



Agenda and Reports

22 February 2018

14 February 2018

To: All Members of Buckinghamshire County Council

SUMMONS

You are requested to attend the meeting of Buckinghamshire County Council to be held in **Oculus, on Thursday 22 February 2018 at 9.30 am**, to transact the business set out in the agenda overleaf.

Please note venue.

SARAH ASHMEAD
Monitoring Officer

If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible so we can try to put the right support in place. For further information please contact Sara Turnbull on 01296 382343.

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AGENDA

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- 1 HONORARY ALDERMAN**
Following the County Council's decision at its meeting on 21st September 2017, a presentation of Certificate of Appointment will be made by the Lord Lieutenant to Mrs Margaret Aston.
- 2 MINUTES** **7 - 16**
To confirm the minutes of the meeting of the Council held on 23rd November 2017.
- 3 PETITIONS**
- 4 COMMUNICATIONS**
 - a To receive any apologies for absence
 - b To receive any communications the Chairman wishes to present to the Council
- 5 DECLARATIONS OF INTEREST**
To disclose any Personal or Disclosable Pecuniary Interests
- 6 CHIEF FINANCIAL OFFICER'S STATUTORY REPORT** **17 - 28**
To note the report of the Chief Finance Officer.
- 7 MEDIUM TERM FINANCIAL PLAN** **29 - 200**
To consider and approve the Revenue Budget, the Council Tax Requirement and the Capital Programme for 2018/19 as recommended by Cabinet, and to note the Budget Scrutiny Report of the Finance, Performance and Resources Select Committee and the Business Unit Plans.
- 8 TREASURY MANAGEMENT STRATEGY** **201 - 228**
To approve the Treasury Management Policy Statement, Treasury Management Strategy Statement, the Minimum Revenue Provision Policy Statement and the Annual Investment Strategy for 2018/19 together with the Prudential Indicators for the next four years.
- 9 PUBLIC SECTOR AUDIT APPOINTMENTS** **229 - 232**
To note the Public Sector Audit Appointments.
- 10 BUCKS MINERALS AND WASTE LOCAL PLAN** **233 - 236**
To consider and approve the recommendations as set out in the report.
- 11 NOTICES OF MOTION**
- 12 CABINET MEMBER DECISIONS TAKEN - INFORMATION ONLY** **237 - 242**
- 13 MEMBER DEVELOPMENT UPDATE - INFORMATION ONLY** **243 - 244**

14 DATE OF NEXT MEETING

Thursday 26th April 2018 at 9.30am at The Oculus, AVDC, Aylesbury

BUCKINGHAMSHIRE COUNTY COUNCIL

MINUTES

Minutes of the meeting of the Buckinghamshire County Council convened and held on Thursday 23 November 2017 in The Oculus, AVDC, Gatehouse Way, Aylesbury, commencing at 10.00 am and concluding at 12.45 pm.

PRESENT

Mrs P Birchley in the Chair;

Mr R Bagge, Ms J Blake, Mr S Bowles, Mr N Brown, Mr T Butcher, Mr D Carroll, Mr W Chapple OBE, Mr J Chilver, Mr C Clare, Mr A Collingwood, Mrs A Cranmer, Mrs I Darby, Mr C Ditta, Mr C Etholen, Mr M Farrow, Mrs B Gibbs, Ms N Glover, Mr C Harriss, Mr D Hayday, Lin Hazell, Mr A Hussain, Mr M Hussain, Mr N Hussain, Mr P Irwin, Mr R Khan, Mr S Lambert, Mrs W Mallen, Mr D Martin, Mr P Martin, Mr R Reed, Mr B Roberts, Mr D Shakespeare OBE, Mr M Shaw, Mrs J Teesdale, Mr M Tett, Ms J Ward, Julia Wassell, Mr W Whyte, Mr G Williams and Ms K Wood

DIGNITARIES AND OTHERS PRESENT

Sir H Aubrey-Fletcher, Mr P Kara, Mrs C Aston, Mrs M Clayton, Mrs A Davies, Mr P Lawrence, Mrs V Letheren, Mrs G Miscampbell OBE DL and Mr R Pushman

APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr W Bendyshe-Brown, Mrs L Clarke OBE, Mr D Dhillon, Ms A Macpherson, Mrs L Sullivan, Mr D Watson, Ms A Wight, Mrs M Aston and Mr K Ross MBE DL

1 HONORARY ALDERMEN

The Chairman confirmed the appointment of three Honorary Aldermen – Mrs Margaret Aston, Mrs Avril Davies and Mrs Valerie Letheren. The Lord Lieutenant presented Mrs Davies and Mrs Letheren with a commemorative certificate. It was noted that Mrs Aston had been unable to attend due to illness.

2 MINUTES

The minutes of the meeting held on 21st September 2017 were agreed as a correct record.

3 PETITIONS

Mr Collingwood presented a petition of 7417 signatures on behalf of Marlow residents and surrounding villages requesting that the proposals to introduce paid parking in the town should be withdrawn.

Mr Niknam Hussain presented a petition on behalf of Ashmead School in Aylesbury. Parents were asking for assistance in ensuring safety on the approach to school by reinstating zigzags and other lining in the area.

4 COMMUNICATIONS

Apologies for absence were received from Mr Bendyshe-Brown, Mrs Clarke OBE, Mr Dhillon, Mrs Macpherson, Mrs Sullivan, Mr Watson, Mrs Wight and Mr Ross MBE DL.

The Chairman welcomed Mrs Anita Cranmer, the new Member for Beaconsfield following a recent by-election. It was also reported that Mr Bendyshe-Brown had written to the Chairman to advise that he was receiving treatment and hoped to be back at meetings in the near future. He extended thanks to all Members and Officers for their support.

The Chairman reported on a number of recent visits – please see the full list appended to the minutes.

5 DECLARATIONS OF INTEREST

There were none.

6 BUCKS YOUTH VOICE

The Chairman welcomed Miss Grace Allen and Miss Eve Clayton of Bucks Youth Voice to the meeting. Miss Allen and Miss Clayton gave a presentation on the work of the Bucks Youth Voice Steering Group and a recent event held in the Waterside Theatre, Aylesbury where 70 young people attended to share ideas and to question a panel of professionals, which included the Cabinet Member for Community Engagement and Public Health.

