

County Council 18 February 2016

Agenda Item		Page No
5	TREASURY MANAGEMENT POLICY STATEMENT; TREASURY MANAGEMENT STRATEGY STATEMENT; ANNUAL INVESTMENT STRATEGY AND MINIMUM REVENUE PROVISION STATEMENT Covering report and revised appendices.	3 - 36
7	MEDIUM TERM FINANCIAL PLAN, REPORT OF CABINET Covering report and revised appendices.	37 - 146



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County Council



Treasury Management Policy Statement; Treasury Management Strategy Statement; Annual Investment Strategy; Minimum Revenue Provision Statement

Thursday 18 February 2016

Report from Cabinet Member for Resources

Purpose of this Report

1. The purpose of this report is for the Council to consider the Annual Treasury Management Policy Statement, Treasury Management Strategy Statement, Annual Investment Strategy and the Minimum Revenue Provision Policy Statement for 2016/17, together with the Prudential Indicators for the next four years.

Background

2. The Council is required under Section 15 of the Local Government Act 2003 to approve an Annual Investment Strategy before the start of each financial year. In accordance with best practice the Council combines the Annual Investment Strategy with its Treasury Management Strategy Statement.
3. The general policy objective is to ensure that surplus funds held on behalf of the Council are invested prudently.
4. The Secretary of State issued Guidance on Minimum Revenue Provision under section 21(1A) of the Local Government Act 2003 that requires an annual statement on the Council's debt repayment policy: its Minimum Revenue Provision is submitted to the full Council for approval before the start of the financial year to which the provision will relate.

Main section

5. The Treasury Management Policy Statement, Treasury Management Strategy Statement, Annual Investment Strategy and the Minimum Revenue Provision Policy Statement for 2016/17 are attached as Appendix 1. It sets out the Council's treasury management strategy and the policy for the Minimum Revenue Provision.
6. Local Authorities are required to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003. This requires the Council

to agree a range of indicators to demonstrate that its investment plans are affordable, prudent and sustainable. These are set out in Appendix 2 for the next four years.

Recommendation

The Council is asked to APPROVE the Treasury Management Policy Statement, Treasury Management Strategy Statement, the Minimum Revenue Provision Policy Statement and the Annual Investment Strategy for 2016/17, together with the Prudential Indicators for the next four years.

**JOHN CHILVER
CABINET MEMBER FOR RESOURCES**

Appendix 1 – Treasury Management Policy Statement, Treasury Management Strategy Statement, Annual Investment Strategy and the Minimum Revenue Provision Policy Statement for 2016/17

Appendix 2 – Prudential Indicators for MTP 2016/17 to 2019/20

Appendix 1**BUCKINGHAMSHIRE COUNTY COUNCIL****TREASURY MANAGEMENT POLICY STATEMENT, TREASURY
MANAGEMENT STRATEGY STATEMENT, ANNUAL INVESTMENT
STRATEGY AND MINIMUM REVENUE PROVISION POLICY STATEMENT
FOR 2016/17****Treasury Management Policy Statement**

- 1 Buckinghamshire County Council defines its treasury management activities as:
 - The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
 - The County Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
 - This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
 - The investment policy objective for this Council is the prudent investment of its treasury balances. The Council's investment priorities are the security of capital and liquidity of its investments so that funds are available for expenditure when needed. Both the CIPFA Code and Department for Communities and Local Government (DCLG) guidance requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The generation of investment income to support the provision of local authority services is an important, but secondary, objective.
 - The Council's borrowing objectives are to minimise the revenue costs of debt whilst maintaining a balanced loan portfolio. The Council will set an affordable borrowing limit each year in compliance with the Local Government Act 2003, and will have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities when setting that limit.

Treasury Management Strategy Statement

Introduction

- 2 The Treasury Management Strategy details the expected activities of the treasury function in the forthcoming year 2016/17. The publication of the strategy is a statutory requirement.
- 3 The Treasury Management Strategy Statement and Annual Investment Strategy are underpinned by the CIPFA Code of Practice and Treasury Management Practices (TMPs) which provide prescriptive information as to how the treasury management function should be carried out.

Current Portfolio Position

- 4 The Council's treasury portfolio position as at 31 December 2015 comprised:

Borrowing

Fixed Rate Funding	£172.5m	Average Rate:	5.8%
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Investing

In House Investments:

Call accounts	£20.0m	Average Rate:	0.8%
Money market funds	£59.3m	Average Rate:	0.7%
Term deposits<1 year	£99.5m	Average Rate:	0.6%
Certificates of deposit<1 year	£15.0m	Average Rate:	0.7%
Term deposits>1 year	£20.0m	Average Rate:	1.3%
Property fund	£5.0m	Average Rate:	4.7%
Gross Investments	£218.8m	Average Rate:	0.8%

Net Investments	£46.3m
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- 5 The Council is intending to finance much of the Energy from Waste plant through a combination of earmarked reserves and current cash investments. Therefore, during the forthcoming 12 months, the Council's average investment balance is anticipated to reduce from £200m to approximately £30m. Following payment for the Energy for Waste plant, the Council plans to maintain minimum cash levels for operational purposes. Consequently, the Council's Annual Investment Strategy will change during 2016/17 following payment for the Energy for Waste plant. In order to maintain a diversified portfolio sovereign limits and counterparty limits will be reduced compared to current limits. A different strategy will operate once the cash balances reduce following the EfW plant payment. The limits prior to the EfW plant payment are the same as the 2015/16 strategy, apart from the Money Market Funds limit which has been temporarily increased from £150m to £200m in anticipation of requiring an increased access to short term cash prior to making the EfW plant payment. The table overleaf summarises the main changes:

	Cash limit prior to EfW plant payment	Cash limit following EfW plant payment
Any single organisation, except the UK Central Government	£25m each	£10m each
UK Central Government	unlimited	unlimited
Any group of pooled funds under the same management	£50m per manager	£25m per manager
AAA sovereign rated foreign countries	£30m per country	£20m per country
AA+ sovereign rated foreign countries	£15m per country	£10m per country
Money Market Funds	£200m in total	£50m in total

Prospects for Interest Rates

- 6 The Council has appointed Arlingclose as a treasury adviser to the Council. Part of Arlingclose's service is to assist the Council to formulate a view on interest rates. The Bank of England Base Rate, the official base rate paid on commercial bank reserves, has been 0.5% since March 2009. Arlingclose projects the first 0.25% increase in UK Bank Rate in the third quarter of 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns over the UK's position in Europe mean that the risks to this forecast are weighted towards the downside. On 19 January 2016, the Governor of the Bank of England, Mark Carney, ruled out an immediate rise in interest rates because of the weakening outlook for the economy.

Borrowing Strategy

- 7 The Council's borrowing objectives are:
- To minimise the revenue costs of debt whilst maintaining a balanced loan portfolio.
 - To manage the Council's debt maturity profile, leaving no one future year with a disproportionate level of repayments.
 - To maintain a view on current and possible future interest rate movements and borrow accordingly.
 - To monitor and review the balance between fixed and variable rate loans against the background of interest rate levels and the Prudential Indicators.
- 8 The Council may borrow in advance of spending need, where this is expected to provide the best long term value for money. Where gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual treasury management strategy. The Council is committed to building an Energy from Waste plant. This

will require additional borrowing during 2016/17, although in practice much of this will be financed through a combination of earmarked reserves (approximately £50m) and current cash investments (internal borrowing) (approximately £90m to £100m). The Council is planning to borrow £30m to £40m in 2016/17, possibly from another local authority rather than the PWLB. The Council will be repaying £10m of PWLB borrowing on 14 February 2016, a further £11.732m PWLB borrowing will be repaid during 2016/17.

- 9 The Council may borrow short term loans, normally for up to one month, to cover unexpected cash flow shortages.
- 10 Local Capital Finance Company was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for three reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local authority borrowers default on their loans; there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will be the subject of a separate report to the Council.

Investment Strategy

- 11 This Council maintains investments that are placed with reference to cash flow requirements. Investment of the Council's funds is in accordance with the Annual Investment Strategy.

Debt Rescheduling

- 12 The potential for debt rescheduling is monitored in light of interest rate movements. Any rescheduling will be in accordance with the borrowing strategy. The reasons for rescheduling include:
 - The generation of cash savings at minimum risk.
 - Fulfilment of the borrowing strategy.
 - Enhancement of the maturity profile of the borrowing portfolio.
- 13 All rescheduling will be reported retrospectively as part of the Treasury Management Update Reports to the Regulatory and Audit Committee and County Council.

CIPFA Treasury Management Code of Practice

- 14 CIPFA recommends that all public service organisations adopt the following four clauses.
- 15 This Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives, approach to risk management of its treasury management activities, borrowing policies and investment policies.
 - Suitable Treasury Management Practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- 16 This Council will receive reports on its treasury management policies and activities, including an annual strategy and plan in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMPs.
- 17 This Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Regulatory and Audit Committee, and for the execution and administration of treasury management decisions to the Director of Assurance, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
- 18 This Council nominates the Regulatory and Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Annual Investment Strategy

Introduction

- 19 This Council has regard to the DCLG's revised Guidance on Local Government Investments and CIPFA's Treasury Management in Public Services: Code of Practice and Cross Sectoral Guidance Notes.
- 20 The Annual Investment Strategy states which investments, specified and non-specified, the Council may use for the prudent management of its treasury balances during the financial year.
- 21 This strategy sets out this Council's policies for managing its investments and for giving priority to the security of capital and liquidity of those investments.

Investment Objectives

- 22 The general policy objective for this Council is the prudent investment of its treasury balances. The Council's investment priorities are the **security** of capital and **liquidity** of its investments so that funds are available for expenditure when needed. Both the CIPFA Code and DCLG guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The generation of investment income

to support the provision of local authority services is an important, but secondary, objective. The effective management and control of risk are prime objectives of the Council's treasury management activities. Investment of the Council's funds will be in accordance with the Treasury Management Strategy and Policy. All investments will be in sterling to mitigate the impact of currency risk.

- 23 The Council's investments, agreed lending list and strategy are reviewed on a monthly basis by the Treasury Management Group.
- 24 The Council's treasury management ensures it has sufficient cash to meet its needs, balancing achieving value for money with the security of its investments (achieving a balance between security, liquidity and yield). Performance is monitored against its treasury management strategy and outcomes matched against benchmarks. The Council meets any tax and prompt payment legislation (Late Payment of Commercial Debts (Interest) Act 1998).
- 25 The DCLG maintains that the borrowing of monies purely to invest or lend on and make a return is unlawful and this Council will not engage in such activity.
- 26 Through various mechanisms identified in this strategy, the Council ensures that investment risks are effectively mitigated. The Council will ensure that an appropriate balance is found between maximising investment income to the Council within a prudent, transparent and logical investment strategy. The security of the principal sum shall be the Council's prime risk factor.

Approved Counterparties

- 27 A country is assigned a sovereign rating which signifies a country's ability to provide a secure investment environment which reflects factors such as economic status, political stability and foreign currency reserves. The strongest sovereign rating that can be achieved is "AAA", "AA+" is the next strongest. The Council invests in the UK or specified AAA and AA+ sovereign rated countries, the total maximum that can be invested in an individual AAA sovereign rated country is £30m (**£20m following payment for the Energy for Waste plant**) and the total maximum that can be invested in an individual AA+ sovereign rated country is £15m (**£10m following payment for the Energy for Waste plant**). Countries that are currently AAA sovereign rated are Australia, Canada, Denmark, Germany, Luxembourg, Netherlands, Norway, Singapore, Sweden and Switzerland. Austria, Finland, United Kingdom and the USA are currently AA+ sovereign rated. Santander UK plc is deemed to be a UK institution, although their parent bank is based in Spain, it has extensive UK operations. Sovereign credit rating criteria and foreign country limits will not apply to investments in multilateral development banks (e.g. the European Investment Bank and the World Bank) or other supranational organisations (e.g. the European Union).

- 28 The Authority may invest its surplus funds with any of the counterparty types in the table below, subject to the cash limits (per counterparty) and the time limits shown below

Cash limits (per counterparty) prior to payment for the Energy for Waste Plant			
Credit Rating	Banks Unsecured	Banks Secured	Government
UK Govt	n/a	n/a	£ Unlimited 50 years
AAA	£15m 5 years	£25m 20 years	£25m 50 years
AA+	£15m 5 years	£25m 10 years	£25m 25 years
AA	£15m 4 years	£25m 5 years	£25m 15 years
AA-	£15m 3 years	£25m 4 years	£25m 10 years
A+	£15m 2 years	£25m 3 years	£15m 5 years
A	£10m 13 months	£25m 2 years	£15m 5 years
A-	£10m 6 months	£25m 13 months	£15m 5 years
BBB+	£3m 100 days	£3m 6 months	£3m 2 years
BBB	£3m next day only	£3m 100 days	n/a
None	£3m 6 months	n/a	£25m 25 years
Pooled funds	£40m per fund		

Cash limits (per counterparty) prior to payment for the Energy for Waste Plant

Credit Rating	Banks Unsecured	Banks Secured	Government
UK Govt	n/a	n/a	£ Unlimited 50 years
AAA	£5m 5 years	£10m 20 years	£10m 50 years
AA+	£5m 5 years	£10m 10 years	£10m 25 years
AA	£5m 4 years	£10m 5 years	£10m 15 years
AA-	£5m 3 years	£10m 4 years	£10m 10 years
A+	£5m 2 years	£10m 3 years	£5m 5 years
A	£5m 13 months	£10m 2 years	£5m 5 years
A-	£5m 6 months	£10m 13 months	£5m 5 years
BBB+	£3m 100 days	£3m 6 months	£3m 2 years
BBB	£3m next day only	£3m 100 days	n/a
None	£3m 6 months	n/a	£10m 25 years
Pooled funds	£25m per fund		

These tables must be read in conjunction with the following notes:

- 29 **Credit Rating:** Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.
- 30 **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investment with banks rated BBB are restricted to overnight deposits at the Authority's current account bank Lloyds plc.
- 31 **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

- 32 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- 33 **Pooled Funds:** Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 34 Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Credit Watch / Outlook

- 35 From time to time an institution will be placed on negative watch or negative outlook, indicating that a downgrade is either likely or possible in the future. Watches are considered short term actions, whereas outlooks are considered over a longer time horizon. If an institution is on negative watch so that it is likely to fall below the above criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced.

Credit Default Swaps (CDS)

- 36 Credit rating agencies lag market events and therefore do not provide investors with an up to date picture of the credit quality of a particular institution. A CDS is a financial instrument which insures against the risk of a counterparty defaulting on its credit. When the cost of this insurance is highest, then it is more likely that the market considers a credit event will occur. Each month Arlingclose provides CDS spreads information enabling the Treasury Team to monitor short, medium and long term trends of CDS spreads. If there is a spike in the values of CDS's due to adverse market conditions, then Arlingclose alert the Treasury Team immediately.

Specified Investments

- 37 Specified investments offer relatively high security and high liquidity. These investments can be used with minimal procedural formalities. The DCLG Guidance defines specified investments as those denominated in sterling, with a maturity of no more than a year and invested with one of the UK Government, a UK local authority, parish council or community council or a body or investment scheme of “high credit quality”.
- 38 The Council defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

Non-Specified Investments

- 39 Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor with any low credit quality bodies.
- 40 Non-specified investments will therefore be limited to long-term investments i.e. those that are due to mature 12 months or longer from the date of arrangement, unrated funds and unrated organisations.
- 41 The majority of the Council’s investments will be made for relatively short periods and in highly credit rated investments, giving priority to security and liquidity ahead of yield.
- 42 Limits on non-specified investments are shown in the table below.

	Cash limit prior to EfW plant payment	Cash limit following EfW plant payment
Total long-term investments	£25m	£25m
Total investments without credit ratings or rated below A- (includes other local authorities)	£100m	£50m
Total non-specified investments	£125m	£75m

- 43 The table below sets out investment limits

	Cash limit prior to EfW plant payment	Cash limit following EfW plant payment
Any single organisation, except the UK Central Government	£25m each	£10m each

UK Central Government	unlimited	unlimited
Any group of organisations under the same ownership	£20m per group	£10m per group
Any group of pooled funds under the same management	£50m per manager	£25m per manager
Negotiable instruments held in a broker's nominee account	£100m per broker	£30m per broker
AAA sovereign rated foreign countries	£30m per country	£20m per country
AA+ sovereign rated foreign countries	£15m per country	£10m per country
Unsecured investments with Building Societies	£25m in total	£10m in total
Money Market Funds	£200m in total	£50m in total

Security of Capital: The use of Credit Ratings

- 44 This Council relies on credit ratings published by the ratings agencies Fitch, Moodys and Standard and Poors to establish the credit quality of counterparties and investment schemes. The lowest available credit rating will be used to determine credit quality. Credit rated institutions are selected using criteria based on the country, also known as sovereign rating if the institution is not UK.

Monitoring of credit ratings:

- The Council has access to Fitch, Moodys and Standard & Poors credit ratings and is alerted to changes through e-mail updates.
- The Council invests in UK or specified AAA / AA+ sovereign rated countries, to improve the potential for diversification and also to optimise access to investments in the world's highest rated institutions the total maximum that can be invested in a AAA sovereign rated individual country is £30m (**£20m following payment for the Energy for Waste plant**) and £15m (**£10m following payment for the Energy for Waste plant**) individual country maximum for AA+ sovereign rated.
- If a counterparty or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria, the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately.
- If a counterparty is upgraded so that it fulfils the Council's criteria, its inclusion on the lending list will be considered and put to the Director of Assurance for approval.
- From time to time an institution will be placed on negative watch or negative outlook, indicating that a downgrade is either likely or possible in the future. Watches are considered short term actions, whereas outlooks are considered over a longer time horizon. If an institution is on negative watch so that it is likely to fall below the

above criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced.

Use of Specified and Non-Specified Investments

- 45 The use of specified and non-specified investments is limited to those set out above. The Director of Assurance will keep the use of such investments under continuous review in the light of risk, liquidity and return. No additions will be made without the approval of the Council, following appropriate consultation.

Investment balances / Liquidity of investments

- 46 Based on its cash flow forecasts, the Council anticipates its fund balances in 2016/17 to range between £30m and £220m. The balance will be highest at the beginning of the financial year, reducing to minimum cash levels for operational purposes following the EfW plant payment. A prime consideration in the investment of fund balances is liquidity and the Council's forecast cash flow. Investments are made in accordance with this Annual Investment Strategy and the investment strategies approved by the Director of Assurance during the year.

Policy on Use of Financial Derivatives

- 47 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits).
- 48 The general power of competence in section 1 of the Localism Bill 2011 removes much of the uncertain legal position over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
- 49 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they represent will be managed in line with the overall treasury risk management strategy. This Council used swaps to hedge against currency and interest rates fluctuations for the Energy for Waste project.

Provisions for Credit-related losses

- 50 If any of the Council's investments appear at risk of loss due to default the Council will make revenue provision of an appropriate amount; although, the Council will make all reasonable attempts to secure any potential defaults prior to such an occurrence.

Reporting & Governance Arrangements

- 51 The treasury strategy, six monthly review and annual activity reports are presented to the Regulatory and Audit Committee. The Council's investments, agreed lending list and strategy are reviewed on a monthly basis by the Treasury Management Group which includes the Cabinet Member for Resources, the Deputy Cabinet Member for Resources, the Director of Assurance and other key officers; the Prudential Indicators are reviewed quarterly at this meeting.

Training

- 52 Member and officer training is essential in terms of understanding roles and keeping up to date with changes. It is an essential component of the CIPFA Treasury Management Code of Practice; to address this training need, training will be provided to all members of the Regulatory & Audit Committee and key officers attend relevant courses / seminars on treasury management.

Treasury Management Advisers

- 53 The Council has appointed Arlingclose as treasury management advisers and receives specific advice on investment, debt and capital finance issues. However, responsibility for final decision making remains with the Council and its officers. The services received include advice and guidance on relevant policies, strategies and reports, advice on investment decisions, notification of credit ratings and changes, other information on credit quality, advice on debt management decisions, accounting advice, reports on treasury performance, forecasts of interest rates and training courses for officers and members.
- 54 The quality of this service is reviewed by participating in CIPFA's treasury management benchmarking and monitoring investment performance against a weighted average LIBID.

Investment of Money Borrowed in Advance of Need

- 55 The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the

intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks.

- 56 The total amount borrowed will not exceed the authorised borrowing limit. The maximum period between borrowing and expenditure is expected to be two years, although the Council is not required to link particular loans with particular items of expenditure.

Minimum Revenue Provision Policy Statement

- 57 Prior to 2008/09, the Council in accordance with legislation made a contribution from revenue to cover 4% of the unfinanced borrowing that has been undertaken to support the capital programme. This contribution is called the Minimum Revenue Provision (MRP).
- 58 The Secretary of State under section 21(1A) of the Local Government Act 2003 issued guidance on the calculation of MRP in February 2008, 2008/09 was the first year of operation.
- 59 Where capital expenditure was incurred before 1 April 2008 MRP will continue to be charged at the rate of 4% of the outstanding Capital Financing Requirement, in accordance with the guidance. For capital expenditure incurred on or after 1 April 2008 and funded through borrowing, the Council will calculate MRP using a more complex calculation called the asset life annuity method. Using this method MRP is calculated in a similar way as calculating the capital repayment element of a fixed rate repayment mortgage.
- 60 In accordance with provisions in the guidance, MRP will be first charged in the year following the date that an asset becomes operational.
- 61 Certain expenditure reflected within the debt liability at 31st March 2008 will under delegated powers be subject to MRP using the asset life annuity method, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure.
- 62 The asset life annuity method calculation requires estimated useful lives of assets to be input in to the calculations. These life periods will be determined under delegated powers to the Director of Assurance, with regard to the statutory guidance.
- 63 However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the asset life annuity method would not be appropriate.
- 64 As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of

expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

Background Papers

CIPFA Code of Practice on Treasury Management in the Public Service revised 2011

DCLG Guidance on Local Government Investments revised in 2010

Communities and Local Government Guidance on Minimum Revenue Provision issued February 2008.

Director of Assurance
18 February 2016

Appendix 2**PRUDENTIAL INDICATORS FOR MTP 2016/17 to 2019/20****1. BACKGROUND**

1.1. The prudential framework for local authority capital investment was introduced through the Local Government Act 2003. The key objectives of the Prudential Code are to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable. A further objective is to ensure that treasury management decisions are taken in accordance with good professional practice.

1.2. Local Authorities are required to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003. To demonstrate compliance the Code sets prudential indicators designed to support and record local decision making.

1.3. The purpose of this report is to update and revise the indicators approved by Council last year contained within the proposed MTP for 2016/17 to 2019/20. The report describes the purpose of each of the indicators and the proposed values and parameters for Buckinghamshire County Council. Monitoring of the Prudential Indicators takes place throughout the year and a mid-year and annual report are reported to Regulatory & Audit Committee and Council.

2. CAPITAL EXPENDITURE INDICATORS

2.1. CAPITAL EXPENDITURE

This indicator is required to inform the Council of capital spending plans for the next four years. It is the duty of a local authority to determine and keep under review the amount that it can afford to allocate to capital expenditure.

The estimates of gross capital expenditure to be incurred for the current and future years is summarised below:

Table 2.1.1 Capital Expenditure 2016/17-2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Estimates of capital expenditure	£000	71,294	70,746	254,726	90,585	65,484	48,216
EfW technical adjustment*	£000	79,618	64,325	-180,000	-	-	-
Estimates of capital expenditure	£000	150,912	135,071	74,726	90,585	65,484	48,216

*Actual expenditure and future year's budgets are presented after a technical adjustment for the EfW plant as an asset under construction. As a result the estimate of capital expenditure is different to the Council approved capital programme which incorporates the EfW plant on the basis of when payment falls due. £36,057k has previously been reported in 2013/14 giving an overall total estimated expenditure of £180m.

The 2015/16 estimates reflect the forecast gross capital expenditure against the revised budgets to the end of December 2015 including proposed slippage.

The estimate of capital expenditure for 2016/17 to 2019/20 reflects the capital programme within the MTP excluding slippage.

Table 2.1.2 Capital Expenditure 2015/16-2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Estimates of capital expenditure	£000	135,934	88,491	65,654	233,053	30,100

- Actual expenditure in 2014/15 was £17.2m less than the revised estimate as at December 2014. The main variances were reported to members in the outturn report (June 2015) and related £4.7m due to delays in the Day Care scheme, planning delays in respect of Misbourne School and Temporary Classrooms and

£11.3m unreleased due to schemes not being ready to progress through the Gateway process. Some of these items were carried forward and added to the planned programme for 2015/16.

- The presentation of the programme was altered (mid-year report) to show the technical adjustment for the EfW plant. This line reconciles the reporting of capital expenditure on an accruals basis (for accounting purposes) to the presentation on a cash basis within the Capital programme.
- The capital programme for 2016/17 onwards has been updated to reflect the latest agreed capital programme within the MTP. The capital programme is included within Agenda item 7.

2.2. CAPITAL FINANCING REQUIREMENT

The Capital Financing Requirement measures the Council's underlying need to borrow for capital purposes. This is essentially the Council's outstanding debt, necessary to finance the Council's capital expenditure. The actual debt is dependent on the type and maturity of the borrowing undertaken as well as seeking the optimal cashflow situation (see 5.3). Estimates of the end of year Capital Financing Requirement for the Council for the current and future years, net of repayments are:

Table 2.2.1 Capital Financing Requirement 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Estimates of capital financing requirement (CFR)	£000	319,334	325,826	319,777	310,565	301,549	297,047

Table 2.2.2 Capital Financing Requirement 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Estimates of capital financing requirement (CFR)	£000	247,801	317,161	328,189	317,449	307,066

Authorities can finance schemes in a variety of ways these include;

- The application of useable capital receipts
- A direct charge to revenue
- Application of a capital grant
- Contributions received from another party
- Borrowing

It is only the latter method that increases the Capital Financing Requirement (CFR) of the Council.

The 2016/17 – 2019/20 profile above reflects prudential borrowing as follows:

- A total of £130m by 2015/16, in respect of the Energy from Waste (EfW) Project;
- £2.1m in 2016/17, £2.1m in 2017/18, £2.0m in 2018/19 and £4.5m in 2019/20 in relation to a number of smaller projects including Orchard House, Aylesbury Library, Winslow Car Park and business centre; where the business case indicates a return on investment after taking into account borrowing costs.

The capital financing requirement has been updated from the 2015/16 – 2017/18 profile due to:

- Certified expenditure for the EfW plant being ahead of expectation as at 31 March 2015 by £2.175m.
- Expected Prudential borrowing for 2015/16 is consequently £2.175m less in respect of the EfW plant. In addition planned borrowing of £2.3m in 2015/16 is now not anticipated to be required as forecasts currently indicate that the capital programme for 2015/16 can be financed entirely from the alternative sources listed above.
- Assumptions around the MRP (the set-aside required for the repayment of debt) have been updated for 2016/17 onwards in respect to the EfW Plant due to the operational date of the plant being delayed to 2016/17 and an adjustment to the expected useful life. The impact in 2016/17 is an increase to the CFR of £3.4m.
- New borrowing has been added to the profile, as detailed above.

The profile originally included borrowing as the accountable body on behalf of the LEP to support Transportation projects. This requirement is being reviewed; as a result no borrowing for the LEP is currently assumed.

AFFORDABILITY INDICATORS

2.3. RATIO OF FINANCING COSTS TO NET REVENUE STREAM

Purpose of the Indicator

This indicator measures the proportion of the revenue budget that is being allocated to finance capital expenditure. For the General Fund this is the ratio of financing costs of borrowing against net expenditure financed by government grant and local taxpayers.

Estimates of the ratio of financing costs to net revenue stream for the current and future years are:

Table 2.3.1 Ratio of Financing Cost to Net Revenue Stream 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Estimates of ratio of financing costs to net revenue stream	%	6.0%	5.4%	5.7%	6.0%	5.6%	5.2%

Table 2.3.2 Ratio of Financing Cost to Net Revenue Stream 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Estimates of ratio of financing costs to net revenue stream	%	5.9%	6.0%	5.5%	6.5%	6.3%

The reduction in the ratio of financing costs for 2016/17 and 2017/18 is due primarily to the update to MRP forecast, in particular due to the operational date of the EfW plant being delayed and adjustment to the expected useful life.

2.4. ESTIMATES OF INCREMENTAL IMPACT OF NEW CAPITAL INVESTMENT DECISIONS ON COUNCIL TAX

This is a key affordability indicator that demonstrates the incremental effect of planned capital expenditure and hence any increased or decreased borrowing, on Council Tax.

Table 2.4.1 Incremental impact of new Capital investment on Council Tax 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Estimates of the incremental impact of capital investment decisions on Council Tax	£	-£1.19	-£1.14	-£8.75	-£8.06	-£0.43	-£2.26
	%	-0.11%	-0.10%	-0.75%	-0.67%	-0.03%	-0.17%

The delivery of a number of projects within the capital programme including the replacement of Street Lamps with more efficient equipment, solar panel programme and development of a new Car park at Old County Offices will result in revenue income and savings. In addition a net saving is forecast in relation to the Energy from Waste project.

Table 2.4.2 Incremental impact of new Capital investment on Council Tax 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Estimates of the incremental impact of capital investment decisions on Council Tax	£ per Band D	-£0.09	-£1.19	-£1.67	-£6.40	-£12.48
	%	-0.01%	-0.11%	-0.15%	-0.56%	-1.08%

The main variances in the profile from 2015/16 – 2017/18 are due to:

- The incremental saving on Street lighting was revised downwards by £140k in 2015/16.
- Savings in respect of the development of the new Car Park at Old County Offices have been added in 2016/17.
- The incremental impact of the EfW plant savings have been revised down in 2017/18; plus the effect of increases to assumptions around tax base and band D as set out in the MTP.

3. FINANCIAL PRUDENCE INDICATOR

3.1. GROSS DEBT AND THE CAPITAL FINANCING REQUIREMENT ('CFR')

This indicator records the extent that gross external borrowing is less than the capital financing requirement (2.2 above).

This is a key indicator of the Council's prudence in managing its capital expenditure and is designed to ensure that, over the medium term, external borrowing is only for capital purposes. The Council should ensure that gross debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. The values are measured at the end of the financial year.

Where gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual treasury management strategy. The figures for 2016/17 onwards are based on estimates:

Table 3.1.1 Gross Debt and the CFR 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Gross Borrowing	£000	190,714	165,000	215,000	205,000	195,000	185,000
Capital Financing Requirement	£000	319,334	325,826	319,777	310,565	301,549	297,047

The Council is committed to building an EfW plant. This may require additional borrowing during 2016/17, although in practice much of this will be financed through a combination of earmarked reserves and current cash investments. The gross borrowing indicator assumes £40m medium term borrowing and £20m short term borrowing which may be required from time to time to support cash flow. £10m of current PWLB loans will be repaid each year from 2016/17 to 2019/20.

Table 3.1.2 Gross Debt and the CFR 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Gross Borrowing	£000	187,649	195,000	220,000	225,000	225,000
Capital Financing Requirement	£000	247,801	317,161	328,189	317,449	307,066

The main variances in the profile of gross borrowing from 2015/16 – 2017/18 are due to:

- The indicator assumed borrowing in advance of £15m in 2015/16 and £15m in 2016/17 in relation to the EfW plant. No borrowing in advance has currently been taken out due to the continuing access to preferential rates within the PWLB and money markets. The Council has continued to repay existing PWLB loans as they fall due.
- The indicator also assumed £16m in 2014/15 and £20m in 2015/16 of borrowing on behalf of the Buckinghamshire Thames Valley LEP for the Aylesbury Eastern Link Road. This requirement is being reviewed; as a result no borrowing for the LEP is currently assumed.
- Temporary borrowing of £15m was undertaken around 31 March 2015 due to cashflow requirements.

