy provides a range of customer facing services including school crossing patrols, Simply Walk health walks, school travel planning and bikeability cycle training.

Highways Development Management delivers a statutory function - responding to planning applications and pre-planning enquires on Highways matters for new developments. The Highways Development team has oversight of highway works delivered by Developers under Section 278/38; and secures further s106 contributions towards highways and transportation capital projects (invoicing approximately £4.5 million in the 17/18 financial year). The volume of new development in the county and nationally significant strategic infrastructure projects is increasing demand in this service area.

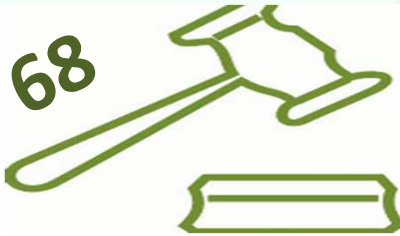
The **Highways Infrastructure Projects** team manages the delivery of major highways schemes across the County. Funded from a number different funding streams including Local Growth Fund, developer funding, HS2 and National Productivity Investment Fund. Current projects include South East Aylesbury Link Road, Eastern Link Road South and A355 Improvements, Beaconsfield, with a capital value in the region of £12M. These significant capital projects provide the transport systems and major infrastructure needed to enable Bucks to thrive as its population and economy grow. Recently completed projects include Phase 2, 3 and 4 of the High Wycombe town centre masterplan, Stocklake link road, A4010 Chapel Lane junction improvement and A413 Winslow to Buckingham cycleway. The majority of the expenditure is capital, through Midlands Highways Alliance, Scape and Transport for Buckinghamshire frameworks, with around 2/3 of salary costs being capitalised also. Demand on this team is increasing with growth, and the team will need additional resources in the very near future, especially if the Housing Infrastructure Fund Marginal Viability and Forward Funding bids are successful.



2m

visits to our tips
99% customer satisfaction

68



Convictions for fly-tipping

287



homes and business properties protected from flooding



137,657

transport miles served

through the operation of High Heavens Waste Transfer Station to feed contract waste to Greatmoor

EiW

Waste Management manages primarily platinum contracts to manage the county's waste at Household Recycling centres across Bucks, Biowaste treatment contracts and the Energy from Waste plant at Greatmoor. The vast majority of expenditure in this area is outsourced in waste contracts. Waste management fulfils our statutory duty to provide tipping points for district councils and to pay dry recycling credits to the district councils. In 2017/18, there were over 2 million visits to our recycling centres and customers reported 99% satisfaction. There is a drive to reach a target recycling rate of 60%. The energy from waste plant treats c.300,000 tonnes of waste per annum and generates enough electricity to power 40,000 homes. Additionally the EfW plant has enabled the county council to avoid substantial landfill charges by directing waste away from landfill. Significant changes to waste fiscal policy are afoot, with announcements anticipated in the autumn statement. Price fluctuations and a changing market create unknowns in this field.

Planning & Environment covers broad spectrum of environmental services activities, including: Enforcement for fly tipping enforcement, planning and unauthorised encampments; archaeology; ecology; definitive map and local land charges; strategic flood management; and working in partnership with the Natural Environment Partnership and Chiltern Conservation Board. Demand on the team is increasing, for example the first two quarters of 2018/19 saw a 58% increase in the number of flood planning applications received, compared to the previous year, and as Lead Local Flood Authority, in 2017/18 over 480 sustainable drainage planning consultations were responded to. Our archaeology and ecology function advised on around 775 planning applications in 2017/18. The zero tolerance approach to fly-tipping saw 68 convictions in 2017/18 with offenders paying over £116,000 at court. We have commenced our first Proceeds of Crime case in relation to a long-standing planning enforcement notice breach. The requirements of DEFRA's 25 year plan will impact this function's areas of work.

Black Park covers over 500 acres of woodland, heathland and open space in South Bucks



Energy and Resources manages energy contracts with Npower & Total behalf of the Council and around 150 schools, and project manages energy efficiency schemes across the estate to reduce consumption. The most recent programme of energy efficiency works delivered an additional £80,000 / year in savings, bringing the total values of energy savings to the Council to over £675k / year. The team successfully delivered the 10% carbon reduction target set within the Carbon Management Plan and is looking to agree further reduction targets this year.

The team are also outwardly looking, and are developing the Bucks Energy Strategy in conjunction with BTVLEP and exploring new income generation opportunities, such as battery storage and peak power generation schemes, heat networks and Demand Side Response initiatives. The team has a net budget of £170k in 2018/19 which is set to reduce to £100k in 2019/20 – this will be formed of ~£600k in funds (principally covering staffing, project costs and biomass fuel) and ~£500k in income (from capitalising staff costs on projects, renewable heat and electricity subsidies). This income is under pressure as significant income projects are subject to long electricity grid connections which is delaying income.

Infrastructure Projects is the county council's HS2 project team, working to manage and mitigate the impacts of HS2 on Buckinghamshire by assessing environmental impacts, ensuring protection of areas of significance, delivering junction improvements and acting as qualifying authority. The costs of agreed roles within this team are invoiced to HS2 Ltd.

Country Parks & Rights of Way Delivery Team: We operate three country parks – Black Park, Langley Park and Denham Country Park. The parks are self-financing, net contributors to the council budget, with income generated largely through car parking, events, leases and filming charges. The country parks have welcomed in excess of one million visitors per annum for the past two years. The Rights of Way operations team was recently brought back in-house from Ringway Jacobs, and is now managed through the Country Parks and Rights of Way delivery team. The Public Rights of Way network spans 3,330km, including 2350 bridges, 4900 sign posts, 6550 Gates, 4550 Stiles and 3,200 Waymark Posts. A capital programme totalling £890k in value from 2018 to 2022 is in place to improve the condition of the Rights of Way network.



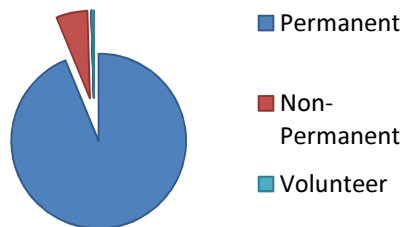
Over **25,000** journeys per day for children and vulnerable adults and children in Bucks

Infrastructure Strategy and Planning is fundamental to strategic place shaping and aiming to ensure a united approach with our key local partners, including the Aylesbury Garden Town Partnership. We are working closely with the local District Councils to develop a Bucks Strategic Infrastructure Plan which has defined and will prioritise the infrastructure needed within Bucks for growth to be delivered in a sustainable way. This function is also responsible for implementing and monitoring the Waste & Minerals Local Plan and engaging in the Heathrow Strategic Planning Group.

