

Cabinet 22 July 2019

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Minutes

Cabinet

Date: 8 July 2019

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

Time: 10.35 am to 11.55 am

MEMBERS PRESENT

Mr M Tett (in the Chair).

Mr W Chapple OBE, Mr J Chilver, Mrs A Cranmer, Ms L Hazell, Mr M Shaw, Mr W Whyte and Mr G Williams

OFFICERS IN ATTENDANCE

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

1 APOLOGIES FOR ABSENCE

There were none.

2 DECLARATIONS OF INTEREST

There were none.

3 MINUTES

RESOLVED: The minutes of the meeting held on 10 June 2019 were **AGREED** as an accurate record and signed by the Chairman.

4 HOT TOPICS

Cabinet Member for Children's Services highlighted the successes in the Fostering Service as they had had a record number of enquiries over the past few months. Further information events were being held on 24 July at the Buckingham Opportunity Centre and on 15 August at County Hall, Aylesbury. The Leader reiterated the incredible value this had for those in foster



care. More information on the event could be found here <https://www.buckscc.gov.uk/services/care-for-children-and-families/fostering/fostering-information-event/>

Cabinet Member for Community Engagement and Public Health promoted the summer reading challenge that would be launched on Saturday 13 July. The challenge would open to 4-11 year olds and would have a Space Chase theme. More information could be found at local libraries.

Cabinet Member for Planning and Environment highlighted the Heathrow Expansion consultation that was underway. Mr Chapple expressed the importance of residents understanding the impact of the expansion and stated that Buckinghamshire County Council (BCC) were supportive of the expansion but were ensuring as long as their mitigating requirements were met

The Leader highlighted his attendance at the recent Local Government Association Conference the previous week. The conference was an opportunity to network with other local authorities and to hear from speakers such as the Secretary of State and Opposition Lead Members

5 QUESTION TIME

There were none.

6 FORWARD PLAN FOR CABINET AND CABINET MEMBERS

Mr Chapple highlighted that the item 'Household Recycling Centre (HRCs) service changes financial appraisal' would come to Cabinet on 9 September 2019. The item would discuss the future of the Burnham site.

RESOLVED: Cabinet NOTED the report.

7 CABINET MEMBER DECISIONS

RESOLVED: Cabinet NOTED the report.

8 SELECT COMMITTEE WORK PROGRAMME & INQUIRY WORK PROGRAMME

RESOLVED: Cabinet NOTED the report.

9 BUCKINGHAMSHIRE MINERALS AND WASTE LOCAL PLAN

Mr B Chapple, Cabinet Member for Planning and Environment introduced the report and highlighted the following points:

- Buckinghamshire County Council was the local planning authority for minerals and waste.
- The report asked Cabinet to recommend the plan to Full Council on 25 July.
- Mr Chapple praised officers that had worked on the development of the plan.
- There had been eight areas identified for the five year plan; one in Beaconsfield, three in Denham, one in Iver, two in Hedgerley and one near Leckhampsted.
- Minerals were dealt with in their current location which was why there were more sites in the south of the county.

Cabinet raised and discussed the following points:

- Mr Whyte requested reassurance that issues of flooding and access had been taken into account and that robust policies were in place and any mitigation. Mr Chapple stated that the flooding team had been involved and he was confident these processes were in place.
- Mr Chapple stated that there was no mention in the report to fracking as there were no active licences in the county.
- Mr Chilver made reference to the reduction in waste that came from London to the Energy from Waste (EfW) site and asked if FCC were future proofing the site to ensure they were meeting capacity. Mr Chapple stated that as a commercial enterprise it would be down to FCC to top up their capacity and had recently been successful in securing a contract with Hertfordshire County Council.
- It was noted that there was a current cap on HGV movements and if there were a plan to increase this would need additional planning permission.
- Mr Chilver highlighted the planning conditions at the Greatmoor site and the reassessment of waste import by rail to meet sustainable transport demands and if that was regularly reviewed. Mr Chapple confirmed he would raise the need for an assessment at their meeting in September.
- Mr Tett raised that with the large number of locations placed in the south of the county this added an additional pressure to towns and villages in the south that already had high volumes of HGV movements and if that would be taken into account. Mr Chapple highlighted minerals had to be extracted from where they were located but steps would be taken to minimise the impact on smaller rural roads e.g. from the south of the county they would travel up the M40 to Bicester and FCC had built a new road into the plant.
- Mr Chapple stated that HGV movements were a concern across the county in particular with major schemes on the horizon but confirmed that any scheme would need to complete their own minerals and waste plan and HGV movements would be a part of that.
- Mrs Cranmer questioned those sites in the report that had not yet secured planning permission and Mr Chapple said at the time of the plan these were assumptions and that those applications would go through the normal decision making process.