During the presentation and in response to subsequent Member questions the following main points were noted:

- Bucks Youth Voice is an important mechanism for bringing together young people and professionals across Bucks and provides an opportunity for young people to have their voices heard.
- At their event in November, seven workshops were held covering issues such as Safety, Mental Health and Resilience, Post 16 opportunities and Employability, Activities and Leisure, PSHE and Life Skills and Involvement in Decision Making.
- Mental Health and Resilience was an issue of particular importance to young people who felt that support needed to be more readily available to them if they experienced difficulties and that there should be a variety of options in terms of the type of support that was offered. It was important that young people knew where to find help and what services were available.
- It was also noted that young people felt discriminated against in the areas of employment, apprenticeships and housing.
- Young people were happy to give their views, but would like to receive better feedback from professionals as to how their suggestions and opinions have influenced decision making or service delivery.
- A steering group based in Wycombe would be meeting from December. Wycombe District Council, in association with Wycombe Youth Action, was also establishing a Youth Council, where young people would be setting the agenda.
- Mr N Brown, Cabinet Member for Community Engagement and Public Health reported that the Youth Voice event had been a valuable opportunity to liaise

with young people, who engaged well and asked intelligent questions of the professionals panel. He had already passed on their concerns around Mental Health to NHS colleagues when he attended a Health Summit event.

- Mr P Irwin, Member for Waddesdon advised that he was keen to establish a youth club in Waddesdon and suggested that he might come to Waddesdon School to discuss with students what facilities and activities they might like to see there.
- In response to a question about how best to engage with young people, Miss Allen and Miss Clayton said the Council should reach out via schools and also perhaps have a website where young people could give their views. They were encouraged that the Council wants to hear from young people.
- In response to a question regarding encouraging girls into politics, Miss Clayton commented that she knew lots of her friends were interested in politics and were keen to get involved. She believed that people of all genders, races and background should be encouraged to do so.

The Chairman thanked Miss Allen and Miss Clayton for attending the meeting and wished them every success for the future.

7 ANNUAL PRESENTATION FROM THE CHIEF CONSTABLE

The Chairman welcomed the Chief Constable Francis Habgood to the meeting. Apologies were noted from the Police and Crime Commissioner, Antony Stansfeld.

The Chief Constable gave a presentation which included a short video highlighting some of the achievements of Thames Valley Police (TVP) over the past year. The following main points were made:

- Her Majesty's Inspectorate of Constabulary (HMIC) had recently inspected TVP. The inspection focussed on efficiency and understanding demand and TVP had been graded Outstanding, one of only two forces in the UK to achieve this. (Durham being the other)
- Summer 2017 had been a tough period, with terrorist incidents in London and Manchester. In the previous three years there had been 13 significant terror plots nationally, compared to 12 significant plots in seven months in 2017. This represented a step change. Police had responded well to the incidents in London, due to effective training and bravery of officers involved. In the aftermath of these incidents, communities were reassured by seeing armed officers on patrol.
- TVP had also been dealing with significant crime incidents locally, with four murders in the first two weeks of June. There had been an increase in both 999 and 101 calls – 999 calls continued to be higher than normal, although 101 calls had now reduced.
- Nationally some recorded crimes were increasing, but overall crime was reducing. There had been an increase in sex offences, burglaries and more complex crime. However TVP was in the bottom third of all forces for burglary and violent crime was also very low.
- Budget pressures remained. TVP received a cash flat settlement of £390million per year from Government but with inflation and increased demand, difficult decisions had to be made.
- Partnership working was going very well, for example, the Safe Hub in Aylesbury, where partners were working together to support individuals who placed a high demand on the Police and other services was seeing results. The

- Early Help Panel also tried to break cycles of issues within families.
- TVP were also working closely with Bucks Fire and Rescue service. The Fire Service supported TVP in looking for missing persons and there were also plans to co-locate in some areas.
- The Aylesbury Multi Agency Safeguarding Hub (MASH) was now well-established and working well. Workload remained high, but staff morale was good and it was proving to be the most effective MASH in the Thames Valley.
- Community working was also a priority for TVP. The Chief Constable was committed to neighbourhood policing and whilst numbers were down, problem solving teams could be drafted in to tackle more difficult issues in an area. Police Community Support Officers (PCSOs) were important in supporting communities.
- TVP were also doing lots of work on Hidden Harm, trying to encourage reporting of modern slavery and child sexual exploitation (CSE), as well as domestic violence.

In response to Members' questions the following points were made:

- In response to a question regarding historical cases of CSE, the Chief Constable commented that it was important to support people who come forward and that cases for investigation had to be prioritised, especially if children could still be at risk currently. More resources would be assigned to this in 2018.
- Issues had been experienced with call waiting times for the 101 service. The Chief Constable explained that this was due to an increase in demand for both 999 and 101 calls, both of which were handled through the same call centre. 999 calls must be answered within 10 seconds and the vast majority of 101 calls were answered within 2 minutes. In 2018, a new system would be introduced to allow non urgent reporting to be done online, where updates could also be posted to reduce call volumes.
- There had been an increase in rough sleepers in Wycombe. A multi-agency approach was needed to address this as enforcement was not always the best option. It was important to understand and address the root causes.
- On the whole, burglary had significantly reduced in recent years, possibly due to a decline in the market for second hand electrical goods. However there have been some trends in burglaries this year – when the weather was hot in the summer there were opportunistic burglaries, Asian households had been targeted for gold and travelling criminals have come in to the Thames Valley from across the world.
- A Member raised concerns about implications for crime associated with the construction of HS2. The Chief Constable explained that a team was being set up, co-ordinated by the British Transport Police due to the geography of the line. His concern was more about dealing with protests, than crime as well as possible disruption on transport routes.
- Neighbourhood Action Groups (NAGs) which were active and effective would still be supported by TVP. In areas where NAGs had been disbanded, the Police would look to liaise with the community in another way.
- A Member asked what was being done to tackle anti-social behaviour by youths on dirt bikes in Wycombe. The Chief Constable agreed to come back with a response to the Member.

The Chairman thanked the Chief Constable for attending the meeting and asked for the Council's thanks to be passed on to all TVP officers in recognition of their work and

dedication.

8 TREASURY MANAGEMENT UPDATE

The Deputy Cabinet Member for Resources, Mr G Williams, introduced the Treasury Management report.

In response to a Member's question, the Deputy Cabinet Member explained that investments in commercial properties were yielding a 6.5% return and this was a good way for the Council to supplement its income. A rigorous process was in place before any such investment was undertaken.

A Member asked if, in light of the economic position, the Council would always be able to negotiate a better deal on Lender Option Borrower Option (LOBOs) loans, rather than the Public Works Loan Board (PWLB). In response the Deputy Cabinet Member commented that LOBOs were fashionable 10 years ago and whilst a decision had been taken to try and manage these out of the blend of the Council's debt, the Council would take advantage of rate offers in the short term. In a period of low interest rates the LOBOs had been effective, but PWLB would be the cheapest way of borrowing in future and the Council aimed to retire the LOBOs.

RESOLVED

Council agreed the Treasury Management Update report and the Prudential Indicators for 2017/18 to 2020/21.

9 SELECT COMMITTEE CHAIRMEN'S UPDATE

The Select Committee Chairmen and Vice-Chairmen presented the reports. Mr B Roberts, Chairman of the Health and Adult Social Care Committee reported that Members had recently visited Wycombe Hospital and he thanked Lesley, Carol and Rose who showed them round.