The **Integrated Transport Service** manages the provision of over 25,000 journeys per day for children and vulnerable adults and children in Bucks. Transportation portfolio hosts the team that procures c.£19m gross spend of services with associated policy development and income. The service also includes the management of concessionary bus travel, bus subsidies and both platinum and gold contracts with external transport operators. A number of transport areas are experiencing some pressure, including: demand on bus subsidies (caused by the withdrawal of commercial bus services) and increasing fuel and labour costs. Public consultations on bus subsidies, home to school transport and transport for persons with Special Educational Needs beyond age 16 will inform and shape the future non-statutory services delivered by this team. The function is on a journey of continuous improvement, which will look to review contract award and management processes, governance and service resilience.

Business Strategy and Improvement aims to ensure that TEE is run in the most commercially effective way by driving out efficiencies and business improvements, including digitalisation, and maximising income generation opportunities. We are using digital solutions to improve our customer experience; for example by creating e-forms for customers to request services and report highways issues, and by implementing apps for County Park visitors to use. We are also exploring opportunities through exciting new technologies to change the way we operate.

TEE Business Unit Workforce Size (FTE)



The TEE Business Unit has a workforce size of 210 FTE in 2018/9. (Note this does not include employees of our service providers.) 94% of the workforce is permanent employees.

Across the TEE Business Unit, £80k per annum has been ring fenced for investment in learning & development for our employees.

We value our workforce and the varied skills and expertise they bring to our broad portfolio of work. We actively support professional development, including apprenticeships and other qualifications.

We undertake a quarterly Viewpoint survey with employees and we monitor our workforce data, including sickness data, to help us in promoting our employees' wellbeing.

Working Together in Partnership

Aylesbury Garden Town Partnership: Aylesbury was awarded Garden Town status in 2016, which brings with it government funding to accommodate new development in the town, new transport links, infrastructure and facilities, as well as quality green spaces to enjoy. The partnership board comprises Bucks County Council, Aylesbury Vale District Council, Bucks Thames Valley Local Enterprise Partnership and South East Midlands Local Enterprise Partnership. These key organisations, responsible for the development of the local area of Aylesbury are acting in close partnership to plan more effectively to ensure that as the area grows, we're including all the right things to help it thrive. Alongside homes, the Garden Town partnership will make sure roads and transport, quality green spaces, community facilities and job opportunities are all in place. In order to achieve the vision of Aylesbury Garden Town, it's vital that all the key partners work together to make the best use of the government funding we've received.

Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) is a business-led 'partnership of equals' between local government and the private sector. BTVLEP is focused on building the conditions for sustainable economic growth in the county, including through securing Local Growth Funds, bidding for other external growth funds and delivering growth fund projects. BTVLEP engages with government on strategic infrastructure requirements and leads on the Local Industrial Strategy, including sector development and enterprise sites.

BTVLEP has recently refreshed its strategic economic plan and launched the skills board, taking forward collaboration on a joint skills strategy. The county and district councils all occupy seats on the BTVLEP Board. Bucks County Council work with BTVLEP to keep Buckinghamshire thriving and attractive with a strong local economy and future ready infrastructure.



Growing a great
place to live,
work and visit

Buckinghamshire
Thames Valley | LOCAL ENTERPRISE
PARTNERSHIP
THE ENTREPRENEURIAL HEART OF BRITAIN

Working Together in Partnership

England's Economic Heartland Strategic Alliance is a non-statutory partnership comprising Local Transport Authorities and Local Enterprise Partnerships across a corridor stretching from Swindon, through Oxfordshire and Milton Keynes across to Cambridgeshire, and from Northamptonshire down to Hertfordshire: an area with a population of 5.1 million and with over 280,000 businesses employing 2,550,000 people.

Realising the economic potential of the corridor has been identified by the Government as a national priority. The Strategic Alliance provides leadership on strategic infrastructure issues. It established the Strategic Transport Forum in February 2016 and is developing the proposal that will see this become a statutory Sub-national Transport Body. The work of the Strategic Alliance also includes work streams on digital infrastructure, wider strategic infrastructure (power, water and strategic flood risk).

The Strategic Alliance's activities require strong collaborative working between the local partners and more widely across the corridor. It's activities involve regular engagement, at a senior level, with Government departments, national infrastructure owners and service providers

Buckinghamshire County Council is the Accountable Body for the Strategic Alliance – funding for which is a combination of contributions from the local partners and Government (via the Department for Transport).



Working Together in Partnership

Buckinghamshire Business First (BBF) is a business-led, business-focused organisation which exists to support businesses in the County to reach their full growth potential. It provides an information and support hub for new, established and growing businesses across Buckinghamshire. There are more than 33,000 businesses in Buckinghamshire and over 10,000 of those are Buckinghamshire Business First Members. 70% of the county's private sector workforce is employed within those Member companies. Bucks Business First is recognised by Government as the BTVLEP Growth Hub.

Buckinghamshire Advantage is a limited company which acts as the operational arm of BTVLEP on the delivery of its capital schemes, ensuring local growth funds are invested to maximum effect. It also promotes and delivers capital projects helping Buckinghamshire's economy develop sustainably. Bucks Advantage provides a flexible route for delivering strategic schemes that will unlock growth potential and enable further market investment. It is a unique body that seeks to deliver major development opportunities beyond the constraints of publically owned land.

Bucks Advantage acts as promoter for the Aylesbury Woodlands scheme. With the promise of over 4,500 jobs, 1,100 new homes, over 100,000 m² of business space, new road infrastructure and Enterprise Zone status too, the Aylesbury Woodlands development aims to offer a new approach to business, housing and leisure. The high quality sustainable development is designed to exemplary standards.

The Woodlands scheme will provide primary road infrastructure and strategic employment sites that the market is reluctant to deliver without intervention. It provides a balancing approach for the anticipated growth of Aylesbury and profits from the scheme will be recycled into local future growth and economic development activity. Woodlands will incorporate custom build approach to delivery, to complement existing market provision of housing



Buckinghamshire
Advantage

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Working Together in Partnership

Buckinghamshire and Milton Keynes Natural Environment Partnership brings together a diverse range of individuals, businesses and organisations to drive positive change for the local natural environment. The NEP promotes the value of the natural environment in decision making at all levels and takes a strategic view to the challenges and opportunities facing nature. Bucks County Council supports the NEP in the development and delivery of a biodiversity accounting scheme for the County.

Waste Partnership for Buckinghamshire is a forum for shared action on waste between the local authorities in Buckinghamshire. Together the local authorities work to reduce waste volumes and associated costs.

District, Town and Parish Councils: Across the county council we liaise closely with our district, town and parish council partners to deliver services. Within Transport, Economy and Environment, we interlink with these partners in multiple areas, including (but not limited to) planning, waste management, flood management and highways maintenance.





How we do business...