Cabinet were asked to:

- 1) Note the progress made on the Buckinghamshire Minerals and Waste Local Plan 2016-2036.
- 2) Note the Inspector's conclusion that the BMWLP, with the recommended Main Modifications, is sound and capable of adoption.
- 3) Recommend the Buckinghamshire Minerals and Waste Local Plan (Appendix 2) progresses to full Council for approval and adoption.

RESOLVED: Cabinet AGREED the above recommendations.

10 Q4 2018/19 PERFORMANCE REPORT

Cabinet received a summary report, scorecard and detailed measures for each of their portfolio areas and were asked to update on those areas that were being flagged as red.

Leader

- There were no red statuses to report in The Leader portfolio.

Cabinet Member for Community Engagement and Public Health

- Red - % receiving an NHS Health Check of those who were offered an NHS Health Check – only slightly adrift from target of 48%. Mr Williams stated that he would be having the health check himself and communications would be shared on this to raise awareness. Mr Williams mentioned that there had been concerns from some GPs regarding the quality and value of the health checks. It was a national campaign and the service would continue to actively promote and work with GPs.
- Red - % of successful alcohol treatment completions of those in treatment – Mr Williams highlighted the Director of Public Health report focused on the theme of alcohol use and would come with an action plan for improvement.
- Amber - % of the eligible population invited to an NHS Health Check – it was confirmed that although amber at 88.8% the Council were outperforming their peer group and 100% was a stretching target.
- Amber - % of successful drug treatment completions of those in treatment – at 12.6% this was not far from the target of 13% but was still disappointing and there was further work to do.
- Green – % of births that receive a face-to-face New Birth Visit within 14 days by a health visitor in the quarter – had gone beyond the target of 90% which was a great achievement.

Cabinet Member for Health and Wellbeing

- It was highlighted that the Transformation programme in the service was having an impact on performance which was on an upward gradient.
- Red – Delayed transfers of care from hospital per 100,000 population (attributable to Social Care or jointly to the NHS and Social Care) – it was noted that this was a national target. Good work continued in the service and options being considered which included the integration of the Reablement Team.

- Red - % contacts progressed to assessment – this was showing as 3% behind target however the indicator had improved since the start of the Transformation programme. The three year target was already close to being achieved.
- Red - % Adult Social Care clients receiving an annual review – this was a national target of a stretching target of 100%. There were still issues in the recruitment of social workers and this would have an impact on general performance. The service was looking at various initiatives in a drive to recruit social workers and was high on the agenda to improve over the next 12 months.
- Red - % of people re-abled with an outcome of Independence – local set indicator as part of the Transformation programme. Moving towards target in line with the Transformation programme outcomes, improvement from previous year.
- Red - Admissions of adults (under 65 yrs) into residential and nursing care. Rate per 100,000 of population – the target had dropped significantly since the start of the Transformation programme. Lin Hazell stated that they had not moved the position for younger adults as much as they would have liked and this was due to a lack of alternative provision across the County. It was highlighted that the service had commenced a review of the approach to learning disability and autism and a detailed plan of how this would be addressed would come to Members in the near future. Working with colleagues across the county as part of the new unitary authority would help progress.
- Red - % of adults with learning disabilities who live in their own home or with their family – further work was needed to understand how to best support those with learning disabilities to stay independent.
- Red – Average length of stay in Residential/Nursing care – the figure was expected to drop in line with the Transformation programme; a strength based approach.
- Amber - % of adults with a learning difficulty in paid employment – this was a long running issue with some resistance in the employment sector. Lin Hazell confirmed that the integration of Supporting Employee Service into Day Services was now completed and continued to work with adults supporting them into appropriate employment.

Cabinet Member for Children’s Services

- Mr Whyte made reference to the % of births that receive a face-to-face New Birth Visit within 14 days by a health visitor indicator and state what a fantastic achievement it was and reflected the importance the county council put on achieving the target.
- Red - % of children waiting less than 14 months between entering care and moving in with their adoptive family – Mr Whyte commented that the county council were more focused on achieving the right placement for the child rather than a quick fix to meet targets, which could result in a failed placement. The projection for the indicator was better.
- Red - % assessments completed in 45 working days – assessments were a critical part of the social work process and needed to be carried out correctly. Work being carried out was seeing results however in improving practices time was needed to imbed to achieve a sustained improvement.
- Red - % ICPC (Initial Child Protection Conference) held within 15 working days of the strategy discussion – Mr Whyte stated that it was a stretching target and that the county

council performed above their South East neighbours. Reassurances were given to Cabinet that senior managers took improvement in the area seriously.