TREASURY AND EXTERNAL DEBT INDICATORS

3.2. AUTHORISED LIMIT FOR EXTERNAL DEBT

The authorised limit for external debt is required to separately identify external borrowing (gross of investments) and other long term liabilities such as covenant repayments and finance lease obligations. The limit provides a maximum figure that the Council could borrow at any given point during each financial year.

Table 3.2.1 Authorised limit for external debt 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Authorised limit (for borrowing) *	£000	250,000	270,000	250,000	240,000	230,000	230,000
Authorised limit (for other long term liabilities) *	£000	150,000	200,000	15,000	15,000	15,000	15,000
Authorised limit (for total external debt) *	£000	400,000	470,000	265,000	255,000	245,000	245,000

* These limits can only be changed with the approval of the full Council

The authorised limits are consistent with approved capital investment plans and the Council's Treasury Management Policy and Practice documents, but allow sufficient headroom for unanticipated cash movements.

Table 3.2.1 Authorised limit for external debt 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Authorised limit (for borrowing) *	£000	250,000	250,000	270,000	320,000	320,000
Authorised limit (for other long term liabilities) *	£000	50,000	150,000	200,000	15,000	15,000
Authorised limit (for total external debt) *	£000	300,000	400,000	470,000	335,000	335,000

The authorised limit for 2016/17 onwards has been reduced to reflect the fact that the Council has not needed to replace debt repaid in 2014/15 and 2015/16, current plans for financing of the EfW plant and the removal of the need for supported borrowing for LEP.

Accounting for the Energy from Waste Plant

Construction commenced on site on 11 September 2013. Technical accounting rules require the Council to recognise an asset under construction and a corresponding PFI-equivalent liability for the work certified to date and forecast under the project. The liability is included in the 'other long-term liabilities' line.

Actual total liabilities are shown in Indicator 3.3 Operational Boundary for External Debt.

The limit will be reviewed on an on-going basis during the year. If the authorised limit is liable to be breached at any time, the Director of Assurance will either take measures to ensure the limit is not breached, or seek approval from the Council to raise the authorised limit.

3.3. OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

This is a key management tool for in-year monitoring and is lower than the Authorised Limit as it is based on an estimate of the most likely level of external borrowing at any point in the year. In comparison, the authorised limit is the maximum allowable level of borrowing.

Table 3.3.1 Operational Boundary for External Debt 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Operational boundary (for borrowing)	£000	210,000	230,000	230,000	220,000	210,000	200,000
Operational boundary (for other long term liabilities)	£000	130,000	190,000	7,500	7,500	7,500	7,500
Operational boundary (for total external debt)	£000	340,000	420,000	237,500	227,500	217,500	207,500

This indicator is consistent with the Council's plans for capital expenditure and financing and with its Treasury Management Policy and Practice documents. It will be reviewed on an on-going basis, the operational boundary allows the Council to borrow up to £20m to invest in new assets which will generate an income stream in excess of any borrowing costs.

Table 3.3.1 Operational Boundary for External Debt 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Operational boundary (for borrowing)	£000	187,649	210,000	230,000	270,000	270,000
Operational boundary (for other long term liabilities)	£000	42,237	130,000	140,000	6,500	6,500
Operational boundary (for total external debt)	£000	229,886	340,000	370,000	276,500	276,500

The operational boundary for 2016/17 onwards has been reduced to reflect current plans for financing of the EfW plant and the removal of the need for supported borrowing for LEP.

3.4. ACTUAL EXTERNAL DEBT

This is a factual indicator showing actual external debt for the previous financial year.

The actual external borrowing as at 31 March 2015 was £190.7m which includes £1.5m accrued interest and £15m of temporary loans. During the current financial year £11.7m of debt will be repaid to the PWLB. The forecast external borrowing as at 31 March 2016 is £164m which includes £1.5m accrued interest.

TREASURY MANAGEMENT INDICATORS

The prudential code links with the existing CIPFA Code of Practice for Treasury Management in the Public Services.

The Treasury Management indicators consist of five elements that are intended to demonstrate good professional practice is being followed with regard to Treasury Management. The proposed values and parameters provide sufficient flexibility in undertaking operational Treasury Management.

5.1 SECURITY AVERAGE CREDIT RATING

The Council is asked to adopt a voluntary measure of its exposure to credit risk by monitoring the weighted average rating of its investment portfolio.

Table 5.1.1 Security Average Credit Rating 2016/17

Security Average Credit Rating	Target
Portfolio Average Credit Rating	A+ or above

For the purpose of this indicator, local authorities which are unrated are assumed to hold an AAA rating.

Table 5.1.2 Security Average Credit Rating 2015/16

Security Average Credit Rating	Target
Portfolio Average Credit Rating	A+ or above

5.2 HAS THE COUNCIL ADOPTED THE CIPFA TREASURY MANAGEMENT CODE?

The Council has adopted the Code. In line with the Code the Treasury Strategy for 2016/17 is reported to Regulatory and Audit Committee and Council.

Table 5.2.1 The CIPFA Treasury Management Code 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Adoption of the CIPFA Code of Practice for Treasury Management in the Public Services	N/A	Yes	Yes	Yes	Yes	Yes	Yes

Table 5.2.2 The CIPFA Treasury Management Code 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Adoption of the CIPFA Code of Practice for Treasury Management in the Public Services	N/A	Yes	Yes	Yes	Yes	Yes

5.3 UPPER LIMIT OF FIXED RATE BORROWING FOR THE 4 YEARS TO 2019/20

This indicator is set to control the Council’s exposure to interest rate risk and the rate is set for the whole financial year. The upper limits on fixed interest rate exposures expressed as an amount will be:

Table 5.3.1 Upper Limit of Fixed Rate Borrowing 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Fixed interest rate exposure - upper limit *	£000	96,196	230,000	270,000	270,000	270,000	270,000

* Any breach of these limits will be reported to the full Council

Table 5.3.2 Upper Limit of Fixed Rate Borrowing 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Fixed interest rate exposure - upper limit *	£000	133,928	210,000	230,000	270,000	270,000

* Any breach of these limits will be reported to the full Council

5.4 UPPER LIMIT OF VARIABLE RATE BORROWING FOR THE 4 YEARS TO 2019/20

This indicator is set to control the Council's exposure to interest rate risk. Here instruments that mature during the year are classed as variable, this includes the Council's Lender Option Borrower Option (LOBO) loans. For LOBO loans, on specified call dates, the lender has the option to increase the interest rate paid on the loan. If the lender exercises this option, then the borrower can agree to pay the revised interest rate or repay the loan immediately. The upper limits on variable interest rate exposures expressed as an amount will be:

Table 5.4.1 Upper Limit of Variable Rate Borrowing 2016/17 – 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Variable interest rate exposure - upper limit *	£000	89,732	80,000	100,000	95,000	82,000	90,000

* Any breach of these limits will be reported to the full Council

Table 5.4.2 Upper Limit of Variable Rate Borrowing 2015/16 – 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Variable interest rate exposure - upper limit *	£000	53,732	110,000	80,000	80,000	95,000

* Any breach of these limits will be reported to the full Council

This indicator has increased in 2016/17 due to the potential borrowing arrangements for the EfW plant.

5.5 MATURITY STRUCTURE OF FIXED RATE BORROWING

This Indicator is set to control the council's exposure to refinancing risk. The upper and lower limits on the maturity structure of the fixed borrowing will be:

Table 5.5.1 Maturity Structure of Fixed Rate Borrowing to 2016/17

Maturity Structure of Fixed Rate Borrowing	Actual 2014/15		Revised Estimate 2015/16		2016/17	
	Upper Limit	Lower Limit	Upper Limit	Lower Limit	Upper Limit	Lower Limit
Under 12 months	40%	0%	45%	0%	45%	0%
12 months and within 24 months	32%	0%	45%	0%	50%	0%
24 months and within 5 years	54%	0%	55%	0%	55%	0%
5 years and within 10 years	53%	0%	55%	0%	60%	0%
10 years and above	60%	0%	100%	20%	100%	20%

These parameters control the extent to which the Council will have large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Table 5.5.2 Maturity Structure of Fixed Rate Borrowing to 2017/18

Maturity Structure of Fixed Rate Borrowing	Actual 2013/14		Revised Estimate 2014/15		2015/16		2016/17		2017/18	
	Upper Limit	Lower Limit	Upper Limit	Lower Limit	Upper Limit	Lower Limit	Upper Limit	Lower Limit	Upper Limit	Lower Limit
Under 12 months	29%	0%	50%	0%	45%	0%	45%	0%	55%	0%
12 months and within 24 months	40%	0%	35%	0%	45%	0%	50%	0%	45%	0%
24 months and within 5 years	52%	0%	55%	0%	55%	0%	55%	0%	55%	0%
5 years and within 10 years	58%	0%	55%	0%	55%	0%	60%	0%	60%	0%
10 years and above	60%	0%	100%	20%	100%	20%	100%	20%	100%	20%

5.6 TOTAL PRINCIPAL SUMS INVESTED FOR PERIODS LONGER THAN 364 DAYS

The purpose of this indicator is to control the council's exposure to the risk of incurring losses by seeking early repayment of its investments.

Table 5.6.1 Total Principal Sums Invested for Periods Longer than 364 Days 2016/17 to 2019/20

Indicator	Unit	Actual 2014/15	Revised Estimate 2015/16	2016/17	2017/18	2018/19	2019/20
Total principal sums invested for periods longer than 364 days	£0m	£19.5m	£50m	£25m	£25m	£25m	£25m

With regard to longer term investments the recommendation is to limit sums for periods longer than 364 days to no more than £50m in 2015/16 and £25m in 2016/17 to 2019/20. Cash balances are anticipated to be lower from 2016/17 onwards due to financing the EfW project.

Table 5.6.2 Total Principal Sums Invested for Periods Longer than 364 Days 2015/16 to 2017/18

Indicator	Unit	Actual 2013/14	Revised Estimate 2014/15	2015/16	2016/17	2017/18
Total principal sums invested for periods longer than 364 days	£0m	£10m	£75m	£50m	£25m	£25m

6 CONCLUSION

In approving, and subsequently monitoring, the above prudential indicators the Council is fulfilling its duty to ensure that spending plans are affordable, prudent and sustainable.

County Council



Medium Term Financial Plan and Business Unit Plans

Thursday 18 February 2016

Report from the Leader of the Council

Purpose of this Report

1. The purpose of this report is to gain Council's approval of the Revenue and Capital budgets for 2016/17 (and indicative budgets for the following three years). Also to approve the Net Budget Requirement, Council Tax Requirement and the level of Band D Council tax for the year. Finally, Council is asked to note the Business Unit Plans.

Background

2. Section 32 (10) of the Local Government Act 1992 requires the Council to set a balanced budget by 11th March of the preceding financial year. This report aims to fulfil that responsibility. It is the culmination of a lengthy process involving both Members and officers across the Council and includes engagement with both the public and partner organisations.

Strategic and Business Plans

3. The County Council conducted a mid-term review of the Strategic Plan in July 2015 to take account of developments in Council Services, the Government's policy programme and the significant financial challenges on the horizon. The Council agreed a refreshed set of priorities focused around three key themes:
 - a. Safeguarding the vulnerable
 - b. Creating Opportunities and Building Self-Reliance
 - c. Keeping Bucks Thriving and Attractive
4. Although at a strategic level the Council remains managed by the Cabinet and the political portfolios held by each Cabinet Member, operationally the Council has created four Business Units and a Head-Quarters function to manage its affairs. Cabinet Members sit on and lead each of the Business Unit Boards. **Appendix A (i to v)** 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 three strategic outcomes.
5. The plans give 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

some key contract information. The process of business planning is cyclical and is refined each year. This year's business planning process is already being reviewed to improve the process for next financial year.

Local Government Finance Settlement

6. The provisional Local Government Finance settlement was announced on 17th December 2015. There were then a number of more detailed announcements which were all reported to Cabinet at their meeting on 11th January in order to set the draft budget. The Final settlement was announced on 8th February 2016 and was reported to Cabinet on 16th February. The offer of a four year settlement was still offered to councils, and we must decide by October if we wish to accept this. Key announcements within the final settlement were the provision of a Transitional Grant for the worst affected councils in the first two years of the settlement and that no council would receive negative Revenue Support Grant (RSG) in 2018/19.
7. The Government have made a number of fundamental changes to the nature of the financial settlement, including the ability of Councils to generate their own resources through Council Tax. As Buckinghamshire has a relatively large tax base this has resulted in cuts to Government funds being deeper than had previously been anticipated. RSG has been reduced by **£18.1m (43.3%)** from 2015/16 to 2016/17 and continues on a steep decline to effectively become a negative **£10.9m** by 2019/20.
8. In recognition of the significant impact the new grant distribution basis has on councils with high tax bases the government announced a Transitional Grant for the first two years of the settlement. As Buckinghamshire falls into this category we have been allocated Transition Grant of **£4.635m** in 2016/17 and **£4.586m** in 2017/18.
9. The Final settlement also contained an announcement that no council would receive negative RSG in 2018/19, which benefits the council by **£1.594m** in that year.
10. Another new feature of this settlement has been the introduction of the Social Care Precept for those authorities with adult social care responsibilities, effectively the ability to increase Council Tax by an additional **2%**. For Buckinghamshire this means the ability to raise approximately an additional **£5m** each year.
11. To take forward the integration between adult social care and health the government have introduced the Improved Better Care Fund, which now comes direct to local authorities. Unfortunately for Buckinghamshire this, as with RSG, takes into account the Council's ability to generate its own resources from the Social Care Precept. As a consequence Buckinghamshire gets no Improved Better Care Fund until 2019/20 and even then it is only **£875k**. Worse still, this initiative is part funded by reductions in the New Homes Bonus, which for Buckinghamshire means losses larger than the gain.
12. The Government have also confirmed that the referendum limit for Council Tax increases remains at **2%** (excluding the Social Care Precept).
13. In addition to the settlement from Government, district councils have announced a surplus on Council Tax collection which will mean a one off funding boost of **£2.66m**

in 2016/17. The improved underlying position also provides an increase in the Council Tax Base which provides an on-going increase in funding of **£3.1m**.

Consultation

14. In the 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. The results of the consultation were reported to Cabinet in early January. Following the Cabinet meeting in January which agreed the draft budget stakeholders also had an opportunity to e-mail any further comments for consideration. The response from the Buckinghamshire Business Group forms **Appendix 6** to this report.

Revenue

15. The recommended 2016/17 revenue budget is attached (**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. These reflect the outcome of a robust challenge process including review by an examination in public by the Budget Scrutiny Committee (**Appendix 7**).
16. The Budget Requirement for 2016/17, excluding DSG, is **£331.674m**. The Council is also required to agree its Council Tax Requirement. These budget proposals lead to a Council Tax Requirement of **£245.183m**, which equates to a 3.99% council tax increase including the Social Care Precept, or a Band D Council Tax level of **£1,160.19**. **Appendix 4** sets out the tax levels for each property band.

Capital Programme

17. The Capital proposals within the budget have followed a similar review and challenge process to revenue. **Appendix 5** details the schemes included within the recommended Programme together with the summary funding position. In 2016/17 the Programme includes a total investment of **£254.726m**, including **£180m** for the Energy from Waste Plant, **£26.25m** on school places and **£16.0m** on highways and footpath structural maintenance.

Recommendation

Council is asked to:

1. Approve the Revenue Budget for 2016/17 (and indicative budgets for the following three years) as set out in Appendices 1, 2 and 3 and a Net Budget Requirement of £331.674m in 2016/17;
2. Approve a Council Tax Requirement of £245.183m and a Band D council tax, for County Council spending of £1,160.19 in 2016/17;
3. Approve the Capital Programme as set out in Appendix 5;
4. Note the Business Unit Plans.

MARTIN TETT
LEADER OF THE COUNCIL

Appendix 1 – Summary of the Revenue Budget 2016/17 to 2019/20
Appendix 2 – Summary of changes to the budget
Appendix 3 – Detailed changes to the budget
Appendix 4 – Proposed Council Tax Levels by property band
Appendix 5 – Capital Programme
Appendix 6 – Consultation response from Buckinghamshire Business Group
Appendix 7 – Report from the Budget Scrutiny Committee
Appendix Ai – Children’s Social Care & Learning Business Plan Executive Summary
Appendix Aii – Business Services Plus Business Plan Executive Summary
Appendix Aiii – Transport, Environment and Economy Business Plan Executive Summary
Appendix Aiv – Communities, Health and Adult Social Care Business Plan Executive Summary
Appendix Av – Headquarters Business Plan Executive Summary

Portfolio	Service	Total 2015-16		Total 2016-17		Total 2017-18		Total 2018-19		Total 2019-20	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Children's Services	LA Care Services	7,719	2.3%	7,809	2.4%	7,809	2.4%	7,809	2.4%	7,809	2.3%
	LA Children in Care	2,733	0.8%	3,239	1.0%	3,465	1.1%	3,571	1.1%	3,581	1.1%
	LA Children in Need	9,308	2.8%	9,522	2.9%	9,302	2.8%	9,302	2.8%	9,302	2.8%
	LA Family Resillience	1,026	0.3%	1,644	0.5%	1,642	0.5%	1,642	0.5%	1,642	0.5%
	LA Management & Overheads	13,160	3.9%	10,849	3.3%	11,955	3.6%	11,955	3.6%	11,955	3.6%
	LA Prevention & Commissioning	19,841	5.9%	21,434	6.5%	21,069	6.4%	20,878	6.3%	21,696	6.5%
	LA Quality, Standards & Performance	2,034	0.6%	2,068	0.6%	2,056	0.6%	2,056	0.6%	2,056	0.6%
	CYP Children's (LA) Unallocated Budget	(610)	-0.2%	(751)	-0.2%	(960)	-0.3%	(960)	-0.3%	(960)	-0.3%
Children's Services Total		55,211	16.5%	55,815	16.8%	56,338	17.1%	56,253	17.1%	57,081	17.0%
Community Engagement	Community Safety	1,905	0.6%	1,697	0.5%	1,595	0.5%	1,580	0.5%	1,580	0.5%
	Cultural Services	5,359	1.6%	5,126	1.5%	4,564	1.4%	4,399	1.3%	4,274	1.3%
	LA Universal Youth Services	225	0.1%	199	0.1%	198	0.1%	198	0.1%	198	0.1%
	Localities & Community Engagement	1,908	0.6%	1,302	0.4%	1,229	0.4%	1,229	0.4%	1,229	0.4%
	Operations	1,459	0.4%	1,378	0.4%	1,378	0.4%	1,333	0.4%	1,333	0.4%
	Registrars/Coroners	516	0.2%	485	0.1%	443	0.1%	423	0.1%	403	0.1%
	Resilience Team	184	0.1%	179	0.1%	178	0.1%	178	0.1%	178	0.1%
	Wellbeing Centre	295	0.1%	294	0.1%	297	0.1%	297	0.1%	297	0.1%
	Community Engagement Unallocated Budget	(132)	0.0%	(347)	-0.1%	(530)	-0.2%	(530)	-0.2%	(530)	-0.2%
Community Engagement Total		11,720	3.5%	10,312	3.1%	9,354	2.8%	9,109	2.8%	8,964	2.7%
Education & Skills - Dedicated Schools Grant (DSG)	DSG Children & Families	1,286	0.4%	1,286	0.4%	1,286	0.4%	1,286	0.4%	1,286	0.4%
	DSG LSP Schools ISB	315,259	94.2%	318,759	96.1%	318,759	96.9%	318,759	96.7%	318,759	94.9%
	Fair Access & Youth Provision	913	0.3%	913	0.3%	913	0.3%	913	0.3%	913	0.3%
	Learning Trust	4,369	1.3%	4,369	1.3%	4,369	1.3%	4,369	1.3%	4,369	1.3%
	Management (DSG Learning, Skills & Prevention)	(380,905)	-113.8%	(384,390)	-115.9%	(384,390)	-116.9%	(384,390)	-116.6%	(384,390)	-114.4%
	Prevention & Commissioning	31,752	9.5%	31,752	9.6%	31,752	9.7%	31,752	9.6%	31,752	9.5%
	School & Academy Relationships	1,508	0.5%	1,508	0.5%	1,508	0.5%	1,508	0.5%	1,508	0.4%
	SEN	23,572	7.0%	23,572	7.1%	23,572	7.2%	23,572	7.1%	23,572	7.0%
Education & Skills - Dedicated Schools Grant (DSG) Total		(2,247)	-0.7%	(2,232)	-0.7%	(2,232)	-0.7%	(2,232)	-0.7%	(2,232)	-0.7%
Education and Skills - Local Authority	Client Transport Central Costs	1,600	0.5%	1,600	0.5%	1,600	0.5%	1,600	0.5%	1,600	0.5%
	Culture & Lrng - Adult Lrng (Ext Funded)	(39)	0.0%	(43)	0.0%	(47)	0.0%	(47)	0.0%	(47)	0.0%
	Home to School Transport	12,091	3.6%	11,796	3.6%	11,468	3.5%	11,468	3.5%	11,468	3.4%
	LA Children's Partnerships	683	0.2%	683	0.2%	619	0.2%	619	0.2%	619	0.2%
	LA Fair Access & Youth Provision	1,885	0.6%	1,662	0.5%	1,540	0.5%	1,540	0.5%	1,540	0.5%
	LA Learning Trust	3,031	0.9%	2,672	0.8%	2,502	0.8%	2,402	0.7%	2,302	0.7%
	LA Management (Learning Skills & Prevention)	3,341	1.0%	3,302	1.0%	3,221	1.0%	3,221	1.0%	3,221	1.0%
	LA Prevention & Commissioning	14,087	4.2%	12,438	3.8%	11,454	3.5%	11,339	3.4%	11,154	3.3%
	LA SEN	1,579	0.5%	1,490	0.4%	1,223	0.4%	1,223	0.4%	1,223	0.4%
	Skills Agenda	27	0.0%	27	0.0%	27	0.0%	27	0.0%	27	0.0%
	Education & Skills LA Unallocated Budget	(337)	-0.1%	(606)	-0.2%	(1,827)	-0.6%	(1,827)	-0.6%	(1,827)	-0.5%
Education & Skills - Local Authority Total		37,948	11.3%	35,022	10.6%	31,780	9.7%	31,565	9.6%	31,280	9.3%

Health & Wellbeing	Adult Mental Health Needs	5,306	1.6%	5,699	1.7%	6,092	1.9%	6,092	1.8%	6,092	1.8%
	Assessment & Care Management	11,485	3.4%	11,595	3.5%	10,595	3.2%	10,595	3.2%	10,595	3.2%
	Commissioning & Service Improvement	5,675	1.7%	2,717	0.8%	2,975	0.9%	2,975	0.9%	2,975	0.9%
	Learning Disabilities	38,811	11.6%	41,157	12.4%	41,027	12.5%	42,102	12.8%	43,830	13.0%
	Localities & Safer Communities	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%
	Older People (inc OP Mental Health)	44,508	13.3%	48,510	14.6%	48,956	14.9%	50,518	15.3%	52,793	15.7%
	Physical & Sensory Disabilities	9,742	2.9%	12,336	3.7%	12,609	3.8%	13,155	4.0%	13,690	4.1%
	Specialist Services	4,070	1.2%	4,147	1.3%	4,216	1.3%	4,216	1.3%	4,216	1.3%
	Supporting People	2,531	0.8%	2,531	0.8%	2,531	0.8%	531	0.2%	531	0.2%
	Health & Wellbeing Unallocated Budget	388	0.1%	(201)	-0.1%	(1,159)	-0.4%	(1,159)	-0.4%	(1,159)	-0.3%
Health and Wellbeing Total		122,516	36.6%	128,492	38.7%	127,843	38.9%	129,026	39.1%	133,565	39.8%
Leader	Business Services Plus Transform Saving	(1)	0.0%	(4)	0.0%	(10)	0.0%	(10)	0.0%	(10)	0.0%
	Growth & Strategy	453	0.1%	648	0.2%	541	0.2%	561	0.2%	561	0.2%
	Chief Executives Office	574	0.2%	574	0.2%	574	0.2%	563	0.2%	563	0.2%
	Enterprise	1,801	0.5%	1,801	0.5%	1,826	0.6%	1,826	0.6%	1,826	0.5%
	Strategy & Policy	2,875	0.9%	2,738	0.8%	2,737	0.8%	2,682	0.8%	2,682	0.8%
	Leader Unallocated Budget	0	0.0%	65	0.0%	59	0.0%	59	0.0%	59	0.0%
	Strategic Business Planning & Commercial Development	(6)	0.0%	(16)	0.0%	(33)	0.0%	(33)	0.0%	(33)	0.0%
	Leader Total	5,695	1.7%	5,805	1.8%	5,694	1.7%	5,648	1.7%	5,648	1.7%
Planning & Environment	Assurance	(522)	-0.2%	(534)	-0.2%	(551)	-0.2%	(551)	-0.2%	(551)	-0.2%
	Environment Services	17,733	5.3%	10,631	3.2%	10,106	3.1%	9,958	3.0%	9,860	2.9%
	Regeneration & Infrastructure	77	0.0%	77	0.0%	77	0.0%	77	0.0%	77	0.0%
	Growth & Strategy	381	0.1%	310	0.1%	380	0.1%	322	0.1%	322	0.1%
	Strategic Business Planning & Commercial Development	793	0.2%	693	0.2%	532	0.2%	420	0.1%	420	0.1%
	Planning & Environment Unallocated Budget	0	0.0%	(11)	0.0%	(11)	0.0%	(11)	0.0%	(11)	0.0%
Planning & Environment Total		18,461	5.5%	11,167	3.4%	10,532	3.2%	10,214	3.1%	10,116	3.0%
Resources	Assurance	2,812	0.8%	2,576	0.8%	1,861	0.6%	1,520	0.5%	1,070	0.3%
	Business Services Plus Transform Saving	(157)	0.0%	(542)	-0.2%	(970)	-0.3%	(1,170)	-0.4%	(1,270)	-0.4%
	Operations	11,314	3.4%	11,062	3.3%	10,749	3.3%	10,395	3.2%	10,395	3.1%
	Enterprise	560	0.2%	515	0.2%	492	0.1%	449	0.1%	449	0.1%
	Commercial	424	0.1%	424	0.1%	424	0.1%	424	0.1%	424	0.1%
	Consultancy Services	7,652	2.3%	8,408	2.5%	8,272	2.5%	8,172	2.5%	8,172	2.4%
	Headquarters Transform Saving (Resources)	0	0.0%	(3)	0.0%	(8)	0.0%	(8)	0.0%	(8)	0.0%
	Regeneration and Infrastructure	161	0.0%	161	0.0%	161	0.0%	161	0.0%	161	0.0%
	Resources Unallocated Budget	(2)	0.0%	393	0.1%	385	0.1%	385	0.1%	385	0.1%
Resources Total		22,763	6.8%	22,993	6.9%	21,365	6.5%	20,327	6.2%	19,777	5.9%
Transportation	Environment Services	41	0.0%	168	0.1%	84	0.0%	22	0.0%	22	0.0%
	Regeneration & Infrastructure	103	0.0%	103	0.0%	103	0.0%	103	0.0%	103	0.0%
	Growth & Strategy	986	0.3%	822	0.2%	822	0.2%	822	0.2%	822	0.2%
	Transport Services	26,219	7.8%	26,317	7.9%	26,844	8.2%	26,865	8.1%	27,170	8.1%
	Strategic Business Planning & Commercial Development	(167)	0.0%	(325)	-0.1%	(960)	-0.3%	(960)	-0.3%	(960)	-0.3%
	Transportation Unallocated Budget	0	0.0%	(626)	-0.2%	(826)	-0.3%	(1,026)	-0.3%	(1,381)	-0.4%
Transportation Total		27,183	8.1%	26,459	8.0%	26,067	7.9%	25,826	7.8%	25,776	7.7%
Total Net Portfolio Budget		299,251	89.4%	293,834	88.6%	286,742	87.2%	285,737	86.6%	289,975	86.3%