<h3>Be an Intelligent Client</h3>	<h3>Enhance Customer Service by using better Customer Insight</h3>	<h3>Be More Agile</h3>
<ul style="list-style-type: none"> - We are working with colleagues across the council to improve systems and controls in the management of contracts - We are ensuring our supply chain have robust resilience plans in place - We will undertake Service Options Appraisals and follow robust procurement processes when procuring services 	<ul style="list-style-type: none"> - We use compliant consultation processes to gauge residents' opinion when considering changes to services. - Value for money of our services is analysed and built upon when developing our services. For example, we participate in local and national benchmarking through the Future Highways Benchmarking & Research Club. This helps us to identify income generation opportunities, work better with contractors and work better with the public to deliver our service. 	<ul style="list-style-type: none"> - Agency and contract staff are used only when needed to compliment our core workforce skills and to address short term or immediate resource gaps. - Agile working practices are actively supported, including hot desking, remote and flexible working. - Funding for Learning & Development is ring-fenced and prioritised to strategic goals.
<h3>Be Risk and Commercially aware</h3>	<h3>Collaborate</h3>	<h3>Develop & Implement the TEE Digital Strategy</h3>
<ul style="list-style-type: none"> - Risk in the supply chain is understood and contracts are arranged with appropriate risk mitigation measures in place, such as Gain Share. - Project, contract and service risks are reported and managed using appropriate tools and escalation processes. 	<ul style="list-style-type: none"> - We are committed to working collaboratively with the district councils in Buckinghamshire irrespective of the outcomes of Local Government Review, to achieve better outcomes for Bucks residents. - We work closely with our key local and regional partners to deliver our strategic priorities. 	<ul style="list-style-type: none"> - We are improving the readability of our web pages and making more of our paper forms available online. - We are bidding for Rural Broadband funding and with England's Economic Heartland for funding to support the implementation of high capacity fibre along the East West Rail trainline. We are also exploring opportunities to pilot autonomous vehicles in Bucks alongside private sector partners.



Service Outcomes – Key Actions

Helping to develop a prosperous economy that benefits everyone

Helping make Bucks a desirable place to start and grow a business

Supporting businesses to optimise their productivity

Helping make Bucks a desirable place for people to live their lives

Helping to develop work opportunities and build self-reliance

- Create quality places and foster strong communities by taking a collaborative approach with our local and regional partners when designing new settlements and planning for expansion.
 - Working with wider stakeholders through the partnership board, collaboratively define a Masterplan for **Aylesbury Garden Town** and subsequently design and implement a vibrant, green town that is attractive to people and businesses.
- Re-develop **High Wycombe town centre** in line with the master plan, to create an attractive destination, with improved retail and business opportunities. By summer 2019 complete currently funded schemes, with likely continued enhancement to the area led by Wycombe District Council thereafter.
- Progress the **Woodlands Enterprise Zone**, to deliver over 4,500 jobs, 1,100 new homes, over 100,000sqm of business space and new road infrastructure.
- Better utilise **Bucks Advantage** as a delivery vehicle to drive investment and deliver regeneration, housing and business developments.
- Alongside key partners, influence quality place design in **Halton**, at such time as RAF Halton operations close.
- Drive strong collaborative relationships between key partners, such as Bucks Business First, Buckinghamshire Thames Valley Local Enterprise Partnership, England’s Economic Heartland and Bucks Advantage to lever Buckinghamshire County Council’s spend on economic development and deliver **sustainable economic growth** for the county. For example, supporting BTVLEP in the development and delivery of the **Local Industrial Strategy**.
- Foster effective **partnership working** with District Councils on regeneration and Local Plans, irrespective of changing local and national political environments, to ensure the schemes are delivered and that growth is enabled.

Service Outcomes – Key Actions

Helping to develop a prosperous economy that benefits everyone

Helping make Bucks a desirable place to start and grow a business

Supporting businesses to optimise their productivity

Helping make Bucks a desirable place for people to live their lives

Helping to develop work opportunities and build self-reliance

- Increase **digital connectivity** within Buckinghamshire in order to attract businesses to the county. Achieve 100% of Buckinghamshire’s business parks having access to superfast broadband (>30 mb/second) by 2020 and 96% of all premises having access to superfast broadband by 2020.
- Influence developers of **major infrastructure**, such as HS2, Oxford-Cambridge Expressway and East West Rail, to maximise the opportunities for them to enhance access to **full fibre connectivity** for communities along the routes.
- Engage as a member of the Local Enterprise Partnership’s **skills** board alongside private sector representatives and educational institutions, to shape the education and skills provision in Bucks matched with the economic and market needs.
- Utilise our resources to develop bids into **external funding** opportunities in order to lever increased value from every Bucks County Council pound spent and deliver the infrastructure needed in the county to grow in a sustainable way.

Examples include:

- Rural Broadband funding
- Housing Infrastructure Fund forward funding
- Housing Infrastructure Fund marginal viability funding
- Local growth funds
- and others as opportunities are announced.

Service Outcomes – Key Actions

Keeping Bucks moving in an effective way

Managing the reliability and quality of journeys against a backdrop of projected growth across the County

Managing existing Highways Infrastructure using a risk-based asset management approach to reflect local needs and priorities

- Continue to invest funds to the value of £18m per annum into the **maintenance of our carriageways**, adjusting the balance of investment across the local and strategic road networks. This includes £3.25m allocated to the **plane & patch** programme.
- Continue to use an asset-led approach to **proactive highway maintenance** in line with the DfT's self-assessment Band 3 requirements. Intelligently assess the asset condition to inform the maintenance programme and identify HGV routes to inform asset prioritisation.
- Implement the **freight strategy** from 2018/19 to prepare for the forecast steady increase in freight traffic over the next decade, addressing the impacts freight traffic on noise, congestion and road safety.
- Explore and implement **devolution of further highways services** to parish councils, such as footway lighting, minor / non-urgent repairs to estate roads and maintenance of non-electrical street furniture. Continue to build relationships with community groups and licensed farmers to deliver services effectively, for example snow clearance.
- Embrace **new technologies** to optimise our highways asset and highways data. Work alongside private enterprises and apply for external funding to facilitate opportunities to exploit new transport technologies in Bucks. Examples could include autonomous vehicles, intelligent traffic data capture, smart bus ticketing, use of new road surface materials, provision of 5g networks and new drainage systems.
- **Re-procure services** where existing contracts reach their end dates in the plan period, including highways maintenance and home to school transport services.
- Delivery of **key local transport schemes**, such as the A355 link in Beaconsfield by Summer 2019 and both the Eastern Link Road South in Aylesbury and Aylesbury South East Link Road by 2021 as well as other key projects derived from the Aylesbury Transport Strategy.
- Promote active and **sustainable travel** and encourage changes in public travel behaviours to support the health agenda and encourage access to green spaces and leisure facilities.



