



1 Portfolio Summary

Portfolio: **Leader**

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

REVENUE	£000	CAPITAL	Released £000	Unreleased £000	Total Gross £000
Budget	7,128	Budget	20,064	2,953	23,017
Outturn	6,954	Outturn	13,203	-	13,203
Variance	- 174	Variance	- 6,861	- 2,953	- 9,814
Variance %	-2.4%	Variance %	-34.2%	-100.0%	-42.6%
Financial Performance		Financial Performance			

The year-end revenue position is an underspend of £0.174m.

The majority of the underspend is headroom within the staffing budget in the Policy, Performance and Communications Team. This headroom is not carried forward into 2019/20 as there will be additional staff cost to cover maternity leave within the BI teams and the interim Head of Legal within PP&C.



Within the TEE business unit, there are compensating under- and overspends; higher costs relating to Phase 2 of the Broadband rollout are offset by increased contributions from partners and savings from vacancies are partially offset by lower recovery of staffing costs.

Capital slippage of £9.8m was driven by:

- Delay in the land purchase for South East Aylesbury Link Road
- A4 Sustainable Travel Scheme – delay in construction
- Aylesbury Eastern Link Road due to delay in commissioning detailed design

Portfolio: **Community Engagement and Public Health**

Member: **CLlr Noel Brown**

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	9,351	Budget	1,308	280	1,588
Outturn	9,424	Outturn	1,054	-	1,054
Variance	73	Variance	- 254	- 280	- 534
Variance %	0.8%	Variance %	-19.4%	-100.0%	-33.6%
Financial Performance		Financial Performance			

The year-end revenue position is an overspend of £0.073m.



The Contact Centre overspent by £95k due to undeliverable savings on the Fix My Street project. Sustainable savings have already been achieved via a voluntary redundancy programme to meet this pressure in 2019/20.

Contract savings provided an offsetting £44k whilst additional expenditure in the Registration Service associated with increased activity was offset by the generation of additional income. Similarly, additional Public Health expenditure was offset by additional income received in relation to NHS contracts.

Capital slippage of £0.53m is due to the delay in the refurbishment of Marlow Library as the library will now be one of three pilot Community Hubs; work on community engagement and detailed design will need to take place before work can start.

Portfolio: **Health & Wellbeing**

Member: **Cllr Lin Hazell**



REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	132,591	Budget	50	2,750	2,800
Outturn	134,152	Outturn	-	-	-
Variance	1,561	Variance	- 50	- 2,750	- 2,800
Variance %	1.2%	Variance %	-100%	-100%	-100%
Financial Performance		Financial Performance			

There was a net overspend of £1.561m on a gross budget of £175.2m (0.9%) this is despite the increased complexity and volume of clients experienced which is partly a result of a lower death rate than in previous years, an increase in the number of service users paying for their own care who have depleted their funds and where BCC is required to fund their on-going care needs. A number of strategic and proactive decisions totalling £1.7m have been taken to partly mitigate these pressures which include investment by Public Health in the Prevention Matters project and successful outcomes to an Ordinary Residency challenges. The Adult Social Care Transformation efficiencies target of £5.236m as a consequence of the Better Lives Transformation programme of £5.2m was fully met which puts the portfolio in a good position to manage their overall budget in 2019/20. The decision was taken early on not to release the corporate contingency that existed around adult social care pressures (£1.25m) in order to ensure that the service took full financial accountability for managing their pressures.

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

Portfolio: Children's Social Care

Member: Cllr Warren Whyte

REVENUE	£000	CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	68,897	Budget	1,851	- 594	1,257
Outturn	73,761	Outturn	228		228
Variance	4,864	Variance	- 1,623	594	- 1,029
Variance %	7.1%	Variance %	-87.7%	-100.0%	-81.9%
Financial Performance		Financial Performance			

The year-end revenue position is an overspend of £4.86m.

Main variances are against placement budgets for looked after children and legal budgets, as projected through the year. Placement budgets for looked after children were overspent by £4.17m. The service has put in place strategies to reduce placement costs by increasing placements with in-house foster carers and connected carers, and reducing reliance on external placements. During the year the number of placements with in-house foster carers increased by 34, and the numbers of external residential and external foster care placements reduced by 16 despite growth in the overall number of looked after children. This shift avoided full year costs of £2.8m compared with the mix of placements at the start of the year.