Mr D Carroll, Chairmen of the Transport, Environment and Communities Select Committee, thanked Mr S Lambert for agreeing to chair the Modern Slavery Inquiry and noted that the Committee would consider the Growth agenda at future meetings.

The Cabinet Member for Children Services thanked Members of the Children's Social Care and Learning Select Committee for their recent visits to social care teams.

10 CABINET MEMBERS' REPORTS

Leader

In response to Members' questions the following points were made:

- The Leader was proud of Buckinghamshire's pioneering businesses in fields such as life sciences, automotive engineering and creative industries. He would be working closely with the Local Economic Partnership in developing an Industrial Strategy and was also looking forward to the Buckinghamshire Brexit Summit in December.
- Members were reminded that a full review of the Council's budget position was undertaken each quarter at Cabinet. In summary, the latest Cabinet report

showed that the Children's Services and Adult Social Care budgets would be overspent by £800k and £1.4m respectively, but this would be counterbalanced by an underspend on contingency, therefore an total underspend of £3m was anticipated at year end.

Deputy Leader and Cabinet Member for Transportation

The Deputy Leader and Cabinet Member for Transportation reminded Members that the annual appeal for gifts for Looked After Children was underway and any gifts donated by local residents or community groups could be handed in to the Buckinghamshire Suite for safekeeping. It was noted that the Chairman and Vice-Chairman of the Council would also be taking a number of Looked After Children to the pantomime in both Aylesbury and Wycombe.

In response to Members' questions the following points were made:

- Members could take advantage of a Speed Awareness campaign tailored to their own divisions, which would be launched shortly.
- It was agreed that the Deputy Leader and Cabinet Member for Transportation would ensure that Members would receive the programme for the next phase of work funded by the DfT Pothole scheme. This programme would run up to 18th December.
- Members also requested a copy of the schedule of works for the next phase of road resurfacing, highlighting that it would be useful for discussions around next year's programme to be held as early as possible.
- Government was still committed to delivering East/West Rail. Work on the western section was due to begin in 2018, with a completion date of 2023.
- A number of Members were complimentary about recent resurfacing work which had been undertaken in their divisions. However some Members raised issues with the quality of work. The Cabinet Member commented that on the whole the quality of Transport for Buckinghamshire's work had improved, but he would investigate individual issues on behalf of those Members who had concerns.
- Two Members asked the Cabinet Member for assistance in resolving ongoing issues with faulty rising bollards in their divisions. It was noted that a capital bid had been submitted in order to replace faulty bollards.
- An road safety issue was raised regarding a risky junction on the A413 near Great Missenden. The Cabinet Member advised that he would ask the road safety team to investigate concerns and report back to him.

Cabinet Member for Resources

In response to Members' questions the following points were made:

- The Cabinet Member was congratulated on his recent Digital Champion award and was asked when he would be able to share future plans for digital transformation at the Council. Members were advised that a pipeline of further digital projects was being developed and would be shared in due course. In addition some further updates to the Council's website were planned.
- The Cabinet Member agreed to provide information on the number of vacant posts across the Council excluding Children's and Adult Social Workers. It was suggested that the Council could consider removing these vacant posts altogether in order to relieve budget pressures.
- Concern was raised about the Council's pension fund investing in fossil fuel companies. The pension fund was about to transfer its investments into the

Brunel Pension Partnership and the Cabinet Member was a member of the Oversight Board. He would therefore have the opportunity to engage in an ethical investments policy discussion with other members going forward. It was noted that the Council has a strong performance in energy reduction measures.

- The Apprenticeship Fund was used to support both new apprenticeships – the Council had made good progress on its target of 63 for the year – and also enrolling existing staff onto apprenticeship training.
- The news that the National Social Work Student and Newly Qualified Social Workers Conference would be held in Buckinghamshire in 2018 was welcomed.

Cabinet Member for Community Engagement & Public Health

The Cabinet Member asked that a message of support and well wishes from the Council should be passed to Mr Bendyshe-Brown.

In response to Members' questions, the following points were made:

- It had been announced that Britain could no longer host the City of Culture in 2023, which Milton Keynes had been planning to bid for. It was suggested that the Cabinet Member might contact Milton Keynes Council to discuss whether it would be appropriate to undertake a joint initiative to shine a light on the culture of Buckinghamshire in 2023 instead. The Cabinet Member confirmed that this news was hot off the press and this suggestion would be considered.
- In response to a question regarding insurers asking people if they have been tested for HIV, the Cabinet Member advised that this was not an issue for the Council and noted that people with other issues, such as diabetes, could also face similar feelings of discrimination.

Cabinet Member for Planning and Environment

In response to Members' questions, the following points were made:

- An Air Quality Workshop was to be held with partners at Green Park on 19th February. (Post meeting note: Date now changed to 8th March 2018). Whilst Buckinghamshire was below the national average in terms of air quality where was still more to be done and the Cabinet Member was actively working on this.
- A Member suggested that it would be helpful, following a public consultation, if any subsequent changes to the final decision as a result of the consultation could be stated explicitly, to ensure that people could see that the consultation was genuine and that their views have been taken into account. The Cabinet Member confirmed that he did not view consultation as a tick box exercise and genuinely wanted to hear people's views.

Cabinet Member for Education and Skills

In response to Members' questions, the following points were made:

- A Member asked if a report could be prepared for Members to explain how the £500,000 budget savings in respect of SEND will be achieved. The Cabinet Member advised that a timetable for changes in this area would hopefully be available in the new few weeks.
- A Member thanked the Cabinet Member for attending the recent opening of an Adult Learning Centre in Quarrendon.

Cabinet Member for Children's Services

The Cabinet Member introduced his report and highlighted the following key points:

- A minor typographical error in his report in the middle of P79 – it should read 'post natal and ante natal support'. Members were reminded that a decision on the Early Help review had been postponed to the 8th January Cabinet meeting.
- Ofsted was currently reviewing Children's Services and Inspectors would be on site for another week.
- A section of his report showcased the achievements of some Looked After Children. The Council currently had 470 Looked After Children.

In response to Members' questions, the following points were made:

- No decision had been taken on the new Early Help model. The decision had been deferred to the 8th January Cabinet to enable the Cabinet Member and officers the opportunity to listen to the views of residents and charitable organisations involved.
- The current model for Children's Centres was not adequately targeting the most vulnerable in our communities. Proposed locations for hubs were predicated on areas of deprivation and currently a lot of activities were delivered in the community, for example, in parish or church halls. The aim of the Early Help model was to offer wrap around care to the most vulnerable families by offering co-ordinated services, rather than expecting them to navigate their way through a confusing multi-agency system of support.
- A Member reported that his community had been proactive in coming forward to ask if they could take over the operation of their local Children's Centre. Other Members commented that this option was not always available in more deprived areas.
- In response to a question regarding the impact that the Cabinet Member had had on his portfolio to date, he commented that whilst he had only been in post for six months, he hoped that positive changes he had seen in areas such as the Multi-Agency Safeguarding Hub (MASH), transitions to Adult Services and the revitalised Corporate Parenting Panel would have led to better outcomes for Looked After Children. It was hoped that Ofsted would also recognise these improvements.