Service Outcomes – Key Actions

**Keeping Bucks moving
in an effective way**

Facilitating the delivery of
effective new Highways
Infrastructure for the future

Facilitating the provision of
viable alternative transport
options that are available to
all

- Continue to provide timely statutory **highway consultation responses** on planning applications, working alongside the District Councils. Providing good quality advice from planning to delivery. Managing and overseeing development related highway improvements and the adoption of new roads and infrastructure as public highway.
- In 2018/19, develop the second phase of the **Bucks Strategic Infrastructure Plan**, to deliver a policy context for infrastructure funding planning in Bucks, including transport, waste, flooding and green infrastructure. Thereafter, implement the Bucks Strategic Infrastructure Plan - taking opportunities for investment and new assets to support communities, brought about by growth.
- On a continuing basis, maintain a pipeline of strategic projects to plan for forward investment and successfully bid for grants. **Optimise funding opportunities** to maximise the benefits delivered for Buckinghamshire, such as from **Section 106 monies, CIL and Local Growth Funds**.
- Continue to work collectively with the members of **England’s Economic Heartland** and the emerging **Sub-National Transport body** to gain a stronger position, to create efficiencies through wider commissioning, to influence and support regional planning, and to secure investment in critical infrastructure.
- Engage with key partners and stakeholders, including developers, to get the best deal for Buckinghamshire communities from **major infrastructure projects**, such as **HS2, Heathrow airport expansion, Western Rail access to Heathrow, East West Rail and the Oxford to Cambridge Expressway**.
- Continue to be a **member of the Heathrow Strategic Planning Group** and support community engagement work for this major project. Respond to the Development Consent Order relating to **Western Rail access to Heathrow (WRATH)**, and continue to engage in the project as a stakeholder. Construction of WRATH is anticipated to start in late 2020.



Service Outcomes – Key Actions

Greener, cleaner spaces for all to enjoy, now and in the future

Working with Partners to manage waste effectively

Working with Partners to improve habitats for wildlife

Improving access to green spaces

- Over the next three years, review and determine the most appropriate configuration of **Household Recycling Centres (HRC's)** to best reflect the current and future changing demands and financial pressures facing the waste service. This complex project will scope the services offered at HRCs in the future. The project may require a contract review and re-negotiation or a decision to re-procure services.
- Within on-going contract management and governance, optimise the **Energy from Waste** contract, giving consideration to the sale of electricity and capacity to process 3rd party waste.
- Deliver the **waste infrastructure capital programme**, including delivery of bio-waste and bulky waste transfer points at High Heavens in 2020/21.
- In partnership with the Natural Environment Partnership, evaluate options for implementing a countywide **biodiversity accounting scheme**.
- Maintain and protect the **Public Rights of Way** network, delivering the Rights of Way capital programme to maintain and manage changes to the network and to provide continued access to the countryside for residents. Within the plan period, review and produce the next iteration of the Rights of Way Improvement Plan.
- Work alongside the district councils to design high quality places, including green infrastructure, that meet the needs of our ageing population and encourage active living. Consider the opportunities to reduce crime and disorder, such as when planning changes in street and footway lighting and within the design principles of **Aylesbury Garden Town** and **Woodlands** developments
- Continue to run and maintain the **country parks**, implementing the 10 year Country Parks commercial plan alongside continuing existing commercial activities. Assess the feasibility of a visitor resource building at Black Park to enhance the variety of services on offer to our visitors, in particular during winter months.
- Consult and gain adoption of a revised **Waste and Minerals local plan** for Bucks by 2019 and on a 5 yearly basis thereafter. Co-ordinate with the district councils on monitoring the minerals requirements for Bucks, anticipating needs required to support housing and infrastructure growth levels.



Service Outcomes – Key Actions

Greener, cleaner spaces
for all to enjoy, now
and in the future

Working with Partners to be
mindful of environmental
factors in Planning

Working with Partners
to improve air quality

Working with Partners
to tackle climate change

- On an on-going basis, continue to provide excellence in **Planning and Environment** services, including:
 - continuing to adopt a zero-tolerance approach to **fly-tipping enforcement** and in order to minimise the risk of fly tipping increasing linked to planned household recycling centre closures, in 2019/20 allocate an additional one-off £63,000 to pay for resources to increase investigative activity, purchase additional surveillance cameras and fund additional prosecution activity.
 - proactively investigating and enforcing against **breaches of planning control** and **unauthorised waste management developments**
 - implementing an MOU in relation to unauthorised encampments
 - providing timely and good quality decisions on **planning applications for minerals, waste and infrastructure developments**
 - providing timely responses to **archaeology and ecology** searches and enquiries.
 - responding to **public rights of way** applications, addressing the existing backlog as a result of historic legislative changes.

Legislative changes and growth in these areas mean that demand for these services is anticipated to continue to increase significantly.

- Throughout the HS2 construction period, manage and **mitigate the impacts of HS2** on Buckinghamshire by assessing environmental impacts, ensuring protection of areas of significance, delivering junction improvements and acting as qualifying authority.
- Provide reliable and fast answers to **environmental highway information** for property searches .
- Continue to deliver **energy savings** projects to increase the total annual savings already secured from £560,000 a year to over £640,000 a year by using our Energy Performance Contract and by addressing user behaviour.
- Assess the feasibility and subsequently implement **energy schemes**, such as leasing sites for battery sites and exploration of demand side response energy provision.

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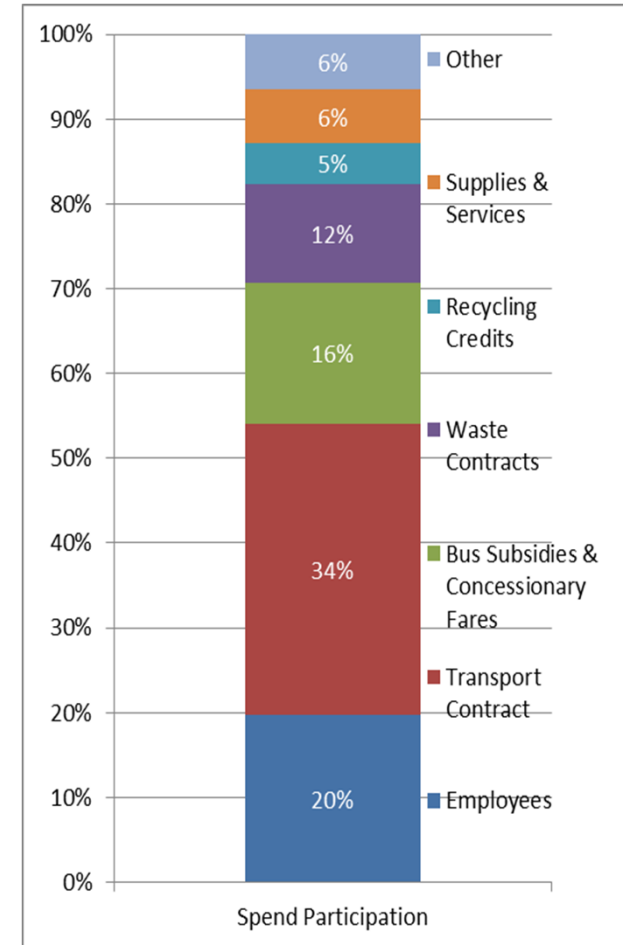
Equalities

Our Financial Approach to Delivering Our Priorities

Working with the business unit, our finance function ensures that the TEE has a well-planned financial strategy and appropriate financial controls in place for its internal, supplier and external partner monies – including the Local Enterprise Partnership accountable body, the Strategic Alliance, Developer Funding and East West Rail.