Corporate Costs	Corporate Costs	6,874	2.1%	12,211	3.7%	16,867	5.1%	22,016	6.7%	29,028	8.6%
	Treasury Mgt & Capital Financing	29,274	8.7%	26,024	7.8%	25,224	7.7%	21,558	6.5%	17,718	5.3%
Corporate Costs Total		36,148	10.8%	38,236	11.5%	42,091	12.8%	43,574	13.2%	46,746	13.9%
Net Operating Budget		335,398	100.2%	332,069	100.1%	328,832	100.0%	329,310	99.9%	336,721	100.2%
Use of Reserves	Earmarked Reserves	(300)	-0.1%	(1,500)	-0.5%	0	0.0%	0	0.0%	0	0.0%
	Non-Earmarked Reserves	(404)	-0.1%	1,105	0.3%	111	0.0%	455	0.1%	(772)	-0.2%
Use of Reserves Total		(704)	-0.2%	(395)	-0.1%	111	0.0%	455	0.1%	(772)	-0.2%
Net Budget Requirement		334,694	100.0%	331,674	100.0%	328,943	100.0%	329,765	100.0%	335,949	100.0%
Financed By	Council Tax Surplus	(3,459)	-1.0%	(2,657)	-0.8%	0	0.0%	0	0.0%	0	0.0%
	Education Service Grant	(5,513)	-1.6%	(5,075)	-1.5%	(4,997)	-1.5%	(4,177)	-1.3%	(3,362)	-1.0%
	Locally Retained Business Rates	(17,575)	-5.3%	(16,588)	-5.0%	(18,057)	-5.5%	(18,084)	-5.5%	(18,663)	-5.6%
	New Homes Bonus	(2,891)	-0.9%	(3,616)	-1.1%	(3,641)	-1.1%	(2,288)	-0.7%	(2,195)	-0.7%
	Other Un-Ringfenced Grants	(5,607)	-1.7%	(4,815)	-1.5%	(4,393)	-1.3%	(4,331)	-1.3%	(5,151)	-1.5%
	RSG	(41,823)	-12.5%	(23,713)	-7.1%	(8,078)	-2.5%	0	0.0%	(0)	0.0%
	Transition Grant	0	0.0%	(4,635)	-1.4%	(4,586)	-1.4%	0	0.0%	0	0.0%
	Top Up Grant	(25,181)	-7.5%	(25,391)	-7.7%	(25,890)	-7.9%	(26,654)	-8.1%	(16,557)	-4.9%
Financed By Total		(102,049)	-30.5%	(86,490)	-26.1%	(69,642)	-21.2%	(55,533)	-16.8%	(45,928)	-13.7%
Council Tax Requirement		(232,644)	-69.5%	(245,183)	-73.9%	(259,300)	-78.8%	(274,231)	-83.2%	(290,021)	-86.3%
Net Budget Requirement		(334,693)	-100.0%	(331,673)	-100.0%	(328,942)	-100.0%	(329,765)	-100.0%	(335,949)	-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			MTP Proposals (Cumulative) £,000									Working Budget £,000	
		Base	Budget Adjustments	Adjusted Base Budget	Inflation (Expenditure)	Inflation (Income)	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2016/17
Children's Services	LA Care Services	7,879	(160)	7,719	(52)	0	(8)	0	0	0	150	0	7,809	0	7,809
	LA Children in Care	2,904	(171)	2,733	(15)	(1)	0	0	(25)	187	360	0	3,239	0	3,239
	LA Children in Need	7,780	1,528	9,308	(6)	0	0	(100)	0	0	100	0	9,302	220	9,522
	LA Family Resilience	415	611	1,026	629	(10)	0	0	0	0	0	0	1,644	0	1,644
	LA Management & Overheads	11,653	(793)	10,860	(10)	(1)	0	0	0	0	0	0	10,849	0	10,849
	LA Prevention & Commissioning	19,834	7	19,841	(118)	0	(620)	(237)	0	0	2,568	0	21,434	0	21,434
	LA Quality, Standards & Performance	1,945	89	2,034	(3)	0	0	0	0	0	37	0	2,068	0	2,068
	CYP Children's (LA) Unallocated Budget	(52)	(558)	(610)	0	0	(527)	0	0	0	386	0	(751)	0	(751)
Children's Services Total		52,359	552	52,911	426	(12)	(1,155)	(337)	(25)	187	3,601	0	55,595	220	55,815
Community Engagement	Community Safety	1,920	(15)	1,905	0	(1)	(57)	(133)	(17)	0	0	0	1,697	0	1,697
	Cultural Services	5,234	125	5,359	0	(39)	(248)	(96)	0	0	0	0	4,976	150	5,126
	LA Universal Youth Services	225	0	225	0	(0)	(26)	0	0	0	0	0	199	0	199
	Localities & Community Engagement	1,897	10	1,908	0	(2)	(50)	(554)	0	0	0	0	1,302	0	1,302
	Operations	1,439	21	1,459	0	(0)	(50)	(31)	0	0	0	0	1,378	0	1,378
	Registrars/Coroners	506	10	516	0	(22)	(10)	0	0	0	0	0	485	0	485
	Resilience Team	183	2	184	0	(0)	0	(6)	0	0	0	0	179	0	179
	Wellbeing Centre	269	27	295	0	0	0	0	(26)	25	0	0	294	0	294
	Community Engagement Unallocated Budget	(145)	13	(132)	0	0	(363)	0	0	0	148	0	(347)	0	(347)
Community Engagement Total		11,526	193	11,720	0	(64)	(804)	(819)	(43)	25	148	0	10,162	150	10,312
Education & Skills - Dedicated Schools Grant (DSG)	DSG Children & Families	1,096	190	1,286	0	0	0	0	0	0	0	0	1,286	0	1,286
	DSG LSP Schools ISB	296,161	19,098	315,259	0	0	0	0	0	0	3,500	0	318,759	0	318,759
	Fair Access & Youth Provision	913	0	913	0	0	0	0	0	0	0	0	913	0	913
	Learning Trust	4,369	0	4,369	0	0	0	0	0	0	0	0	4,369	0	4,369
	Management (DSG Learning, Skills & Prevention)	(360,003)	(20,903)	(380,905)	0	0	0	0	0	15	0	(3,500)	(384,390)	0	(384,390)
	Prevention & Commissioning	31,381	371	31,752	0	0	0	0	0	0	0	0	31,752	0	31,752
	School & Academy Relationships	1,144	363	1,508	0	0	0	0	0	0	0	0	1,508	0	1,508
	SEN	22,691	881	23,572	0	0	0	0	0	0	0	0	23,572	0	23,572
Education & Skills - Dedicated Schools Grant (DSG) Total		(2,247)	0	(2,247)	0	0	0	0	0	15	0	0	(2,232)	0	(2,232)
Education and Skills - Local Authority	Client Transport Central Costs	1,600	(0)	1,600	0	0	0	0	0	0	0	0	1,600	0	1,600
	Culture & Lrng - Adult Lrng (Ext Funded)	(39)	0	(39)	0	(3)	0	0	0	0	0	0	(43)	0	(43)
	Home to School Transport	11,766	325	12,091	0	(51)	(945)	0	(250)	0	950	0	11,796	0	11,796
	LA Children's Partnerships	684	(1)	683	0	0	0	0	0	0	0	0	683	0	683
	LA Fair Access & Youth Provision	2,014	(129)	1,885	4	(17)	(40)	(170)	0	0	0	0	1,662	0	1,662
	LA Learning Trust	2,901	130	3,031	0	(73)	(88)	(100)	(97)	0	0	0	2,672	0	2,672
	LA Management (Learning Skills & Prevention)	3,341	0	3,341	0	(1)	(38)	0	0	0	0	0	3,302	0	3,302
	LA Prevention & Commissioning	13,782	305	14,087	0	(4)	(1,875)	(70)	(100)	0	300	0	12,338	100	12,438
	LA SEN	1,584	(5)	1,579	0	(9)	(180)	0	0	409	0	(309)	1,490	0	1,490
	Skills Agenda	27	0	27	0	0	0	0	0	0	0	0	27	0	27
Education & Skills LA Unallocated Budget	(87)	(250)	(337)	0	0	(485)	0	0	0	216	0	(606)	0	(606)	
Education & Skills - Local Authority Total		37,572	376	37,948	4	(159)	(3,651)	(340)	(447)	409	1,466	(309)	34,922	100	35,022

Health & Wellbeing	Adult Mental Health Needs	5,092	214	5,306	400	(7)	0	0	0	0	0	0	5,699	0	5,699
	Assessment & Care Management	11,460	25	11,485	0	0	0	0	0	0	110	0	11,595	0	11,595
	Commissioning & Service Improvement	5,901	(276)	5,625	0	0	0	0	0	0	0	(2,658)	2,967	(250)	2,717
	Learning Disabilities	38,516	295	38,811	983	(43)	(2,320)	0	(125)	0	3,851	0	41,157	0	41,157
	Localities & Safer Communities	(5)	6	1	0	0	0	0	0	0	0	0	1	0	1
	Older People (inc OP Mental Health)	43,771	738	44,508	874	(449)	(2,511)	0	(225)	0	6,312	0	48,510	0	48,510
	Physical & Sensory Disabilities	8,972	770	9,742	164	(17)	(275)	0	0	0	2,722	0	12,336	0	12,336
	Public Health	0	(1)		0	0	0	0	0	0	3,030	(3,030)		0	
	Specialist Services	4,198	(129)	4,070	69	0	0	0	0	0	9	0	4,147	0	4,147
	Supporting People	2,610	(79)	2,531	0	0	0	0	0	0	0	0	2,531	0	2,531
Health & Wellbeing Unallocated Budget	(312)	700	388	0	0	(804)	0	0	0	215	0	(201)	0	(201)	
Health and Wellbeing Total		120,203	2,263	122,466	2,490	(516)	(5,910)	0	(350)	0	16,250	(5,688)	128,742	(250)	128,492
Leader	Business Services Plus Transform Saving	(1)	0	(1)	0	0	(3)	0	0	0	0	0	(4)	0	(4)
	Growth & Strategy	363	(0)	363	0	0	0	(39)	(56)	290	0	0	558	90	648
	Chief Executives Office	572	1	574	0	0	0	0	0	0	0	0	574	0	574
	Enterprise	1,812	(11)	1,801	0	(0)	0	0	0	0	0	0	1,801	0	1,801
	Strategy & Policy	2,899	(24)	2,875	0	(0)	(73)	(64)	0	0	0	0	2,738	0	2,738
	Leader Unallocated Budget	(100)	100	0	0	0	(4)	0	0	0	69	0	65	0	65
	Strategic Business Planning & Commercial Development	(6)	0	(6)	0	0	(10)	0	0	0	0	0	(16)	0	(16)
Leader Total		5,539	66	5,605	0	(0)	(90)	(103)	(56)	290	69	0	5,715	90	5,805
Planning & Environment	Assurance	(522)	0	(522)	0	(12)	0	0	0	0	0	0	(534)	0	(534)
	Environment Services	17,734	(2)	17,733	0	(51)	(8,578)	(5)	(135)	50	1,318	0	10,331	300	10,631
	Regeneration & Infrastructure	147	(70)	77	0	0	0	0	0	0	0	0	77	0	77
	Growth & Strategy	376	5	381	0	(3)	(97)	0	(20)	0	49	0	310	0	310
	Strategic Business Planning & Commercial Development	666	127	793	0	0	(94)	(6)	0	0	0	0	693	0	693
	Planning & Environment Unallocated Budget	0	0	0	0	0	(34)	0	(58)	0	81	0	(11)	0	(11)
Planning & Environment Total		18,401	60	18,461	0	(66)	(8,803)	(11)	(213)	50	1,448	0	10,867	300	11,167
Resources	Assurance	2,531	(174)	2,357	0	(11)	(8)	0	(350)	0	88	0	2,076	500	2,576
	Business Services Plus Transform Saving	(253)	96	(157)	0	0	(320)	0	(65)	0	0	0	(542)	0	(542)
	Operations	10,812	502	11,314	0	(30)	(296)	0	(30)	5	100	0	11,062	0	11,062
	Enterprise	635	(75)	560	0	0	0	(45)	0	0	0	0	515	0	515
	Commercial	16	408	424	0	0	0	0	0	0	0	0	424	0	424
	Consultancy Services	7,682	(30)	7,652	0	(21)	(40)	0	0	417	200	0	8,208	200	8,408
	Headquarters Transform Saving (Resources)	(275)	275	0	0	0	(3)	0	0	0	0	0	(3)	0	(3)
	Regeneration and Infrastructure	161	(0)	161	0	0	0	0	0	0	0	0	161	0	161
Resources Unallocated Budget	(2)	0	(2)	0	0	(6)	0	0	0	401	0	393	0	393	
Resources Total		21,307	1,001	22,308	0	(63)	(673)	(45)	(445)	422	789	0	22,293	700	22,993
Transportation	Environment Services	41	0	41	0	(10)	(5)	0	(75)	0	216	0	168	0	168
	Regeneration & Infrastructure	103	(0)	103	0	0	0	0	0	0	0	0	103	0	103
	Growth & Strategy	886	0	886	0	(0)	(53)	(11)	0	0	0	0	822	0	822
	Transport Services	25,961	258	26,219	(10)	(77)	(774)	(85)	(208)	0	821	0	25,886	431	26,317
	Strategic Business Planning & Commercial Development	61	(227)	(167)	0	0	(158)	0	0	0	0	0	(325)	0	(325)
	Transportation Unallocated Budget	0	0	0	0	0	(660)	0	0	0	34	0	(626)	0	(626)
Transportation Total		27,053	30	27,083	(10)	(87)	(1,650)	(96)	(283)	0	1,071	0	26,028	431	26,459
Total Net Portfolio Budget		291,713	4,542	296,256	2,910	(967)	(22,736)	(1,751)	(1,862)	1,398	24,842	(5,997)	292,093	1,741	293,834

Portfolio	Service	Base Budget £,000			MTP Proposals (Cumulative) £,000									Working Budget £,000	
		Base	Budget Adjustments	Adjusted Base Budget	Inflation (Expenditure)	Inflation (Income)	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2017/18
Children's Services	LA Care Services	7,879	(160)	7,719	(52)	0	(8)	0	0	0	150	0	7,809	0	7,809
	LA Children in Care	2,904	(171)	2,733	(15)	(2)	0	0	(25)	54	720	0	3,465	0	3,465
	LA Children in Need	7,780	1,528	9,308	(6)	0	0	(100)	0	0	100	0	9,302	0	9,302
	LA Family Resilience	415	611	1,026	629	(12)	0	0	0	0	0	0	1,642	0	1,642
	LA Management & Overheads	11,653	(793)	10,860	(10)	(3)	(50)	0	0	0	1,157	0	11,955	0	11,955
	LA Prevention & Commissioning	19,834	7	19,841	(118)	0	(1,230)	(350)	0	0	2,926	0	21,069	0	21,069
	LA Quality, Standards & Performance	1,945	89	2,034	(3)	0	0	0	0	0	25	0	2,056	0	2,056
	CYP Children's (LA) Unallocated Budget	(52)	(558)	(610)	0	0	(736)	0	0	0	386	0	(960)	0	(960)
Children's Services Total		52,359	552	52,911	426	(17)	(2,024)	(450)	(25)	54	5,464	0	56,338	0	56,338
Community Engagement	Community Safety	1,920	(15)	1,905	0	(2)	(97)	(194)	(17)	0	0	0	1,595	0	1,595
	Cultural Services	5,234	125	5,359	0	(78)	(563)	(154)	0	0	0	0	4,564	0	4,564
	LA Universal Youth Services	225	0	225	0	(0)	(26)	0	0	0	0	0	198	0	198
	Localities & Community Engagement	1,897	10	1,908	0	(4)	(120)	(554)	0	0	0	0	1,229	0	1,229
	Operations	1,439	21	1,459	0	(0)	(50)	(31)	0	0	0	0	1,378	0	1,378
	Registrars/Coroners	506	10	516	0	(44)	(10)	0	(20)	0	0	0	443	0	443
	Resilience Team	183	2	184	0	(0)	0	(6)	0	0	0	0	178	0	178
	Wellbeing Centre	269	27	295	0	0	0	0	(26)	28	0	0	297	0	297
	Community Engagement Unallocated Budget	(145)	13	(132)	0	0	(546)	0	0	0	148	0	(530)	0	(530)
Community Engagement Total		11,526	193	11,720	0	(129)	(1,412)	(938)	(63)	28	148	0	9,354	0	9,354
Education & Skills - Dedicated Schools Grant (DSG)	DSG Children & Families	1,096	190	1,286	0	0	0	0	0	0	0	0	1,286	0	1,286
	DSG LSP Schools ISB	296,161	19,098	315,259	0	0	0	0	0	0	3,500	0	318,759	0	318,759
	Fair Access & Youth Provision	913	0	913	0	0	0	0	0	0	0	0	913	0	913
	Learning Trust	4,369	0	4,369	0	0	0	0	0	0	0	0	4,369	0	4,369
	Management (DSG Learning, Skills & Prevention)	(360,003)	(20,903)	(380,905)	0	0	0	0	0	15	0	(3,500)	(384,390)	0	(384,390)
	Prevention & Commissioning	31,381	371	31,752	0	0	0	0	0	0	0	0	31,752	0	31,752
	School & Academy Relationships	1,144	363	1,508	0	0	0	0	0	0	0	0	1,508	0	1,508
	SEN	22,691	881	23,572	0	0	0	0	0	0	0	0	23,572	0	23,572
Education & Skills - Dedicated Schools Grant (DSG) Total		(2,247)	0	(2,247)	0	0	0	0	0	15	0	0	(2,232)	0	(2,232)
Education and Skills - Local Authority	Client Transport Central Costs	1,600	(0)	1,600	0	0	0	0	0	0	0	0	1,600	0	1,600
	Culture & Lrng - Adult Lrng (Ext Funded)	(39)	0	(39)	(0)	(8)	0	0	0	0	0	0	(47)	0	(47)
	Home to School Transport	11,766	325	12,091	0	(102)	(1,221)	0	(250)	0	950	0	11,468	0	11,468
	LA Children's Partnerships	684	(1)	683	0	0	0	(64)	0	0	0	0	619	0	619
	LA Fair Access & Youth Provision	2,014	(129)	1,885	4	(35)	(80)	(235)	0	0	0	0	1,540	0	1,540
	LA Learning Trust	2,901	130	3,031	0	(144)	(88)	(200)	(97)	0	0	0	2,502	0	2,502
	LA Management (Learning Skills & Prevention)	3,341	0	3,341	0	(1)	(118)	0	0	0	0	0	3,221	0	3,221
	LA Prevention & Commissioning	13,782	305	14,087	0	(9)	(2,625)	(200)	(100)	0	300	0	11,454	0	11,454
	LA SEN	1,584	(5)	1,579	0	(17)	(180)	0	0	150	0	(309)	1,223	0	1,223
	Skills Agenda	27	0	27	0	0	0	0	0	0	0	0	27	0	27
Education & Skills LA Unallocated Budget	(87)	(250)	(337)	0	0	(1,706)	0	0	0	216	0	(1,827)	0	(1,827)	
Education & Skills - Local Authority Total		37,572	376	37,948	4	(316)	(6,018)	(699)	(447)	150	1,466	(309)	31,780	0	31,780

Health & Wellbeing	Adult Mental Health Needs	5,092	214	5,306	800	(14)	0	0	0	0	0	0	6,092	0	6,092
	Assessment & Care Management	11,460	25	11,485	0	0	(1,000)	0	0	0	110	0	10,595	0	10,595
	Commissioning & Service Improvement	5,901	(276)	5,625	0	0	0	0	0	0	0	(2,650)	2,975	0	2,975
	Learning Disabilities	38,516	295	38,811	1,865	(88)	(4,561)	0	(125)	0	5,125	0	41,027	0	41,027
	Localities & Safer Communities	(5)	6	1	0	0	0	0	0	0	0	0	1	0	1
	Older People (inc OP Mental Health)	43,771	738	44,508	1,755	(904)	(3,732)	0	(225)	0	7,554	0	48,956	0	48,956
	Physical & Sensory Disabilities	8,972	770	9,742	329	(34)	(460)	0	0	0	3,032	0	12,609	0	12,609
	Public Health	0	(1)		0	0	0	0	0	0	3,030	(3,030)		0	
	Specialist Services	4,198	(129)	4,070	138	0	0	0	0	0	9	0	4,216	0	4,216
	Supporting People	2,610	(79)	2,531	0	0	0	0	0	0	0	0	2,531	0	2,531
Health & Wellbeing Unallocated Budget	(312)	700	388	0	0	(1,762)	0	0	0	215	0	(1,159)	0	(1,159)	
Health and Wellbeing Total		120,203	2,263	122,466	4,886	(1,040)	(11,515)	0	(350)	0	19,075	(5,680)	127,843	0	127,843
Leader	Business Services Plus Transform Saving	(1)	0	(1)	0	0	(9)	0	0	0	0	0	(10)	0	(10)
	Growth & Strategy	363	(0)	363	0	0	0	(76)	(136)	390	0	0	541	0	541
	Chief Executives Office	572	1	574	0	0	0	0	0	0	0	0	574	0	574
	Enterprise	1,812	(11)	1,801	0	(0)	0	0	0	0	25	0	1,826	0	1,826
	Strategy & Policy	2,899	(24)	2,875	0	(0)	(73)	(64)	0	0	0	0	2,737	0	2,737
	Leader Unallocated Budget	(100)	100	0	0	0	(10)	0	0	0	69	0	59	0	59
	Strategic Business Planning & Commercial Development	(6)	0	(6)	0	0	(27)	0	0	0	0	0	(33)	0	(33)
Leader Total		5,539	66	5,605	0	(1)	(119)	(140)	(136)	390	94	0	5,694	0	5,694
Planning & Environment	Assurance	(522)	0	(522)	0	(29)	0	0	0	0	0	0	(551)	0	(551)
	Environment Services	17,734	(2)	17,733	(0)	(113)	(8,170)	(5)	(738)	50	1,350	0	10,106	0	10,106
	Regeneration & Infrastructure	147	(70)	77	0	0	0	0	0	0	0	0	77	0	77
	Growth & Strategy	376	5	381	0	(6)	(97)	0	(20)	0	58	0	317	63	380
	Strategic Business Planning & Commercial Development	666	127	793	0	0	(255)	(6)	0	0	0	0	532	0	532
	Planning & Environment Unallocated Budget	0	0	0	0	0	(34)	0	(58)	0	81	0	(11)	0	(11)
Planning & Environment Total		18,401	60	18,461	(0)	(148)	(8,556)	(11)	(816)	50	1,489	0	10,469	63	10,532
Resources	Assurance	2,531	(174)	2,357	0	(17)	(17)	0	(850)	0	88	0	1,561	300	1,861
	Business Services Plus Transform Saving	(253)	96	(157)	0	0	(702)	0	(111)	0	0	0	(970)	0	(970)
	Operations	10,812	502	11,314	0	(62)	(478)	(75)	(60)	10	100	0	10,749	0	10,749
	Enterprise	635	(75)	560	0	0	0	(68)	0	0	0	0	492	0	492
	Commercial	16	408	424	0	0	0	0	0	0	0	0	424	0	424
	Consultancy Services	7,682	(30)	7,652	0	(43)	(112)	0	0	475	200	0	8,172	100	8,272
	Headquarters Transform Saving (Resources)	(275)	275	0	0	0	(8)	0	0	0	0	0	(8)	0	(8)
	Regeneration and Infrastructure	161	(0)	161	0	0	0	0	0	0	0	0	161	0	161
	Resources Unallocated Budget	(2)	0	(2)	0	0	(14)	0	0	0	401	0	385	0	385
Resources Total		21,307	1,001	22,308	0	(122)	(1,331)	(143)	(1,021)	485	789	0	20,965	400	21,365
Transportation	Environment Services	41	0	41	0	(10)	(10)	0	(75)	0	137	0	84	0	84
	Regeneration & Infrastructure	103	(0)	103	0	0	0	0	0	0	0	0	103	0	103
	Growth & Strategy	886	0	886	0	(0)	(53)	(11)	0	0	0	0	822	0	822
	Transport Services	25,961	258	26,219	305	(156)	(1,127)	(85)	(376)	0	1,678	0	26,458	386	26,844
	Strategic Business Planning & Commercial Development	61	(227)	(167)	0	0	(793)	0	0	0	0	0	(960)	0	(960)
	Transportation Unallocated Budget	0	0	0	0	0	(860)	0	0	0	34	0	(826)	0	(826)
Transportation Total		27,053	30	27,083	305	(166)	(2,843)	(96)	(451)	0	1,849	0	25,681	386	26,067
Total Net Portfolio Budget		291,713	4,542	296,256	5,621	(1,938)	(33,818)	(2,477)	(3,309)	1,172	30,374	(5,989)	285,893	849	286,742

Portfolio	Service	Base Budget £,000			MTP Proposals (Cumulative) £,000									Working Budget £,000	
		Base	Budget Adjustments	Adjusted Base Budget	Inflation (Expenditure)	Inflation (Income)	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2018/19
Children's Services	LA Care Services	7,879	(160)	7,719	(52)	0	(8)	0	0	0	150	0	7,809	0	7,809
	LA Children in Care	2,904	(171)	2,733	(15)	(2)	0	0	(25)	(200)	1,080	0	3,571	0	3,571
	LA Children in Need	7,780	1,528	9,308	(6)	0	0	(100)	0	0	100	0	9,302	0	9,302
	LA Family Resilience	415	611	1,026	629	(12)	0	0	0	0	0	0	1,642	0	1,642
	LA Management & Overheads	11,653	(793)	10,860	(10)	(3)	(50)	0	0	0	1,157	0	11,955	0	11,955
	LA Prevention & Commissioning	19,834	7	19,841	(118)	0	(2,202)	(350)	0	0	3,707	0	20,878	0	20,878
	LA Quality, Standards & Performance	1,945	89	2,034	(3)	0	0	0	0	0	25	0	2,056	0	2,056
	CYP Children's (LA) Unallocated Budget	(52)	(558)	(610)	0	0	(736)	0	0	0	386	0	(960)	0	(960)
Children's Services Total		52,359	552	52,911	426	(17)	(2,996)	(450)	(25)	(200)	6,605	0	56,253	0	56,253
Community Engagement	Community Safety	1,920	(15)	1,905	0	(2)	(97)	(194)	(32)	0	0	0	1,580	0	1,580
	Cultural Services	5,234	125	5,359	0	(78)	(688)	(194)	0	0	0	0	4,399	0	4,399
	LA Universal Youth Services	225	0	225	0	(0)	(26)	0	0	0	0	0	198	0	198
	Localities & Community Engagement	1,897	10	1,908	0	(4)	(120)	(554)	0	0	0	0	1,229	0	1,229
	Operations	1,439	21	1,459	0	(0)	(95)	(31)	0	0	0	0	1,333	0	1,333
	Registrars/Coroners	506	10	516	0	(44)	(10)	0	(40)	0	0	0	423	0	423
	Resilience Team	183	2	184	0	(0)	0	(6)	0	0	0	0	178	0	178
	Wellbeing Centre	269	27	295	0	0	0	0	(26)	28	0	0	297	0	297
	Community Engagement Unallocated Budget	(145)	13	(132)	0	0	(546)	0	0	0	148	0	(530)	0	(530)
Community Engagement Total		11,526	193	11,720	0	(129)	(1,582)	(978)	(98)	28	148	0	9,109	0	9,109
Education & Skills - Dedicated Schools Grant (DSG)	DSG Children & Families	1,096	190	1,286	0	0	0	0	0	0	0	0	1,286	0	1,286
	DSG LSP Schools ISB	296,161	19,098	315,259	0	0	0	0	0	0	3,500	0	318,759	0	318,759
	Fair Access & Youth Provision	913	0	913	0	0	0	0	0	0	0	0	913	0	913
	Learning Trust	4,369	0	4,369	0	0	0	0	0	0	0	0	4,369	0	4,369
	Management (DSG Learning, Skills & Prevention)	(360,003)	(20,903)	(380,905)	0	0	0	0	0	15	0	(3,500)	(384,390)	0	(384,390)
	Prevention & Commissioning	31,381	371	31,752	0	0	0	0	0	0	0	0	31,752	0	31,752
	School & Academy Relationships	1,144	363	1,508	0	0	0	0	0	0	0	0	1,508	0	1,508
	SEN	22,691	881	23,572	0	0	0	0	0	0	0	0	23,572	0	23,572
Education & Skills - Dedicated Schools Grant (DSG) Total		(2,247)	0	(2,247)	0	0	0	0	0	15	0	0	(2,232)	0	(2,232)
Education and Skills - Local Authority	Client Transport Central Costs	1,600	(0)	1,600	0	0	0	0	0	0	0	0	1,600	0	1,600
	Culture & Lrng - Adult Lrng (Ext Funded)	(39)	0	(39)	(0)	(8)	0	0	0	0	0	0	(47)	0	(47)
	Home to School Transport	11,766	325	12,091	0	(102)	(1,221)	0	(250)	0	950	0	11,468	0	11,468
	LA Children's Partnerships	684	(1)	683	0	0	0	(64)	0	0	0	0	619	0	619
	LA Fair Access & Youth Provision	2,014	(129)	1,885	4	(35)	(80)	(235)	0	0	0	0	1,540	0	1,540
	LA Learning Trust	2,901	130	3,031	0	(144)	(88)	(300)	(97)	0	0	0	2,402	0	2,402
	LA Management (Learning Skills & Prevention)	3,341	0	3,341	0	(1)	(118)	0	0	0	0	0	3,221	0	3,221
	LA Prevention & Commissioning	13,782	305	14,087	0	(9)	(2,675)	(265)	(100)	0	300	0	11,339	0	11,339
	LA SEN	1,584	(5)	1,579	0	(17)	(180)	0	0	150	0	(309)	1,223	0	1,223
	Skills Agenda	27	0	27	0	0	0	0	0	0	0	0	27	0	27
Education & Skills LA Unallocated Budget	(87)	(250)	(337)	0	0	(1,706)	0	0	0	216	0	(1,827)	0	(1,827)	
Education & Skills - Local Authority Total		37,572	376	37,948	4	(316)	(6,068)	(864)	(447)	150	1,466	(309)	31,565	0	31,565

Health & Wellbeing	Adult Mental Health Needs	5,092	214	5,306	800	(14)	0	0	0	0	0	0	6,092	0	6,092
	Assessment & Care Management	11,460	25	11,485	0	0	(1,000)	0	0	0	110	0	10,595	0	10,595
	Commissioning & Service Improvement	5,901	(276)	5,625	0	0	0	0	0	0	0	(2,650)	2,975	0	2,975
	Learning Disabilities	38,516	295	38,811	2,887	(88)	(5,811)	0	(125)	0	6,427	0	42,102	0	42,102
	Localities & Safer Communities	(5)	6	1	0	0	0	0	0	0	0	0	1	0	1
	Older People (inc OP Mental Health)	43,771	738	44,508	2,655	(904)	(4,752)	0	(225)	0	9,236	0	50,518	0	50,518
	Physical & Sensory Disabilities	8,972	770	9,742	498	(34)	(494)	0	0	0	3,444	0	13,155	0	13,155
	Public Health	0	(1)		0	0	0	0	0	0	3,030	(3,030)		0	
	Specialist Services	4,198	(129)	4,070	138	0	0	0	0	0	9	0	4,216	0	4,216
	Supporting People	2,610	(79)	2,531	0	0	0	(2,000)	0	0	0	0	531	0	531
Health & Wellbeing Unallocated Budget	(312)	700	388	0	0	(1,762)	0	0	0	215	0	(1,159)	0	(1,159)	
Health and Wellbeing Total		120,203	2,263	122,466	6,977	(1,040)	(13,819)	(2,000)	(350)	0	22,471	(5,680)	129,026	0	129,026
Leader	Business Services Plus Transform Saving	(1)	0	(1)	0	0	(9)	0	0	0	0	0	(10)	0	(10)
	Growth & Strategy	363	(0)	363	0	0	0	(56)	(136)	390	0	0	561	0	561
	Chief Executives Office	572	1	574	0	0	(11)	0	0	0	0	0	563	0	563
	Enterprise	1,812	(11)	1,801	0	(0)	0	0	0	0	25	0	1,826	0	1,826
	Strategy & Policy	2,899	(24)	2,875	0	(0)	(128)	(64)	0	0	0	0	2,682	0	2,682
	Leader Unallocated Budget	(100)	100	0	0	0	(10)	0	0	0	69	0	59	0	59
	Strategic Business Planning & Commercial Development	(6)	0	(6)	0	0	(27)	0	0	0	0	0	(33)	0	(33)
Leader Total		5,539	66	5,605	0	(1)	(185)	(120)	(136)	390	94	0	5,648	0	5,648
Planning & Environment	Assurance	(522)	0	(522)	0	(29)	0	0	0	0	0	0	(551)	0	(551)
	Environment Services	17,734	(2)	17,733	(0)	(113)	(8,018)	(5)	(1,280)	50	1,592	0	9,958	0	9,958
	Regeneration & Infrastructure	147	(70)	77	0	0	0	0	0	0	0	0	77	0	77
	Growth & Strategy	376	5	381	0	(6)	(97)	0	(20)	0	63	0	322	0	322
	Strategic Business Planning & Commercial Development	666	127	793	0	0	(367)	(6)	0	0	0	0	420	0	420
	Planning & Environment Unallocated Budget	0	0	0	0	0	(34)	0	(58)	0	81	0	(11)	0	(11)
Planning & Environment Total		18,401	60	18,461	(0)	(148)	(8,516)	(11)	(1,358)	50	1,736	0	10,214	0	10,214
Resources	Assurance	2,531	(174)	2,357	0	(17)	(17)	(41)	(1,100)	0	88	0	1,270	250	1,520
	Business Services Plus Transform Saving	(253)	96	(157)	0	0	(902)	0	(111)	0	0	0	(1,170)	0	(1,170)
	Operations	10,812	502	11,314	0	(62)	(832)	(75)	(60)	10	100	0	10,395	0	10,395
	Enterprise	635	(75)	560	0	0	0	(111)	0	0	0	0	449	0	449
	Commercial	16	408	424	0	0	0	0	0	0	0	0	424	0	424
	Consultancy Services	7,682	(30)	7,652	0	(43)	(112)	0	0	475	200	0	8,172	0	8,172
	Headquarters Transform Saving (Resources)	(275)	275	0	0	0	(8)	0	0	0	0	0	(8)	0	(8)
	Regeneration and Infrastructure	161	(0)	161	0	0	0	0	0	0	0	0	161	0	161
Resources Unallocated Budget	(2)	0	(2)	0	0	(14)	0	0	0	401	0	385	0	385	
Resources Total		21,307	1,001	22,308	0	(122)	(1,885)	(227)	(1,271)	485	789	0	20,077	250	20,327
Transportation	Environment Services	41	0	41	0	(10)	(10)	0	(75)	0	75	0	22	0	22
	Regeneration & Infrastructure	103	(0)	103	0	0	0	0	0	0	0	0	103	0	103
	Growth & Strategy	886	0	886	0	(0)	(53)	(11)	0	0	0	0	822	0	822
	Transport Services	25,961	258	26,219	305	(156)	(1,427)	(85)	(474)	0	2,785	0	27,167	(302)	26,865
	Strategic Business Planning & Commercial Development	61	(227)	(167)	0	0	(793)	0	0	0	0	0	(960)	0	(960)
	Transportation Unallocated Budget	0	0	0	0	0	(1,060)	0	0	0	34	0	(1,026)	0	(1,026)
Transportation Total		27,053	30	27,083	305	(166)	(3,343)	(96)	(549)	0	2,894	0	26,128	(302)	25,826
Total Net Portfolio Budget		291,713	4,542	296,256	7,713	(1,938)	(38,394)	(4,746)	(4,234)	918	36,203	(5,989)	285,789	(52)	285,737