Cabinet Member for Health and Wellbeing

The Cabinet Member for Health and Wellbeing highlighted the item on the Walled Garden in Missenden in her report and encouraged Member's to visit.

In response to a question following up on an action from September's Council meeting, the Cabinet Member advised that she had not yet contacted Aylesbury Town Council and the Dementia Friendly Alliance about their drive to make Aylesbury a dementia friendly town, but she would do this.

11 NOTICES OF MOTION

The Chairman advised that a Motion to Council: Supporting Women Councillors had been received from Mr S Lambert and also an amendment to the Motion, proposed by Mr M Tett.

Mr S Lambert proposed the motion and made the following main points:

- The Fawcett Society had undertaken cross party research with evidence from female councillors across the country with a view to answering the question 'Does Local Government work for Women?'
- A key theme of the report was how to get more women into politics – this required actions from political parties and also local authorities in promoting being a councillor to women and other minority groups. It was noted that there had been a significant increase in the number of female MPs but this had not been reflected in local government.
- In the private sector, research had demonstrated that more diverse teams perform more effectively and it was important that the Council should be representative of the population as a whole.
- It was natural to make reasonable adjustments for people with disabilities and to encourage more women into politics it would be helpful to remove structural barriers, for example, paternity leave.
- At Buckinghamshire County Council there was only one female Cabinet Member, no female Select Committee Chairmen and only one of the four Statutory Committees was chaired by a woman.
- However the Council did have strong female role models in its senior management team and this motion was designed to enable women to achieve and believe that they can.
- Whilst the Council may not particularly have a problem with sexism or sexual harassment, it was important to have clear policies in place to deal with this.

Mr Lambert concluded by commenting that this was an opportunity for the Council to lead the way in supporting women councillors.

The Chairman noted that Mr Tett, proposer of the amendment to the motion had waived his right to speak in favour of Lin Hazell, Cabinet Member for Health and Wellbeing. Lin Hazell made the following main points:

- In the majority group, 37% of Members were female and this was 14% in the opposition group. Also over 10% of County Councillors were from a Black or Minority Ethnic background, therefore the Council was already diverse.
- Lin Hazell had not come across anyone who had felt they were unable to stand as a councillor or who had felt blocked in any way by male colleagues. She did not believe that there was an issue in Bucks but the recommendations of the Fawcett Society report should be considered by political parties and also perhaps the Member Development Working Group.

The Chairman invited Members to debate the motion and the following main points were made:

- The Leader commented that whilst the Fawcett Society report was very interesting, the original motion implied that we had an issue in Bucks, which he did not believe to be the case. He did not agree with the idea of quotas to increase representation for women or any group. Finally as noted previously the Council had a number of senior female officers including the Chief Executive, providing evidence that the Council was not discriminatory.
- There was no need for positive discrimination as women had progressed. It was noted that half the District Council Leaders were women and they had achieved these positions on merit, not because of their gender.
- Female Members wanted to earn their place on merit, not because of positive discrimination although it was recognised that women should be encouraged to

play a part in public life and women councillors could act as role models, especially for younger people.

- In addition to women, it was important to encourage people from all backgrounds to consider standing as a local councillor.
- This was an issue of psychological aspiration for women. The debate should not focus on whether the Council had an issue currently, it was about standing up and ensuring that there would not be any problems in the future.
- A significant proportion of Members disagreed with the idea of quotas for candidate selection. In reply, Mr S Lambert commented that he had not mentioned quotas in the original motion as he agreed that all Councillors should be chosen on merit. He believed that the proposed amendment to the motion was a lost opportunity to make a valuable change for the future.
- A Member commented that she had hung on to her seat for twenty years despite changing her party political allegiances in that time and she paid tribute to the new Honorary Aldermen, who had also been long serving female members of the Council.

RESOLUTION

The amendment as set out on the Council papers was voted upon by a show of hands. This was carried.

A short debate on the amended motion then took place.

RESOLUTION

The proposed motion as amended was voted upon by a show of hands. This was carried unanimously.

12 CABINET MEMBER DECISIONS TAKEN - INFORMATION ONLY

The information was noted.

13 EVENTS AND INFORMATION FOR MEMBERS - INFORMATION ONLY

The information was noted.

14 DATE OF NEXT MEETING

22nd February 2018, 9.30am at The Oculus, Aylesbury.

CHAIRMAN

County Council



Chief Finance Officer's Statutory Report 2018/19 – 2021/22

22 February 2018

Introduction

1. Under Section 25 of the Local Government Act 2003 I am required to report to the Council on:
 - (a) the robustness of the estimates made for the purposes of the calculations [of the budget], and
 - (b) the adequacy of the proposed financial reserves.

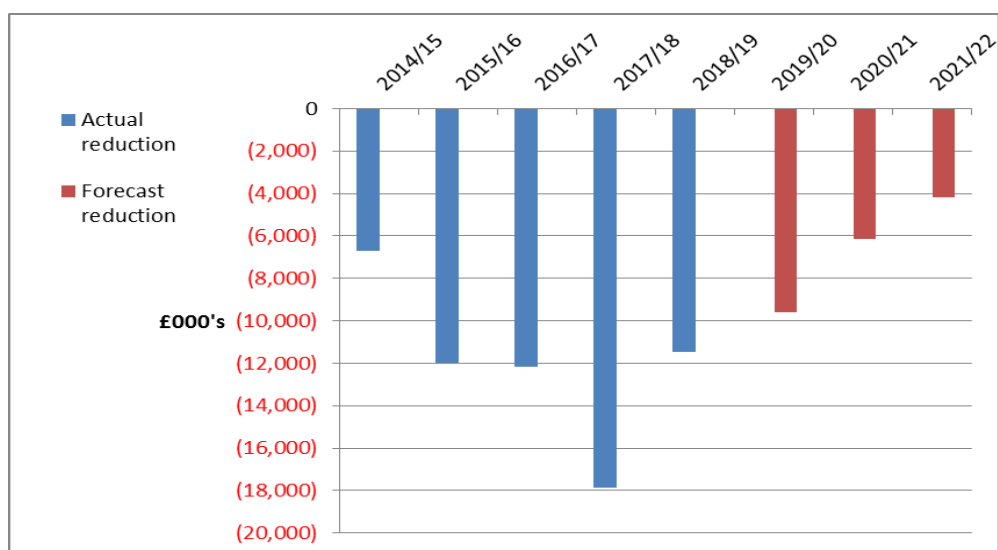
This report is the culmination of the budget process in which detailed work has already taken place with Service Managers, the Corporate Management Team, Business Unit Leadership Teams and Councillors. The Council is required to have due regard to this report when making decisions on the budget.