- Amber - % of children who became the subject of a Child Protection Plan for a second or subsequent at any time – Mr Whyte had asked for further information regarding the target as there was more concern for those that returned in a short period of time. There was a lot of hard work happening in the service and was moving in the right direction.
- Green - % of care leavers in employment, education, or training – the indicator was on target and the county council were performing better than its statistical neighbours. Mr Whyte highlighted that the Corporate Parenting Panel maintained pressure on social workers and other stakeholders to deliver. The results were a great outcome for care leavers as it meant that it had a productive and beneficial impact on their future lives.
- Green - % of Children Looked After seen in the last 6 weeks – the performance had got back on track over the last two quarters and was part of the Improvement programme.

Cabinet Member for Education and Skills

- Red - % new EHC plans issued within 20 weeks (excluding exceptions) - it was highlighted that it had been a long running issue but the backlog had now been cleared and only current plans were now being dealt with. The next performance report would show further improvement.
- Red – Permanent exclusion rates – was an area of improvement as currently above the national average. Plans were in place to tackle the issue which included the Side by Side programme.
- Amber – Overall attendance rate at Secondary Schools in Buckinghamshire – Mrs Cranmer mentioned that the £60 fine for pupils being out of school would be reviewed. Although it was a national requirement to impose a fine there needed to be work into the different types of absence and not a blanket fine. Mr Tett asked that Cabinet were kept informed of development.
- Mrs Cranmer made reference to two green indicators which were Overall attendance rate at Primary Schools in Buckinghamshire and % of pupils attending schools rated good and outstanding by Ofsted.

Cabinet Member for Resources

- Red - % total capital spend across BCC (forecast) compared to Budget (performance measure) – only marginally outside of the green range at 11.2% of the total Capital budget for the year. Mr Chilver stated that the slippage mostly related to major infrastructure projects in the Leader and Transport portfolios and other factors were where Capital project had been put on hold due to the unitary decision. Mr Chilver also highlighted that they had fully spent the Capital money for Highways maintenance and schools building programme and had actually achieved ahead of target.
- Red - Number of existing staff and new employees taking up apprenticeships (excluding schools) – this had been disappointing and fell short of the public sector target set. Lack of suitable training apprenticeships standards in certain areas for example the social worker apprenticeship standards that were due to be published this year. There were also practical restrictions to the number of placements that could supported in light of

budget cuts. The Learning and Development team had been actively promoting the scheme and the county council had recently been successful in an application to join the LGA Apprenticeship Accelerator Programme which would provide eight days of consultancy work from the LGA to support the apprenticeship strategy.

- Amber - Number of sickness absence days per FTE annually (BCC) – continued to support mental health and wellbeing campaigns. Mr Tett raised the importance of understanding the reasons for high sickness and if related to work related stress.
- Green - % of BCC website pages that meet accessibility standards – there had been a vast improvement in the area as precious red, it now performed well above target.

Cabinet Member for Planning and Environment

- There were no red statuses to report
- Amber - % of waste collected for recycling, reuse, composting or anaerobic digestion) from household sources – this was a starring target and performance was currently in the 5% tolerance. It was noted that the county council were performing in the top 10% of all authorities.
- Amber – % of customers satisfied with their local Rights of Way Network – there had been a number of issues with routes. The service had been successful in a Capital bid for the next four years.
- Green - % of Sustainable Drainage planning applications responded to within 21 days or agreed timeframes – performing well at a 99.4% success rate and Mr Chapple stated that this had been in part to the hard work of the apprentice within in the team.
- Green – Country Parks: Visitor Numbers – performing well with over 1m visitors. The parks were of a very high quality and to be proud of.

Cabinet Member for Transportation

- Red - % of Highways Development Management (HDM) planning applications responded to within 21 days or agreed timeframes – there had been a number of challenges which had included resource within the team. There had been an increase of applications submitted.
- Red - NHT Public Satisfaction Survey: Tackling Congestion – this was scoring just below amber. It was recognised that the more work carried out on the highways the more issues this caused. Some instances were also related to works carried out by utility companies that the county council were not always made aware of prior to the work. Mr Tett highlighted increased housing and traffic but no investment from government in infrastructure and that the county council continued to put pressure on central government regarding this.
- Green - % of individual Capital schemes (Network Safety, Safety Fencing and Drainage) completed by year end –had been a really good year and performed at 94%
- Green - % of overall Capital Carriageway Maintenance Programme delivered by year end – 100% delivery.
- Green - % of overall Capital Footway Programme delivered by year end – 100% delivery which was done to good planning as it previously looked like it could slip.

