



1 Portfolio Summary

Portfolio: **Leader**

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

REVENUE		CAPITAL	
	£000		£000
Budget	7,508	Budget	6,451
Outturn	7,508	Outturn	6,496
Variance	-	Variance	45
Variance %	0.0%	Variance %	0.7%
Financial Performance		Financial Performance	

The year-end revenue position is breakeven.



Whilst the Policy, Performance and Communications Team is forecasting to spend to budget, the income forecast is higher than budgeted as we are expecting additional income from the CCG from a staff secondment offset by a corresponding increase in expenditure to cover backfill arrangements; this is net neutral overall. There are some costs (c. £90k) being incurred by Policy, Performance and Communications Team to fund the implementation of the new legal service, which are being funded from Reserves.

Within the TEE business unit, there are compensating under- and overspends.

Capital forecast position is an overspend of £45k as a result of slightly accelerated spend on the A355 improvement scheme.

Portfolio: **Community Engagement and Public Health**

Member: **Cllr Gareth Williams**

REVENUE		CAPITAL	
	£000		£000
Budget	8,850	Budget	263
Outturn	8,850	Outturn	263
Variance	-	Variance	-
Variance %	0.0%	Variance %	0.0%
Financial Performance		Financial Performance	



The year-end revenue position is breakeven.

The contact centre is forecasting a minimal £8k overspend, and is broadly expecting to be able live within budget this year, as last year's pressures have been resolved via a redundancy programme in the wider Customer directorate.

Capital is expected to breakeven.

Portfolio: **Health & Wellbeing**

Member: **Cllr Lin Hazell**

REVENUE	£000	CAPITAL	£000
Budget	137,499	Budget	225
Outturn	137,503	Outturn	225
Variance	4	Variance	-
Variance %	0.0%	Variance %	0%
Financial Performance		Financial Performance	

Forecast outturn position is a very small overspend of £4k.



This year has seen an increase in packages of care due to reduced funders (£0.4m) and a lower death rate over winter (also about £0.4m) which have been partially offset by savings (-£0.3m). These savings are due to some early delivery of future MTP savings in Integrated Commissioning, notably fewer community liaison officers and a new strategy around voluntary grants being awarded (The £75k saving on voluntary grants is going to be achieved by implementing a new bid process for Prevention Grant Funding in 2019/20 and developing a strategy for procuring services more efficiently by moving from a grant process towards a commissioned model).

There is a risk that growth in packages of care over the course of the rest of the year may be higher than originally anticipated when setting the budget, and this forms the major part (£2.4m) of the potential risk to the outturn position.

The capital position is breakeven

Portfolio: Children's Services

Member: **Cllr Warren Whyte**

REVENUE		CAPITAL	
	£000		£000
Budget	75,710	Budget	1,032
Outturn	75,710	Outturn	1,350
Variance	-	Variance	318
Variance %	0.0%	Variance %	30.8%
Financial Performance		Financial Performance	

The year-end revenue position is breakeven.

There is a potential risk of an overspend of £1.1m on staffing costs arising from the cost of agency staff across Children's Social Care. The work completed to date on improving the quality of the service provided by the statutory social work teams has led to a high number of staffing changes. This has led to the proportion of agency staff across the workforce increasing from approximately 20% to 30%. Significant efforts to recruit permanent social work staff have previously not resulted in the right calibre of candidates coming forward in the required numbers. Although in the year 2018/19 forty new staff joined the service.

A different approach is now being taken to staff recruitment. This includes:

- A move away from generic job advertisements to targeted time limited recruitment campaigns.
- Use of OFSTED monitoring letters to demonstrate to candidates some of our emerging strengths.
- The commissioning of an external organisation to do some proactive recruitment to hard to fill posts.
- No new agency staff will be recruited unless agreed by the Service Director.

However it is anticipated that the potential risk would be offset by a saving on placement costs for looked after children as numbers of looked after children are lower than budgeted for.



The capital position is an overspend of £0.3m arising from:

Slippage variance of £0.2m relating to the purchase of two homes within the Wycombe area. It is anticipated both homes will be purchased this year with the refurbishment of the second home being forecasted for 2020/21.

Overspend variance of £0.5m relates to anticipated re-sale value of Westfields Home, not forecasted as currently no resale date has been established.

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

Member: **CLlr Anita Cranmer**

REVENUE		CAPITAL	
	£000		£000
Budget	23,882	Budget	30,982
Outturn	23,882	Outturn	30,237
Variance	-	Variance	- 745
Variance %	0.0%	Variance %	-2.4%
Financial Performance		Financial Performance	

The year-end revenue position is breakeven.

Education and skills budgets are currently projected to break even for this financial year. The key risk area is Home to School Transport. Delivery of savings is currently projected to be on target.



DSG Budgets are forecast to break even. There are pressures against the high needs placements budgets and rates budgets for schools.