Strategic Overview

2. Although the wider economic picture has been relatively stable recently the outlook for local authority budgets continues to be challenging. Recent analysis from the LGA highlighted that Council's will face a funding gap of £5bn by 2020 (with adult social care and children's services being particularly acute), as well as a £1.3bn pressure to stabilise the adult social care provider market immediately. The Chancellor's Autumn Budget, whilst recognising that the national deficit will not be removed within the lifetime of the current Parliament, continued to keep to the previously announced funding settlement.
3. The chart below shows the decrease in the funding settlement for the last few years on a like for like basis, despite increasing demands on services mainly due to demographic changes. In the 2016/17 Local Government Settlement the offer of a 4 year settlement to 2019-20 was made. Buckinghamshire County Council accepted this offer and as a result there is an expectation that the funding reductions will not change materially over this period.



Change in funding settlement



4. The Government continue to follow the approach to the funding of local authorities focussing on 'Spending Power', or the overall resources available to an authority. As a result the finance settlement continues to reduce the Revenue Support Grant to Buckinghamshire by a larger degree than for other authorities due to the resources the Council can generate for itself though Council Tax, due to its relatively large tax base. In 2018/19 Buckinghamshire becomes one of the first authorities to receive no Revenue Support Grant at all.
5. The current funding system has allowed councils to keep a proportion of any growth or decline in business rates. The Government keeps 50%, with 40% retained by districts. Buckinghamshire County Council retains 9% and the fire authority 1%. The level of outstanding appeals continues to create some uncertainty, but this is decreasing allowing increased confidence over future forecasts.
6. The Business Rates system is aimed at incentivising councils to support growth. Similarly, the New Homes Bonus incentivises house building but, as with Business Rates Retention, the larger proportion (80%) goes to districts with only 20% coming to the County Council despite it being responsible for the major part of infrastructure development which supports growth. The New Homes Bonus, which was initially paid for 6 years after a new home was built, was reduced to 5 years in 2017/18, and is reducing to 4 years from 2018-19 onwards in order to allow the Government to focus more resources towards the integration of health and social care. The change in 2018-19 was already known.
7. To some extent the Government have recognised, at least in the short-term, the increasing pressures building within social care. Local authorities with social care responsibilities had been given the ability to raise Council Tax by an additional 2% from April 2016, known as the 'Social Care Precept'. This 'precept' had initially been capped at 2% per annum. However, in 2017/18 a new flexibility was announced which allowed the 'precept' to be raised by up to 3% as long as the total increase over the next 3-years did not exceed 6%. This flexibility allows the Council to receive the 'precept' income

earlier than previously planned, supporting an increased pace of change, without changing the final Council Tax receipts figures for 2019-20.

8. In addition it was announced in the Final Local Government Settlement that an additional £150m has been identified in 2018/19 to support pressures in Adult Social Care. This is to be distributed in accordance with the existing Relative Needs Formula, with the allocation for Buckinghamshire being £1.045m. This will be used to support the transformation of services within Adult Social Care.
9. With financial support from Central Government falling, the Council increasingly has to look at other means of generating resources and managing and responding to demand. In part this can be done through increasing the Council Tax, but the Council has also been looking to generate other income sources, including by reviewing fees & charges and expanding on our shared services. One other strategy that has been pursued over the last few years is the purchasing of commercial property for a return and exploring the income generating potential of surplus assets rather than defaulting to disposal.

Education funding

10. Education funding has primarily been provided for through the ringfenced Dedicated Schools Grant (DSG). The purpose of the schools budget is defined in legislation with the categories of expenditure being defined in regulations.
11. Approval of final DSG grant allocations for 2018/19 was made by the Cabinet Member for Education & Skills together with the Schools Forum, following advice from Council officers. Funding for Buckinghamshire schools increased by approximately £11m on a like for like basis, which is an increase of roughly 3%. In 2019/20 a further increase of approximately £10m in funding for schools has been announced, which will be passed on to Schools.

Control Environment

12. An unqualified opinion on the 2016/17 financial statements was achieved as in previous years. However, the conclusion on the Council's arrangements for securing value for money in 2016/17 was again qualified due to the result of the Ofsted inspection of Children's Social Care, although some progress was acknowledged. The Council continues to dedicate resources and direct attention on our improvement plan.
13. All Officers and Members are required to work within an embedded framework of governance and management arrangements and structures. Financial management itself takes place within a broader governance code that includes the responsibilities of the Chief Finance Officer as part of a framework for ensuring effective decision-making, risk management and operations. There has been a particular emphasis on debt recovery over the past year and new governance and management structures have been embedded to ensure the improvements made are pervasive.
14. All budget managers operate within a cash limit framework and the Council's overall track record for budget management has ensured that we have sought to deliver



services within the total resources available to the Council. Historically, there have been no significant Council overspends at the year end and in most years overall budgets have operated within cash limits (see later chart). This year the Council is forecasting to slightly underspend against the overall approved budget despite managing pressures within both Adults and Children's Social Care services.

15. The control framework is further supported by an assurance framework and as part of this professional leads for each of the key control areas are identified and accountable for reporting on the operation of the control environment in their designated areas.
16. The Council's risk management approach continues to be enhanced to ensure that it is more integrated with performance management, project management and financial planning with emerging risks and issues being escalated on a timely basis. The Risk Management Group continues to operate under the direction of the Regulatory and Audit Committee and is responsible for monitoring the effectiveness of the management of risks across the Council. The Corporate Management Team reviews all strategic risks on a quarterly basis. These include:-
 - increased financial pressures as a result of further funding cuts and increasing demand for services;
 - major contract and/or market failure;
 - governance failure, particularly in a changing environment.
17. I have carried out a review and taken actions to improve the system of assurance that supports me in discharging my statutory role of S151 Officer to ensure the Council has effective stewardship over the financial management across the Council. The Council has appointed a Finance Director to each Business Unit who has responsibility for financial management and stewardship within their respective Business Unit. I have regular meetings with the Business Unit Finance Directors to ensure those roles are being properly discharged.