Portfolio	Service	Base Budget £,000			MTP Proposals (Cumulative) £,000									Working Budget £,000	
		Base	Budget Adjustments	Adjusted Base Budget	Inflation (Expenditure)	Inflation (Income)	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2019/20
Children's Services	LA Care Services	7,879	(160)	7,719	(52)	0	(8)	0	0	0	150	0	7,809	0	7,809
	LA Children in Care	2,904	(171)	2,733	(15)	(2)	0	0	(25)	(550)	1,440	0	3,581	0	3,581
	LA Children in Need	7,780	1,528	9,308	(6)	0	0	(100)	0	0	100	0	9,302	0	9,302
	LA Family Resilience	415	611	1,026	629	(12)	0	0	0	0	0	0	1,642	0	1,642
	LA Management & Overheads	11,653	(793)	10,860	(10)	(3)	(50)	0	0	0	1,157	0	11,955	0	11,955
	LA Prevention & Commissioning	19,834	7	19,841	(118)	0	(2,202)	(350)	0	0	4,525	0	21,696	0	21,696
	LA Quality, Standards & Performance	1,945	89	2,034	(3)	0	0	0	0	0	25	0	2,056	0	2,056
	CYP Children's (LA) Unallocated Budget	(52)	(558)	(610)	0	0	(736)	0	0	0	386	0	(960)	0	(960)
Children's Services Total		52,359	552	52,911	426	(17)	(2,996)	(450)	(25)	(550)	7,783	0	57,081	0	57,081
Community Engagement	Community Safety	1,920	(15)	1,905	0	(2)	(97)	(194)	(32)	0	0	0	1,580	0	1,580
	Cultural Services	5,234	125	5,359	0	(78)	(813)	(194)	0	0	0	0	4,274	0	4,274
	LA Universal Youth Services	225	0	225	0	(0)	(26)	0	0	0	0	0	198	0	198
	Localities & Community Engagement	1,897	10	1,908	0	(4)	(120)	(554)	0	0	0	0	1,229	0	1,229
	Operations	1,439	21	1,459	0	(0)	(95)	(31)	0	0	0	0	1,333	0	1,333
	Registrars/Coroners	506	10	516	0	(44)	(10)	0	(60)	0	0	0	403	0	403
	Resilience Team	183	2	184	0	(0)	0	(6)	0	0	0	0	178	0	178
	Wellbeing Centre	269	27	295	0	0	0	0	(26)	28	0	0	297	0	297
	Community Engagement Unallocated Budget	(145)	13	(132)	0	0	(546)	0	0	0	148	0	(530)	0	(530)
Community Engagement Total		11,526	193	11,720	0	(129)	(1,707)	(978)	(118)	28	148	0	8,964	0	8,964
Education & Skills - Dedicated Schools Grant (DSG)	DSG Children & Families	1,096	190	1,286	0	0	0	0	0	0	0	0	1,286	0	1,286
	DSG LSP Schools ISB	296,161	19,098	315,259	0	0	0	0	0	0	3,500	0	318,759	0	318,759
	Fair Access & Youth Provision	913	0	913	0	0	0	0	0	0	0	0	913	0	913
	Learning Trust	4,369	0	4,369	0	0	0	0	0	0	0	0	4,369	0	4,369
	Management (DSG Learning, Skills & Prevention)	(360,003)	(20,903)	(380,905)	0	0	0	0	0	15	0	(3,500)	(384,390)	0	(384,390)
	Prevention & Commissioning	31,381	371	31,752	0	0	0	0	0	0	0	0	31,752	0	31,752
	School & Academy Relationships	1,144	363	1,508	0	0	0	0	0	0	0	0	1,508	0	1,508
	SEN	22,691	881	23,572	0	0	0	0	0	0	0	0	23,572	0	23,572
Education & Skills - Dedicated Schools Grant (DSG) Total		(2,247)	0	(2,247)	0	0	0	0	0	15	0	0	(2,232)	0	(2,232)
Education and Skills - Local Authority	Client Transport Central Costs	1,600	(0)	1,600	0	0	0	0	0	0	0	0	1,600	0	1,600
	Culture & Lrng - Adult Lrng (Ext Funded)	(39)	0	(39)	(0)	(8)	0	0	0	0	0	0	(47)	0	(47)
	Home to School Transport	11,766	325	12,091	0	(102)	(1,221)	0	(250)	0	950	0	11,468	0	11,468
	LA Children's Partnerships	684	(1)	683	0	0	0	(64)	0	0	0	0	619	0	619
	LA Fair Access & Youth Provision	2,014	(129)	1,885	4	(35)	(80)	(235)	0	0	0	0	1,540	0	1,540
	LA Learning Trust	2,901	130	3,031	0	(144)	(88)	(400)	(97)	0	0	0	2,302	0	2,302
	LA Management (Learning Skills & Prevention)	3,341	0	3,341	0	(1)	(118)	0	0	0	0	0	3,221	0	3,221
	LA Prevention & Commissioning	13,782	305	14,087	0	(9)	(2,725)	(400)	(100)	0	300	0	11,154	0	11,154
	LA SEN	1,584	(5)	1,579	0	(17)	(180)	0	0	150	0	(309)	1,223	0	1,223
	Skills Agenda	27	0	27	0	0	0	0	0	0	0	0	27	0	27
Education & Skills LA Unallocated Budget	(87)	(250)	(337)	0	0	(1,706)	0	0	0	216	0	(1,827)	0	(1,827)	
Education & Skills - Local Authority Total		37,572	376	37,948	4	(316)	(6,118)	(1,099)	(447)	150	1,466	(309)	31,280	0	31,280

Health & Wellbeing	Adult Mental Health Needs	5,092	214	5,306	800	(14)	0	0	0	0	0	0	6,092	0	6,092
	Assessment & Care Management	11,460	25	11,485	0	0	(1,000)	0	0	0	110	0	10,595	0	10,595
	Commissioning & Service Improvement	5,901	(276)	5,625	0	0	0	0	0	0	0	(2,650)	2,975	0	2,975
	Learning Disabilities	38,516	295	38,811	4,028	(88)	(6,061)	0	(799)	0	7,939	0	43,830	0	43,830
	Localities & Safer Communities	(5)	6	1	0	0	0	0	0	0	0	0	1	0	1
	Older People (inc OP Mental Health)	43,771	738	44,508	3,791	(904)	(5,022)	0	(225)	0	10,645	0	52,793	0	52,793
	Physical & Sensory Disabilities	8,972	770	9,742	711	(34)	(527)	0	0	0	3,798	0	13,690	0	13,690
	Public Health	0	(1)		0	0	0	0	0	0	3,030	(3,030)		0	
	Specialist Services	4,198	(129)	4,070	138	0	0	0	0	0	9	0	4,216	0	4,216
	Supporting People	2,610	(79)	2,531	0	0	0	(2,000)	0	0	0	0	531	0	531
Health & Wellbeing Unallocated Budget	(312)	700	388	0	0	(1,762)	0	0	0	215	0	(1,159)	0	(1,159)	
Health and Wellbeing Total		120,203	2,263	122,466	9,467	(1,040)	(14,372)	(2,000)	(1,024)	0	25,746	(5,680)	133,565	0	133,565
Leader	Business Services Plus Transform Saving	(1)	0	(1)	0	0	(9)	0	0	0	0	0	(10)	0	(10)
	Growth & Strategy	363	(0)	363	0	0	0	(56)	(136)	390	0	0	561	0	561
	Chief Executives Office	572	1	574	0	0	(11)	0	0	0	0	0	563	0	563
	Enterprise	1,812	(11)	1,801	0	(0)	0	0	0	0	25	0	1,826	0	1,826
	Strategy & Policy	2,899	(24)	2,875	0	(0)	(128)	(64)	0	0	0	0	2,682	0	2,682
	Leader Unallocated Budget	(100)	100	0	0	0	(10)	0	0	0	69	0	59	0	59
	Strategic Business Planning & Commercial Development	(6)	0	(6)	0	0	(27)	0	0	0	0	0	(33)	0	(33)
Leader Total		5,539	66	5,605	0	(1)	(185)	(120)	(136)	390	94	0	5,648	0	5,648
Planning & Environment	Assurance	(522)	0	(522)	0	(29)	0	0	0	0	0	0	(551)	0	(551)
	Environment Services	17,734	(2)	17,733	(0)	(113)	(8,064)	(5)	(1,280)	50	1,540	0	9,860	0	9,860
	Regeneration & Infrastructure	147	(70)	77	0	0	0	0	0	0	0	0	77	0	77
	Growth & Strategy	376	5	381	0	(6)	(97)	0	(20)	0	63	0	322	0	322
	Strategic Business Planning & Commercial Development	666	127	793	0	0	(367)	(6)	0	0	0	0	420	0	420
	Planning & Environment Unallocated Budget	0	0	0	0	0	(34)	0	(58)	0	81	0	(11)	0	(11)
Planning & Environment Total		18,401	60	18,461	(0)	(148)	(8,562)	(11)	(1,358)	50	1,684	0	10,116	0	10,116
Resources	Assurance	2,531	(174)	2,357	0	(17)	(17)	(41)	(1,350)	0	88	0	1,020	50	1,070
	Business Services Plus Transform Saving	(253)	96	(157)	0	0	(1,002)	0	(111)	0	0	0	(1,270)	0	(1,270)
	Operations	10,812	502	11,314	0	(62)	(832)	(75)	(60)	10	100	0	10,395	0	10,395
	Enterprise	635	(75)	560	0	0	0	(111)	0	0	0	0	449	0	449
	Commercial	16	408	424	0	0	0	0	0	0	0	0	424	0	424
	Consultancy Services	7,682	(30)	7,652	0	(43)	(112)	0	0	475	200	0	8,172	0	8,172
	Headquarters Transform Saving (Resources)	(275)	275	0	0	0	(8)	0	0	0	0	0	(8)	0	(8)
	Regeneration and Infrastructure	161	(0)	161	0	0	0	0	0	0	0	0	161	0	161
Resources Unallocated Budget	(2)	0	(2)	0	0	(14)	0	0	0	401	0	385	0	385	
Resources Total		21,307	1,001	22,308	0	(122)	(1,985)	(227)	(1,521)	485	789	0	19,727	50	19,777
Transportation	Environment Services	41	0	41	0	(10)	(10)	0	(75)	0	75	0	22	0	22
	Regeneration & Infrastructure	103	(0)	103	0	0	0	0	0	0	0	0	103	0	103
	Growth & Strategy	886	0	886	0	(0)	(53)	(11)	0	0	0	0	822	0	822
	Transport Services	25,961	258	26,219	305	(156)	(2,227)	(85)	(572)	0	3,951	0	27,435	(265)	27,170
	Strategic Business Planning & Commercial Development	61	(227)	(167)	0	0	(793)	0	0	0	0	0	(960)	0	(960)
	Transportation Unallocated Budget	0	0	0	0	0	(1,260)	0	(155)	0	34	0	(1,381)	0	(1,381)
Transportation Total		27,053	30	27,083	305	(166)	(4,343)	(96)	(802)	0	4,060	0	26,041	(265)	25,776
Total Net Portfolio Budget		291,713	4,542	296,256	10,202	(1,938)	(40,267)	(4,981)	(5,431)	568	41,770	(5,989)	290,190	(215)	289,975

Values

Portfolio	Service	Activity	MTP Reason	Description	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
Children's Services	LA Care Services	LA Care Services	Service Efficiency	Fostering - Review of delivery model	(8)	(8)	(8)	(8)
			Unavoidable Growth	Additional pressure from Adoption court orders	150	150	150	150
	LA Children in Care	LA Children in Care	Additional Income	Bidding for external funding to support some children in further education.	(25)	(25)	(25)	(25)
			Service Development	Newly Qualified Social Workers	187	54	(200)	(550)
			Unavoidable Growth	Growth in demand for services for children looked after to maintain a safe balance of case loads.	360	720	1,080	1,440
	LA Children in Need	LA Children in Need	Service Reduction	Continuation of new process and controls over s17 support	(100)	(100)	(100)	(100)
			Special Item	OFSTED inspection - Service enhancement	220	0	0	0
			Unavoidable Growth	Ensure social work pay is competitive	100	100	100	100
	LA Prevention & Commissioning	LA Prevention & Commissioning	Service Efficiency	Use of a social impact bond (SIB) to create a multi-systemic therapy service.	0	0	(312)	(312)
				Step down from residential care by moving children who are aged under 14 from children's homes into a family setting.	0	(610)	(1,120)	(1,120)
			Service Reduction	Regional commission supported living for vulnerable young people	(620)	(620)	(620)	(620)
				Reduce the unit cost of residential care packages through jointly commissioning with other Local Authorities.	0	0	(150)	(150)
				Deliver transition support for children moving into adulthood (and adult services possibly) in a different way	(50)	(50)	(50)	(50)
				Reduced support for short breaks for disabled children and their families.	(187)	(300)	(300)	(300)
	Unavoidable Growth	Looked After Children-demographic change impact	368	726	1,507	2,325		
Unavoidable Growth	Growing demand and cost pressures for services for children looked after.	2,200	2,200	2,200	2,200			
LA Quality, Standards & Performance	LA Quality, Standards & Performance	Unavoidable Growth	OFSTED inspection - Service enhancement	37	25	25	25	
CYP Children's (LA) Unallocated Budget	Children's S Care & Learning Tran Saving	Service Efficiency	Allocation of Future Shape Savings	(527)	(736)	(736)	(736)	
LA Management & Overheads	LA Management & Overheads	Service Efficiency	Youth Offending - Efficiencies and savings	0	(50)	(50)	(50)	
		Unavoidable Growth	Growth in service provision requirement	0	1,157	1,157	1,157	
Community Engagement	Community Safety	Safer Communities	Service Efficiency	Review of Service structure	(57)	(97)	(97)	(97)
			Service Reduction	Safer Communities - PCSO's	(100)	(161)	(161)	(161)
		Trading Standards	Additional Income	Trading Standards, additional income	(17)	(17)	(32)	(32)
			Service Reduction	Service Restructure	(33)	(33)	(33)	(33)
	Cultural Services	Library & Information Services	Service Efficiency	Aylesbury Library self-service - savings	(25)	(25)	(25)	(25)
				Review of investment in book stock	(17)	(30)	(30)	(30)
				Use of self service technology-Staff restructure	(126)	(126)	(126)	(126)
			Service Reduction	Libraries Alternative Delivery Vehicle	(80)	(330)	(455)	(580)
				Library - Information Service / reference	(62)	(62)	(62)	(62)
				Reduction to Library Book Fund	(16)	(16)	(16)	(16)
				Mobile Libraries	(18)	(76)	(116)	(116)
	Special Item	Libraries Alternative Delivery Vehicle - cost of change	150	0	0	0		
	Running Community Centres	Service Efficiency	Evreham sports centre funding	0	(52)	(52)	(52)	
	LA Universal Youth Services	LA Universal Youth Services	Service Efficiency	Community Youth Services	(26)	(26)	(26)	(26)
	Localities & Community Engagement	Community Cohesion & Equalities	Service Reduction	Service Restructure	(2)	(2)	(2)	(2)
			Locality Services	Service Efficiency	HealthWatch Bucks / NHS Advocacy	(40)	(100)	(100)
		Localities - Community Projects		(10)	(20)	(20)	(20)	
		Service Reduction		Big Society Budget - Reduce funding	(81)	(81)	(81)	(81)
				Communities Team	(150)	(150)	(150)	(150)
				Local Priorities Fund	(280)	(280)	(280)	(280)
				Service Restructure	(25)	(25)	(25)	(25)
		Voluntary & Community Sector	Service Reduction	Localities - Community Projects	(10)	(10)	(10)	(10)
Service Restructure	(7)		(7)	(7)	(7)			
Registrars/Coroners	Coroners	Service Efficiency	Coroner - review of mortuary costs	(10)	(10)	(10)	(10)	
	Registrars	Additional Income	Registrars - Fee Increase	0	(20)	(40)	(60)	
Resilience Team	Resilience Team	Service Reduction	Service Restructure	(6)	(6)	(6)	(6)	
Operations	Contact Centre	Service Efficiency	Staffing changes in Contact Centre	(50)	(50)	(95)	(95)	
		Service Reduction	Cessation of One Stop Shop function-Buck'm Lib	(31)	(31)	(31)	(31)	
Community Engagement Unallocated Budget	Community Engagement Unallocated Budget	Service Efficiency	Allocation of Future Shape Savings	(363)	(546)	(546)	(546)	
Wellbeing Centre	Wellbeing Centre	Additional Income	Chesham Wellbeing Centre	(26)	(26)	(26)	(26)	
		Service Development	Chesham Wellbeing Centre	25	28	28	28	

Education & Skills (LA)	Home to School Transport	Home to School Transport	Additional Income	Home to School Transport - further income	(250)	(250)	(250)	(250)	
			Service Efficiency	Home To School Transport - Strategic Review	(945)	(1,221)	(1,221)	(1,221)	
			Unavoidable Growth	Growing demand for Special Education Needs and Disability transport combined with pressure in unit prices following a retender	950	950	950	950	
	LA Children's Partnerships	LA Children's Partnerships	Service Reduction	Delivery of the Family Information Service provision in a different way.	0	(64)	(64)	(64)	
	LA Fair Access & Youth Provision	LA Fair Access & Youth Provision	Service Efficiency	Cost reductions from the implementation of Adventure Learning Foundation	(40)	(80)	(80)	(80)	
			Service Reduction	Reduction in Duke of Edinburgh's Award Team and associated support. Reduction to Youth Service ability to consult and involve young people	(70)	(135)	(135)	(135)	
	LA Learning Trust	LA Learning Trust	Additional Income	Additional Income generation	(100)	(100)	(100)	(100)	
			Service Efficiency	BLT Grant - contract efficiencies	(97)	(97)	(97)	(97)	
			Service Reduction	Reduction in non statutory school improvement activities provided by "Buckinghamshire Learning Trust"	(88)	(88)	(88)	(88)	
	LA Prevention & Commissioning	LA Prevention & Commissioning	Service Reduction	Reduction in non statutory school improvement activities provided by "Buckinghamshire Learning Trust"	(100)	(200)	(300)	(400)	
			Additional Income	Clinical Commission Group Income	(100)	(100)	(100)	(100)	
			Service Efficiency	Staffing efficiencies arising from proposed new model for delivery.	(150)	(250)	(250)	(250)	
				A reduction in non statutory activities provided by the "Connexions" service	(1,100)	(1,200)	(1,200)	(1,200)	
				Reduction in non statutory activities provided by "children's centre" service	(625)	(1,175)	(1,225)	(1,275)	
			Service Reduction	Commissioning Savings	0	(60)	(60)	(60)	
Reduction in Buckinghamshire Youth Counselling contract				0	(70)	(135)	(270)		
Special Item	Reduction in non recurrent non statutory education champions activity.	(70)	(70)	(70)	(70)				
Unavoidable Growth	Reduction in non statutory activities provided by "children's centre" service	100	0	0	0				
LA SEN	LA SEN	Service Efficiency	Pressure on Dedicated Schools Grant (DSG) funding for education has resulted in some activities previously funded by DSG having to be met in part by the Council.	300	300	300	300		
		Service Development	SEN legislative changes - Investment to address SEN Demand Review	60	150	150	150		
Education & Skills LA Unallocated Budget	Education & Skills LA Unallocated Budget	Service Efficiency	Allocation of Future Shape Savings	(180)	(180)	(180)	(180)		
LA Management (Learning Skills & Prevention)	LA Management (Learning Skills & Prevention)	Service Efficiency	Staffing Changes	(485)	(1,706)	(1,706)	(1,706)		
Health & Wellbeing	Assessment & Care Management	Head of Service	Service Efficiency	New Operating Model	0	(700)	(700)	(700)	
			OP & PSD Assessment & Care Management	Unavoidable Growth	Increased demand for Assessment & review within Care management	110	110	110	110
			OPMH Section 75 Agreement	Service Efficiency	Mental Health Efficiencies	0	(300)	(300)	(300)
	Commissioning & Service Improvement	Strategic Commissioning	Change In Grant Income	Client Transport-ASC contribution to transport saving	4	12	12	12	
			Special Item	Buckinghamshire Care - Reimbursement of set up costs	(250)	0	0	0	
	Learning Disabilities	LD Day Services	Service Efficiency	Reduce requirement ASC Transport-Demand Management	(23)	(23)	(23)	(23)	
			LD Direct Payments	Unavoidable Growth	Current Care Pressures	1,400	1,400	1,400	1,400
		LD Residential Care	Additional Income	Service Efficiency	Joint funding of packages with NHS	(125)	(125)	(125)	(799)
				Service Efficiency	Contract retenders	(242)	(339)	(339)	(339)
				Service Efficiency	LD Placement Review	(1,000)	(2,000)	(3,000)	(3,000)
				Service Efficiency	LD Strategic Review	(250)	(500)	(750)	(1,000)
				Service Efficiency	Contract inflation - Savings	(215)	(430)	(430)	(430)
				Service Efficiency	Residential and supported living - Improved management	(500)	(500)	(500)	(500)
		Unavoidable Growth	Post Cab 15-2-16	366	0	0	0		
		Unavoidable Growth	Demographic Growth	1,051	2,325	3,627	5,139		
	LD Supported Living	Service Efficiency	Contract retenders	(242)	(339)	(339)	(339)		
			Contract inflation - Savings	(215)	(430)	(430)	(430)		
	Older People (inc OP Mental Health)	Buckinghamshire Care Contract	Additional Income	Laundry reimbursement	1,400	1,400	1,400	1,400	
				Service Efficiency	Bucks Care , payment variation	(100)	(100)	(100)	(100)
				Service Efficiency	Review of day services	(50)	(50)	(50)	(50)
		OP/OPMH Domiciliary Care Services	Service Efficiency	Assistive Technology expansion	(250)	(250)	(250)	(250)	
				Dom Care - Service delivery review	(305)	(575)	(845)	(1,115)	
		OP/OPMH Fairer Charging Income	Unavoidable Growth	Current Care Pressures	(412)	(682)	(1,382)	(1,382)	
				Client Income, Carers Assessments	2,500	2,500	2,500	2,500	
		OP/OPMH Nursing	Service Efficiency	Contract retenders	0	0	(50)	(50)	
				Contract inflation - Savings	(263)	(369)	(369)	(369)	
				OP Residential & Nursing Placements savings	(235)	(469)	(469)	(469)	
OP/OPMH Residential Care		Unavoidable Growth	Current Care Pressures	(500)	(500)	(500)	(500)		
	Joint funding of packages with NHS		2,500	2,500	2,500	2,500			
	Contract retenders		(125)	(125)	(125)	(125)			
Physical & Sensory Disabilities	PSD Direct Payments	Service Efficiency	Independent Living Fund - reduction in grant funded expenditure	(263)	(369)	(369)	(369)		
			Contract inflation - Savings	(235)	(469)	(469)	(469)		
			Demographic Growth	(101)	(203)	(203)	(203)		
Public Health	Public Health	Change In Grant Income	Transfer of responsibility 0 to 5	(114)	(160)	(160)	(160)		
		Unavoidable Growth	Transfer of responsibility 0 to 5	(3,030)	(3,030)	(3,030)	(3,030)		
Specialist Services	Statutory Advocacy	Unavoidable Growth	Transfer of responsibility 0 to 5	3,030	3,030	3,030	3,030		
Supporting People	Supporting People	Service Reduction	Increased Community Voices activity	9	9	9	9		
Health & Wellbeing Unallocated Budget	Adults Health & Comm Transform Savings	Service Efficiency	Prevention Re-commissioning	0	0	(2,000)	(2,000)		
			Allocation of Future Shape Savings	(804)	(1,762)	(1,762)	(1,762)		

Leader	Growth & Strategy	Economic Development	Service Reduction	Reduction in Economic Development budget	(39)	(76)	(56)	(56)	
		Growth & Strategy Development	Additional Income	HS2 mitigation and qualifying authority staffing resource with income	(56)	(136)	(136)	(136)	
		Service Development	Special Item	Heathrow liaison officer	60	60	60	60	
			Special Item	HS2 mitigation and qualifying authority staffing resource with income	80	180	180	180	
			Special Item	Strategic Alliance development costs, part funding by BCC	50	50	50	50	
	Special Item	Impact of Growth Agenda, funding to pump prime service re-design and re-engineered delivery	100	100	100	100			
	Special Item	HS2 - Community Engagement activities & funding	90	0	0	0			
	Business Services Plus Transform Saving	Leader Unallocated Budget	Service Efficiency	Allocation of Future Shape Savings	(3)	(9)	(9)	(9)	
	Chief Executives Office	Chief Executive	Service Efficiency	Reduced conference attendance / project spend	0	0	(11)	(11)	
	Enterprise	People Strategy & Organisational Develop	Unavoidable Growth	System licencing costs	0	25	25	25	
	Strategy & Policy	Community Leaders Fund	Service Reduction	Reduction to Community Leaders Fund	(64)	(64)	(64)	(64)	
		Member Services	Service Efficiency	Paperless Committees & other service efficiencies	0	0	(55)	(55)	
		Strategic Commissioning	Service Efficiency	Service Restructure in Strategy & Policy	(73)	(73)	(73)	(73)	
	Leader Unallocated Budget	Leader Unallocated Budget	Service Efficiency	Allocation of Future Shape Savings	(4)	(10)	(10)	(10)	
	Strategic Business Planning & Commercial Development	Leader Unallocated Budget	Service Efficiency	Allocation of Future Shape Savings	(10)	(27)	(27)	(27)	
	Planning & Environment	Environment Services	Country Parks & Green Spaces	Additional Income	Country Parks - increased income from capital investments funding by reserve	0	(50)	(50)	(50)
			Planning & Environment	Additional Income	Increased fees for service provision	(5)	(5)	(5)	(5)
Service Efficiency				Gypsy & Traveller divestment project	0	(140)	(140)	(140)	
Service Efficiency				Changes to Landscape service - Revised service provision	(18)	(18)	(18)	(18)	
Service Reduction			Reduced spend on legal service for Rights of Way	(5)	(5)	(5)	(5)		
Waste			Additional Income	Energy from waste income	(80)	(108)	(80)	(80)	
			Additional Income	Recycling credit recharge	0	(120)	(120)	(120)	
			Additional Income	Trade waste recharges	0	(230)	(230)	(230)	
			Additional Income	Waste re-use - Income from waste re-use storage/ Cleaning Facility	(50)	(50)	(50)	(50)	
			Additional Income	Additional bulky waste income from capital investment	0	(175)	(175)	(175)	
		Additional Income	Feasibility study and outline business case for an energy company	0	0	(570)	(570)		
		Service Development	Waste shredder - Costs associated with the operation of the bulky waste shredder	50	50	50	50		
		Service Efficiency	Interim biowaste contract savings	(150)	(150)	(150)	(150)		
			Household Waste Recycling Centre changes	0	0	(100)	(100)		
			Waste acceptance & access policy	(50)	(50)	(50)	(50)		
Service Efficiency		waste tonnages, review of current projections	(546)	(256)	(4)	0			
Service Efficiency		Review of waste tonnages and costs associated with bio-waste treatment and energy from waste plants	(2,080)	(2,247)	(2,247)	(2,247)			
Special Item		Feasibility study and outline business case for an energy company	300	0	0	0			
Unavoidable Growth		Waste - trade waste charges	79	73	73	73			
		Energy from waste business rates	200	200	200	200			
		Waste - additional recycling credits	490	582	582	582			
		Waste - additional green waste costs	329	344	344	344			
		Waste tonnage review - review of waste tonnages and costs associated with new biowaste treatment and energy from waste plants	220	151	393	341			
Growth & Strategy		Infrastructure Strategy & Planning	Special Item	Minerals & Waste local plan	0	63	0	0	
		Resource Strategy	Additional Income	Roof mounted solar panels - income	(20)	(20)	(20)	(20)	
			Service Efficiency	Energy Performance	(75)	(75)	(75)	(75)	
			Service Efficiency	Biomass boiler maintenance and fuel cost - Efficiency	(22)	(22)	(22)	(22)	
Unavoidable Growth	Renewable Heat Incentive income pressure	49	58	63	63				
Planning & Environment Unallocated Budget	Planning & Environment Unallocated budget	Additional Income	Small increases in income across teams	(58)	(58)	(58)	(58)		
		Service Efficiency	Small reductions across team budgets	(34)	(34)	(34)	(34)		
Strategic Business Planning & Commercial Development	Finance	Service Efficiency	Allocation of Future Shape Savings	(94)	(255)	(255)	(255)		
		Service Efficiency	Allocation of Future Shape Savings						
		Service Efficiency	TEE Leadership changes	0	0	(112)	(112)		
Service Reduction	Reduced grant to 3rd parties for conservation activity	(6)	(6)	(6)	(6)				