The council's 4 year Medium Term Financial Plan is reviewed on an annual basis, coupled with a review of fees and charges, and a line by line budget review. Through this scrutinised process, revenue and capital budgets are defined, including savings and income targets for some services.

TEE bids for government grants and other funding sources, sometimes alongside our local and regional partners, to leverage greater value from every Bucks County Council pound spent. As a result, approximately 20-25% of TEE's revenue funding has historically been sourced from external income and re-charges.



Key Financials

Our Financial Approach to Delivering Our Priorities: Capital

TEE manage a substantial capital programme and are committed to driving value from our capital procurement strategy, for example by using a combination of third party suppliers and Transport for Buckinghamshire for delivery across the breadth of our highways infrastructure projects. We will look to smarten our approach to purchasing risk, taking appropriate ownership of risk to manage potential gain-share in our contracts.

We recognise that our capital programmes may create opportunities for future revenue income. For example, by future proofing new roads with the inclusion of smart digital infrastructure. The capital programme is complex with a mix of one-off and on-going spends across multiple years. On-going capital spends are particularly prevalent in the Transportation portfolio. We are committed to maintaining high levels of investment in our Highways and have budgeted for £15m Highways funding in every year.

Key new developments include LGF growth fund in particular around the delivery of the Aylesbury Link roads, NPIF funding bids and mitigations around the development of HS2; the build of a new Bio-waste transfer station; Floods funding bids totalling around £9.5m in support of the Local Flood Risk Management Strategy; and investment linked to our Freight Strategy

Service / Project	Outturn 2018/19 £000's	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's
Expenditure					
Leader LEP Schemes	12,667	25,546	21,735	4,644	0
Planning & Environment	2,204	3,956	9,972	5,690	1,200
Internal Transportation	6,155	24,854	11,136	1,957	1,240
Transportation (TfB)	31,274	22,433	21,460	21,510	21,510
Expenditure Total	52,300	76,789	64,303	33,801	23,950
Funding	-19,967	-52,064	-13,605	-5,134	-24,100
Grand Total	32,333	24,725	50,698	28,667	-150

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Business Intelligence & Insight

How we deliver high-quality insight and intelligence

Buckinghamshire County Council has a unified Business Intelligence & Insight function which aims to ensure that we have the expertise, tools and capacity to meet the Council's needs.

The Business Intelligence and Insight team for Transport Economy and Environment is embedded within the TEE Business unit and supports the whole function, including Environmental Services, Transport Services, Growth & Strategy, and Regeneration & Infrastructure.

Our team works collaboratively with colleagues and partners across the organisation to drive improvement for Buckinghamshire's residents, businesses and commuters; For example our insight is enabling us to ensure we have a sustainable transport service, for our statutory and most vulnerable users.

How insight and intelligence inform our work

The TEE BII team provide and manage a live management information reporting tool, which draws together all the business activities, performance and risks across TEE. This tool enables delivery teams to feed in live updates for their leadership and managers to review and act upon in real time. Furthermore, it is the source of data for key corporate reports such as Quarterly Cabinet reporting and Single View of Change (major projects).

As and when problems are highlighted, either through monitoring or anecdotally, the TEE BII team are on hand to conduct in-depth analysis to better understand the issues that emerge to help inform evidence-based decision making, and ensure processes are in place to enable ongoing monitoring.

How are we using this information to develop our services / better value for money

Exploratory Analysis using linked datasets across Business Units (Children's, Adult's and Client Transport Services)...

to help understand the impact of housing growth on these services and to identify cost-saving opportunities for the future

Improved data quality and MI reporting...

to provide complete oversight of over 200 projects, contracts and BAU work programmes helping the business prioritise their resources and activities

Evaluation and Development of Value for Money (VfM), benchmarking national transport indicators...

to inform our Highways Management Improvement programme, including providing assurance of the TfB Highways contract

Analysis of preferred transport methods of Buckinghamshire Residents and why...

to help inform the Sustainable Transport Strategy to help alleviate congestion

Income: Fees & Charges, Bids, Grants

- We review our Fees and Charges schedule annually and update rates charged in line with inflation, unless there is specific cause not to do so, such as where rates are statutorily defined or market forces mean a price change would not be sustained. We aim to recover our costs whilst providing value for money for our services.
- Existing income sources within the TEE Business Unit include:
 - Country Parks parking and events
 - Income from electricity generation
 - Section 106 and CIL income
 - Client & public transport fees
 - Planning and Pre Planning Application fees
 - Filming charges
 - Off-street Parking
 - Waste permits
 - Streetworks
- A bid for up to c. £200m forward funding to the Housing Infrastructure Fund is continuing to be developed which, if successful, will enable the delivery of much needed infrastructure to open up housing opportunities.
- We bid for appropriate grant funding opportunities as they arise to leverage greater impact from every Bucks pound spent, in line with our strategic priorities. Past examples have included matched funding from the Environment Agency for the delivery of 8 flood defence schemes and £1.8m Defra rural broadband funding. Current bidding activity includes bids through England's Economic Heartland for implementation of high capacity fibre along the East West Rail trainline and bids to pilot autonomous vehicles in Bucks.

Commissioning

The table below shows our commissioned services currently delivered through Platinum Plus, Platinum and Gold supplier contracts that are due to expire between April 2019-2023. Strategic Options Appraisals and appropriate procurement procedures will be undertaken within the 4 year period of this plan for the delivery of these services.

Service	Current Supplier	Current Annual Contract Value (£)	Expiry Date of current contract*
Integrated Household Recycling Centres	FCC	3,700,000	31/03/2022
Biowaste management	FCC Waste Services, Countrystyle Recycling Limited, & Severn Trent	1,785,000	31/01/2021
Client & Public Transport	Multiple suppliers	10 x Gold suppliers	2019-2023 at various dates
On-street civil parking enforcement in Bucks	NSL	1,970,000	05/09/2021
Highways Services	Ringway Jacobs	39,000,000	31/03/2023

Re-procurement of these contracts is programmed ahead of expiry dates, in order to ensure appropriate procurement processes can be followed and value for money can be achieved during the commissioning process.

** Dates stated include extensions*

Equalities

Our Legal Obligations

As a local government authority, Buckinghamshire County Council has a number of legal obligations and the Council is fully committed to meet the requirements of the relevant legislation, particularly in the execution of its statutory duties.

The Council is committed to:

- Address unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Safeguard the fundamental rights and freedoms of individuals
- Prevent people from being drawn into terrorism
- Protect and share data and information as appropriate in line with current legislation

As an employer and as service provider we will:

- Ensure Equality Impact Assessments will be completed for projects when deemed necessary.
- Undertake at least annual equalities training for staff and Members
- Ensure corporate complaint procedures, disciplinary rules and practices are accessible.
- Ensure stakeholders will be consulted on change to ensure services remain and/or become more inclusive.
- Monitor our workforce to make sure we're attracting the best candidates from a diverse talent pool

Public Sector Equality Duty Compliance

To comply with our duties as an employer under the Equality Act 2010 and reduce the risk of employees breaching the Duty by, for example, discriminating against service users, customers or each other, the TEE management team will undertake a number of steps. It will ensure employees undertake a number of e-learning modules during induction periods including Health & Safety, Data Protection and Equalities training. It will also ensure managers and employees within TEE are aware of the corporate complaint procedures, disciplinary rules and practices and how to access them.