Robustness of the Budget

18. The formulation of the 2018/19 budget (and indicative budgets for the following three years) has been carried out in conjunction with a review of the Strategic Plan and development of Business Unit Plans. It has allowed for best estimates of inflation and unavoidable growth pressures as well as the expenditure reductions required to live within the reduced financial envelope. As part of the process an early 'scene setting' and financial modelling phase has been implemented and Member briefings were held at each stage of the process.
19. There has been scrutiny of proposed budgets and savings by:
 - The Finance Team
 - Business Unit Leadership Teams
 - The Corporate Management Team



Member Portfolio Teams - Administration

Cabinet Members

The Budget Scrutiny Committee

Bucks Business Group

20. These examinations of the budget have led to a number of refinements, although feedback from consultation has largely been supportive of the budget proposals, which provides assurance about the robustness of the estimates. Scrutiny of the budget around revenue reductions has also been considered from an equalities and risk perspective.
21. There are some council budgets where service levels are unpredictable and where a degree of judgement has to be applied to estimate the level of risk to the budget. To mitigate these high risks service contingency budgets of approximately £5.6m have been put in place in 2018/19. These provide a safety-net for specific demand led budgets. In addition some contingency has been provided for corporate risks such as the national living wage, the cost of major change programmes and the risks of not fully delivering on all savings proposals.
22. Given the reductions in government grant levels, the growing unavoidable expenditure pressures and the scale of reductions required, the budget will inevitably contain a degree of risk. The key risks include:-
- (a) **Achievability of Reductions** – the Council has a good track record of successfully delivering significant efficiency savings and service reductions. Further budget reductions have been included within the Medium Term Plan (£12.65m in 2018/19). This includes some ambitious proposals to radically change the way services are delivered. It will also require greater integration of services with partners, particularly health, to deliver more efficient public services beyond the boundary of the Council itself. Continuing to achieve this level of further savings is likely to become harder and harder for services. These will need to be carefully managed;
 - (b) **Global Economic Turbulence** – Although the reductions in local government are already severe there is some risk that global issues such as economic slow-down, the impact of the Brexit negotiations or the oil price may cause the Chancellors growth forecasts to be disrupted. In these circumstances the Government may decide to impose further cuts in funding on local government;
 - (c) **Demand Led Budgets** – client numbers and levels of need for statutory services are notoriously difficult to control. Buckinghamshire has a growing elderly population (especially 85+) and growing numbers of people with disabilities, which have increasingly complex needs. Furthermore, we have an increasing birth rate, particularly in some of the more deprived wards and a high number of statemented children. There is a potential shortage in available and suitable placements which can result in higher costs. Although best efforts have been made to accurately forecast budget requirements and contain escalating demand



there will always be a degree of uncertainty. Some contingency budget has been included for those most volatile service areas;

- (d) **Care Market Sustainability** – The Council has recognised that there are pressures within the provider market for Care services, including the National Living Wage implications and has made some provision in recognition that there is a risk that the costs falling on the Council will be larger than allowed for;
- (e) **Managing Public Expectations** – The additional flexibilities that the Government has provided in terms of increasing the Council Tax referendum limit and being able to change the profiling of the Adult Social Care Precept has meant that local tax increases are much larger than recently experienced at the same time as cuts to services are more severe. This could stimulate some public resistance to the change programme that the Council needs to implement in order to live within it means;
- (f) **Investment Property Income** – Over recent years the council has invested in a portfolio of property assets in order to generate an income stream to help offset the loss of Government Funding and protect services from additional reductions. There is risk inherent in this strategy which is mitigated through the use of professional advisers, to support the identification and evaluation of potential purchase opportunities, and through our decision to set aside a proportion of the income received to address any periods where properties are vacant and rental income is not being received.
- (g) **Capital** – During 2017/18 the Asset Strategy Board has continued to use the gateway process to ensure strong governance in this area. As a result slippage has been reduced and the risks of escalations in costs have been mitigated to an extent. Nonetheless, in the current climate construction costs are starting to rise which could drive costs up if projects do slip. There are also risks in respect of the delivery of school places (including early years), which is going to require us to actively seek the best solutions to the growing demand for places.

Capital

- 23. The four year capital programme has been developed following an assessment and prioritisation of aspirations against key Council priorities. The Council has managed to find the resources to continue its road improvement programme for 2018/19 through to 2021/22. Although the Council continues to commit significant resources to its school build programme it remains unclear whether this will be sufficient to deal with rate of growth in the school population and relies on significant developer contributions.
- 24. The capital programme is funded from a variety of sources including grants, capital receipts and prudential borrowing. There are risks around the sale of assets predominantly due to market conditions and planning approvals. There is also increasing complexity as the Council works in partnership with other bodies to develop projects, such as the LEP on infrastructure projects, districts on town centre regeneration and national bodies on East-West Rail.

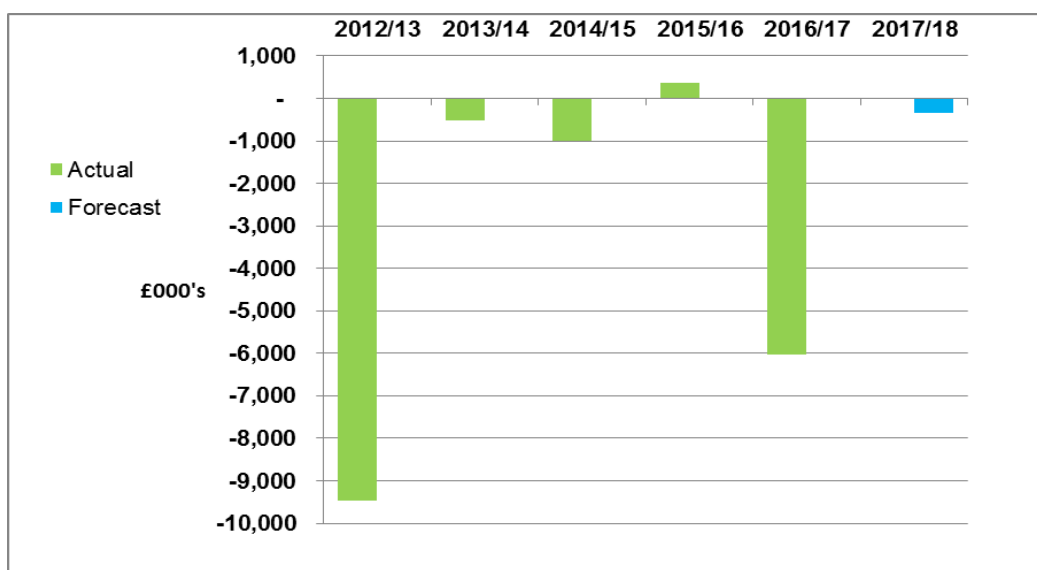
25. The capital programme includes a relatively small contingency budget in each of the four years. This provides some flexibility to respond to emerging issues and uncertainties that may arise.

Adequacy of Reserves

26. As well as a contingency budget, to enable those more uncertain budgets to be managed, general reserves (non-schools) are also held to meet unforeseen spending requirements and to provide stability in Medium Term Financial Planning. The level of reserves should take into account the strategic, operational and financial risks facing the authority and, as such, a review of the level of reserves has been undertaken as part of the budget formulation. In the last few years general reserves have increased slightly following previous reductions.
27. A further consideration in setting a prudent level of balances and setting an acceptable budget is the underlying trend of under/over spending against the approved budget (see below). Overall the proposed budget does not assume any further use of general fund reserves. Due to a slight overall underspend being forecast in 2017/18 the level of general fund reserves is likely to be approximately £25m at the end of this financial year (equating to 7.4% of the net budget requirement).