- Green - % of Category 1 defects repaired in 2 working days – 43% last year but now performing at 99%. There had been fewer defects due to better and the delivery of the plane and patch programme.

Mr Whyte praised the performance of the Customer Services Team with 14k-15k contacts by email or phone a month and had improved first time resolve from 58% to 69%. Mr Whyte stated that given the complexity of some of those inquiries the results were impressive. Mr Williams confirmed that it would also be a seamless process when the new council would go live on 1 April 2020.

Mr Williams highlighted the work of the Corporate Parenting Panel and in particular those children that were now placed within 20 miles of them home, this had been in part due to the increase in foster carers and the county council opening their own children's homes. Mr Tett stated that it was important to remain focussed as the council moved into the new unitary authority.

Cabinet was asked to:

- 1) Come to a view on how the organisation is performing
- 2) Take action to improve performance where necessary

RESOLVED: Cabinet came to a view on how the organisation was performing and summarised action being taken to improve performance where necessary.

11 DATE OF THE NEXT MEETING

22 July 2019.

**MARTIN TETT
LEADER OF THE COUNCIL**

Report to Cabinet

Title:	Q1 2019/20 Budget Monitoring Report
Date:	22nd July 2019
Author:	Cabinet Member for Resources
Contact officer:	Jane Parker, Senior Accountant x2843
Local members affected:	None
Portfolio areas affected:	All

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

Summary

As was reflected within the 2018/19 outturn report at the Cabinet meeting on 13th May 2019, the current operating environment for Councils with responsibility for Social Care is extremely challenging, with service demand pressures and increasing complexity driving overspends across many local authorities. These challenges continue to be widely reported in the national press and whilst these will continue at least until the Government's Comprehensive Spending Review can be undertaken, which may now be delayed as a consequence of the on-going uncertainty surrounding Brexit.

Buckinghamshire County Council is not immune to these challenges and has sought to recognise and mitigate them when setting the 2019/20 budget. These challenges will continue to need to be addressed by Buckinghamshire Council and are reflected in the planning that is underway to support the production of the first budget for the new unitary authority.

The revenue outturn forecast at the end of Quarter 1 is a projected underspend of £100,000, comprising of a portfolio underspend of £100,000. The portfolio overspend is made up of a projected underspend of £111,000 within the Planning & Environment portfolio, partially offset by an £8k overspend in the Transportation portfolio.

There are potential risks and opportunities that could subsequently impact the final 2019/20 outturn position, primarily linked to the demand for social care services whether for adults or children's, potentially offset by the utilisation of contingency funding and/or additional income. These risks and opportunities will continue to be monitored and will subsequently be

incorporated into future outturn forecasts at the point it is judged that they are deemed to be unavoidable or, in the case of opportunities, to have been realised.

The Council's Capital Programme shows an overall underspend on projects of £1.92m (2.1%) for 2019/20, which is well within the Council's performance target of achieving less than 10% slippage against the planned expenditure. The Capital Programme for a financial year represents a snap-shot of twelve months of a longer term programme of investment and, as such, the outturn position will reflect changes in circumstances that impact upon the timing of these financial investments. Slippage against the Capital Programme can, therefore, include projects being undertaken earlier than anticipated, as well as situations where delays may occur.

The key Portfolio variances are explained in Appendix 1.

Purpose of the Report

This report provides information on the financial performance of Buckinghamshire County Council to the end of Quarter 1 of the financial year 2019/20.

Background

A full analysis of the projected outturn of Portfolios is contained within the appendices to this report.

As well as narrative information, financial performance against targets are 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 are asked to **NOTE** the current forecast outturn for the 2019/20 financial year.

A. Narrative setting out the reasons for the decision

Context – National

Local authorities with social care responsibilities are experiencing growing service and financial pressures; this has been most notable in the problems faced by Northamptonshire County Council but similar challenges have also been widely reported across many single- and upper-tier authorities.

These pressures on local authority budgets were highlighted recently in a National Audit Office (NAO) report which stated that:-

- from 2010/11 to 2019/20 the real terms reduction in Central Government funding of local authorities will be 56.3%.
- 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 percentage of local authorities with care responsibilities that drew down on their reserves during 2016/17 was 66.2%.