Resources	Assurance	Audit Risk & Insurance	Service Reduction	Staffing Reduction	0	0	(41)	(41)			
		Director of Assurance	Special Item	Change Management Support - Unallocated funding	250	0	0	0			
		Strategic Assets	Additional Income	Property Asset income generation	(350)	(850)	(1,100)	(1,350)			
			Service Efficiency	Energy SALIX repayments end	(8)	(8)	(8)	(8)			
			Unavoidable Growth	Maintenance reduction for OCO	0	(9)	(9)	(9)			
		Strategic Finance	Special Item	Property contract costs	88	88	88	88			
			Special Item	Review of Council Tax discounts	0	50	0	50			
		Business Services Plus Transform Saving	Business Services Plus Transform Saving	Additional Income	Shared Services	(65)	(111)	(111)	(111)		
				Service Efficiency	Allocation of Future Shape Savings	(115)	(392)	(392)	(392)		
		Enterprise	Innovation & Commercialisation	Service Reduction	Shared Services	(205)	(310)	(510)	(610)		
	HQ staffing reduction				0	(23)	(66)	(66)			
	Consultancy Services	Applications	Service Development	Staffing Changes	(45)	(45)	(45)	(45)			
				Externally managed service for SWIFT	20	78	78	78			
				ICT developemnt - Corporate systems	50	50	50	50			
				ICT development - Children's systems	50	50	50	50			
				DBA / System Architect	52	52	52	52			
		Legal	Service Efficiency	Legal - complaints	(5)	(10)	(10)	(10)			
				Operational Maintenance	Service Efficiency	Property transformation	(20)	(57)	(57)	(57)	
		Technology Solutions	Special Item	Asbestos & Legionella surveys	200	100	0	0			
				Unavoidable Growth	Property contract costs	200	200	200	200		
				Service Development	Active Directory & Automation	65	65	65	65		
		Operations	Business Support	Service Efficiency	ICT Architecture development	60	60	60	60		
					Provision of One Council network	120	120	120	120		
					Service Efficiency	Reduce ICT Resources	(15)	(45)	(45)	(45)	
					Release further efficiencies	(125)	(210)	(210)	(210)		
		Operations	Countywide Premises	Service Development	Windsor End (Beaconsfield)	5	10	10	10		
					Facilities Management	Additional Income	Property rental income	(30)	(60)	(60)	(60)
	FMS				Service Efficiency	Reorganisation of work	0	(25)	(25)	(25)	
	HR Operations				Service Efficiency	Shared HR Service	0	0	(354)	(354)	
	Learning & Development				Unavoidable Growth	Recruitment for hard to fill posts	100	100	100	100	
	Operations Director BSP				Service Efficiency	Support Service & Optimisation	(171)	(243)	(243)	(243)	
	Service Desk				Service Reduction	Service Desk Support - reduction	0	(75)	(75)	(75)	
	Resources Unallocated Budget				Resources Unallocated Budget	Service Efficiency	Allocation of Future Shape Savings	(6)	(14)	(14)	(14)
	Headquarters Transform Saving (Resources)				Headquarters Transform Saving (Resources)	Service Efficiency	Allocation of Future Shape Savings	(3)	(8)	(8)	(8)
	Transportation				Environment Services	Highways Development Control	Additional Income	Highways Development Management increased income	(75)	(75)	(75)
		Service Efficiency	Reduce ExternalConsultancy requirement	(5)			(10)	(10)	(10)		
		Unavoidable Growth	Highways Development Management increased resource to reduce consultancy support and generate income	216			137	75	75		
		Growth & Strategy	Infrastructure Strategy & Planning	Service Efficiency	Consultations savings	(20)	(20)	(20)	(20)		
					Transport Strategy	Service Efficiency	Transport strategy overheads, reduce non staffing budgets	(31)	(31)	(31)	(31)
					Travel planning, reduce non staffing budgets	(2)	(2)	(2)	(2)		
		Transport Services	Client & Public Transport	Special Item	service reduction - area transport strategies	(11)	(11)	(11)	(11)		
					Integrated transport hub - Invest to Save	100	0	0	0		
			Contract	Additional Income	Public transport business model - Invest to Save	150	0	0	0		
Advertising & sponsorship income					(50)	(100)	(100)	(100)			
Green Claims - 3rd party recovery					(80)	(80)	(80)	(80)			
third party damage, improved recovery					0	(50)	(75)	(100)			
Pay & Display Revised Income					(8)	(66)	(124)	(182)			
License fees additional income					(70)	(80)	(95)	(110)			
reconfiguration of the southern depots					0	0	(300)	(700)			
TfB Property Overheads					(100)	(100)	(100)	(100)			
Bus Subsidies Efficiencies - Efficiencies related to review of the level of bus subsidies					(52)	(52)	(52)	(52)			
Investment in technology - Use of LED and modern lighting will reduce energy costs					(100)	(100)	(100)	(100)			
Reduction in cat 1 defects - linked to the increase in investment on the highway					(100)	(100)	(100)	(100)			
Street Lighting Column maintenance savings					(27)	(35)	(35)	(35)			
Urban grass cutting completed by third sector - work to be done with third party organisations to take on responsibility for cutting grass and vegetation in their communities					(200)	(200)	(200)	(200)			
Contractual refurbishment costs repaid					0	(146)	(146)	(146)			
revenue consequences of capital spend on pumping station					(5)	(5)	(5)	(5)			
Gully emptying - savings from a risk led review of the asset			(70)	(135)	(135)	(135)					
Capitalisation of additional highway work			(90)	(90)	(90)	(90)					
Plane & Patch capital programme to reduce revenue cost of highway repairs			0	0	0	(400)					
Local area technician staffing review following new system implementation			(30)	(164)	(164)	(164)					
Service Reduction			Service Reduction	reduction in structures maintenance	(35)	(35)	(35)	(35)			
				Bus Subsidies Reductions - Review required to understand the impact of sustaining the current level of subsidies on a variety of bus services	(50)	(50)	(50)	(50)			
				Unavoidable Growth	Inflation on Highway works	300	900	1,470	2,000		
				Revenue impact from asset growth	0	163	326	489			
Highways (Client)			Special Item	Concessionary Fares - Demographic Growth & Usage	195	195	195	195			
				Bus Operator Subsidies - Impact of inflationary increases in line with contract obligations in place with suppliers	91	185	185	185			
		Amersham Hill weigh in motion sign revenue impact from capital investment		15	15	15	15				
		Procurement reserve		181	386	(302)	(265)				
		Unavoidable Growth		Cost of change to achieve efficiencies and internal transformation	220	220	220	220			
Strategic Business Planning & Commercial Development		Finance	Service Efficiency	Reprocurement costs - Transport for Buckinghamshire contract	0	0	374	847			
				Allocation of Future Shape Savings	(158)	(793)	(793)	(793)			
Transportation Unallocated Budget		Transportation Unallocated Budget	Additional Income	Car park at Winslow - Income form capital investment	0	0	0	(155)			
				Service Efficiency	contract efficiencies and transformation (incl further devolution)	(660)	(860)	(1,060)	(1,260)		

Buckinghamshire County Council's Proposed Council Tax 2016/17

Recommended Increase 1.99% Excluding Social Care Precept

Band	Council Tax Ratio to Band D	2015/16 Council Tax £	2016/17 Council Tax £	Council Tax Increase £	Council Tax Increase %	Council Tax per week £	Council Tax Increase per Week £
A	6/9	743.78	758.58	14.80	1.99%	14.55	0.28
B	7/9	867.74	885.01	17.27	1.99%	16.97	0.33
C	8/9	991.71	1011.44	19.73	1.99%	19.40	0.38
D	1	1,115.67	1,137.87	22.20	1.99%	21.82	0.43
E	11/9	1,363.60	1,390.73	27.13	1.99%	26.67	0.52
F	13/9	1,611.52	1,643.59	32.07	1.99%	31.52	0.62
G	15/9	1,859.45	1,896.45	37.00	1.99%	36.37	0.71
H	2	2,231.34	2,275.74	44.40	1.99%	43.64	0.85

Notes

Rounded calculations to the nearest penny based on 365 day in a year

Council Tax is billed and collected by district councils

These figures do not include Council Tax levied by other bodies, which should be shown on your Council Tax bill

Buckinghamshire County Council's Proposed Council Tax 2016/17

Recommended Increase 3.99% Including Social Care Precept

Band	Council Tax Ratio to Band D	2015/16 Council Tax £	2016/17 Council Tax £	Council Tax Increase £	Council Tax Increase %	Council Tax per week £	Council Tax Increase per Week £
A	6/9	743.78	773.46	29.68	3.99%	14.83	0.57
B	7/9	867.74	902.37	34.63	3.99%	17.31	0.66
C	8/9	991.71	1031.28	39.57	3.99%	19.78	0.76
D	1	1,115.67	1,160.19	44.52	3.99%	22.25	0.85
E	11/9	1,363.60	1,418.01	54.41	3.99%	27.19	1.04
F	13/9	1,611.52	1,675.83	64.31	3.99%	32.14	1.23
G	15/9	1,859.45	1,933.65	74.20	3.99%	37.08	1.42
H	2	2,231.34	2,320.38	89.04	3.99%	44.50	1.71

Notes

Rounded calculations to the nearest penny based on 365 days in a year

Council Tax is billed and collected by district councils

These figures do not include Council Tax levied by other bodies, which should be shown on your Council Tax bill

Council Tax is one part of the financing of services provided by Buckinghamshire County Council

A detailed analysis of the budgets of Buckinghamshire County Council is provided in appendices 1, 2, 3 and 5

Capital Programme 2016/17 to 2019/20

Appendix 5

Service / Project	Year 1 2016/17 £000's	Year 2 2017/18 £000's	Year 3 2018/19 £000's	Year 4 2019/20 £000's	Grand Total £0000's
Community Engagement					
Aylesbury Library Self Service	130	0	0	0	130
Total Capital Expenditure	130	0	0	0	130
Service Revenue Contribution	-30	0	0	0	-30
Total Capital Funding	-30	0	0	0	-30
Community Engagement Total	100	0	0	0	100
Education and Skills					
Primary School Places	16,850	13,671	3,000	4,000	37,521
Provision for Early Years	1,960	1,000	0	0	2,960
School Access Initiative	500	400	300	200	1,400
School Property Maintenance	3,000	3,000	3,000	3,000	12,000
School Suitability Issues	1,972	3,400	0	0	5,372
School Toilets	500	500	500	0	1,500
Secondary School Places	9,400	13,500	13,000	17,000	52,900
SEN Sixth Form Boarding Pebble Brook School	100	1,400	0	0	1,500
Total Capital Expenditure	34,282	36,871	19,800	24,200	115,153
Revenue Contribution DSG	-1,650	-1,650	0	0	-3,300
S106 Funding	-9,416	-11,500	-8,000	-8,000	-36,916
Total Capital Funding	-11,066	-13,150	-8,000	-8,000	-40,216
Education and Skills Total	23,216	23,721	11,800	16,200	74,937
Health and Wellbeing					
Orchard House - Care Accommodation	400	2,100	1,600	237	4,337
Orchard House - Day Care	340	0	0	0	340
Total Capital Expenditure	740	2,100	1,600	237	4,677
Health and Wellbeing Total	740	2,100	1,600	237	4,677
Leader					
A355 Improvement Scheme (Wilton Park)	1,023	5,004	2,110	0	8,137
Aylesbury Eastern Link Road	0	13,529	4,590	0	18,119
Broadband	353	0	0	0	353
CrossRail Connectivity - Iver Station	400	0	0	0	400
CrossRail Connectivity - Taplow Station	1,400	0	0	0	1,400
High Wycombe Town Centre & Transport Strategy	1,591	4,740	4,880	0	11,211
Strategic Infrastructure Projects (Early Design)	1,000	1,000	500	500	3,000
Sustainable Links to East West Rail	1,500	0	0	0	1,500
Waterside North Development	258	2,000	0	0	2,258
Total Capital Expenditure	7,525	26,273	12,080	500	46,378
LEP - DfT Grants	-4,503	-15,207	-5,610	0	-25,320
LEP - Growing Places Fund	-162	0	0	0	-162
Revenue Reserve (New Homes Bonus)	-191	0	0	0	-191
S106 / CIL / ALUTS	-1,946	-8,066	-5,970	0	-15,982
Total Capital Funding	-6,802	-23,273	-11,580	0	-41,655
Leader Total	723	3,000	500	500	4,723
Planning and Environment					
Biowaste Treatment	580	500	5,879	0	6,959
Energy from Waste	180,000	0	0	0	180,000
Langley Park	134	0	0	0	134
Marlow Flood Defence	0	330	660	0	990
Oil Boiler Replacement Strategy	50	0	0	0	50
Waste Transfer Stations	469	0	0	0	469
Total Capital Expenditure	181,233	830	6,539	0	188,602
Funding - Grants (Lottery)	-126	0	0	0	-126
Total Capital Funding	-126	0	0	0	-126
Planning and Environment Total	181,107	830	6,539	0	188,476

Service / Project	Year 1 2016/17 £000's	Year 2 2017/18 £000's	Year 3 2018/19 £000's	Year 4 2019/20 £000's	Grand Total £0000's
Resources - ICT					
Children's Systems ICT Development	200	0	0	0	200
Corporate Applications ICT Development	200	0	0	0	200
EDRMS	70	0	0	0	70
Expansion of BCC's data sharing link with the Health service	50	0	0	0	50
ICT Contingency	0	369	300	300	969
Perimeter Security Enhancements	80	0	0	0	80
Policy Management & Compliance	50	0	0	0	50
Provision of a One Council Network	300	0	0	0	300
Purchase of IT Hardware / Software	293	903	758	465	2,419
Remote Access to BCC ICT Services	50	0	0	0	50
SAP Development Fund	100	100	0	0	200
SAP Development Roadmap	100	100	200	200	600
SAP Test Environment	80	0	0	0	80
SAP Upgrade (Stack Split)	75	0	0	0	75
Technology & Network Changes required to support Agile Working	100	0	0	0	100
Total Capital Expenditure	1,748	1,472	1,258	965	5,443
Funding - Revenue Contributions	-293	-903	-758	-465	-2,419
Total Capital Funding	-293	-903	-758	-465	-2,419
Resources - ICT Total	1,455	569	500	500	3,024
Resources - Property					
Agricultural Estate	350	350	350	0	1,050
Green Park Coach House and Main Building	936	0	0	0	936
NCO Additional Lift	1,000	1,000	0	0	2,000
NCO Fire-stopping/Compartmentation	50	0	0	0	50
Non Schools Property Maintenance Programme	2,800	2,800	2,800	2,800	11,200
Orchard House - Offices	340	1,372	2,544	500	4,756
Re-tasking of the Winslow Centre	0	0	400	2,000	2,400
Winslow Station Car Park	0	10	226	2,249	2,485
Total Capital Expenditure	5,476	5,532	6,320	7,549	24,877
Resources - Property Total	5,476	5,532	6,320	7,549	24,877
Transportation					
Strategic Highway Maintenance & Management (inc. Plane & Patch)	15,000	12,000	10,000	10,000	47,000
Footway Structural Repairs	1,000	1,000	1,000	1,000	4,000
A412 George Green Junction Traffic Sign	500	0	0	0	500
Bridge Maintenance (including Thornborough Old Bridge)	600	650	550	550	2,350
Casualty Reduction & Safety Fences	500	500	500	500	2,000
Drainage Pump Station Upgrades	137	0	0	0	137
East West Rail	1,000	1,000	1,000	1,000	4,000
Maintenance Principal Roads - Drainage	720	720	720	720	2,880
Pay and Display Machines	142	142	142	20	446
Reconfigure the Southern Depot Requirements	0	0	3,000	0	3,000
Replacement of Traffic Signals	100	100	100	100	400
Street Lighting Column Replacement	1,755	520	0	0	2,275
Developer Funded Schemes	1,262	0	0	0	1,262
Vehicle Purchase	325	325	325	325	1,300
Total Capital Expenditure	23,041	16,957	17,337	14,215	71,550
S106	-1,262	0	0	0	-1,262
Vehicle Renewals Reserve	-325	-325	-325	-325	-1,300
Total Capital Funding	-1,587	-325	-325	-325	-2,562
Transportation Total	21,454	16,632	17,012	13,890	68,988
Corporate Projects					
Capital Contingency	550	550	550	550	2,200
Total Capital Expenditure	550	550	550	550	2,200
Grand Total Expenditure	254,726	90,585	65,484	48,216	459,010
Grand Total Funding	-19,904	-37,651	-20,663	-8,790	-87,008
Net Programme Financed by Central Funding	234,822	52,934	44,821	39,426	372,002

Service / Project	Year 1 2016/17 £000's	Year 2 2017/18 £000's	Year 3 2018/19 £000's	Year 4 2019/20 £000's	Grand Total £0000's
Unringfenced Capital Grants					
Grants - Education - Basic Needs	-8,586	-9,974	-10,000	-10,000	-38,560
Grants - Education - Capital Maintenance	-6,491	-6,491	-6,491	-6,491	-25,964
Grants - Transport Integrated Transport	-2,257	-2,257	-2,257	-2,257	-9,028
Grants - Transport Highways Maintenance	-10,208	-10,121	-9,681	-10,209	-40,219
Sub Total Capital Funding Grants	-27,542	-28,843	-28,429	-28,957	-113,771
Central Financing					
Capital Balances Brought Forward	-24,705	0	0	0	-24,705
Borrowing	-132,150	-2,100	-2,026	-4,486	-140,762
Capital Receipts	-2,735	-4,368	-5,100	-1,000	-13,203
Denham Gravel - Finance Lease Rents	-927	-927	-927	-927	-3,708
Revenue Funding	-6,673	-7,695	-5,123	-2,723	-22,214
Reprovisioning of Adult Social Care	-826	-826	-826	-826	-3,304
Use of Waste Reserve	-50,335	0	0	0	-50,335
SubTotal Central Financing	-218,351	-15,916	-14,002	-9,962	-258,231
Corporate Total	-245,893	-44,759	-42,431	-38,919	-372,002
Funding Gap	-11,072	8,175	2,390	507	0
Balance of Accumulated Programme Over Years 1-4	-11,072	-2,897	-507	0	

Buckinghamshire Business Group

Chris M Williams
Chief Executive
Buckinghamshire County Council
County Hall
Aylesbury
Bucks
HP20 1UY

27/1/15

Dear Chris,

Buckinghamshire County Council's 2016/17 to 2019/20 Revenue and Capital Budgets – Buckinghamshire Business Group Response

Sadly you were unable to attend our meeting on 13th January where the latest revisions to the BCC budget were discussed in detail with Martin Tett and members of your executive team. Representatives of the business community in Bucks were shocked at the scale of change being forced on to BCC (and consequently all of us), but nonetheless we were impressed that it had been possible to draw up a compliant draft budget on such a tight timescale.

We would like to offer the following observations on the plan as presented:

General Themes

BCC has received an extremely harsh settlement from Central Government, which was only announced on 17th December, and went far beyond what was expected even in a 'worst-case' scenario. Whether this latest settlement is in deliberate response to Buckinghamshire's decision not to participate in the government's 'devolution' process is a moot point, but it seems clear to the BBG that the intention of the Centre is to make life increasingly unsustainable for Shire counties without substantial structural change, to both unlock funding and increase efficiency.

Disappointingly, the changes made by Central Government disincentivise Buckinghamshire from doing the 'right thing' in two key areas, namely housing and economic growth. We support BCC's action, in conjunction with our MPs and District Councils, to pursue whatever amelioration is possible from DCLG.

The plan for England's Economic Heartland goes some way to address structural issues, but it remains unclear whether this new initiative will gain critical mass among its constituent bodies quickly enough to make real change to infrastructure costs, or to increase its attractiveness to Central Government. As a consequence, we remain worried about the sustainability of the BCC budget going forward.

Buckinghamshire Business Group

-2-

The inevitable consequence of the Central Government settlement is very severe spending cuts in non-statutory areas, and large increases in Council Tax. Both of these changes will hit lower-paid Buckinghamshire employees very hard, at a time when their incomes are only just starting to reach pre-recession levels. It is easy to see a situation arising where these employees, pushed into the arms of the State by ever-increasing employer costs and a deflationary economic environment - on top of the Council's own increased costs from the new National Living Wage – inflate the statutory load on BCC far beyond what is projected in this budget. This tsunami of costs vs shrinking revenues could sink BCC before 2020.

Council Tax

The decision to increase the BCC element of Council Tax by 3.99% provides an attractive 'get out of jail free' card for the Council, and seems unavoidable given the drastic reductions in the Central Government settlement. We are concerned, however, that the cumulative increase over the period will place unsustainable burdens on lower paid Buckinghamshire residents. These people include younger workers, whose continued employment in Buckinghamshire is essential if employers are to provide continued economic growth in the county. Some rebalancing of the overall increase away from this sector of the population, and towards those more able to afford increases would help to ensure that this sector of the population can afford to remain in Buckinghamshire.

Children's and Adult Services

These areas of expenditure remain unsustainably high. The current estimate of 60% of the total budget by 2019-20 is a frightening number, especially when one appreciates that this might be a conservative estimate. Adjustment of Councils' statutory obligations must now be pursued urgently so that service-level latitude is available to all councils with these obligations, within the bounds of acceptable standards of care. These proposals may need to consider a balance between optimum solutions and their cost to the public purse, which remain utterly incredible in relation to the outcomes.

Commercial Activities

BCC has made considerable strides in becoming a more commercially-minded organisation, especially with regard to the Energy From Waste plant, but the commercial income projections from this initiative still seem low. This may either be due to instinctive understatement in the budget projections, but we have nagging concerns that the contractual ROI might be sub-optimal from the point-of-view of the Council. In either case, the return from EFW should feature more clearly in future budgets.

BCC staff will need continuing skills development in this area and be challenged to explore every future opportunity to maximise BCC's commercial growth and efficiency gains.

Buckinghamshire Business Group

-3-

Capital

There is a dilemma regarding the provision of new Free Schools in locations to match the areas of greatest need. Organisations willing to establish new schools will need to be incentivised to do so in the areas of greatest need, and we believe that the Council must lead a head-hunting / negotiation process to guide these decisions as a matter of urgency.

In addition, a proper review of Council-held assets should be performed and the portfolio rationalised with a view to optimising the decreasing cash reserves of the council, which are now forecast to be as low as £16m by this year-end. We suspect that some assets are retained because of tradition rather than strategy.

To conclude, the feeling of the BBG is somewhat more pessimistic than it was last year. From the perspective of small businesses and employers the promised land of low taxation and high output is being supplanted by one of higher taxes and public sector funding games. What Central Government has done to Buckinghamshire seems at least careless, and it is to be hoped that the final settlement can be renegotiated to at least phase in the changes.

However, as the occasion of your retirement looms ever closer, it would be remiss of me not to pass on the appreciation of the BBG, Chris, to you for your work during your leadership to streamline, commercialise and modernise the Council. Although your successor will face significant challenges, we are sure that these would be even greater were it not for the strides you have made to improve the fitness of the Council for the future.



Sincerely

Guy Lachlan
Chair



Buckinghamshire County Council

Finance, Performance & Resources
Select Committee

Budget Scrutiny Inquiry Report for 2016/17



INVESTOR IN PEOPLE



Introduction

The Finance, Performance & Resources (FPR) Select Committee is appointed by Buckinghamshire County Council to carry out the local authority scrutiny functions for all policies and services relating to these areas.

Cabinet presented the draft budget at its meeting on 11th January 2016 and the Budget Scrutiny Inquiry Group met on 19th, 20th and 21st January to scrutinise the draft report and make recommendations to Cabinet. Cabinet will respond to the recommendations at its meeting on 15th February 2016. The final budget will be presented at full council on 18th February 2016. The budget scrutiny meetings were webcast and can be found at <http://www.buckscc.public-i.tv/core/portal/webcasts>

Membership of the Budget Scrutiny Inquiry

From the FPR Select Committee:

David Shakespeare OBE (Chairman of the Inquiry)

Brian Roberts (Vice-Chairman of the Inquiry)

Steven Lambert

David Martin

David Schofield – apologies received for the three days

Additional Members of the Inquiry Group:

David Carroll, Select Committee Chairman, Transport, Economy and Environment

Val Letheren, Select Committee Chairman, Children's Social Care and Learning

Angela Macpherson, Select Committee Chairman, Health and Adult Social Care

Richard Scott (attended in place of Bill Chapple OBE)

Roger Reed (attended in place of Bill Bendyshe-Brown)

Andy Huxley (attended in place of Alan Stevens)

Patricia Birchley, Vice-Chairman of TEE (attended in place of David Carroll on 20th)

Inquiry support

The FPR Select Committee is supported by HQ Member Services. The officers supporting the Committee and this Inquiry are Liz Wheaton (Committee & Governance Adviser) and Sara Turnbull (Head of Member Services).

Contents

	Page
Executive Summary	3
1 Recommendations	4
2 Inquiry Context	6
3 The Council's overall Medium Term Financial Plan (MTFP)	8
4 Resources Portfolio	14
5 Capital Programme	18
6 Planning and Environment Portfolio	20
7 Community Engagement and Public Health Portfolio	22
8 Health & Wellbeing Portfolio	24
9 Transportation Portfolio	26
10 Children's Services Portfolio	28
11 Education & Skills Portfolio	30

Executive Summary

Due to a worse than expected financial settlement, the Leader and Cabinet Members have had to identify an additional £16m of savings in this Medium Term Financial Plan. We recognise that some portfolios have had to make some very difficult decisions. We were particularly concerned about the significant amount of unallocated savings assigned to each portfolio. Whilst some of these savings will be made through already planned Future Shape activities, there is still a real challenge for the portfolios to identify ways of delivering the rest of the unallocated savings. We heard that the Digital Strategy will help to deliver some of these savings and we felt that all the plans around savings delivery should be robustly monitored and progress reported regularly at Cabinet and the Finance, Performance and Resources Select Committee.

Pressures in Children's Services and Adult Social Care continue and the changing demographics and the impact of the National Living Wage will ensure that the pressures on these services will continue unabated. Within the Education and Skills portfolio, there are some very difficult proposed cuts in services. We have put forward some recommendations to try and reduce the severity of these cuts.

The success of the Future Shape programme was reliant on Business Units being able to create opportunities for income generation in order to become self-funding over the coming years. We felt that there was a lack of consistency across the portfolios in terms of their approach towards income generation and a more strategic approach would help to identify possible areas of income generation. We have suggested a Select Committee Inquiry with Member involvement from the other Select Committees be undertaken to support the delivery of the Income Generation Strategy.

All Cabinet Members are committed to reducing the costs associated with using agency staff, interims and consultants. We are recommending a review of all our current levels of agency staff across the Council along with a review of the current recruitment agency arrangements to ensure that it is the most cost-efficient way of meeting the Council's needs.

1. Recommendations

1. That the delivery of all the savings required in the Medium Term Financial Plan be robustly monitored. The savings delivery programme should be overseen corporately and include quarterly reports to the Finance, Performance and Resources Select Committee. (Page 10)
2. That any new proposals for unidentified savings should ensure due process is followed, including Equality Impact Assessments and public consultation on specific proposals prior to a decision. (Page 11)
3. That a review of the Future Shape Business Case, agreed by Cabinet in December 2014, is undertaken to assess whether the benefits originally envisaged have been achieved and lessons learnt, as well as make recommendations on any changes to the approach needed. (Page 12)
4. That business cases for any new Alternative Delivery Vehicles are developed with full consideration to all the possible delivery models and that these include clear and consistent proposals for future governance arrangements so that Members can be assured that adequate controls and contract management are in place. A review of existing ADVs should be undertaken to ensure they are delivering against their business plan. (Page 12)
5. We recommend that the Strategic Initiatives Fund is stopped and all funds earmarked for this are reallocated to supporting services for vulnerable children, including protecting those areas outlined in the rest of the report. (Page 13)
6. To undertake a review of the current levels of agency and interim/consultancy staff across the organisation to consider how to reduce unnecessary costs. (Page 15)
7. To undertake a review of the Pertemps contract to ensure that this remains the most cost-efficient way of meeting the Council's needs. (Page 15)
8. To undertake a specific project to identify skills gaps within the Business Units and to work across the organisation to upskill the existing staff and to recruit people with commercial skills to current vacancies. (Page 16)
9. To consider withdrawing the funding for local priorities and cease running Local Area Forums and instead ensure that there are more effective mechanisms in place for engaging with communities. The money saved

could be reallocated to support services for vulnerable people, including protecting those areas outlined in the rest of the report. (Page 23)

10. To undertake a detailed review of the gully cleaning programme with the objective of achieving greater efficiencies in the use of the plant and equipment. (Page 27)
11. To undertake an options appraisal to assess the cost/benefits of different delivery models for the Fostering and Adoption service, including exploring outsourcing. (Page 29)
12. To ensure a full public consultation in relation to Children's Centres on all the options for delivering the service in a different way prior to a key decision on any service change. To work in conjunction with Public Health to understand the full impact on the proposed service reduction. (Page 30)
13. That an options appraisal be carried out on the Educational Psychology Service to assess the best delivery model for this service to maximise the income generation potential. (Page 31)
14. To review the charging policies for all Home to School transport users to ensure maximum income generation opportunities are explored. To undertake a timely public consultation on any proposed changes to the service. (Page 31)
15. To look at alternative ways of delivering the Youth Counselling Service without cutting the service completely (for example, reduce the number of paid staff and explore possibilities of joint funding the service with Oxford Health Trust). (Page 32)
16. To explore other ways to keep the Duke of Edinburgh Award programme running (for example, explore the idea of a private company/companies sponsoring the programme and target those who currently employ a number of apprentices). (Page 32)

2. Inquiry Context

The Local Context

1. On the 17th December 2015, the County Council received a statement from the Secretary of State for Communities and Local Government along with the release of the Provisional Local Government Finance Settlement.

2. Some of the key points from the Settlement are as follows:
 - Revenue Support Grant (RSG) will be rapidly reduced and removed entirely by 2018/19, with a negative RSG of £11m in 2019;
 - Local Government will be able to retain 100% of income from business rates by 2020;
 - Local Authorities with responsibility for adult social care can increase Council Tax by up to an additional 2% ('Social Care Precept');
 - Public Health Grant will continue to be ring-fenced for both 2016/17 and 2017/18 but is likely to be removed as part of the 100% retention of business rates;
 - Education Services Grant will be reduced by 75% by 2019/20 as the Government aims to expand the number of free schools and academies and reduce the role of local authorities around activities, such as school improvement;
 - No additional funding to cover the added financial burden of the National Living Wage;
 - A new concept of Core Settlement Funding has been introduced and authorities with a higher proportion of funding from Council Tax received a bigger cut in their RSG (includes Buckinghamshire);
 - Local planning assumptions appeared to be broadly on track at the time of the Autumn Statement/Spending Review but the resource equalising approach had not been anticipated and this has had a hugely worsening impact on Buckinghamshire;

- A negative funding announcement in relation to the additional 'Better Care Fund' monies announced as part of the Spending Review, which is designed to help the integration agenda between social care and health;
 - Given the very challenging financial situation created by the significant funding reductions from Government as well as service demand pressures, the proposal is to increase Council Tax by 3.99% in all four years of the Medium Term Financial Plan.
3. Buckinghamshire is uniquely adversely affected by the proposed settlement. It is one of the two worst affected Counties in terms of Revenue Support Grant (along with Dorset) and also one of the two worst affected by the proposed Better Care Fund allocation (along with Surrey).

3. The Council's overall Medium Term Financial Plan

4. The Leader described how the financial settlement received on 17th December was beyond what was considered “worst case scenario” and has resulted in an additional £16m of savings needing to be found. This led to an emergency meeting with Cabinet Members to go through the budgets and look for further areas of savings resulting in some very difficult decisions around service delivery.
5. The Leader stated that this was not the budget he had hoped to be presenting. He re-stated the reasons why a non-essential budget freeze had been introduced in November to try and address the forecast overspend of between £5-6m in this financial year. The overspend is now forecast at £1.7m.
6. Amongst the key challenges facing the authority are increased rates of referral in Children's Services and the high costs of placements; the impact of increased demography leading to a greater demand pressure on services; the high costs associated in the use of agency staff, interims and consultants across the Council which links with the difficulties in recruiting and retaining our own staff and the recognised lack of commercial skills across the whole Council.
7. The impact of the National Living Wage is a real concern, particularly amongst the Adult Social Care teams as this will be felt most within the Domiciliary Care and Residential/Nursing Care services.
8. The housing growth agenda also poses a significant challenge and potential risk for the Council. The impact of the growth agenda for Buckinghamshire needs to be factored into the budget planning process across all the portfolios. **We felt that due to the high risks associated with this, a regular review and monitoring on progress should take place and could be the subject of a cross-portfolio Scrutiny Inquiry.**

Savings Delivery

9. We were concerned about the unallocated budget savings which each portfolio is expected to make and amounts, collectively, to a significant amount of money (see table below). We felt that this brought into question the robustness of the budget, especially as some portfolios, when asked how they were going to make these future shape savings, were not clear about how this could be done.
10. We understand that some of these unallocated savings are around Future Shape savings and proper plans are yet to be developed for these savings. Cabinet Members did refer to digital improvements within their portfolios which would lead to some of these efficiency savings being made.