The placement budget for 2019/20 reflects estimated numbers of looked after children and the expected placement mix, based on sufficiency strategies to increase in-house placements.



Legal budgets overspent by £0.88m due to the re-working of complex cases leading to an increase in the numbers of court proceedings. The legal budget for 2019-20 has been increased to reflect the expectation that costs will remain high whilst legacy cases are being reworked.

The placement budget for 2019/20 reflects estimated numbers of looked after children and the expected placement mix, based on sufficiency strategies to increase in-house placements. Overachievement of income was realised for unaccompanied asylum seeking children (UASC) as grant received was in excess of budget due to increased numbers of children and cost and in respect to Continuing Health Care contributions for young people attending The Vines short breaks service.

Capital slippage of £1m comprises of slippage variance of £1.6m relating to the purchase of two homes within the Wycombe area. Both purchase and refurbishment will now take place in the 2019/20 financial year offset against an overspend of £0.6m relating to the re-sale of the Westfield home which is now anticipated for next year.

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

Member: **Cllr Mike Appleyard**

REVENUE	£000	CAPITAL	Released £000	Unreleased £000	Total Gross £000
Budget	22,539	Budget	46,361	- 627	45,734
Outturn	24,067	Outturn	47,908		47,908
Variance	1,528	Variance	1,547	627	2,174
Variance %	6.8%	Variance %	3.3%	-100.0%	4.8%
Financial Performance		Financial Performance			

The year-end revenue position is an overspend of £1.53m.

There was a £2.04m overspend against home to school transport budgets due to increase in demand through the year, increased savings to be achieved and shortfall against in year savings plan. A consultation was held October to January 2019 and revised home to school transport policies have been agreed with effect from September 2019 and an implementation plan is in place.

Staffing vacancies related to the Integrated Commissioning restructure have resulted in a £0.2m underspend.



Dedicated School Grant (DSG) budgets were £1.35m overspent and this will be managed within the overall DSG reserve. Demand for placements and funding to support for pupils with SEND increased by 9% in the 2018-19 financial year with a net increase of 421 pupils either being placed in specialist provision or being supported in mainstream schools and colleges with top up funding. The service is putting in place strategies to reduce the reliance on high cost external placements and, despite the increase in numbers, the proportion of pupils being supported in external specialist placements remained the same in 2018-19. The proportion of pupils being supported in mainstream provision increased in 2018-19

The capital position is an overspend of £2.2m comprising overspends due to accelerated expenditure offset by slippage:

- Accelerated expenditure: £4.7m on St Michael's, Aylesbury as the project is being completed ahead of schedule and £2.0m on Primary and Secondary schemes
- Underspends/Slippage: £1.8m in Primary and Secondary School Places, £1.2m on the Abbey View and Green Ridge projects, delayed spend on Suitability schemes of £0.5m and Early Years of £0.9m.

Portfolio: **Resources**

Member: **Cllr John Chilver**

REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	25,072	Budget	84,459	3,520	87,979
Outturn	25,525	Outturn	81,707		81,707
Variance	453	Variance	- 2,752	- 3,520	- 6,272
Variance %	1.8%	Variance %	-3.3%	-100.0%	-7.1%
Financial Performance		Financial Performance			

The revenue year-end position is an overspend of £0.45m, which is in line with the Q3 forecast. The underlying pressures in HR and Property remained unchanged, however Property's overall position improved at year end, reducing the total underlying pressure in Resources down by £314k, to £1.9m. This position was improved by income from our new commercial acquisitions (£784k from Globeside and Voyager). Reserves were drawn down by £697k, over £300k less than expected, as a one-off measure to offset the pressures this year. Following the MTFP savings plans, we are now able to move into 19/20 with a balanced and robust budget.

Due to the improved outturn position for Property a net contribution to the Property Voids reserve was made rather than the expected significant drawdown, which will ensure the Portfolio is better able to manage future income risks from commercial properties.

Breakdown of underlying pressure

(1) Property & Assets had an underlying pressures of £1.1m due to pressures on reactive maintenance budget associated with the underperformance of the contract, a significant issue with an oil leak in Waddesdon, and staffing cost pressures mainly from historical capitalisation budgets which are no longer achievable.

(2) HR& OD had an underlying pressure of £1.3m largely due to unachievable income targets associated with Harrow HR Shared Service and payroll service.