How we achieve this

The Business Unit recognises its specific duties under the Equalities Act of 2010.

To this end we:

- *Maintain the highways asset for all. It is our role to ensure that people are consulted and improvements are prioritised on a fair basis using data and need.*
- *Access to countryside and council assets is equal. Contractors/contract managers will uphold equality and diversity values.*
- *We ensure overall assessment of access to bus subsidies and provide alternatives for the most vulnerable in communities.*
- *Recruitment is fair to all. Access to learning & development, talent management and flexible working is made available to all staff without discrimination.*
- *We will ensure the needs of different groups are considered early in the design of schemes and initiatives. The broad customer base of TEE will be analysed to ensure the services are fair and proportionate for all customers. Consultations will be fully accessible.*

Report to Cabinet

Title:	2018/19 Finance Monitoring Report – End of December (Q3) position
Date:	Monday 11 February 2019
Author:	Cabinet Member for Resources
Contact officer:	Jane Parker, Senior Accountant x2843
Local members affected:	N/A
Portfolio areas affected:	All

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

Summary

The current operating environment for Councils with responsibility for Social Care is very difficult, with both demand pressures and increasing complexity driving overspends across many Councils with these responsibilities. These challenges have been widely reported in the national press and have been somewhat recognised by Central Government in the 2018 Autumn Budget and the provisional Local Government Finance Settlement.

Whilst Buckinghamshire County Council is not immune to these challenges, we have recognised them and taken action. Our current forecast revenue outturn position is a slight overspend of £120k. This is a slight improvement on the Quarter 2 position when an overspend of £200k was forecast. The main changes are due to reduced forecast overspends in Resources (mainly as a result of the acquisition of commercial properties) and Health & Well-being (mainly due to a number of one-off, non-recurrent savings more than offsetting increased pressures) largely offset by an increased overspend in Education & Skills due to increased transport demands. However undesirable overspending may be, this position is a positive reflection on the focus and deliverable management actions, both planned and already delivered, which have almost entirely addressed the significant pressures we are experiencing across Social Care and SEND transport budgets, and also in delivering stretching savings proposals in challenging times.

Within our Capital programme we are reporting an overall underspend on projects of £15.9m (7.8%). This is partly due to some schemes being deliberately put on hold for specific reasons (e.g. unitary decision), partly due to slippage and partly due to some genuine underspends.

However, some areas of capital expenditure have been deliberately accelerated, and all revenue consequences of the overall underspend have been fully accounted for in the revenue forecast outturn.




Purpose of the Report

This report provides information on the financial performance for the Council to the end of December (Quarter 3) of the financial year 2018/19.

Background

The financial information informs Cabinet of the forecast revenue and capital position for the financial year 2018/19. A full analysis of the outturn of Portfolios is contained in the appendices to this report.

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

	Green	<p>Performance is on or above target.</p> <p>Revenue under spends against budget and overspends up to +0.1% are shown as green</p> <p>Minor capital variances</p>
	Amber	<p>Performance is below target</p> <p>(+0.1% to +1%) for financial performance</p> <p>Capital slippage above 10% and above £500k</p>
	Red	<p>Performance is well below target</p> <p>(worse than +1%) for financial performance</p> <p>Overspend more than 10% and more than £500k</p>

Recommendation

Cabinet is asked to note the Quarter 3 outturn forecast for revenue and capital budgets and discuss areas of concern.

A. Narrative setting out the reasons for the decision

Context – National

Local authorities with social care responsibilities are experiencing growing service and financial pressures, most notably through the failures at Northamptonshire County Council, but also as widely reported across many single- and upper-tier authorities.

The pressures in Social Care were highlighted in a recent National Audit Office (NAO) report which stated:-

- from 2010/11 to 2017/18 the real terms reduction in Central Government funding of local authorities is 49.1%
- from 2010/11 to 2016/17 the real terms reduction in local authority spending on social care services was 3%
- from 2010/11 to 2016/17 the real terms reduction in local authority spending on non-social care services was 32.6%
- that the overspend on local authority service budgets in 2016/17 was £901m
- that the percentage of local authorities with care responsibilities that drew down on their reserves during 2016/17 was 66.2%

It is notable that 66% of local authorities with care responsibilities drew down on their reserves during 2016/17. This is directly as a result of increased demand and cost pressures. Local Government funding has been reducing whilst statutory obligations have not reduced. Furthermore, the overall overspend on Children's Social Care services has been increasing year on year since 2012 and in 2017/18 was over £800m.

The Local Government Association (LGA) has forecast that Local Government will have a funding gap of £7.8bn by 2025 mainly relating to Social Care services.

Whilst the financial problems of Northamptonshire County Council are well documented it should be noted that their position, whilst extreme, is indicative of the direction of travel within many single-tier and upper-tier Councils, with many reporting significant in-year pressures relating to Social Care and Education services, challenges in delivering existing savings plans and the use of significant levels of their financial reserves in order to meet these pressures. These are not pressures which are going away, and many more such Councils are also identifying significant budget gaps in future years even where this year's pressures are being managed.

Context – Local

Buckinghamshire County Council (BCC) has a good track record of managing within its overall budget. In seven of the last eight years there has been an overall underspend despite experiencing pressures within social care services. In 2017/18 there was an overall underspend of £2.9m which helped to increase our level of General Fund reserves. These currently stand at £26.2m, which represents 7.7% of our net budget requirement. Cabinet received a report on the 21st May 2018 around the financial sustainability of the Council which recognised that the Council currently has acceptable levels of reserves (allocated and unallocated) and high Member involvement, including having a strong Regulatory & Audit Committee. It is our plan to make further contributions to General Fund reserves to ensure that their level remains appropriate for the risks in the future.

Nevertheless, the Council is experiencing significant pressures on services which are impacting on the current budget position. The revenue budget outturn is summarised in Table 1 below. The key Portfolio variances are explained in Appendix 1.

1. Revenue Budget Position

At the end of December the Council is forecasting that there will be a **£120k forecast overspend** for the year ending 31 March 2019. At a Portfolio level, there are significant forecast overspends in Children's Social Care (£4.95m = 7.3%), Education & Skills (£1.91m = 8.4%), Resources (£0.47m = 1.8%) and Health and Wellbeing (£1.355m = 1.0%). The overspends are partially offset by a forecast underspend in Planning & Environment (-£1.55m = -15.1%), giving an overall Portfolio position of £7.1m overspent (2.3%). An underspend of £7.0 in non-Portfolio budgets gives an overall forecast position for the Council of £0.12m overspend.

The key reasons for the overspends reported above (and in more detail in the appendices to this report) are as follows:-

- Increases in the demand for Social Care, and increasing complexity in the cases presenting;
- Increases in both the demand and cost of provision for SEND transport;
- Delays and non-delivery of existing savings plans;
- Non-delivery of income targets due to wider economic conditions.