Revenue outturn position

(note: 2017/18 is a forecast outturn)



28. Schools general reserves are ring-fenced to schools. These are expected to total approximately £10m as at 31 March 2018.



29. The Council holds other earmarked balances (see Appendix A for summary). The earmarked reserves are forecast to total £69.9m as at 31 March 2018. Some of these reserves can only be used for specific purposes but others could be called upon, if necessary, and so provide some additional flexibility.

Conclusion

30. The process for the formulation of budgets, together with the level of challenge, provides a reasonable assurance of their robustness.

31. The provision of a contingency budget enables those areas where there might be additional pressures to be managed as part of the Council's risk management arrangements.

32. The level of the Council's total reserves is sufficient to provide:

- a working balance to cushion the impact of unexpected events or uneven cash flows (general reserves), and
- the setting aside of funds to meet known or anticipated liabilities (earmarked reserves).

33. Therefore, I consider that the budget proposals recommended by the Cabinet are robust and sustainable.

RECOMMENDATION

| **Council is asked to NOTE the Chief Finance Officer's report.**

Richard Ambrose, Director of Finance & Assets (& Chief Finance Officer)



Summary of Council's Reserves

The Council holds a number of reserves earmarked for specified purposes. These are reviewed annually to ensure an appropriate level is held. A commentary on each of the reserves is set out below.

		Opening Balance 01/04/2017	Estimated Balance 31/03/2018	Estimated Balance 31/03/2019
	Earmarked Reserves			
i	Capital	- 46,147	- 38,249	- 34,741
ii	Doubtful Debt	- 870	-	-
iii	Priority Spend	- 576	- 368	- 150
iv	Learning Skills Council	- 651	-	-
v	Efficiency Fund & Salix	- 1,276	- 1,196	- 918
vi	Commuted Sums	- 593	- 571	- 571
vii	Renewals	- 2,249	- 1,608	- 1,126
viii	Insurance	- 5,600	- 3,821	- 3,821
ix	Election Expenses	- 545	- 152	- 276
x	Transformation	- 1,170	- 623	- 73
xi	Social Care	- 1,453	-	-
xii	Waste	- 3,330	- 4,492	- 3,927
xiii	Local Economic Partnership	- 5,466	- 5,404	- 5,042
xiv	Revenue Grants Unapplied	- 1,380	- 322	- 322
xv	Public Health	- 1,271	- 771	- 621
xvi	DSG Carry-forward	- 2,689	- 2,450	- 2,200
xvii	Strategic Asset Development	- 2,351	- 2,172	- 1,800
xviii	Adverse Weather	- 1,968	- 1,668	- 1,668
xix	Strategic Development	-	- 2,014	- 1,066
xx	Other Earmarked Reserves	- 5,056	- 3,990	- 2,584
	Total Earmarked Reserves	- 84,639	- 69,871	- 60,905
xxi	Earmarked for Schools	- 14,967	- 10,000	- 5,000
xxii	Non-Earmarked Reserves	- 24,569	- 25,025	- 25,025
	Total Reserves	- 124,176	- 104,896	- 90,930

- (i) The Capital reserves are used for the financing of capital expenditure and receive appropriations from the revenue account. The balances largely represent slippage from prior year capital programmes.
- (ii) The Doubtful Debt reserve relates to amounts that the Council had set aside to mitigate the risk of bad debts.
- (iii) The Priority Spend reserve is to help address Council budget priorities.
- (iv) The Learning Skills Council (LSC) reserve was used as a mechanism for equalising under- and overspends on the adult learning budgets and has now been wound-up.
- (v) The Efficiency Fund & Salix reserve is called on to finance initial expenditure on projects that will lead to longer term savings. The repayment of Salix loans is recycled to fund further projects.
- (vi) The Commuted Sums reserve is made up of payments from private developers to compensate the Council for additional costs incurred in maintaining infrastructure associated with new developments.
- (vii) The Renewals reserve is used for the financing of capital expenditure. The balance represents amounts set aside to fund future purchases, particularly vehicles and computers.
- (viii) The Insurance reserve relates to the estimated liabilities in respect of insurance claims not yet notified.
- (ix) The Election Expenses reserve is used to fund the expenses of the full Council elections which occur every four years.
- (x) The Transformation reserve is used to fund upfront work required to achieve future savings resulting from the Council's service transformation activities.
- (xi) The Social Care reserve supports a range of projects that have social care and health benefits.
- (xii) The Waste reserve was established to smooth the financial impact of the Energy from Waste project.
- (xiii) The Local Economic Partnership reserve has been established to set aside LEP funding to be used in future years.
- (xiv) The Revenue Grants Unapplied reserve has been established to set aside other un-ring fenced, unused revenue grants to be used in future years.

- (xv) The Public Health reserve holds unused Public Health grant funding to be used in future years.
- (xvi) The DSG Carry-forward reserve relates to unused Dedicated Schools Grant (DSG).
- (xvii) The Strategic Asset Development reserve has been established to facilitate investment in new and existing assets in order to generate future income streams.
- (xviii) The Adverse Weather reserve is used in the event of unusually harsh weather particularly for salting the highway.
- (xix) The Strategic Development reserve is a new reserve, created by combining a number of existing reserves into one pot, to be used to facilitate strategic development opportunities across the Council.
- (xx) The Other Earmarked Reserves include:-
- Ofsted Improvement Plan
 - Special Educational Needs and Disability Reforms
 - Country Parks
- (xxi) The Earmarked for Schools reserve contains the balances held by schools under delegated schemes and is ring-fenced. It is reducing as more schools become academies.
- (xxii) The Non-Earmarked reserve (General Fund) is kept at a prudent level to cover unforeseen eventualities and liabilities.

County Council



Medium Term Financial Plan and Business Unit Plans

Thursday 22 February 2018

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 2018/19 (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. Sections 42A and 42B of the Local Government Finance Act 1992 require 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 review of the Strategic Plan at the Annual General Meeting in July 2017 where it was agreed that the plan remained fit for purpose in the changing local and national context. The Strategic Plan 2017-20 contains the priorities focused around three key themes:
 - Safeguarding the vulnerable
 - Creating Opportunities and Building Self-Reliance
 - Ensuring Buckinghamshire is Thriving and Attractive
4. The Council is politically led and the Council operates four Business Units and an Assistant Chief Executive's 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 3 strategic outcomes.

5. The plans provide a description of activities along with an overview of challenges and opportunities for the future. A budget overview is presented in each Plan along with some key contract information. The process of business planning is cyclical and is refined each year. We continually review the business and financial planning processes to improve the process for next financial year.

Local Government Finance Settlement

6. The Provisional Local Government Finance Settlement was published on 18th December 2017. In light of the previous decision to accept a four-year settlement in 2016/17 this contained limited changes, however it was announced that the Council Tax Referendum Threshold would increase from 2% to 3% for 2018/19 and 2019/20 in order to be more in line with current inflation levels
7. The Final Local Government Settlement was published on 6th February, which contained no material change from the Provisional Settlement on existing matters. However it was announced that there would be an additional **£1.045m** in 2018/19 to support pressures in Adults Social Care.