Whilst funding for Local Government has been reducing, statutory obligations have remained the same or have increased during the same period. Furthermore, the overall national 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 2024/25 mainly as a consequence of social care services, whilst the President of the Chartered Institute of Public Finance and Accountancy (CIPFA) reflected in July 2019 that “Government must recognise that we need significant injection of additional financial resources to tide us over for that year [2020/21] until [the Government] can properly review the needs.”

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 need to use significant levels of financial reserves in order to meet these pressures. These are not pressures which are receding, and many more Councils are identifying significant budget gaps in future years. Grant Thornton with CIPFA launched a Financial Foresight model in July 2019, reporting that indications are that 49% of unitary authorities and 50% of metropolitan councils are at risk over the next decade, with counties the category at the next most risk (44%).

Context – Local

Buckinghamshire County Council (BCC) has a good track record of managing within its overall budget. In eight of the last nine years there has been an overall underspend despite experiencing pressures within social care services. In 2018/19 there was an overall underspend of £228,000. The level of General Fund reserves currently stand at £26.4m, representing 7.4% of the BCC net budget requirement for 2019/20. It is proposed to make further contributions to the General Fund and earmarked reserves in 2019/20 to ensure that

their level remains appropriate to mitigate the identified risks as Buckinghamshire County Council transfers service responsibilities into the new Buckinghamshire Council.

1. Revenue Budget Outturn

The forecast revenue budget outturn is summarised in Table 1 below. The key Portfolio variances are explained in **Appendix 1**.

At a Portfolio level, the Planning and Environment portfolio is forecasting an underspend of £111,000 (-1.2% of its net revenue budget); all other Portfolios are forecasting close to breakeven.

Table 1 – Summary of Council revenue budget outturn

Portfolio Area	Outturn £000	Budget £000	Variance £000	Variance %
Leader	7,508	7,508	-	0.0%
Community Engagement	8,850	8,851	(1)	(0.0%)
Health & Wellbeing	137,502	137,500	2	0.0%
Children's Social Care	75,710	75,710	-	0.0%
Education & Skills	23,883	23,882	1	0.0%
Resources	22,590	22,589	1	0.0%
Planning & Environment	9,186	9,297	(111)	(1.2%)
Transportation	29,142	29,134	8	0.0%
Portfolio Total	314,371	314,471	(100)	(0.0%)
Corporate Costs	22,181	22,181	(0)	(0.0%)
Treasury Management & Capital Financing	19,659	19,659	(0)	(0.0%)
Operating Budget	356,210	356,311	(101)	(0.0%)
External Financing	(356,311)	(356,311)	0	(0.0%)
Council Total	(100)	0	(100)	

2. Capital Outturn

The capital outturn position is a forecast underspend/slippage of £1.92m and is summarised in Table 2 below.

Most Portfolios are forecasting close to budget. Both Education and Skills and Transportation Portfolios are forecasting underspends of c£700,000 (Education & Skills £745,000 due to good project management and contractor performance, in relation to St. Michael's Satellite, Aylesbury and Transportation £724,000 due to an unrealised risk relating to Transport for Bucks). The Children's Services Portfolio is forecasting a prudent overspend of £318,000 as the anticipated re-sale value of Westfield's Home is not yet clear as currently no resale date has been established, which in turn indicates that this forecast could be significantly altered in the event that a sale is confirmed during the course of 2019/20.

Table 2 – Summary of Council capital budget outturn

Portfolio Area	Outturn £000	Budget £000	Variance £000	Variance %
Leader	6,496	6,451	45	0.7%
Community Engagement	263	263	-	0.0%
Health & Wellbeing	225	225	-	0.0%
Children's Services	1,350	1,032	318	30.8%
Education & Skills	30,237	30,982	(745)	(2.4%)
Resources	9,439	9,755	(316)	(3.2%)
Planning & Environment	2,998	2,998	(0)	(0.0%)
Transportation	37,024	37,748	(724)	(1.9%)
Subtotal - Portfolios	88,032	89,453	(1,421)	(1.6%)
Corporate	-	500	(500)	(100.0%)
Overall BCC	88,032	89,953	(1,921)	(2.1%)

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 regularly.

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.

If you have any views on this paper that you would like the Cabinet Member to consider please inform the Democratic Services Team by 5.00pm on Friday 19 July 2019. This can be done by telephone (to 01296 382343), or e-mail to democracy@bucksc.gov.uk

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