All Portfolios are continuing to work on action plans to mitigate their own pressures. In addition all Portfolios have carried out a detailed review of their budgets in order to identify actions to bring the overall Council spend to within the approved budget. Proposals for future years budgets are being stress-tested to ensure ongoing pressures are addressed.

Given the wider national context and the well-publicised challenges facing single- and upper-tier authorities the current forecast outturn reflects positively on both the focus and the deliverable management actions taken to control the budget within the current year.

Appendix 1 also provides a summary of the outstanding debt position; long-term debt is £9.6m, which represents 14% of annual sales. Payment performance for 10 day payments is 88% which is slightly below our target of 90%.

Table 1 – Summary of Council revenue budget outturn as at December 2018

Portfolio Area		Outturn £000	Budget £000	Variance £000	Variance %
Leader	Expenditure	8,184	7,415	769	10.4%
	Income	(1,083)	(241)	(842)	349.4%
	Total Leader	7,101	7,174	(73)	(1.0%)
Community Engagement	Expenditure	32,982	32,476	506	1.6%
	Income	(23,594)	(23,165)	(429)	1.9%
	Total Community Engagement	9,388	9,311	77	0.8%
Health & Wellbeing	Expenditure	175,371	174,544	827	0.5%
	Income	(41,876)	(42,404)	528	(1.2%)
	Total Health & Wellbeing	133,495	132,140	1,355	1.0%
Children's Social Care	Expenditure	74,740	68,785	5,955	8.7%
	Income	(2,094)	(1,088)	(1,006)	92.5%
	Total Children's Social Care	72,646	67,697	4,949	7.3%
Education & Skills	Expenditure	33,001	31,646	1,355	4.3%
	Income	(8,214)	(8,774)	560	(6.4%)
	Total Education & Skills	24,787	22,872	1,915	8.4%
Resources	Expenditure	39,393	36,697	2,696	7.3%
	Income	(13,109)	(10,885)	(2,224)	20.4%
	Total Resources	26,284	25,812	472	1.8%
Planning & Environment	Expenditure	16,811	14,961	1,850	12.4%
	Income	(8,101)	(4,703)	(3,398)	72.3%
	Total Planning & Environment	8,710	10,258	(1,548)	(15.1%)
Transportation	Expenditure	35,996	35,987	9	0.0%
	Income	(7,139)	(7,117)	(22)	0.3%
	Total Transportation	28,857	28,870	(13)	(0.0%)
Portfolio Total		311,268	304,134	7,134	2.3%
Corporate Costs	Expenditure	12,639	12,064	575	4.8%
	Income	(5,148)	(1,168)	(3,980)	340.8%
	Total Corporate Costs	7,490	10,896	(3,405)	(31.3%)
Treasury Management & Capital Financing	Expenditure	20,200	23,743	(3,543)	(14.9%)
	Income	(483)	(431)	(52)	12.1%
	Total Treasury & Capital Fin.	19,717	23,312	(3,595)	(15.4%)
Operating Budget		338,475	338,342	134	0.0%
External Financing	Income	(338,356)	(338,342)	(14)	0.0%
	Total External Financing	(338,356)	(338,342)	(14)	0.0%
Council Total		120	(0)	120	

2. Capital Budget Outturn

The capital budget outturn is summarised in Table 2 below. At the end of the third quarter, the overall forecast **underspend is £15.9m**.

There is a review of capital requirements for respite care within the Health & Wellbeing Portfolio and so slippage of £2.8m is currently forecast pending the outcome of the review.

Within the Leaders Portfolio there is slippage of £7.7m on the Waterside North development and LEP schemes (£6m) for which Buckinghamshire County Council is the accountable body.

The Transportation Portfolio position is an underspend of £2.5m due to slippage linked to delays around Globe Park and developer funded schemes.

The Resources Portfolio is forecasting an underspend of £4.5m due to the decision to delay development of the Aylesbury Study Centre in light of the unitary decision, and not release funding for Technology projects as the Technology Strategy is being developed.

Table 2 – Summary of Council capital budget outturn as at December 2018

Portfolio Area	Outturn £000	Budget £000	Variance £000	Variance %
Leader	13,673	21,412	(7,739)	(36.1%)
Community Engagement	1,247	1,584	(337)	(21.3%)
Health & Wellbeing	-	2,800	(2,800)	(100.0%)
Children's Social Care	884	1,257	(373)	(29.7%)
Education & Skills	48,308	45,868	2,440	5.3%
Resources	84,311	88,761	(4,449)	(5.0%)
Planning & Environment	2,204	2,361	(156)	(6.6%)
Transportation	37,429	39,958	(2,529)	(6.3%)
Total	188,057	204,001	(15,943)	(7.8%)

B. Other options available, and their pros and cons

None arising directly from this report

C. Resource implications

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

D. Value for Money (VfM) Self Assessment

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

E. Legal implications

None arising directly from this report

F. Property implications

None arising directly from this report

G. Other implications/issues

None arising directly from this report

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

None arising directly from this report

I. Communication issues

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

J. Progress Monitoring

The budget monitoring report is updated on a monthly basis.

K. Review

Not applicable.



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.

1 Portfolio Summary

Portfolio: **Leader**

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

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	7,174	Budget	18,459	2,953	21,412
Forecast Outturn	7,101	Forecast Outturn	13,673	-	13,673
Variance	- 73	Variance	- 4,786	- 2,953	- 7,739
Variance %	-1.0%	Variance %	-25.9%	-100.0%	-36.1%
Financial Performance		Financial Performance			

The year-end forecast is an underspend of £0.073m.



This is due to underspending on staffing within the Policy, Performance and Communications Team.

Capital slippage of £7.7m comprises £1.6m relating to the Waterside North Development and £6.1m relating to LEP schemes including:

- South East Aylesbury Link Road relating to land purchase now falling into 2019/20.
- A4 Sustainable Travel Scheme – construction now due to take place between February and October 2019
- Aylesbury Eastern Link Road due to delay in commissioning detailed design and reserved matters

Portfolio: **Community Engagement and Public Health**

Member: **Cllr Noel Brown**

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	9,311	Budget	1,304	280	1,584
Forecast Outturn	9,388	Forecast Outturn	1,247	-	1,247
Variance	77	Variance	- 57	- 280	- 337
Variance %	0.8%	Variance %	-4.4%	-100.0%	-21.3%
Financial Performance		Financial Performance			



The year-end forecast position is an overspend of £0.077m.

The Contact Centre is slightly overspending due to undeliverable savings on the Fix My Street project.

Public Health is expected to breakeven.

Portfolio: **Health & Wellbeing**

Member: **Cllr Lin Hazell**

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	132,141	Budget	50	2,750	2,800
Forecast Outturn	133,495	Forecast Outturn	-	-	-
Variance	1,354	Variance	- 50	- 2,750	- 2,800
Variance %	1.0%	Variance %	-100%	-100%	-100%
Financial Performance		Financial Performance			

The year-end revenue forecast position is an overspend of £1.354m.