The capital position is an underspend of £0.75m

There is an overspend in secondary school places offset by slippage in primary places. There is a possible contingency underspend of £1m due to good project management and contractors relating to St. Michael's Satellite, Aylesbury. Special Education Needs has an accelerated balance of £0.7m to be carried forward for future plans.

Portfolio: **Resources**

Member: **Cllr John Chilver**

REVENUE		CAPITAL	
	£000		£000
Budget	22,589	Budget	9,755
Outturn	22,590	Outturn	9,439
Variance	1	Variance	- 316
Variance %	0.0%	Variance %	-3.2%
Financial Performance		Financial Performance	

Resources are reporting a breakeven position.

The following underlying risks have been identified: an expected pressure from the Harrow Exit Pension Liability; a staffing pressure in CBS Children's Services which is currently undergoing a review; an MTFP headcount reduction target which, due to unitary workload is unlikely to be realised.

We are expecting these risks to crystallise around Q2, and are currently identifying mitigations which could be used if needed, including: in-year contract savings within IT budgets; utilising some savings benefit from exiting the shared-service arrangement with HBPL; as a last resort, looking to reserves to fund one-off pressures.



Note: The £379k underspend on expenditure is mainly attributable to the drawdown from voids reserve (see income shortfall explanation below), as reserve drawdowns score as negative expenditure.

Income forecast is £380k under budget due to ongoing Property Voids and new rent reductions (mainly Vale Retail Park) totalling £527k offset by additional £148k of income which was not previously budgeted for (£48k from the Old Police Headquarters and £91k from a landfill site).

The capital position is an underspend of £0.32m, mainly relating to slippage on Business Intelligence tools. The BI Team is instigating discussions with Technology Services about whether to formally delay this project until after Unitary.

Portfolio: **Planning & Environment**

Member: **Cllr Bill Chapple OBE**

REVENUE		CAPITAL	
	£000		£000
Budget	9,296	Budget	2,998
Outturn	9,186	Outturn	2,998
Variance	- 110	Variance	-
Variance %	-1.2%	Variance %	0.0%
Financial Performance		Financial Performance	



The revenue year-end position is an underspend of £0.11m due to an increase in Agricultural Estate rental income once the next rent review is concluded.

Additional project costs for an Environment Agency funded flood project are offset by a higher grant for flood management, higher staffing costs for the waste team, lower income from energy projects, land charges and planning applications and a reduced drawdown from reserves for waste are offset by reduced energy project costs and staffing costs in the energy team, increased income relating to higher third party waste income and recovered expenditure for infrastructure projects.

Capital is expected breakeven

Portfolio: **Transportation**

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

REVENUE		CAPITAL	
	£000		£000
Budget	29,134	Budget	37,748
Outturn	29,142	Outturn	37,024
Variance	8	Variance	- 724
Variance %	0.0%	Variance %	-1.9%
Financial Performance		Financial Performance	

The revenue year-end position is a small overspend of £8k.

The increased costs of £520k are driven by higher staffing costs and professional fees to monitor and manage the increased estate supervision and highways infrastructure work. Offsetting this is higher income driven by higher estate supervision (s106 and s38) monies and highways infrastructure fees and charges.

The capital position is an underspend of £0.72m driven by Transport for Bucks (TfB) relating to unreleased risk.

2 Non-Portfolio Costs

The outturn position for non-Portfolio budgets is breakeven.

Treasury Management, External Financing Corporate Costs and are all forecasting to breakeven.

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 Services	4	98	320	85	507	12%
Community Engagement	3	59	0	10	72	7%
Corporate Costs	2	6	0	11	19	2%
Education & Skills	2,130	13	446	21	2,611	13%
Health & Wellbeing	1,158	282	1,368	3,754	6,563	26%
Leader	3	0	0	3	6	0%
Planning & Environment	25	85	7	127	244	3%
Portfolio Not Determined	-435	-55	-13	-118	-621	0%
Resources	73	31	12	194	311	3%
Transportation	847	37	17	300	1,201	12%
Total Debt	3,811	557	2,159	4,386	10,913	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 £10.9m (£9.0m at the end of 18/19), 14% of annual sales. One quarter 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 1				Year to date
	Total Paid	Paid Late	Paid On Time	% On Time	% On Time
Health & Wellbeing	330	24	306	93%	93%
Children's Services	198	22	176	89%	89%
Education & Skills	249	38	211	85%	85%
Community Engagement	219	9	210	96%	96%
Leader	29	3	26	90%	90%
Planning & Environment	82	13	69	84%	84%
Resources	337	91	246	73%	73%
Transportation	46	11	35	76%	76%
Corporate	-	-	-	0%	0%
Unallocated	3	-	3	100%	100%
Total	1,493	211	1,282	86%	86%

The Council aims to make 90% of payments to SME's within 10 days; only 86% of invoices have been paid within 10 days this year. Those areas not meeting the target are being reviewed for any systemic / administrative issues