Extract from Appendix 3 (Cabinet papers) – Unallocated Budget

Portfolio	MTP reason	Description	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
Children's Services	Service efficiency	Delivery of 'Future Shape' project savings	(527)	(736)	(736)	(736)
Community Engagement	Service efficiency	Allocation of Future Shape savings	(365)	(550)	(550)	(550)
Education & Skills	Service efficiency	Allocation of Future Shape savings	(263)	(862)	(862)	(862)
Health & Wellbeing	Service efficiency	Allocation of Future Shape savings	(804)	(1,762)	(1,762)	(1,762)
Leader	Service efficiency	Allocation of Future Shape savings	(34)	(109)	(109)	(109)
Planning & Environment	Service efficiency	Additional income	(58)	(58)	(58)	(58)
		Allocation of Future Shape savings	(251)	(854)	(854)	(854)
		Small reductions across team	(34)	(34)	(34)	(34)

Resources	Service efficiency	Allocation of Future Shape savings	(474)	(1,265)	(1,265)	(1,265)
Transportation	Additional income	Car park in Winslow	0	0	0	(155)
	Service efficiency	Allocation of Future Shape savings	(204)	(970)	(970)	(970)
		Contract efficiencies and transformation	(660)	(860)	(1,060)	(1,260)
Totals			£3.67m	£8.06m	£8.26m	£8.61m

11. We would like to seek assurance that the Digital Strategy, which underpins the success of the portfolios making their savings, be given due prioritisation by Cabinet Members and progress on this project be monitored and reviewed regularly.

Recommendation 1

That the delivery of all the savings required in the Medium Term Financial Plan be robustly monitored with portfolio holders providing an appropriate analysis, within three months, to show where the current unallocated savings will be made. The savings delivery programme should be overseen corporately and include quarterly reports to the Finance, Performance and Resources Select Committee.

Equality Impact Assessments

12. Following on from last year's budget scrutiny, we were assured that Equality Impact Assessments (EIAs) would be carried out on all proposed budget cuts. We had particular concerns around proposed cuts to the voluntary sector and

recommended all reductions to voluntary sector funding, regardless of amount, should be subjected to an assessment.

Recommendation 2

That any new proposals for unidentified savings should ensure due process is followed, including Equality Impact Assessments and public consultation on specific proposals prior to a decision.

Income Generation

13. During last year's budget scrutiny, we were told that the Future Shape Programme aimed to make savings of £7.6m. The programme was designed around the principle that the Business Units would be self-funding. We heard that creating and maximising the opportunities for income generation would be the bedrock of the success of this strategy. We found it hard to identify where the Future Shape savings had been made.
14. This year, we asked all portfolios about their plans for income generation and asked them to provide examples where additional income had been made. We heard from two portfolios that the opportunities for income generation are very limited, if not impossible, as they are delivering demand-led services. We felt that there was a lack of consistency across the portfolios in terms of their approach towards income generation and a more strategic approach would help to identify possible areas for increased income generation.
15. The Finance, Performance and Resources Select Committee will consider undertaking an Inquiry with Member involvement from the other Select Committees to support the delivery of the Income Generation Strategy.

Recommendation 3

That a review of the Future Shape Business Case, which was agreed by Cabinet in December 2014, is undertaken to assess whether the benefits originally envisaged have been achieved and lessons learnt, as well as make recommendations on any changes to the approach needed.

Alternative Delivery Vehicles

16. We heard from Cabinet Members about their plans for Alternative Delivery Vehicles (ADVs) as a mechanism for delivering services in a different and more cost-effective way. In particular, we are aware that there are proposals in the pipeline in regard to setting up a Library Trust, and Shared Services with Harrow in relation to Legal Services and Human Resources.

17. Where ADVs have been set-up, there are differences in the governance arrangements which are in place and there have been a number of issues in relation to their delivery. We understand that the Regulatory & Audit Committee are currently reviewing and monitoring the Bucks Learning Trust.

18. As stated by the Leader, it is vital that we learn the lessons from existing ADVs, including understanding whether the benefits originally envisaged in the business cases have been achieved. We also need to ensure that the right commissioning governance is in place to oversee their operation and that there is a consistent approach across all the ADVs.

Recommendation 4

That the business cases for any new Alternative Delivery Vehicles are developed with full consideration to all the possible delivery models and that these include clear and consistent proposals for future governance arrangements so that Members can be assured that adequate controls and contract management are in place. A review of existing ADVs should be undertaken to ensure they are delivering against their business plan.

Leader's Portfolio

19. The Leader answered our questions in relation to a range of services under his specific portfolio area including in relation to economic development, broadband and corporate costs.
20. We heard from the Leader that the budget for the Chief Executive's office relates to staffing costs within HQ (page 22 in the Cabinet papers, 11 January 2016). Further clarification of this budget line was sought after the meeting and we understand that part of this budget is used to fund a "Strategic Initiatives Fund" (SIF) which is a top-up fund for the Chief Executive to use to pump-prime any key projects during the year as needed.
21. We understand that £158k has been set aside for the next financial year. In such a difficult financial year, we should examine whether we can still afford the special project funds for unidentified activities.

Recommendation 5

We recommend that the Strategic Initiatives Fund is stopped and all funds earmarked for this are reallocated to supporting services for vulnerable children, including protecting those areas as outlined in the rest of the report.

4. Resources

22. The Cabinet Member explained that there is currently an overspend in this portfolio which is predominantly due to property management contracts but he is confident that the savings can be achieved within his portfolio. There are two main projects where the greatest savings can be made - the Shared Services project and the Digital Transformation project.

23. According to the Cabinet Member, the key challenges facing this portfolio are:

- Portfolio capacity;
- Rolling out the ICT infrastructure;
- Controlling property maintenance costs;
- Staff morale;
- Recruitment and retention of staff across the Council;
- Reducing the spend on agency staff, interims and consultants;
- Realising the income potential from the property investment review which is currently being undertaken.

Agency and Interim staff

24. We welcome the commitment by Cabinet Members across all portfolios to reduce agency spend and the use of interims and consultants, but every year the figures are not reducing to a satisfactory rate which is costing the Council significant amounts of money (currently around £1m per month on agency staff). We currently have 216 agency staff across the Council.

25. We heard about the additional fees which agencies charge us for placing their staff and the amounts vary according to the experience and skills required – for example, for frontline social workers, the agency will add 40% to their fees, middle managers +55-65%, and senior managers +80-90%. We believe this needs to be investigated further to better understand the very high costs associated with the higher level positions.

26. Given the ongoing high expenditure on agency staff and interim/consultants, we ask that this issue is addressed corporately and not just left to each individual Business Unit. Whilst there will be different challenges facing each Business Unit, the Council is one employer. Looking holistically at the issue will provide an opportunity to explore what more can be done to reduce costs – particularly the costs of using middle/senior management in temporary roles.

Recommendation 6

To undertake a review of the current levels of agency and interim/consultancy staff across the organisation to consider how to reduce unnecessary costs.

27. We understand that a review of Recruitment Consultants was undertaken in 2012 and the contract with Pertemps started in April 2012. We have concerns around using just one agency to provide all our agency staff as it removes the scope to be competitive.

28. A report went to the FPR Select Committee on 5 December 2013 which reviewed the Council's consultancy and interim spend. A subsequent report went to the Select Committee in February 2014 which provided details on the Council's agency staff spend. As agency staff is one of the biggest areas of spend for the Council, we would like to ask that a review be undertaken of the Pertemps contract to ensure that it continues to meet our needs and remains the most effective solution for the Council in meeting its recruitment needs.

Recommendation 7

To undertake a review of the Pertemps contract to ensure that this remains the most cost-efficient way of meeting the Council's needs.

Commercial skills

29. We heard from a number of Cabinet Members that there are gaps in the current skills base across the Council, particularly around planning and experienced social workers. We understand that there are plans in place to recruit and retain people to these posts but we also heard that some authorities are offering substantial incentives to encourage people to join them. The buoyant private sector has also meant that the public sector is struggling to compete in terms of pay and other benefits. We would like to receive assurance that everything is being done to attract the right people to the Council.

30. We also heard that there is a recognised lack of commercial skills across the Council which is of a particular concern because as the Council moves towards a more commercial approach, it will become more reliant on people possessing these skills. We would like to see commercial skills become more embedded across the Council, for example, forecasting skills, contract re-negotiation skills and business development/marketing skills.

Recommendation 8

To undertake a specific project to identify skills gaps within the Business Units and to work across the organisation to upskill the existing staff and to recruit people with commercial skills to current vacancies.

Property

31. We asked the Cabinet Member about the unallocated budget savings in his portfolio and he stated that some of these savings would be made by taking a more commercial approach to the property portfolio and maximising all possible income generation opportunities. The Agricultural Estates review has been carried out by Carter Jonas and the results of this review are currently being discussed by the Cabinet Member for Resources and the Cabinet Member for

Planning and Environment. If the review leads to the disposal of properties, we ask that the Local Member be fully involved in the disposal process.

32. A review of the remaining Property portfolio is not due to be completed until June 2016. **We suggest that the Property reviews be given due prioritisation by Cabinet Members and officers and a timeframe agreed for delivery provided to Cabinet as soon as possible (and shared with the Finance, Performance and Resources Select Committee).**

5. Capital Programme

33. The Cabinet Member described the three objectives of the capital programme:

- To own fit for purpose assets;
- To make sure income is generated where possible;
- To address the capital maintenance backlog.

34. The new gateway process, used by the Asset Strategy Board when approving capital projects was acknowledged as a success and has greatly improved the governance around reviewing, monitoring and awarding money for capital projects. Capital slippage has reduced significantly this year with a forecast of £17.5m slippage against £30m last year.

Green Park

35. One of the specific issues we wish to comment on is the proposed capital investment in Green Park. We have concerns about the long term sustainability of Green Park and are seeking assurances that a viable business and marketing plan has been produced to show that this facility can be sustained and grow its income over the coming years. **We would like to see evidence that there is a demand for the conference facilities at Green Park and that a full cost/benefit analysis has been carried out before investing the planned £900k capital expenditure.**

Pressure on Primary School Places

36. It is no longer possible for the DSG to contribute to the schools capital programme without a specific dispensation from the Secretary of State and support from the Schools Forum. This removes £3.3m of previously assumed funding from the Schools Programme.

37. We heard that the Government expects the private sector to provide the places for early years and that the County Council is responsible for providing Primary school places.

38. We recognise that there is £37.5m in the schools capital programme earmarked for primary school places however, we are concerned that there is a risk that if the private sector fails to provide the early years places, primary school places would be lost to provide those places, which could undermine the primary places strategy and put pressure on the capital programme. **We view this as a significant area of risk for the Council and ask that this is closely monitored.**

6. Planning and Environment

39. The Cabinet Member stated that his portfolio has a budget of £18.5m and has a forecasted underspend of £700,000 this year due primarily as a result of the non-essential budget freeze.
40. The key priorities for this portfolio are to “Keep Buckinghamshire attractive and thriving” and to “Protect the environment”.
41. We heard that the biggest challenges facing this portfolio are around the ambitious income targets that have been set which will not be achieved in the short term so will have to be found from elsewhere; and the challenges around the growth agenda (50,000 houses in the County), which has seen the planning team being tasked with managing the large number of planning applications over the coming years, with a view to improving the developer and planning response.
42. The portfolio currently generates 19% of its own expenditure and this is projected to increase to 43% by charging services to the external marketplace and by generating more income through Country Parks (increased car park revenue). There is also potential for income from bulky waste as the Council has the machinery for getting rid of bulky waste so plans are currently being developed on how to maximise its usage.
43. We asked the Cabinet Member to provide some further examples of potential income generation from within the portfolio and he said that a feasibility study has been carried out for an energy company which would provide an income of around £500k from 2018/19.
44. The Cabinet Member advised us that funding of £80,000 has been received from DEFRA in relation to developing flood interventions. The Strategic Risk Strategy is due to be published shortly.
45. We note that a review of the Transport, Economy and Environment team structure will be starting soon with a particular focus on trying to fill the vacancies which are currently being back filled by consultants.

Energy from Waste

46. The major project within the portfolio is the Energy from Waste (EfW) plant but the long-term challenge will be around the impact of unpredictable energy prices. We heard that whilst recycling arrangements with the District Councils require improvements, the Cabinet Member remains confident that the EfW plant will operate at near maximum effectiveness

Enforcement team

47. We were particularly interested to hear about the Enforcement team, who are responsible for ensuring planning applications are adhered to, which comprised five officers three years ago but now has just 1.8 full time equivalent (FTE) posts within the team. We feel that investing in this particular activity could have the potential for further income generation and we were disappointed to hear that over the years this team has been reduced and can only provide a reactive rather than a proactive service. **If the current financial situation were different, we would be asking for a review of the Enforcement team and the possibility of more resource being added to it.**

48. We noted that there are some charges which the planning team can make for their services, such as pre-application advice, but the charges are subjected to a Government ceiling so we are unable to increase these charges so as to gain maximum income from them. **We would ask that the Council continues to lobby Government to remove the statutory ceiling around charges to allow us the freedom to set our own charging policy, therefore taking away the need for local taxpayers to subsidise the planning process.**

7. Community Engagement and Public Health

49. The portfolio changed last year and now includes Public Health as well as Community Engagement. Community Engagement covers lots of different areas with relatively small budgets whereas Public Health has a larger budget with more pressures around cost savings. Whilst the Public Health financial settlement has not yet been received, the service is expecting a 14.4% reduction in Government funding over the next four years. We were concerned to hear that there could be cuts to preventative services as these services help to take the pressure off other services in the long-term.
50. We noted the Director for Public Health's comments around the need to work more closely with colleagues in the NHS to drive through efficiencies and cost savings. She reiterated the need for the "health system" to work as a system. **We also heard that the Public Health budget is currently being used to support Children's Centres.**

Libraries

51. One of the main focusses of the Community Engagement portfolio is around Libraries and plans are currently being developed to set-up a Library Trust. **We would expect to see a stronger vision around what a 21st century library service looks like on a practical level.**
52. We are seeking assurance that all the options for Libraries are being looked at in conjunction with other services, for example, Children's Centres – could the buildings be used for both? As this portfolio is relying very heavily on the service efficiencies from the Library Service in order to meet its savings target, we would like to see a robust business case for all the options around this service. We feel the risks are significant if it does not deliver and we refer to recommendation 4.
53. We heard that there are plans to reduce the mobile libraries from three to one but we did not see any evidence to demonstrate the thinking behind this decision.

We are looking for assurance that the impact of this service reduction has been fully investigated as mobile libraries help reduce social isolation.

Local Area Forums

54. We feel that a 'salami slicing' approach to some budgets, rather than stopping the service completely, reduces the effectiveness of the service too much and makes it unviable.

55. We were interested to explore with the Cabinet Member the plans to reduce the Local Priorities budget from £780k to £500k. This money is currently administered via the Local Area Forums (19 areas across the county) and the funding is used to meet the priorities agreed by each local area.

56. We recognise the need to keep a mechanism in place for working closely with our communities but felt that the local priorities budget has been reduced significantly over the years and with the current financial challenges facing the Council, it was felt that this budget should be offered up as a saving and the money used to support the vulnerable people, including protecting those areas outlined in the rest of the report.

Recommendation 9

To consider withdrawing the local priorities budget and cease running Local Area Forums and instead ensure that there are more effective mechanisms in place for engaging with communities. The money saved could be reallocated to support services for vulnerable people, including protecting those areas outlined in the rest of the report.

8. Health & Wellbeing

57. The Health & Wellbeing portfolio absorbs the largest proportion of the authority's budget at approximately 40%. It is also impacted most directly by growing demographic pressures, the most significant being an ageing population. It is also under pressure from the introduction of the National Living Wage where the greatest impact will be felt within the Domiciliary Care and Residential Care markets.

Prevention

58. Whilst noting that one of the main priorities for the portfolio was around prevention and early intervention so as to reduce the demand for other services in the long-term, we were concerned to hear that other portfolios are looking to cut some of their preventative services. **We would like to see a more strategic approach to preventative services across the Council to ensure we are providing the best provision in all portfolios.**

Integration between social care and health services

59. Whilst acknowledging that there are already some areas of integration within Buckinghamshire's social care and health services (eg. the Quality Care team and Mental Health services), the Cabinet Member felt that there was a lack of appetite and pace around the integration of social care and health services, in terms of the Better Care Fund (BCF). We understand that the 2019/20 allocation for Buckinghamshire, as announced, is £875k, which is a lower amount than the loss of New Homes Bonus used to part fund the BCF increase and is far less than a number of other similar authorities.

60. We understand that a plan for integration needs to be in place by 2017 which will be implemented in 2020. Although the Government has yet to publish detailed guidance around what this integrated service will look like, it has outlined conditions in order for the funds to be released. A more serious commitment will need to be made to pooled budgets and a joint approach around assessment and care planning, ensuring that there is an accountable professional for the

integrated packages of care. **We believe that this area of work needs to be a focus for this portfolio over the next year for the planning stage and then the following three years before implementation. We suggest that this should be a topic for a Member briefing over the coming months.**

61. Staffing within the portfolio was described as an issue due to the high number of temporary workers in the service. There is a real problem recruiting people to the more experienced posts as it is a very competitive market. We refer to recommendation 6.

62. **We were concerned to hear about the proposed cuts within the Learning Disabilities service and would like to ask that these changes in this service be closely monitored and reviewed by the Health and Adult Social Care Select Committee.**

9. Transportation

63. We heard about the success of devolving of a number of services to town and parish councils and the plans for more devolution in future.

64. We noted that the Council has joined the Midlands Highway Alliance and a number of commercial issues with Ringway Jacobs have been rectified. We noted the Cabinet Member's confidence that the relationship with Ringway Jacobs is at its healthiest and a productive and efficient service is being delivered and future savings can be achieved.

65. The Cabinet Member advised that a Strategic Options Appraisal is currently being undertaken to look at public transport needs across the county and to bring together public transport and community transport to better meet the needs of local people. A public consultation is currently being carried out.

Pay and Display machines

66. We heard about the proposed additional income from Pay and Display machines and a revised list of schemes has been developed following the belief that the original plan was not sustainable or deliverable.

Local Area Technicians

67. The Local Area Technicians were recognised for their hard work and the Cabinet Member endorsed the effectiveness of the LAT system. The new system (CONFIRM) was being reviewed to ensure the LATs spend the maximum amount of time on the road rather than being office bound. We would like to receive assurances that any proposed restructuring of the LATs would involve Members at every stage as we would not like to see the number of LATs reduced.

68. We understand that the gully sucking machines currently operate Monday to Friday (five shifts in total) and we have five vehicles, with a value of around £1.4m. We would like to see the machines operating more efficiently (for example, consider shift work so that the vehicles are spending more time on the road - seven days a week with two shifts per day) which would result in reduced

local flooding and significantly increase the surface life of the highways. As a potential income stream, we should explore the possibilities of hiring this equipment to other Authorities.

Recommendation 10

To undertake a detailed review of the gully cleaning programme with the objective of achieving greater efficiencies in the use of the plant and equipment.

10. Children's Services

69. The Children's Services portfolio was audited by Ofsted in August 2014 as being 'inadequate', resulting in remedial action by the authority. An improvement plan is in place and the portfolio has been receiving continued support from the Department of Education who visited recently to review progress and a report will be available shortly.

Staffing

70. The Cabinet Member reported that there is now a permanent Senior Management team in place but that staffing across the portfolio remains an issue, with an excessive reliance on agency staff at every level. We noted the reduction of agency staff to around 22-24%.

71. We were pleased to hear about the initiative to recruit newly qualified social workers from the local University and the drive to convert as many agency staff to permanent staff, thereby reducing costs. We appreciate the difficulties around recruitment and retention but would reiterate recommendations 5 and 6 at this point.

72. We were concerned to hear that one year on, the First Response team is still virtually 100% run by agency staff. It was acknowledged that those in the team are providing a good service, but the Cabinet Member recognised the need to make more of the posts permanent quickly.

Unaccompanied Asylum Seekers

73. The arrival of unaccompanied asylum seekers is putting increased pressure on the services in this portfolio and there is uncertainty around how many children Buckinghamshire will be seeing over the coming years. The Government should provide adequate funding for these children but there is a concern around the potential additional pressure on the CAMHS service (support for children with mental health issues).

Fostering and Adoption

74. We noted the work currently being undertaken in the fostering and adoption teams and the partnership working with fostering agencies, in particular. We recognised the desire to place as many looked after children with a foster carer within Buckinghamshire whilst appreciating there will always be some children who require specialist residential placements. We felt that it would be beneficial to look at all the possible options for the fostering and adoption teams.

Recommendation 11

To undertake an options appraisal to assess the cost/benefits of different delivery models for the Fostering and Adoption service, including exploring outsourcing.

Short breaks for disabled children

75. We were concerned to hear about the proposal to reduce support for short breaks for disabled children and their families as we recognise the importance of this service for parents and carers with disabled children. **If the financial situation were different, we would be asking for a review of this proposed service reduction but we ask that this area be looked at again should the situation change.**

76. When asked about opportunities for income generation, the Cabinet Member felt that this portfolio is increasingly demand-driven and there are limited opportunities for generating additional income. She went on to say that the Future Shape programme has provided a platform for ensuring best value for money and good quality services rather than focussing on income generation.

11. Education & Skills

77. We noted the particular budget pressures within this portfolio and the drive to look at alternative ways of delivering some of its services and we acknowledge the difficult decisions which have had to be taken in light of these pressures.

78. We noted with interest the plans to mitigate the reductions in the Children's Centres, the Youth Counselling Service and the Duke of Edinburgh Award by looking at alternative methods of delivering these services.

Children's Centres

79. Whilst fully appreciating the challenges facing this portfolio, we felt that the proposed cuts to Children's Centres is a short term saving with many medium to long-term costs to other Council services. Having heard from the Director of Public Health that one of her priorities is around Early Years provision, we feel that any proposed changes to Children's Centres needs to be undertaken in conjunction with Public Health so that the full impact of reducing this service can be understood.

Recommendation 12

To ensure a full public consultation in relation to Children's Centres on all the options for delivering the service in a different way prior to a key decision on any service change. To work in conjunction with Public Health to understand the full impact on the proposed service reduction.

Educational Psychology Service

80. Whilst recognising the work undertaken by the Educational Psychology Service, we were concerned to hear that the opportunities for income generation from the Educational Psychology Service have not been fully explored. The Educational Psychology Service is a small in-house team of specialists and we understand other councils have different models for delivering this service, for example, via external providers.

Recommendation 13

That an options appraisal be carried out on the Educational Psychology Service to assess the best delivery model for this service to maximise the income generation potential.

Home-to-School Transport

81. We welcome the fact that the home-to-school transport programme is now back in-house and noted the associated savings as a result. We heard that there is currently a Strategic Options Appraisal being carried out which is looking at how this service is currently delivered, including the service for SEN children which we recognise as a way of helping to support children in becoming more independent. From the evidence we heard, we believe there are opportunities to increase income from this service.

82. We urge that any proposed changes in home-to-school transport provision be subject to a proper consultation process and that it be conducted in a timely manner to ensure parents and local Members are fully engaged.

Recommendation 14

To review the charging policies for all Home to School transport users to ensure maximum income generation opportunities are explored. To undertake a timely public consultation on any proposed changes to the service.

Youth Counselling Service

83. There are many risks associated with reducing the Youth Counselling Service and the potential impact on other services in the medium to long term. The Equality Impact Assessment states that approximately 1,100 young people access the service per annum. This year, young people have accessed the service reporting the following serious issues – 102 young people accessed counselling to resolve self-harming, 42 young people have accessed the service

reporting suicidal thoughts/risks of suicide and 22 disclosing domestic violence issues. Currently 22 of 36 secondary schools receive counselling support which, if withdrawn, will affect schools ability to support and safeguard pupils.

84. We feel this is a short-term saving that will have longer-term costs across a number of portfolios and the risks to the Council are significant. The service is currently delivered by six paid staff and over 90 qualified volunteer counsellors. At the recent Children's Takeover Day run by the Council, one of the most important issues identified by the young people was the mental health and counselling services.

Recommendation 15

To look at alternative ways of delivering the Youth Counselling Service without cutting the service completely (for example, reduce the number of paid staff and explore possibilities of joint funding the service with Oxford Health Trust).

Duke of Edinburgh Award

85. We heard the proposed plan to cut the funding to the Duke of Edinburgh Award programme and once again, we recognise that difficult decisions have had to be taken but we feel this programme could be continued if a different delivery method could be secured. We would like to see a full investigation of alternative methods for example, seeking sponsorship from private companies and targeting those who currently employ apprentices. This is regarded as a valuable activity for young people which has long-term positive effects on those who undertake the programme.

Recommendation 16

To explore other ways to keep the Duke of Edinburgh Award programme running (for example, explore the idea of a private company/companies sponsoring the programme and target those who currently employ a number of apprentices).

Children's Social Care and Learning

Business Unit Plan 2016/17 – 2019/20

Author: David Johnston

Date: 27.1.16

Agreed by: David Johnston

Refresh in 1 years time –November 2016

Cabinet Members: Lin Hazell, Zahir Mohammed

**Children's Social Care and Learning
Business Plan Executive Summary
2016/7 – 2019/20**

What We Do and What We Are Working Towards

Children and young people are healthy and safe, feel valued and value others, are treated fairly, have lives filled with learning, achieve their potential and are able to enjoy life and spend quality time with family and friends. (Children and Young People's Plan 2014 -18)

Safeguarding our vulnerable children and helping all children and young people reach their full potential is an essential focal point for the Local Authority. The work of our teams is critical and challenging. Taking a systemic and multi-agency approach to early intervention and safeguarding, we provide meaningful intervention, appropriate assessment and support to children and their families.

A significant area of priority is the continued focus on the recommended actions following the inadequate inspection of our safeguarding services. In partnership with key stakeholders the Improvement Plan was refreshed in January 2016 and progress is monitored regularly by the independently chaired multi-agency Improvement Board. The challenge to protect children who are at risk of child sexual exploration (CSE) and radicalisation is a high priority for the Local Authority.

Our education system is highly regarded with the majority of our performance indicators above national average. We remain focused on championing education for all children and aspiring for educational excellence for all. We continue to build on our good relationships with schools and other education providers to make sure that necessary changes and improvements happen and all Buckinghamshire children and young people have the opportunity to reach their full potential. A key priority area is to continue improving outcomes for vulnerable children and those at risk of underachievement.

The work we do will underpin the Council's Strategic Plan Outcomes:

- Safeguarding Our Vulnerable Children and Families
- Creating Opportunities & Building Self-Reliance
- Keeping Buckinghamshire Thriving & Attractive

Who's Responsible for the Plan?

David Johnston
Managing Director



Lin Hazell
Cabinet Member Children's Social Care



Zahir Mohammed
Cabinet Member Education and Skills



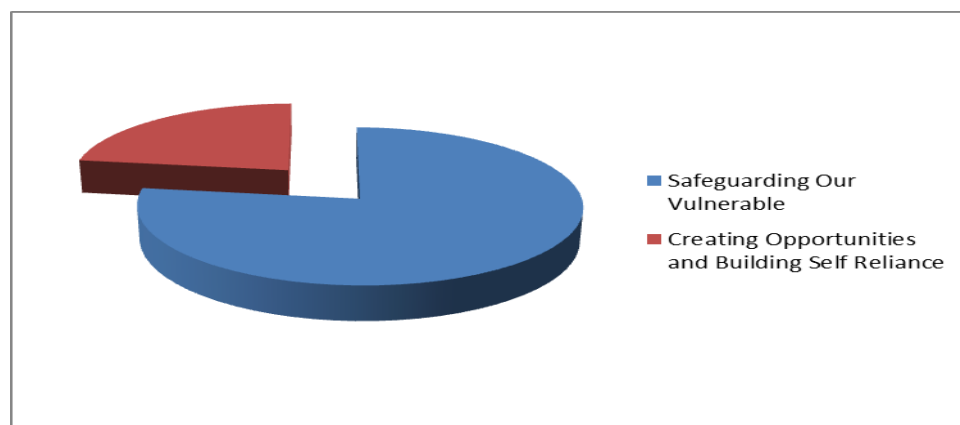
What Money Do We Have To Deliver The Outcomes?

Children’s Social Care and Learning (CSC&L) business unit predominantly delivers 2 of the 3 main Council outcomes. The medium term planning budget allocated to CSC&L to deliver these outcomes is shown in the table with the majority allocated to the ‘Safeguarding Our Vulnerable’ strategic outcome. CSC&L also contributes to the 3rd outcome ‘Keeping Buckinghamshire Thriving & Attractive’ but this is not reflected in the budget analysis due to the method of allocation used. The CSC&L budget accounts for almost one third of the Council’s total budget. The figures show a decrease in budget compared to this year’s budget (2016/17).

Medium Term Planning Budget by Outcome for CSC&L

Strategic Outcome	2016/17 (000s)	2017/18 (000s)	2018/19 (000s)	2019/20 (000s)
Safeguarding Our Vulnerable	68,541	68,267	68,067	68,710
Creating Opportunities & Building Self-Reliance	20,236	17,792	17,692	17,592
Total Budget	88,777	86,058	85,758	86,301

Chart - 2016/2017 Budget by Outcome for CSC&L



What Are The Key Activities We Deliver To Safeguard Our Vulnerable

The Council's specialist teams support families who may be vulnerable and who have particular needs (which can happen at any point in a child's life). We may have to take statutory action in order to protect children and support them reach their full potential.

- **Children's Social Care** involves various interactions with children and families:
 - Respond to referrals from partners and consider the level of intervention required which could be no intervention, to go forward to Early Help, investigate to see if the child is in need of support or investigate to indicate the need and decide on action required to safeguard and promote the welfare of children
 - Providing early help - We work with the whole family to make positive changes to prevent or reduce the need for expensive or statutory service later. Through multi agency Early Help Panels, direct support, parenting groups and working with professionals to ensure children receive the right help at the right time from the right agency.
 - Supporting children in need - Section 17 of the Children Act 1989 places a duty to safeguard and promote the welfare of children who are in need. Promoting and supporting the upbringing of children in need by their families, through provision of a range and level of services appropriate to the child's needs.
 - Children in care - Looked-after' children are those given accommodation away from their families at the request of their parent (Section 20) or as a result of a Care Order (Section 31). We support children living with relatives, friends and foster families or sometimes in children's homes and units. This involves finding sufficient places to support the child's needs, preparing material for court, visiting children and listening and taking their wishes and feelings into account. Every Care Leaver is entitled to care leaving support until they are at least 21 as this gives them an opportunity to have the best start in adulthood.
- **Work with children particularly those that are vulnerable** including: those at risk of CSE, radicalisation, youth offending, substance misuse and unaccompanied asylum seekers
- **Understand and respond to the different needs of our communities** - understanding data , provision of information
- **Finding suitable placements and** provision of sufficient placement choice for our looked after children remains a priority

Key contracts include: (please see main plan for all contracts involved in Social Care and Learning)

Key Programmes/Projects/Activities	Key Contracts Due For Review	Annual cost	Review Date	Member
Fostering Placements	Core Assets Group Ltd	1,708,745	31/3/2020	Lin Hazell
Client transport	Amey Client Transport	16,666,345	31/03/2016	Zahir Mohammed
R U Safe	Barnardos R U Safe	290,000	31/03/2017	Lin Hazell

What Are The Key Activities We Deliver To Create Opportunities & Build Self-Reliance

Our aspiration is that all children and young people experience outstanding education delivered by outstanding professionals with the skills to nurture, inspire and challenge students. Outcomes, irrespective of backgrounds, should be excellent and all children should be prepared for life including having skills to be active citizens participating in work and their communities.