(3) The remainder of Resources Portfolio underspent by a net total of £0.5m

The capital position is an underspend of £6.3m, mainly comprising:

- £3.3m underspend/slippage on Technology Projects due to initial delay in implementing Technology Strategy which is now underway
- £1.2m underspend on Aylesbury Study Centre, as decision has been put on hold for Unitary
- £0.6m underspend on Agricultural Estate, as works were delayed pending decision on Rowley Farm sale.
- £0.4m underspend on the conversion of Old Wycombe Library due to a delayed start and asbestos discovery.
- £0.6m of underspend on new Investment Properties, as the budget was calculated slightly high based on estimated costs.

Portfolio: **Planning & Environment**

Member: **Cllr Bill Chapple OBE**



REVENUE		CAPITAL	Released	Unreleased	Total Gross
	£000		£000	£000	£000
Budget	10,295	Budget	2,515	164	2,351
Outturn	8,668	Outturn	2,231		2,231
Variance	- 1,627	Variance	- 284	164	- 120
Variance %	-15.8%	Variance %	-11.3%	-100.0%	-5.1%
Financial Performance		Financial Performance			

The revenue year-end position is an underspend of £1.63m

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	28,832	Budget	40,929	917	41,846
Outturn	28,904	Outturn	37,924		37,924
Variance	72	Variance	- 3,005	- 917	- 3,922
Variance %	0.2%	Variance %	-7.3%	-100.0%	-9.4%
Financial Performance		Financial Performance			

The revenue year-end position is a small overspend of £72k. Total expenditure exceeded the budget by £0.51m due to increased costs associated with the Client & Public Transport HR issues and recommissioning project offset by lower than anticipated spends in parking and streetworks. Total income exceeded the budget by £0.44m, driven by increased section 106 income and recovered expenditure offset by lower income from parking and streetworks.

The capital position is an underspend of £3.0m due to slippage linked to delays on developer funded schemes, the Westcott roundabout, HS2 mitigation and Globe Park projects.

2 Non-Portfolio Costs

The outturn position for non-Portfolio budgets is an underspend of £7.0m. This includes an underspend of £1.5m on Treasury Management costs largely due to an underspend on debt interest costs as a result of debt restructuring, reduced levels of borrowing and the use of internal resources. There were also underspends relating to reduced revenue contributions to capital (£1m), increased business rates contributions, use of earmarked reserves and unreleased corporate contingencies, including those provided for in relation to Adult Social Care (£1.25m), national living wage, pay and adverse weather.

3 Outstanding Debt

Portfolio	Outstanding Debt				Total Due	Outstanding Debt as a % of Annual Sales
	0-30 Days	31-90 Days	91-180 Days	More than 180 Days		
Children's Social Care	516	114	0	87	717	19%
Community Engagement	4	2	6	9	21	2%
Corporate Costs	0	0	0	21	21	2%
Education & Skills	680	118	6	32	836	4%
Health & Wellbeing	1,068	745	289	3,790	5,893	20%
Leader	2	2	8	5	17	1%
Planning & Environment	56	382	228	80	747	13%
Resources	125	11	68	208	412	4%
Transportation	229	23	176	152	580	7%
Portfolio Not Determined	-74	-48	-10	-131	-263	0%
Total Debt	2,606	1,350	771	4,252	8,979	11%

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 £9.0m (£9.6m at Q3), 11% of annual sales. A significant proportion (30%) of our debt is secured against property as part of the Adults Social Care charging regime and reflects little risk to the council. 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 4				Year Total
	Total Paid	Paid Late	Paid On Time	% On Time	% On Time
Health & Wellbeing	371	36	335	90%	92%
Children's Social Care	308	30	278	90%	90%
Education & Skills	295	61	234	79%	78%
Community Engagement	252	21	231	92%	94%
Leader	28	9	19	68%	80%
Planning & Environment	135	18	117	87%	85%
Resources	307	60	247	80%	85%
Transportation	88	16	72	82%	87%
Corporate	-	-	-	0%	0%
Unallocated	11	3	8	73%	86%
Total	1,795	254	1,541	86%	88%

The Council aims to make 90% of payments to SME's within 10 days yet only achieved a rate of 88%. Those areas not meeting the target are being reviewed for any systemic / administrative issues