The overspend is mainly the result of:



- increased service users in residential and nursing home due to lower death rates and an increasing number of service users exhausting their own funds and becoming the responsibility of the Council and a number of service users are no longer eligible for Continuing Health Care.
- an increase in the average number of domiciliary care hours per service user as a consequence of increased complexity in need of service users.

The position has improved since Q2 as there have been a number of one-off, non-recurrent savings from vacancies or additional income from backdated clawbacks of Continuing Health Care where service users have become eligible.

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

Portfolio: Children's Social Care

Member: Cllr Warren Whyte

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	67,697	Budget	1,851	- 594	1,257
Forecast Outturn	72,645	Forecast Outturn	1,478	- 594	884
Variance	4,948	Variance	- 373	- -	373
Variance %	7.3%	Variance %	-20.2%	0.0%	-29.7%
Financial Performance		Financial Performance			

The year-end forecast revenue position is an overspend of £4.948m.



The main pressures continue to be placement budgets for looked after children and legal budgets.

Strategies are in place to reduce placement costs by increasing placements with in-house foster carers. Since the start of the year the number of placements with in-house foster carers has increased by 38, and the numbers of external residential and external foster care placements have reduced by 5 and 4 respectively

Legal budgets remain under pressure due to the re-working of complex cases leading to an increase in the numbers of court proceedings

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

Member: **CLlr Mike Appleyard**

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	22,873	Budget	46,466	- 598	45,868
Forecast Outturn	24,787	Forecast Outturn	47,891	417	48,308
Variance	1,914	Variance	1,425	1,015	2,440
Variance %	8.4%	Variance %	3.1%	-169.7%	5.3%
Financial Performance		Financial Performance			



The year-end forecast revenue position is an overspend of £1.914m.

There are pressures in Home to School Transport budgets (£2.05m overspend) due to increase in demand through the year and a shortfall against in year savings plans.

The capital position is showing an overspend of £2.4m due to accelerated school works

Portfolio: **Resources**

Member: **Cllr John Chilver**

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	25,812	Budget	83,923	4,837	88,760
Forecast Outturn	26,284	Forecast Outturn	83,631	680	84,311
Variance	472	Variance	- 292	- 4,157	- 4,449
Variance %	1.8%	Variance %	-0.3%	-85.9%	-5.0%
Financial Performance		Financial Performance			

The revenue year-end forecast position is an overspend of £0.472m.

There are underlying pressures of £2.2m, from HR and Property is offset by income from new commercial acquisitions (Globeside and Voyager) and drawdown from reserves to fund one-off pressures.

Breakdown of underlying pressure

(1) Property & Assets have underlying pressures of £1.5m due to:

- Pressures on reactive maintenance budget and significant one off events
- Voids on retail investment properties
- Staffing cost pressures, including inability to capitalise to the extent budgeted



(2) HR& OD have an underlying pressure of £1.4m largely due to unachievable income targets associated with Harrow HR Shared Service and payroll service.

(3) The remainder of Resources Portfolio is reporting an offsetting underspend of £0.6m, which will be maintained.

The capital position is an underspend of £4.45m and predominantly relates to the decision to delay development of the Aylesbury Study Centre in light of the Unitary decision, and put on hold Technology projects as the Technology Strategy has developed.

Portfolio: **Planning & Environment**

Member: **Cllr Bill Chapple OBE**



REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	10,257	Budget	1,865	496	2,361
Forecast Outturn	8,710	Forecast Outturn	1,544	660	2,204
Variance	- 1,547	Variance	- 321	164	- 157
Variance %	-15.1%	Variance %	-17.2%	33.1%	-6.6%
Financial Performance		Financial Performance			

The revenue year-end forecast position is an underspend of £1.547m

The underspend is due primarily to the overachievement of rental income from our Agricultural Estates, higher income driven by higher film rights, higher income driven by electricity income from EfW, reduced green and food waste costs due to the abnormally hot and dry summer and reduced volumes at the Energy from Waste centre.

Portfolio: **Transportation**

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

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	28,869	Budget	39,041	917	39,958
Forecast Outturn	28,857	Forecast Outturn	37,399	30	37,429
Variance	- 12	Variance	- 1,642	- 887	- 2,529
Variance %	0%	Variance %	-4.2%	-96.7%	-6.3%
Financial Performance		Financial Performance			

The revenue year-end forecast position is breakeven

The capital position is an underspend of £2.5m due to slippage linked to delays around Globe Park and developer funded schemes.

2 Non-Portfolio Costs

Non-Portfolio Budgets have a reported outturn of £7.0m underspend.

This includes £2.2m underspend on debt interest costs as a result of reduced levels of borrowing and the use of internal resources and £0.4m savings in Minimum Revenue Provision (MRP).

The underspend also includes a £1.0m reduction in Revenue Contributions to Capital, £1.3m Adults Social Care demography contingency not currently released, £0.8m unused Budget Risk contingency, £0.3m unused Severe Weather Contingency, £0.2m unused Redundancy Fund, £0.3m unused Pay contingency and £0.5m use of earmarked insurance reserves.

3 Outstanding Debt

Portfolio	Outstanding Debt				Total Due £000	Outstanding Debt as a % of Annual Sales
	0-30 Days	31-90	91-180	More than		
	£000	Days £000	Days £000	180 Days £000		
Children's Social Care	17	39	10	86	153	5%
Community Engagement	13	2	0	11	26	2%
Corporate Costs	2	0	0	21	23	2%
Education & Skills	79	1,454	100	216	1,849	9%
Health & Wellbeing	252	961	438	3,673	5,323	20%
Leader	641	7	1	2	652	38%
Planning & Environment	100	238	98	79	514	9%
Resources	236	148	69	321	774	8%
Transportation	68	179	106	232	585	8%
Portfolio Not Determined	-83	-91	-24	-140	-339	0%
Total Debt	1,325	2,937	797	4,501	9,560	14%

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

Through a focus on process improvement and the redirection of staffing resource to address the oldest debt, the level of debt has now been brought down to £9.56m (£12.2m at Q2), 14% of annual sales. A significant proportion of our debt is secured against property as part of the Adults Social Care charging regime and reflects little risk to the council. Our unsecured debt, which represents the highest risk on non-recovery, has reduced from 8.3% of sales to 3.4%.

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

4 Late Payments

10 Day Late Payments

Portfolio (Target 90%)	Quarter 3				Year to date
	Total Paid	Paid Late	Paid On Time	% On Time	% On Time
Health & Wellbeing	372	24	348	94%	92%
Children's Social Care	238	37	201	84%	89%
Education & Skills	277	62	215	78%	78%
Community Engagement	293	10	283	97%	94%
Leader	48	7	41	85%	82%
Planning & Environment	105	24	81	77%	84%
Resources	297	75	222	75%	87%
Transportation	60	11	49	82%	90%
Corporate	-	-	-	0%	0%
Unallocated	17	3	14	82%	90%
Total	1,707	253	1,454	85%	88%

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