- **Monitoring performance** - As part of our statutory duty, all school performance (including those who are educated at home) is monitored. Children who are missing education are closely monitored and supported as not receiving a suitable education increases the risk of a range of negative outcomes that could have long term damaging consequences for their life chances.
- **Buckinghamshire Learning Trust** helps us to fulfil our statutory duties for raising attainment. Focus remains on increasing schools / settings that give good provision, challenge 'coasting' and reduce schools / settings falling into poorer Ofsted categories.
- **Special, Education, Needs and Disability (SEND)** – The SEN team ensure eligible children to have an up-to-date personal education health care plan that is reviewed yearly, identifying additional leaning/support needs to promote attainment. Education Psychology service support schools and settings with emotional welfare for pupils and staff, where appropriate (i.e. loss and bereavement or during emergencies)
- **Additional support** is given to those remaining in education Post 16, including working with other agencies to help prevent students from becoming NEET (Not in Education Employment or Training). Other work involves helping prepare students for entry into Higher education and developing apprenticeships.
- **The Virtual School** focuses on improving educational achievement of our Looked After Children
- **The Youth Service** delivers a behaviour and attendance offer designed to keep young people safe, break down barriers within communities and work with young people in communities to reduce incidents of anti-social behaviour and risk taking behaviour.
- **Family Information Service** fulfils our statutory duty to provide families with access to information on a range of services i.e. finding / paying for childcare, leisure activities, parenting support. It acts as a platform for professionals to share information.
- **The Adult Learning Service** delivers courses on basic and employability skills to promote sustained employment. Community courses support mental and physical well-being and also independent living skills for adults with learning difficulties and disabilities.
- **Prevent** – in response to the statutory duty there is a requirement to have robust policies to identify children at risk of being drawn into radicalisation, promote the importance of the duty and provide appropriate training. We also chair a multi-agency group where any individuals of potential concern of radicalisation can be referred for appropriate interventions (Channel Panel)

Key contracts include: (please see main plan for all contracts involved in Social Care and Learning)

Key Programmes/Projects/Activities	Key Contracts Due For Review	Annual cost	Review Date	Member
Buckinghamshire Learning Trust	Buckinghamshire Learning Trust	7,021,930	31/07/2018	
Occupational Therapy	Buckinghamshire Healthcare NHS Trust	1,138,227	31/03/2016	Lin Hazel

Speech and Language Therapy (SALT)	Oxford Health NHS Foundation Trust	1,060,439	23/10/2016	Zahir Mohammed
Adventure Learning Foundation	Adventure Learning Foundation	120,000	31/03/2017	Zahir Mohammed

What Are The Key Activities We Deliver To Keep Buckinghamshire Thriving & Attractive

Buckinghamshire is an affluent rural county, some parts of the county have pockets of high deprivation and we must not be complacent about the differing needs of our families and children. Children can be vulnerable for a number of reasons, at times beyond the control of their families such as children with a disability. We must be responsive to these differing needs.

Like many local authorities we continue to have a shortage of key workers such as teachers and social workers. It is essential that we have a robust recruitment and retention strategy.

- **School places and planning** – The council is responsible for planning the provision of school places. We do this by analysing birth rates and taking account of new households. From this exercise we plan additional school places and new schools.
- **Fair access** - We have a statutory duty to ensure fair access to educational opportunity and promote parental choice through supporting the diversity of provision
- **Sufficiency** We have a statutory duty to ensure that there are sufficient early years places in the county. A particular focus is on the educational entitlement of vulnerable 2 year olds and 3 and 4 year olds. This bring challenges predominantly around vulnerable 2 year olds and disabled children and the market has a shortage of affordable and accessible places .
- **Making Buckinghamshire a place people want to live and work** – We value our workforce and have a number of initiatives in place to be an attractive employer: good training opportunities, access to affordable housing, create opportunities for people to be promoted internally, apprenticeships along with other incentives. We work with key partners such as the Schools, Universities and the Job Centre to create local employment and provide opportunities to acquire new skills

Key Programmes/Projects/Activities * denotes statutory activity	Key Contracts Due For Review	Annual cost	Review Date	Member
	NO CONTRACTS APPLICABLE			

What's On The Horizon For Us?

The main areas of pressures for the unit continue to be centred on its budget. There is considerable effort to recruit and retain social workers to counteract the dependency upon agency staffing in order to meet the statutory needs of keeping children safe, however there is a national shortage and other Councils are aggressively recruiting. The lack of teachers (again national shortage) could also impact on improvement plans. Growth and demand management remains a concern, increases for education places, special educational needs and social care referrals all of which impact on already restricted budgets. Our improvement journey remains a concern as does national policy changes which may alter how public services are delivered.

The cost of looking after children in care is high and rising. There is a growth in referrals and a lack of places available (both locally and nationally) which increases costs on placements budget but also on staff time and travel. There has been considerable attention to manage resources to ensure best value for money however ultimately it is the child's needs which dictate the placement given. The impact of the National Living Wage needs consideration as care providers highlight they cannot absorb these additional costs. Client transport pressures are growing particularly in SEN which places pressures on contract prices.

The Prevent Agenda has the potential to grow and impact on our resources. This is an area that is dictated by events both locally and globally. Discriminatory incidents and community tensions have a tendency to increase locally during terrorist attacks which may occur globally. Schools in particular require support during these times and capacity to respond in a timely fashion may become an issue. Government legislation is likely to change and the role of schools may change requiring us to give continued / more support to schools. Communities and Local Government are currently looking at integration and the impact extremism is having on people's ability to live together harmoniously and once they have completed their investigation any new legislation could impact on our limited resources.

Equalities Impact Assessment

We are currently doing well on:

- Focussing schools on the Narrowing the Gap agenda in attainment across the County
- Monitoring discriminatory incidents in schools
- Supporting schools including Governors with training as and when required.
- Guidance documents on dealing with discriminatory incidents have been developed and sent to all schools across the County
- County wide Model United Nations with Yr 9s which supports community cohesion
- Annual conferences on Anti bullying / E Safety

What needs to improve:

- Monitoring of workforce to ensure that all staff take advantage of the training offered
- Ensuring all staff embed equalities and diversity into their work practices
- Ensure all staff understand cultural awareness to enable them to meet the needs of all children who they work with

Business Services Plus

Business Unit Plan 2016/17 – 2019/20 – Executive Summary

Author: Gillian Quinton

Date: 13th January 2016

Agreed by: John Chilver, Cabinet Member, Finance and Resources
Martin Phillips, Cabinet Member, Community Engagement

Refresh in 1 years time: 31st January 2017

**Business Services Plus
Executive Summary**

What We Do and What We Are Working Towards

Business Services Plus aims to provide the best possible value business services, based on the needs of our customers. Its prime aim is to support the delivery of vital front line services across the council through effective and efficient business processes that enable employees to focus on core business.

In providing services, the Business Unit will be commercially minded, focused on customers, quality and transforming the business through digital technologies. A new improved approach to account management will ensure that the needs of our customers are prioritised in the design and delivery of services. The Business Unit will also identify new services and products which are saleable to a wider range of customers both within and outside the County Council in order to deliver greater value and reduce the unit cost of service to internal customers. In considering how best to provide the services needed by customers all options will be appraised in terms of their value for money including in house delivery and external delivery.




OUR BUSINESS UNIT PRIORITIES

- Developing more **Shared Services** with likeminded partners and delivering Strategic Options Appraisals
- **Commercialisation** – generating income and diversifying our customer base
- **Business Improvement** – creating efficiencies and making savings through transformation, smarter ways of working and new technologies

OUR COUNCIL PRIORITIES

- **Workforce Challenges** – recruitment, workforce retention, enable the organisation to face the recruitment challenges
- **Work Tools**– delivering tools for people to be able to work efficiently
- **Customer Experience & Demand Management**– the quickest and most efficient way of dealing with customers. Service areas working together to minimise hand offs.

Who’s Responsible for the Plan?

<p>John Chilver</p>  <p>Cabinet Member</p>	<p>Martin Phillips</p>  <p>Cabinet Member</p>	<p>Gill Quinton</p>  <p>Managing Director</p>
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What Money Do We Have To Deliver The Council’s Key Outcomes?

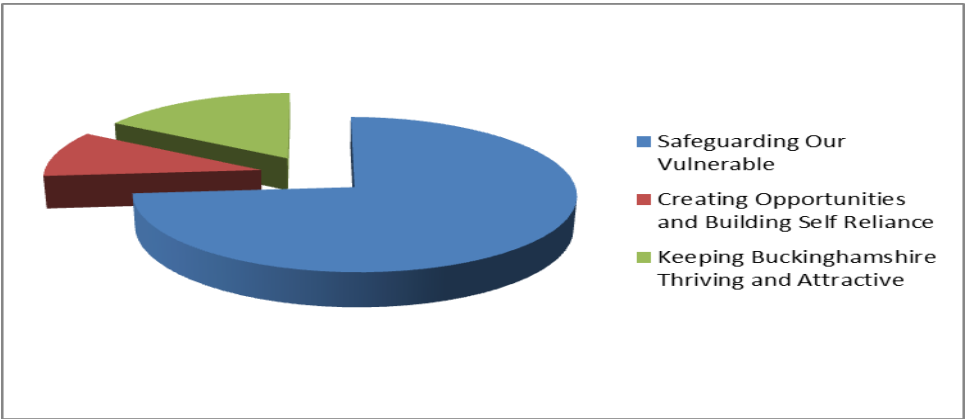
Business Services Plus (BSP) business unit supports the Council to deliver its 3 main outcomes shown below in the table. Prorata has been applied to the Council’s total budget by outcome and applied to the BSP total budget to give a breakdown by outcome for BSP.

Medium Term Planning Budget by Outcome for BSP Business Unit

Strategic Outcome	2016/17 (000s)	2017/18 (000s)	2018/19 (000s)	2019/20 (000s)
Safeguarding Our Vulnerable	14,745	14,315	13,843	13,869
Creating Opportunities & Building Self-Reliance	1,985	1,684	1,602	1,549
Keeping Buckinghamshire Thriving & Attractive	3,269	3,118	2,974	2,900
Total Budget	19,999	19,118	18,419	18,319

The figures show a decreasing budget over time.

Chart - 2016/2017 Budget by Outcome for BSP



111

Our Key Activities that support the Council to deliver its Strategic Outcomes

Commercial Services

Ensuring high performance as a commercial business through an integrated approach to business planning, development and customer relationship management and driving the transformation and digital programme for the Business Unit.

The key functions to do this are:

Business Planning & Change

This team are responsible for the effective central governance of the business unit including, Business Planning, Assurance and Risk Management and Business Continuity Planning. They are responsible for the successful management and delivery of the change projects identified. They will also review and improve Customer Experience: processes, technology (including digital), training and culture

Business Development & Account Management

This team will generate new business and implement effective account management for existing and new customers. They will use market research, commercial information / intelligence to achieve this and ensure that that we have value for money product costings and pricing.

Operations

Delivering high quality, value for money business enablement services to customers through a range of professional and efficient operational and transactional processes.

BSP includes an Operations Delivery Unit that will provide services to internal and external customers, employing new channels of contact to reduce the cost of demand. These services will be provided through the following functions:

Corporate Business Support

Our CBS service will provide a bespoke administrative support service to meet business unit's requirements.

Finance Transactions

The Finance operations function is made up of several divisions of specialised Finance Officers who will provide expert advice and support in many aspects of the financial business.

HR Operations

Providing HR expertise focused around the customer.

112

Customer Services

Provides Service Desks (Finance, HR and ICT) for the first point of call for any Finance, HR or ICT issues.

Deskside Support provides laptops and desktops to staff and to Buckinghamshire libraries, and are on hand to help with any problems that might arise.

The Contact Centre is the entry point into the Council for the residents of Buckinghamshire. They deal with a wide variety of subjects coming in by telephone, email, webchat and online forms.

The ICT Schools Team consists of SIMS, FMS and the Schools Technical Team and combined they offer a one stop shop for schools ICT requirements including 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.

Payroll & Transactions

A professional payroll service to all customers of BCC payroll ensuring accurate and on-time payments to over 13,000 payees each month. Processing for over 60,000 transactional changes each year, new starters, leavers, LVTC's and claims. A highly skilled Teachers Pension service to both BCC staff, BCC payroll customers and non BCC payroll customers. Pensions support on the LGPS, NHS and teachers pensions schemes for over 11,000 active pension members.

Property Facilities Management

We are committed to offering a high quality, efficient and flexible service to effectively assist business units in managing and protecting their buildings, assets and people. Our FM is enhanced by its close relationship with its business partners in ICT, HR and Finance in terms of a joined up approach to solutions, such as office moves and ICT/FM provision.

Consultancy

Providing high quality professional advisory and project management services to support customers in their business as usual activities and business transformation goals.

Consultancy will provide a wide range of technical and professional advice to Business Units to support them in their commissioning plans. We will follow a delivery plan for Shared Services based on our Options Appraisal, which evaluates the most effective means to deliver services.

ICT

Provision of network infrastructure and application support across all business units and a variety of external customers. Consultancy advice and support on technology requirements and developments including SAP, line of business applications and network provision.

Property

Repairs and maintenance across the corporate, agricultural and schools estate. Capital programme delivery of building projects for both and corporate and school customers including heating and ventilation projects. Provisions of Health and Safety advice and guidance as well as building compliance and property asset database maintenance.

Finance

Provision of management accounting support to all business units and external customers. Provision of procurement guidance, support and advice.

Legal

Provision of Legal advice to Children's and Adults services as well as specific specialist Legal advice on matters such as property and employment litigation. The team also provide insurance claims handling, stage 3 complaints and school appeals services.

Procurement

The procurement service provides professional procurement advice and tendering services to support the organisation in its commissioning and contract requirements.

What is on the horizon for us and our opportunities

There are changes on the horizon that could impact our Business Unit in its delivery of its priorities, these include:

- **Care Bill** – Adults, Health & Communities’ response to the requirements of the Care Act will have a call-on Shared Services
- **OFSTED Improvement Plan** – CYP’s response to the Ofsted inspection will have a call on Shared Services
- **Outsourced services market** – disaggregation in this marketplace will require a different approach to commissioning
- **Alternative Delivery Vehicles in the organisation** – Impact on BSP income and knock on affect to the cost quoted to other BUs and customers.
- **Aging set of Council building assets to be maintained**
- **Increased partnership working (Adult Social Care)** leading to complex technology requirements, procurement and staffing arrangements
- **Business Rates changes** – Changes to process of distributing business rates could result in a reduction received by councils
- **Increase in living wage** – Increase in minimum wage and the impact on business operation
- **Changes in technology** – increased update of cloud technology and a fit for the future ERP system.

Business Services Plus continues to look for opportunities to help address our MTP savings. A programme of Change Projects is currently being identified which will form part of delivering these savings and our focus is on external partnership working and sharing services, along with:

- **Third Party Spend review** – Review in progress of all third party spend across the Council in a view to reduce each contract by a minimum of 5%
- **Shared Service options** – Continue to have conversations and develop opportunities for shared services arrangements
- **Legal Services review** - Exploring the mutual benefits of evolving greater collaboration in the organisation and delivery of legal services
- **Digital Tools Programme** - We are putting in a set of new digital tools to Make it easier for customers to self-serve, to Provide a consistent, high-standard of customer service across different channels (phones, email, webchat etc), to match customer expectations and behaviours, to help Business Units to trade services and generate income and to create the business intelligence systems we need to make better use of data and customer intelligence.
- **Income Generation** e.g. other local authorities, Out of County Schools and Academies.
- **Product development** e.g. combined SIMS and payroll package, a new Environmental Services package and new ICT products.

Transport • Economy • Environment

Business Unit Plan 2016/17 – 2019/20

117

Author: Neil Gibson, Managing Director, TEE

Date: January 2016

Agreed by: TEE Business Unit Board, 18/01/16

Cabinet Members: Martin Tett (Economy), Mark Shaw (Transport), Warren Whyte (Environment)

Refresh in 1 years time – December 2017

**Transport • Economy • Environment
Business Plan Executive Summary 2016/7 – 2019/20**

This Business Plan serves as ‘the contract’ between TEE and the Council, outlining how TEE will spend some £128m revenue and £258m capital over this three year period to deliver some of the Council’s key strategic priorities in Buckinghamshire. It also states the measures our performance will be assessed against.

What We Do and What We Are Working Towards

What is the vision for Transport Economy Environment (TEE) Business Unit?

The vision for the Business Unit centres around the delivery of the Council’s key strategic outcomes focusing facilitating growth, delivering supporting infrastructure and delivering critical Transport & Environment services to and on behalf of the residents of Buckinghamshire.

To face the financial challenges the unit will become more commercial in our approach, becoming increasingly financially self-reliant, driving efficiencies and looking for innovative solutions to ensure that the essential services are funded and can be delivered.

We will continue to build partnerships with others; including residents, businesses and the voluntary and community sector. Where appropriate, we will also explore the options for devolving services to the community.

Where are we now?

TEE has made great progress to delivering on some major infrastructure projects; Energy from Waste Plant which will not only divert waste to landfill but also generate energy for the county; Aylesbury and Wycombe regeneration projects and further work on development of transport schemes.

Alongside this we also continue to maintain and protect the Transport and Environment assets we look after for the council.

In the last year we have made progress in driving a commercial approach through the business unit. This includes greater look at customer experience and interface with the TEE services. We have been working with our partners to secure investment for infrastructure, drive improvements and further support the local communities for self-delivery.

Who’s Responsible for the Plan?



[Martin Tett](#)

Leader &
Cabinet
Member for
Economic
Growth



[Mark Shaw](#)

Cabinet
Member for
Transportation



[Warren Whyte](#)

Cabinet Member
for Planning &
Environment

What are aiming for this year?

Facilitating growth is a main focus for TEE this year and ensuring that we have sufficient plans for infrastructure provision, along with the capacity to assess the development proposals coming to the council for comment. Work will continue to strengthen relationship with other authorities to ensure further funding opportunities can be utilised and coordinated to ensure a wider benefit across the region.

TEE has a significant pipeline of capital schemes that are to be delivered including Aylesbury and High Wycombe town centre regeneration, schools building project, Energy from Waste plant, high speed broadband and other improvements to the Councils property. These will continue to be delivered to ensure that the benefits of the schemes can start to be recognised.

TEE will continue to drive out efficiencies in contracts, streamline delivery and focus on the critical activities to deliver services. Meanwhile, looking at improving the customer experience and make progress on the councils digital strategy facilitating more self service, improving our online presence and ease of access to information and services.

We will continue to deliver value for money in our statutory functions and look at delivering these smarter and in an innovative way to changing traditional costly processes.

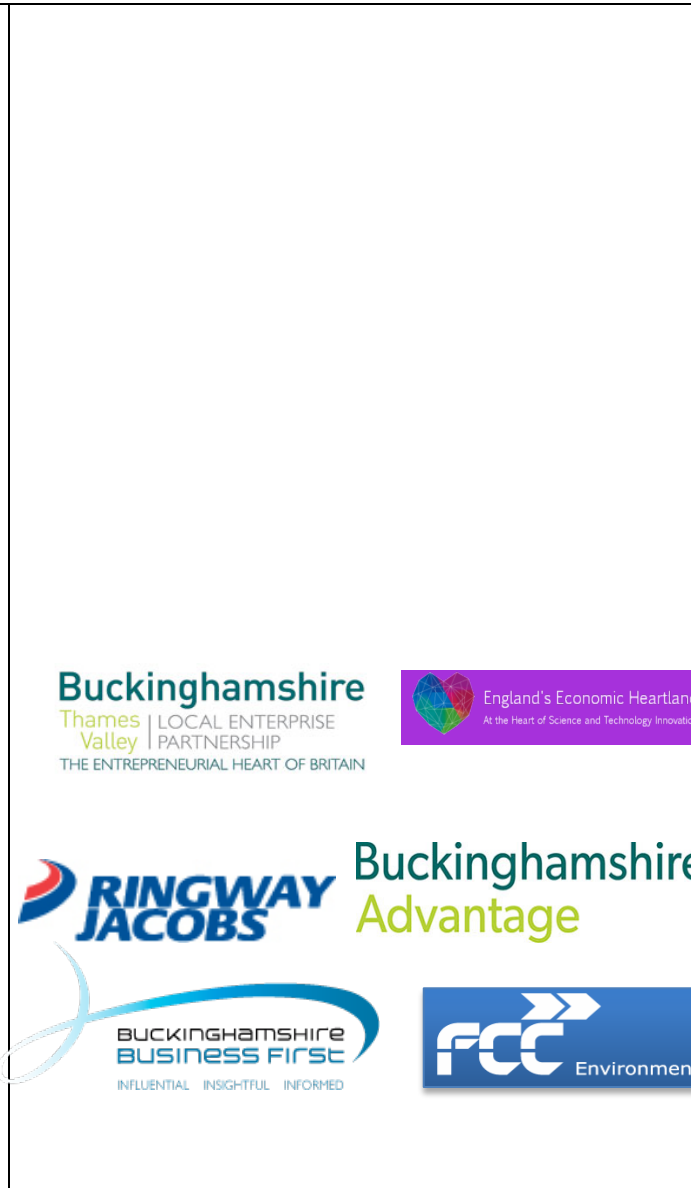
19

Critical to our success will be our people. We will work with our directly employed staff, and with our key suppliers, to ensure we equip our people with the skills and behaviours to deliver excellent public service. The TEE Leadership Team knows that following yet another major period of change this will take time, and potentially yet more change. The demand of our customer base is ever changing and we must respond where we are able to ensure their experience of our service is a positive and improving one.

The work we do will underpin the Council's Strategic Plan Outcomes:

- Safeguarding Our Vulnerable
- Creating Opportunities & Building Self-Reliance
- Keeping Buckinghamshire Thriving & Attractive

Transport • Economy • Environment works with partners to deliver the outcomes and activities outlined in the business plan. The Business Unit is forging partnerships and Alliances with surrounding Local Authorities to work collaboratively, share resources and secure funding for infrastructure provision across the county and its border.



What Money Do We Have To Deliver The Outcomes?

Transport Economy Environment (TEE) business unit predominantly delivers 2 of the 3 main Council outcomes. The medium term planning budget allocated to TEE to deliver these outcomes is shown in the table with the vast majority allocated to the ‘Keeping Buckinghamshire Thriving & Attractive’ strategic outcome. TEE also contributes to a 3rd outcome ‘Safeguarding Our Vulnerable’ but this is not reflected in the budget analysis due to the method of allocation used.

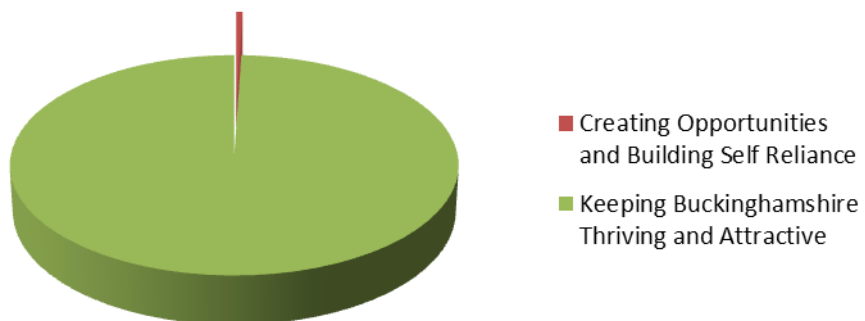
Medium Term Planning Budget by Outcome for TEE

Strategic Outcome	2016/17 (000s)	2017/18 (000s)	2018/19 (000s)	2019/20 (000s)
Creating Opportunities & Building Self-Reliance	212	17	17	17
Keeping Buckinghamshire Thriving & Attractive	38,737	37,738	37,199	37,051
Total Budget	38,949	37,755	37,216	37,068

The figures show a decrease in budget over time.

20

Chart - 2016/2017 Budget by Outcome for TEE



What Are The Key Activities We Deliver To Safeguard Our Vulnerable

Transport Economy and Environment form a supporting and facilitating role in regards to Safeguarding the Vulnerable. The Business Unit main role is to facilitate the funds and

Key Programmes/Projects/Activities * denotes statutory activity	Key Contracts Due For Review	Annual cost	Review Date	Member
Vulnerable Adults are supported to lead independent lives				
Developing new public transport solutions to meet the needs of the communities*	Local Bus service contracts – 14 to be renewed Vehicle and plant maintenance – fleet management Client Transport Taxis Client Transport Buses	£582,482 £300,000 - -	30.01.16 31.12.16 - -	Mark Shaw
Creating more facilities to support our communities through development contributions including day centres, health centres, education & community centres*	-			Warren Whyte
Creating volunteer & work experience opportunities within the services delivered by the Council	-			Martin Tett/ Mark Shaw/ Warren Whyte
Ensuring safe routes to schools & services minimising accidents	-			Mark Shaw

What Are The Key Activities We Deliver To Create Opportunities & Build Self-Reliance

Key Programmes/Projects/Activities * denotes statutory activity	Key Contracts Due For Review	Annual cost	Review Date	Member
Buckinghamshire young people achieve excellent results throughout their education				
Buckinghamshire residents are skilled and ready for employment				
Promotion of apprenticeships and employment for young people	Bucks Business First – Service Level Agreement			Martin Tett
Working with education providers to develop skills & job opportunities	Bucks Business First – Service Level Agreement			Martin Tett
Improved health and wellbeing for all of our residents				

Road safety education, training and promotion in schools, cyclists & road users	Transport for Buckinghamshire			Mark Shaw
Healthy walks & promotion of active travel and improved health				Mark Shaw
Devolve Council assets and services				
Devolution of local services to parishes and local communities – Tranche 1 transport responsibilities and investigate other TEE areas	Devolution of Grass Cutting – 34 funding agreements being issued	01.04.16	£175,000	Martin Tett/ Mark Shaw/ Warren Whyte
Facilitating growth and supporting infrastructure to provide affordable homes*	-			Martin Tett/ Warren Whyte
Enable and support to children, promoting high quality education				
Managing the building and expansion of schools in Buckinghamshire in the relation to growth of population				Martin Tett
Review and support the developments of schools programme				Warren Whyte
What Are The Key Activities We Deliver To Keep Buckinghamshire Thriving & Attractive				
122				
Key Programmes/Projects/Activities * denotes statutory activity	Key Contracts Due For Review	Annual cost	Review Date	Member
Improved Condition & management of Roads and Footpaths:				
Delivering the Capital Highway Maintenance Programme delivering best value*	Transport for Buckinghamshire	-	-	Mark Shaw
Driving contract efficiencies in the Transport for Buckinghamshire contract and driving innovation putting more into service delivery	Transport for Buckinghamshire	-	-	Mark Shaw
Update and manage the Highway assets by developing a comprehensive asset programme*	Transport for Buckinghamshire	-	-	Mark Shaw
Improvement of road space management to reduce congestion	Parking enforcement contract	-	-	Mark Shaw
Maximise External Investment in the County's Infrastructure:				
Developing and facilitating high speed broadband to improve business and home connection	Bucks Business First – Service Level Agreement			Martin Tett
Facilitating the development of East-West Rail link.				Martin Tett/ Mark Shaw

Improving road links in the county through developer funding and national funding				Mark Shaw/ Warren Whyte
Securing other public services including education through development planning, Government funding and securing external funding				Warren Whyte
High Wycombe and Aylesbury Town Regeneration Schemes				Martin Tett/ Warren Whyte/ Mark Shaw
The facilitation and building of schools, care homes and community facilities to support the Council's services.				Martin Tett/ Warren Whyte/ Mark Shaw
Create the right conditions for firms to flourish and succeed & the creation of more jobs for local people:				
Support and facilitate business growth and inward investment	Bucks Business First – Service Level Agreement	£600,000	Renewed Annually	Martin Tett
Promotion of new start-up businesses and expansion of existing businesses	Bucks Business First – Service Level Agreement			Martin Tett
Development of new infrastructure to support growth				Martin Tett/ Warren Whyte/ Mark Shaw
Create innovative solutions to attract business - Bucks Advantage promoting Woodlands development				Martin Tett
Supporting local and national business to encourage skill development	Bucks Business First – Service Level Agreement			Martin Tett
Be proactive and innovative in developing strategic alliances				
Develop the Strategic Alliance (England Economic Heartland) between 7 Local Authorities for better integrated service delivery	-			Martin Tett
Develop and facilitate the Greater Thames Valley – made up of 6 Local Enterprise Partnerships (GTV6 LEP) for encouraged growth and funding opportunities	-			Martin Tett
Development of the Bucks / Herts Broadband project	Bucks Business First – Service Level Agreement			Martin Tett
Contributor to the East West Rail Consortium made up of 8 Councils & 3 LEPs	-			Martin Tett/ Mark Shaw
Joint Waste Partnership – with the District Councils to ensure	-			Warren Whyte

waste reduction				
Mitigate the impact of HS2 on Buckinghamshire				
Work with the communities & HS2 developers to secure the best mitigation measures.				Martin Tett
Protecting our Green Belt, ANOB, Rights of Way and Green spaces				
Running and promotion of Country Parks as a Council Asset				Warren Whyte
To maintain and promote the rights of way network*				Warren Whyte
Natural Environment Partnership – joint with Milton Keynes to facilitate Green Infrastructure				Warren Whyte
Development of the Flood Strategy and Sustainable Urban Drainage Systems (SUDS)				Warren Whyte
Continue to protect and encourage sustainable approaches to energy, water and waste				
To facilitate energy and other resource management across BCC buildings but also wider to communities.	Biomass Fuel pellets Energy contracts for electric and gas	£ 104,700 £5,259,000	30.01.16 01.08.16	Warren Whyte
Delivery of the Energy from Waste Plant which will produce energy for the local communities and reduce landfill	FCC management and build of the EfW plant FCC management of Household waste sites Landfill contract North Landfill Contract South	£4,000,000 £7,500,000	31.03.16 31.03.16	Warren Whyte
Promotion of re-use and recycling of waste	Bio waste contracts –food waste Bio Waste contracts – green waste	£ 442,000 £1,200,000	31.03.16 27.10.16	Warren Whyte
Planning Investigation & Enforcement to protect the environment*				Warren Whyte
Best Deal for Bucks from economic growth and development				
Securing developer funding for infrastructure for the Council				
Securing external investment for Cultural heritage				
Proactively working with organisations to secure funds and ensure heritage is protected and enhanced				Warren Whyte
What's On The Horizon For Us?				
As the other Business Unit plans will reflect the Councils budgets are under increasing pressure due to the demand for adult social care with the ageing population and safeguarding vulnerable children, alongside the support from Central Government reducing across the authority. TEE are not directly impacted by the increased demand in these areas (although does facilitate the building of schools, care homes and authority housing) but will also have to provide significant savings to support the other Business Units.				

TEEs key essential services will need to continue although these will be streamlined and make sure that the services are being delivered as efficiently as possible. However, over the next 4 years TEE will see that even the statutory & essential services will be reduced to the minimum like public transport, road maintenance & planning if the business unit cannot find better delivery models, generate income or external funding to offset the cost of delivery.

Alongside these financial challenges, TEE is also facing the challenge of the significant scale of growth the County is facing with over 50,000 housing needing to be built over the next 10 years. There is a pressure on the Business unit to assess, facilitate and ensure that there is appropriate funding for Council services from the developments. However, it is forecasted that there will be a deficit for infrastructure and service delivery even with the new development. TEE are working hard facilitating partnerships with neighbouring authorities through the Strategic Alliance and Local Enterprise Partnerships to bring in further funding, from Central Government and other external investments, to offset the deficit and ensure the county can bring in businesses and investors.

Other Central Government initiatives like HS2 are also putting pressure on the service as the service is the lead for looking at mitigation measures to both protect the environment and communities from the railway line being built. As Buckinghamshire has many environmental assets including the Chilterns, monuments and historic villages & towns it is essential that time and money is invested in protecting these assets.

TEE is also facing challenges when recruiting and attracting the right skilled workforce needed to deliver the services. There is a national shortage of transport and planning professionals. This has been a challenging area for TEE to recruit to critical high level posts due to various factors including not being able to compete with the salaries of private consultancy. This has left TEE in difficult position especially when facing integral planning needed for growth infrastructure.

Equalities Impact Assessment

Changes in transport, the economy and the environment affect everyone across the county and so it is essential that the Business Unit assesses the impact on those that are most vulnerable in Buckinghamshire.

We are working with other Business units to redesign services around need of residents and businesses to ensure that they are getting both value for money and treated fairly and support is given where necessary. This is especially significant in assessing the provision of public and client transport services but also in the maintenance of roads and pavements ensuring that routes are safe and accessible.

Through the work we are doing in supporting economic development and both supporting and growing businesses in Buckinghamshire, we are securing job growth and creating work opportunities and apprenticeships for many residents including young people who struggle to get employment. Growth brings opportunities for housing, work and also infrastructure that is essential to vulnerable groups like day centres and community spaces. It also brings enhanced leisure and social facilities that benefit all and creates better environments to work and live.

The work we do on protecting the environment ensures that the counties heritage and countryside is protected but also give more access to facilities that benefits all residents. Working with the Public Health service we are focusing on supporting older generations with healthy walks but also trying to assist with the youth obesity by encouraging active travel to schools.

We have been working with local parishes and town councils to devolve services to them so they can feel empowered in ensuring the communities have a service they need. This has been similar with the divestment of Gypsy and Traveller sites to the specialised organisations that understand their needs and also that certainty around their

homes for the future and feel part of the wider community.

The work we are doing around digital and improving the customer interface will help people be able to self service and find information on the Council's website. It will be easier to understand and navigate so people can get quick, clear information regarding services.

TEE has a large supply chain with many companies and we work with them to ensure that residents and business need is taken into account and they reflect the values and behaviours of Buckinghamshire County Council. As we get more commercial and grow supplier relationships this will be further enforced.

Communities, Health & Adult Social Care

Executive Summary

Business Unit Plan 2016/17 – 2019/20

Author: Trevor Boyd, Managing Director

Date: January 2016

Agreed by: CHASC Board

Cabinet Members: Mike Appleyard and Martin Phillips

Refresh in 1 years time

**Communities, Health & Adult Social Care
Business Plan Executive Summary
2016/7 – 2019/20**

What We Do and What We Are Working Towards

The following services increasingly need to work together to develop preventative services and reduce demand on them, by encouraging individuals, families, communities and businesses to take more responsibility for creating the right circumstances to remain independent, reach their full potential and to thrive.

Adult Social Care

Helping adults and their carers meet their eligible social care needs, in order to maintain or enhance their quality of life; delaying and reducing the need for care; ensuring positive care experiences and safeguarding them from harm

Public Health

Commissioning high quality integrated and evidence based public health services with our partners, throughout people’s lives, such as:

- A good start in life – Early Years and Children and Young People
- Promoting positive Health Behaviours
- Reducing the risk of Infectious Diseases and Environmental Hazards
- Early help for Those at High Risk of Developing Long Term Conditions
- Healthy Places and Environments

Working to increase the number of years people live in good health and to reduce differences in life expectancy and healthy life. Providing public health leadership and expert advice to commissioners of health care services; public health responses to infectious diseases and environmental hazards and emergencies. Assessing, monitoring and reporting on residents’ health.

Communities

Working in partnership to commission and provide services that help individuals, communities and businesses to thrive and remain safe, healthy and independent, focusing on preventative services, early help when things are at risk of going wrong and intervention in times of great need or crisis.

Who’s Responsible for the Plan?

Mike Appleyard



Cabinet Member

Trevor Boyd



Managing Director

Martin Phillips



Cabinet Member

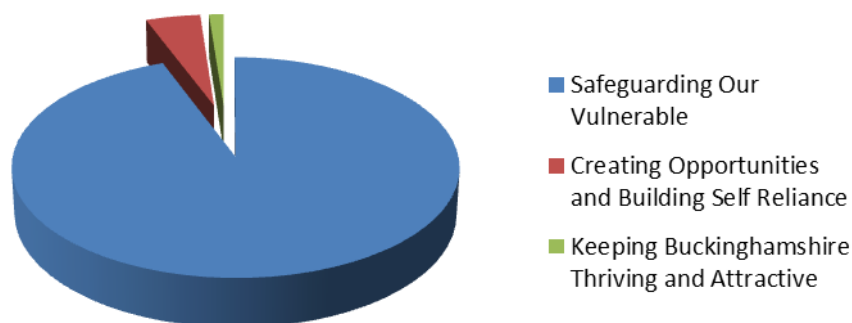
What Money Do We Have To Deliver The Council's Key Outcomes?

Communities, Health & Adult Social Care (CHASC) business unit delivers the Council's 3 main outcomes shown below in the table. The medium term planning budget allocated to CHASC to deliver these outcomes is shown in the table with the majority allocated to the 'Safeguarding Our Vulnerable' strategic outcome. The CHASC budget accounts for almost half the Council's total budget.

Medium Term Planning Budget by Outcome for CHASC

Strategic Outcome	2016/17 (000s)	2017/18 (000s)	2018/19 (000s)	2019/20 (000s)
Safeguarding Our Vulnerable	130,171	129,474	130,622	135,141
Creating Opportunities & Building Self-Reliance	6,304	5,453	5,288	5,163
Keeping Buckinghamshire Thriving & Attractive	1,654	1,645	1,645	1,645
Total Budget	138,129	136,573	137,555	141,949

Chart - 2016/2017 Budget by Outcome for CHASC



Although the figures show an increase by 2019/20, this does not reflect the budget available in real terms given other cost pressures and increasing demand. This is described in more detail in the last section of the document.

The Key Activities We Deliver To Safeguard Our Vulnerable

*denotes statutory duty

Care and Practical Assistance- Adult social care includes all forms of personal care and practical assistance provided for adults in need This could be because of age, illness, disability, or other circumstances. Support can include home care, meals, occupational therapy, day activities, equipment and home adaptations, technology, help to regain independence after a hospital, respite, and long-term residential care. Support may be provided to access training or to gain employment, or to access mental health services. In addition to support vulnerable children in reaching their potential, Libraries partner with BCC Virtual School to provide Library membership to children in care. Community Safety and Trading Standards prevent and investigate crimes against our most vulnerable residents and our Drug and Alcohol Action Team commissions alcohol and substance misuse services

Support for People with Dementia and Learning Disabilities

Libraries support the Dementia Friends project to support Dementia sufferers and we run the Safe Places Scheme to provide reassurance to and safety for vulnerable people when they are out and about

Information-We provide information, signposting, referral and advice & guidance to help people make informed decisions about the care & support they need.

Assessment - We assess and review people's care and support needs and make sure each individual's needs are being met effectively, whether at home, in hospital, in a care home or in prison, including people in a crisis situation.

Support for Carers. By funding Carers Bucks, this helps us to provide a comprehensive support, information and advice service for unpaid family carers.

Safeguarding against abuse We work closely with the public and partner agencies to safeguard adults from abuse, whether that is physical, financial, sexual or emotional abuse, neglect, self-neglect or bullying. We commission integrated services for victims of domestic violence and abuse and their children and provide training for professionals working with vulnerable people. We are tackling LGBT and disability domestic violence. We provide 1:1 support for young people at risk of sexual exploitation.

Commissioning and Business Improvement. We plan care from strategically commissioning services through to setting up individual care packages. We assure service quality, manage contracts, operate key information systems, provide business intelligence, performance monitoring, policy support, planning and training.

We have an ongoing programme of work which underpins our delivery of services to safeguard our vulnerable adults:

- Retendering or renegotiating contracts to get better value for money and meet changing needs
- Identifying and achieving staffing and financial process efficiencies
- Carrying out a quality and efficiency review of existing Learning Disability Placements
- Expanding the use of Assistive Technology (e.g. sensors, alarms, monitoring systems)
- We will shape the development of required levels of retirement housing
- We will maximise reablement services to help people regain their independence after a crisis or hospital stay
- Developing a new model of social work that supports our social workers to manage increased demand

Analysis of Information

The statutory Joint Strategic Needs Assessment* draws together evidence around health inequalities which is used to prevent poor health outcomes and prolong independence of our most vulnerable individuals and communities. Coroners identify trends from deaths and make recommendations to other agencies around prevention of deaths. The strategic assessment of crime and disorder leads to the Safer Bucks Plan which prioritises our community safety work.

Community Safety and Protection against Fraud and Radicalisation

We create and protect identities, identify and report sham and forced marriages and fraudulent documentation through our Registrars service. Our Trading Standards Service prevents the underage sale of cigarettes, tobacco, alcohol and knives and also protects vulnerable adults who are at risk of being victims of fraud. Solutions to public emergency incidents are provided by our Integrated Emergency Management*, Business Continuity Management* and Sports Ground Safety* services. To tackle radicalisation social work staff, schools and early years providers have undertaken specific training. Precautions are taken to ensure BCC funded assets are not used to promote extremism. A multi-agency partnership to support Thames Valley Police has been developed to deal with individuals with complex needs who are at risk of radicalisation.

Support for Vulnerable Children

Through the Chesham and Wycombe Wellbeing Programme struggling parents and their children are encouraged to engage with their local children's centres to make families more robust and children more school ready and improve life prospects.

Table Showing Only Gold or Platinum Contracts That Are Due For Review in the Next 18 Months. * denotes statutory activity

Note – the values stated in the table below are not mutually exclusive and cannot be added together.

Key Programmes/Projects/Activities To Safeguard Our Vulnerable	Key Contracts Due For Review	Annual cost	Review Date	Member
1).Retendering services	Framework contracts for LD Supported Living, LD Block Residential	£2.5m	2018	Mike Appleyard
	Day Care, Reablement, LD respite, Supported employment	£9.0m	2018	
	Advocacy and Direct Payments Advisory	£0.75m	2017	
		£5.5m	2017	
2) Staffing Efficiencies.	Reduction in Agency Staff, Future Shape re-organisation, S75 MH Trust Agreement	£TBA	2016	Mike Appleyard
3) Reshaping existing contracts	Implementation of re-negotiated OP block contracts and avoided cost in spot market	£15m	2016-17	Mike Appleyard
	Unitisation of Day care, Reablement, LD respite and supported employment	£8.2m	2016	
4) Strengthen purchasing of placements	All spot contracts	£40m	2016 - 20	Mike Appleyard
5) Financial business processes	Internals SLAs	£TBA	2016	Mike Appleyard
6) Review Learning Disability Placements	Spot contracts, Continuing Health Care agreements	£20m	2016-17	Mike Appleyard
7) Expand the use of Assistive Technology	Equipment contract, Dom Care Contracts to single handed care	£6.5m	2016-2020	Mike Appleyard
8). Retirement and social care housing	New Extra Care provision	£1.6m	2017-19	Mike Appleyard
9) Reablement	Unitisation cost implementation and efficiencies in placement reduction to maximise cost avoidance	£2.2m	2016	Mike Appleyard
10) New model of social work	No contracts	£n/a	2016-20	Mike Appleyard
DAAT – Young People’s Out Reach Service	Bucks Young Peoples and Families Substance misuse service	£527k.	March 2018	Martin Phillips
Future Steps course for Lone Parents, Chesham and Wycombe (Wellbeing Programme)		One of 4 projects with a combined value of £150k	Jan 2017	Martin Phillips
Healthwatch Bucks*	Healthwatch contract due for renewal April 2017	£200k	Jan 2016	Martin Phillips

The Key Activities We Deliver To Create Opportunities & Build Self-Reliance

Prevention - developing an integrated service with partners to prevent or delay vulnerable adults loss of independence for as long as possible and address social isolation e.g. activities close to home such as befriending, telecare, information and advice and home library service. We will work to support individuals and communities to take responsibility for their own health and wellbeing to reduce risk of developing long term conditions and work with partners to tackle the wider determinants of health.

Partnership and integration – we will work with the NHS on integration through effective and efficient use of the Better Care Fund.

Pregnancy, Early Years and Child Health

We promote the health of pregnant women and children and families in the early years. We commission effective Health Visiting, Family Nurse Partnership and School Nursing* (including the National Child Measurement Programme), supporting children to adopt healthier lifestyles including supporting emotional well-being and resilience in 5-19 year olds through schools. Library staff are to be trained as Mental Health First Aiders, will deliver a high profile mental health campaign and have developed a 'Reading Well' book collection for young people (aged 13 to 18) with information, advice and support for common mental health conditions.

Preventing Obesity We commission the child adults and family weight management services to target obesity.

Smoking and Substance Misuse Intervention

We target interventions at children and young people around smoking, drug and alcohol misuse. We commission and manage adult smoking cessation services. We support pregnant women to stop smoking, reducing exposure to second hand smoke particularly of children. We commission alcohol treatment services, advice, support and signposting (PIRLS programme in A&E), recovery focused drug treatment services, shared care with GPs and needle exchange. We develop, implement and action plan for the substance misuse strategy and implement the legal highs action plan. We implement sensible drinking campaigns and policies and work with local drug agencies to implement educational programmes. We target outreach drug and alcohol misuse services for young people in hot spot areas including schools and colleges. We commission drug and alcohol treatment services and provide services for carers of people in treatment. We provide targeted support in the most deprived wards.

Improve Adult Health

We commission NHS Health Checks (delivered partly through our Library network), targeting low uptake groups, commission a lifestyle hub and health trainer service, promote the uptake of healthy lifestyles in mid-life to prevent and reduce health complications in later life. Through libraries the Macmillan Cancer Support project is delivered.

Promote Physical Activity

Active Bucks programme, recruiting and supporting volunteers to support Active Bucks, Local Area Forums funded projects, campaigns to change behaviours, early years physical literacy programmes (improve motor skills, co-ordination etc), supporting the GET Involved website providing people with information on local physical activity opportunities, older people chair based exercise programmes, workplace challenge to increase physical activity in working age adults, Simply walks programme, therapeutic intervention for reducing impact of long term health conditions. Promoting and delivering extra walks from libraries with BCC Simply Walks. Many national public health campaigns are promoted through our Library network.

Promote Healthy Eating

Development and supporting delivery of a multi-agency healthy eating strategy including promoting healthy eating in Early Year settings, in older people living in the community, the 'Eat out Eat Well' programme and cooking skills programmes. Trading standards protects people from harmful products and helps deliver the 'Eat out Eat Well' programme enabling healthier food choices.

Oral Health We commission effective oral health promotion and dental epidemiology services*

Sexual Health

We commission effective sexual health and contraceptive services*, including screening programmes and an outreach programme for targeted groups. We commission HIV testing and support to people living with HIV. We will launch the new sexual health strategy

Whole System Responses To Infections, Diseases And Environmental Hazards*

We have an oversight role for the whole system response to infectious diseases, identification, vaccination and prevention programmes in drug services for Hep B and Hep C, general promotion of flu campaign and specific activity to increase uptake of flu immunisation in social care.

Mental Wellbeing

We develop and implement a programme to promote adult mental wellbeing and reduce suicide. We will implement the suicide prevention plan, develop options for promoting workplace health and undertake a men's health needs assessment. We develop and implement a multi-agency adult wellbeing action plan, training on adult wellbeing brief interventions and mental health first aid training. Through the Healthy Minds project the number of practitioners delivering talking therapy sessions in libraries will be increased and the Healthy Minds book collection promoted.

Targeted Health and Wellbeing Community Projects

We commission a programme of prevention activities from the Walton Court and Southcourt Healthy Living Centres (HLC), 'Skilled for Health' programme at the HLC to support Asian women to promote the health and wellbeing of themselves and their families and

to use healthcare services more effectively. We will pilot a community organising model in High Wycombe, implement a conference on the impact of 'Place' on wellbeing and identify priority projects to maximise wellbeing through place.

Preventing Falls in the Elderly

We commission and manage the implementation of the new Falls and Bone Health service to reduce A&E admissions due to falls. We will set up training across the NHS, BCC and Leisure Providers to increase Postural Stability expertise in the system and the rollout of the evidence based exercise programme. We will work with the Active Bucks programme leads to ensure older people activity programmes are robustly linked with the falls service.

Providing Public Advice and Feedback Mechanisms

www.careadvicebucks.org provides information about people's rights and the services available. It provides a secure area to buy services and equipment and the facility for self-appraisal. Our Local Account is published annually to keep our residents informed about key priorities in Social Care and how these help improve the lives of vulnerable adults. We commission engagement activities for service users and carers such as Healthwatch Bucks* and the Health Complaints Advocacy*.

Community Cohesion Through museums we are hosting the 'Art of Islam' 2016 exhibition and activity programme to embrace cultural differences and help reduce ignorance.

Improving Young People's Education The Museum and School Library services provide ongoing schools programmes and holiday activities for young people.

Improving Work Readiness

The Museum, Library service and the Centre for Buckinghamshire Studies provide volunteering and training opportunities. Through the Chesham and Wycombe Wellbeing programme, unemployed young people and mothers are given 1:1 mentoring to enable them to get into Education, Employment or Training (EET). Our Libraries work with external partners to enable digital literacy and support customers to improve their employment skills.

Improving Work Prospects for Vulnerable Adults

The Future Steps course and follow on 1:1 support gives lone parents the tools and confidence to help them get back into Education, Employment or Training.

Community Independence

We facilitate Local Area Planning, community budgeting, policy and engagement to pave the way for parish Devolution. In conjunction with District Councils we support Town and Parish Council's Futures Development

Table Showing Only Gold or Platinum Contracts That Are Due For Review in the Next 18 Months * denotes statutory activity				
Key Programmes/Projects/Activities To Create Opportunities & Build Self-Reliance	Key Contracts Due For Review in the next 18 months	Annual cost £	Review Date	Member
Integration with NHS.	Better Care Fund, S75 Agreement and spot placements for joint procurement with CCGs/ BHT	£TBA		Mike Appleyard
Integrated model of Prevention for social care.	Prevention Agenda/ Supporting People	£5.5m	2017	Mike Appleyard
Health Visiting, Family Nurse Partnership and School Nursing*, National Child Measurement Programme	HCP 0-5 health Visiting and FNP contract ceases 3/17. School nurse spec – annual rolling contract bit ceases 3/17. Integrate to form Integrated HCP0-19 contract from 4/17	£6.4m £1.2m	March 17	Martin Phillips
Health in pregnancy and families in the early years.	Skilled 4 health maternity programme (focus on BME women) delivered by Healthy Living Centre Contract.	£200k	September 16	Martin Phillips
Supporting Children and Young People to adopt healthier lifestyles	Children's Weight Management Service for children and their families –	£133k	July 16	Martin Phillips
Commission the NHS Health Check and work to reduce the risk of those identified as high risk				Martin Phillips
Commission lifestyle hub + Behaviour Change Support Service, promote healthy lifestyles mid life	Behaviour Change Support Service and Lifestyle Hub will be part of the wider Lifestyle Services review	£153k	August 16	Martin Phillips
Commission effective smoking cessation services	Bucks Smoke Free Service (Smoking Cessation) Solutions 4 Health Smoking Cessation Services S4H	£764k	March 17 March 16	Martin Phillips
Commission effective substance misuse treatment services	SMART STARS			Martin Phillips
Commission effective community weight management services	Adult weight management services	£99k	March 17	Martin Phillips
Commission effective oral health and dental epidemiology services*	Dental epidemiology contract Oral Health Promotion contract	£50k £161k	Sept 17	Martin Phillips
Commission effective sexual health and contraceptive services*	Specialist Sexual Health services Integrated community outreach services	£12.3m £3.9m	March 2021	Martin Phillips
Commission community development programmes to support health and wellbeing	Community Development and Health Improvement Programme, currently delivered by Healthy Living Centre	TBC		Martin Phillips
Chesham and Wycombe, Youth Unemployed 1:1 mentoring into EET, Wellbeing programme		1 of 4 projects, total value £150k	Jan 2017	Martin Phillips
Wycombe, support Family Nurse Partnership mothers to move into EET, Wellbeing Programme		£150k combined- See above	Jan 2017	Martin Phillips

To ensure support Family Nurse Partnership mothers to move into EET, Wellbeing Programme is expanded to Chesham		£150k combined- See above	Jan 2017	Martin Phillips
Parish Futures Development support for Town and Parish Council's (Interdependency with District Councils)	New Futures – VCS Capacity building programme	BCC £124k(contract £202k)	Dec 2015	Martin Phillips

The Key Activities We Deliver To Keep Buckinghamshire Thriving & Attractive

Cultural Interests

We support the development of a new cultural centre in Aylesbury and the work of the newly established National Paralympic Heritage Trust. Our Museum service has been given Museum Trust Status to allow it to continue providing prominent exhibitions.

Local Area Forums (LAF)

Through a programme of LAF Schemes, the condition of roads and footpaths will be improved and our high quality natural environment will be protected. Our Localities team provides support internally (officers and Members) to support community development and engagement and the town and parish devolution agenda.

Helping Local Businesses

Trading standards support local businesses to thrive by providing high quality regulatory compliance and responding to non-compliance. The Library service supports businesses through Bucks Business First hub at Chesham library and partnership to provide office and meeting space for local business people and SMEs. Information services team and library staff provide Business information support and access to business related online resources eg Cobra, Mint.

What's On The Horizon For Us?

Budgetary Constraints There are practical constraints on the way in which we can deploy our budget. For example in 2015/16 out of a total budget for Health and Wellbeing of £128.4 million, £17 million (13%) was required for activities including Commissioning and Contract Managing care and support, and Care Management which includes assessing people to determine the care and support required. It is notable that £74.7 million (58%) was spent supporting service users no longer able to live in their own homes, a significant proportion of the overall spend and one which is subject to upward cost pressures now and in the future. The reduction in the Public Health Grant, government funding and the financial constraints for partner agencies, including Voluntary and Community Sector will also impact on the services we deliver. It is much more difficult to contain expenditure within our current budget at a time when our reality is that:

- 1) Demand is growing

- 2) Our legal responsibilities are expanding
- 3) Our budget is contracting

To give a very immediate example of the pressures on our ASC Budget for 2015/2016, between April 2015 and August 2015, the cost of making a new Elderly Mentally-Ill placement increased by over 9% (figures exclude Free Nursing Care [FNC] – funded by the NHS). During the same relatively small time period, nursing placements for older people increased by over 11%. The funding pressure and crisis is even more extreme when we identify that, for the provision of short term Respite Care for Older People (which is essential to support Carers continue with caring responsibilities), between April 2015 and August 2015, these new placement increased by 23%, (figures exclude FNC). These increased costs and increased pressures on our budgets are brought even more sharply into focus when one realises that Buckinghamshire has and will have the largest increase nationally in the percentage of our population and social care service users who are very much older people, i.e. aged 85+ over the next 10 – 20 years. This should be celebrated as a sign of the affluence and wellbeing of our residents, however this also brings inevitable increases on the need for costly health and social care services and support.

Other major changes which will have an impact on the services we deliver in the future include:

- Continuing to embed the care act and preparing for Implementation of Part 2 of the Care Act-capping the costs of care
- Care Act/Social Care Funding /National Living wage and the impact on the resilience and sustainability of the Care Market.
- Working time directive and Nice guidance and impact on domiciliary care
- Impact of demographic change - ageing population and demand is growing
- Integration including the reformulation of the Better Care Fund, access in practice and the link to the integration agenda, joining up prevention activity across all sectors
- Social and economic challenges for those groups most at risk for poor health
- Digital technology for helping people live healthier lives
- Prevention element of the NHS 5 year future view
- Primary prevention component of the Care Act
- The power of communities in Buckinghamshire.
- Police and Crime Commissioners election in May
- Safeguarding / Ofsted impact - community safety may become more involved with vulnerable children
- Shift in increase reporting of currently 'hidden' crimes
- New legislation - Investigating Powers Bill, Psychoactive Substances Bill, Regulatory Enforcement Sanctions Act, Review of the Equality Act 2010, Review of Public Sector Equality Duty
- Counter Extremism Strategy
- Outcomes of consultation on Language requirements for public sector workers - review of English Language training

The Care Act.

In May 2014 the Care Act became law, making care for adults fairer for everyone and representing the most radical change to adult social care statutory responsibilities for over 60 years. The Care Act consolidates and modernises the framework of care and support law. It sets out new duties for local authorities and partners, and new rights for service users and carers, as well as the extension of existing duties and wider focus on the whole population. Care Act implementation has had a significant impact on the way we work and how we arrange & provide services for people. We will be continuing to embed the changes in how we work, our partnerships with other organisations and delivery of care and support to people in Buckinghamshire.

HQ

Business Unit Plan 2016/17 – 2019/20

Author: Gillian Quinton, Richard Ambrose, Sarah Ashmead

Date: January 2016

Refresh in 1 years time – February 2017

Cabinet Members:

Martin Tett, Leader

John Chilver, Cabinet Member - Resources

EXECUTIVE SUMMARY

**HQ
Business Plan Executive Summary
2016/7 – 2019/20**

What We Do and What We Are Working Towards

HQ aims to support Members to set and monitor outcomes and organisational priorities, support Business Units to work together to deliver outcomes, maximise organisational value for money, protect the public purse, uphold statutory and policy frameworks and champion resident’s needs.

We are a lean HQ that promotes a focus on the whole enterprise, identifying and promoting opportunities for Business Units to collaborate and innovate to drive improved outcomes for residents. The HQ also supports Members in setting and monitoring the Operating Framework for the organisation.

The HQ aims to undertake its responsibilities in a manner which strikes an appropriate balance between recognising a One Council approach and enabling Business Units to adopt a more commercial approach.

The work we do underpins the Council’s Strategic Plan Outcomes:

- Safeguarding Our Vulnerable
- Creating Opportunities & Building Self-Reliance
- Keeping Buckinghamshire Thriving & Attractive

Who’s Responsible for the Plan?

Martin Tett




Leader

John Chilver




Cabinet Member

Gill Quinton



Managing Director

Sarah Ashmead



Director of Strategy & Policy

Richard Ambrose



Director of Assurance

What Money Do We Have To Deliver The Outcomes?

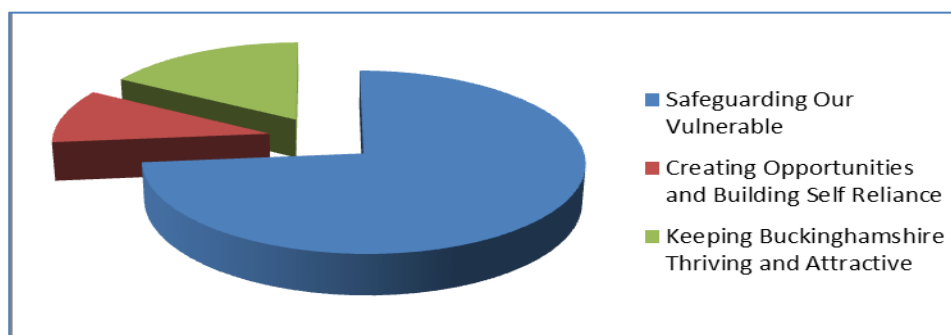
HQ business unit supports the Council to deliver its 3 main outcomes shown below in the table. Prorata has been applied to the Council’s total budget by outcome and applied to the HQ total budget to give a breakdown by outcome for HQ.

Medium Term Planning Budget by Outcome for HQ Business Unit

Strategic Outcome	2016/17 (000s)	2017/18 (000s)	2018/19 (000s)	2019/20 (000s)
Safeguarding Our Vulnerable	5,860	5,392	5,071	4,764
Creating Opportunities & Building Self-Reliance	789	634	587	532
Keeping Buckinghamshire Thriving & Attractive	1,329	1,212	1,129	1,042
Total Budget	7,978	7,238	6,788	6,338

The figures show a decreasing budget over time.

Chart - 2016/2017 Budget by Outcome for HQ



Our Key Activities in Delivering Our Priorities and Supporting Business Units in Delivering Theirs

Assurance

To provide assurance to the whole Council that public funds are being used wisely in the pursuit of its stated ambitions to meet the needs of the people and businesses of Buckinghamshire. In particular, HQ Assurance will lead and co-ordinate the Council's key financial strategies and processes and ensure strong financial controls and governance arrangements. The Assurance Function advises Members on the Medium Term Plan, the asset and capital investment strategies, the income generation strategy, the assurance & risk strategy and the Council's property asset management plans.

The key functions to do this are:

Business Assurance – to ensure that there is an appropriate governance and control framework and that risk management is embedded across the Council.

Strategic Assets - to ensure best use of all assets, embed a corporate landlord approach and invest in existing and new assets to achieve cost reductions / an income stream.

Strategic Finance – to ensure appropriate management of financial affairs and that financial resources are allocated to the key priorities of the Council.

Strategy & Policy

Supporting Members to shape and respond to local, regional and national developments affecting Buckinghamshire, and to set and deliver against the priorities for the Council, through the delivery of horizon scanning and evidence-based policy advice, high quality intelligence and insight, and decision making support. The Strategy & Policy function provides capability to develop innovative ways of delivering public services which provide better outcomes for the same or lower costs. It champions improved customer experience and promotes the reputation of the Council through timely, proactive and customer-focused communications and civic activities. The Strategy & Policy Function advises Members on the Constitution, the Strategic Plan, the Commissioning and Contract Management frameworks, the Digital and ICT strategies, Customer Service Standards and the Communications Plan.

The key functions to do this are:

Business Intelligence & Insight – to ensure that the Council makes evidence based decisions, drawing on high quality intelligence and insight created from internal and external data about issues affecting Buckinghamshire and its residents

Civic & Ceremonial Service – to promote pride in Buckinghamshire and its communities by supporting a range of ceremonial and civic functions and events

Customer Experience & Communications – to deliver effective communications and digital solutions and provide assurance around customer complaints

Member Services – to champion the role of Members and support them in open, transparent and accountable decision making.

Strategy & Innovation – to facilitate fresh thinking and alternative ways of delivering, ensuring that the Council has a clear understanding of the options available in using resources to achieve the best outcomes

Business Enterprise

Taking an enterprise-wide view of the Council's workforce.

The key function in BE is:

People & Organisational Development – to lead on the development and delivery of the People and OD strategy.

What's On The Horizon For Us?

HQ continues to look for opportunities to deliver a balanced and robust budget following the recent announcement relating to severe funding cuts over the next 4 years. This also includes ensuring that the budget takes into account new pressures (such as the national living wage) and the demand pressures / increased costs being experienced within the social care functions (adults and children's). This will mean that limited resources will need to be targeted around our

statutory requirements and top priorities and that other income streams are maximised (e.g. new income from assets). Further economic difficulties (national) could result in further cuts to funding levels.

Ensuring that spend is managed within approved budgets will be a key requirement for all Business Units.

HQ will continue to focus on supporting the Council with the development of new approaches which can help to manage demand and reduce costs, including digital solutions, strategic options appraisals, project management, and the use of insight and innovation techniques to understand and reduce demand.

At a national level, there are expected to be further changes in government policy and legislation which will impact on local government, particularly in relation to health and social care integration, the role of the LA in education, and the devolution agenda. The HQ will continue to work closely with Members and Business Units in understanding the implications of the changing landscape and ensuring that the Council is well placed to respond to risks and opportunities arising.

At a local level, key challenges arising in 2016/17 will include preparations for the 2017 County Council elections and the internal review of the delivery of the Future Shape Business Case. A major focus for HQ will be on challenging and supporting Business Units with the delivery of the digital strategy, the people and workforce strategy, organisational redesign, and strategic options appraisals.