Council Tax

8. During January information has been received from the District Councils, which are the collection authorities for the purposes of Council Tax. They have reported an estimate of their surplus or deficit on collection, the net effect of which is an additional **£1.5m** over that assumed in the draft budget.
9. The increase in the Council tax Referendum Threshold has allowed an additional **£2.652m** of Council Tax receipts to be added in 2018/19 and an additional **£5.601m** in 2019/20.

Business Rates

10. From April 2013 a new funding regime was introduced allowing Council's to keep a proportion of business rates. After the Government keeps 50%, districts 40% and the fire authority 1%, the County's share is 9%. Last year there was a national revaluation of all properties for the purposes of calculating Business Rates. As part of this the local figures for Business Rates collection have reduced from the previous year, however this is compensated for by an increase in Top-up grant.



Consultation

11. 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 February. Following the Cabinet meeting in December, which agreed the draft budget, stakeholders also had an opportunity to e-mail any further comments for consideration. A meeting was also held with the Buckinghamshire Business Group in which the draft budget was discussed.

Revenue

12. The recommended 2018/19 revenue budget is attached at **Appendix 1**. **Appendix 2** sets out a summary of the changes from the previous year's budget and **Appendix 3** sets out these changes in more detail. These reflect the outcome of a robust challenge process including review by an examination in public by the Budget Scrutiny Committee (**Appendix 6**).
13. The Budget Requirement for 2018/17 excluding DSG is **£338.203m**. The Council is also required to agree its Council Tax Requirement. These budget proposals lead to a Council Tax Requirement of **£281.012m**, which equates to a 5.99% council tax increase including the Social Care Precept, or a Band D Council Tax level of **£1,291.04**. **Appendix 4** sets out the tax levels for each property band.

Capital Programme

14. 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 2018/19 the Programme includes a total investment of **£122.611m**, including **£36.614m** on school places and **£16.5m** on highways and footpath structural maintenance.

Recommendation

Council is asked to:

1. Approve the Revenue Budget for 2018/19 (and indicative budgets for the following three years) as set out in Appendices 1, 2 and 3 and a Net Budget Requirement of £338.203m in 2018/19;
2. Approve a Council Tax Requirement of £281.012m and a Band D council tax, for County Council spending of £1,291.04 in 2018/19;
3. Approve the Capital Programme as set out in Appendix 5;
4. Note the Budget Scrutiny Report
5. Note the Business Unit Plans.



LEADER OF THE COUNCIL

Appendix 1 – Summary of the Revenue Budget 2018/19 to 2021/22

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 – Report from the Finance, Performance and Resources Select Committee on its Budget Scrutiny Inquiry

Appendix Ai – Assistant Chief Executive’s Service Business Plan Executive Summary

Appendix Aii – Communities, Health and Adult Social Care Business Plan Executive Summary

Appendix Aiii – Children’s Social Care & Learning Business Plan Executive Summary

Appendix Aiv – Resources Business Plan Executive Summary

Appendix Av – Transport, Environment and Economy Business Plan Executive Summary



Portfolio	Service	Total 2017-18		Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Children's Services	Care Services	10,428	3.2%	10,428	3.1%	10,428	3.1%	10,428	3.0%	10,428	2.9%
	Children in Care	3,322	1.0%	3,698	1.1%	4,067	1.2%	4,669	1.3%	6,469	1.8%
	Children in Need	13,326	4.0%	13,326	3.9%	13,326	4.0%	13,326	3.8%	13,326	3.7%
	Family Resilience	6,545	2.0%	4,464	1.3%	3,894	1.2%	3,894	1.1%	3,894	1.1%
	Management & Overheads	4,112	1.2%	3,688	1.1%	3,898	1.2%	3,315	1.0%	3,315	0.9%
	Prevention & Commissioning	24,299	7.4%	24,174	7.1%	24,112	7.2%	24,112	6.9%	24,112	6.7%
	Quality, Standards & Performance	2,734	0.8%	2,734	0.8%	2,734	0.8%	2,734	0.8%	2,734	0.8%
Children's Services Total		64,766	19.6%	62,512	18.5%	62,459	18.6%	62,478	18.0%	64,278	17.8%
Community Engagement	Communities	5,313	1.6%	4,890	1.4%	4,630	1.4%	4,620	1.3%	4,610	1.3%
	Community Safety	453	0.1%	453	0.1%	453	0.1%	453	0.1%	453	0.1%
	Contact Centre	1,000	0.3%	955	0.3%	955	0.3%	955	0.3%	955	0.3%
	Culture & Leisure	1,268	0.4%	1,528	0.5%	1,655	0.5%	1,423	0.4%	1,433	0.4%
	Public Health	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Trading Standards	970	0.3%	912	0.3%	912	0.3%	912	0.3%	912	0.3%
	Universal Youth Services	202	0.1%	202	0.1%	202	0.1%	202	0.1%	202	0.1%
	Wellbeing	204	0.1%	204	0.1%	204	0.1%	204	0.1%	204	0.1%
Community Engagement Total		9,410	2.9%	9,144	2.7%	9,011	2.7%	8,769	2.5%	8,769	2.4%
Education & Skills (LA)	Adult Learning & Skills	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%
	Business Improvement	307	0.1%	307	0.1%	307	0.1%	307	0.1%	307	0.1%
	Children Care Services	512	0.2%	512	0.2%	512	0.2%	512	0.1%	512	0.1%
	Client Transport Central Costs	0	0.0%	130	0.0%	60	0.0%	190	0.1%	190	0.1%
	Education Management	(2,116)	-0.6%	(1,804)	-0.5%	(2,154)	-0.6%	(2,406)	-0.7%	(2,406)	-0.7%
	Fair Access & Youth Provision	1,712	0.5%	1,712	0.5%	1,712	0.5%	1,712	0.5%	1,712	0.5%
	Home to School Transport	14,940	4.5%	14,940	4.4%	14,940	4.4%	14,940	4.3%	14,940	4.1%
	Learning Trust	2,184	0.7%	1,547	0.5%	1,716	0.5%	1,826	0.5%	1,826	0.5%
	Prevention & Early Help	3,038	0.9%	3,083	0.9%	2,948	0.9%	2,948	0.8%	2,948	0.8%
	Special Educational Needs	1,827	0.6%	1,717	0.5%	1,717	0.5%	1,717	0.5%	1,717	0.5%
	Strategic Commissioning	1,792	0.5%	1,792	0.5%	1,792	0.5%	1,792	0.5%	1,792	0.5%
Education & Skills (LA) Total		24,137	7.3%	23,877	7.1%	23,491	7.0%	23,479	6.8%	23,479	6.5%
Education & Skills (DSG)	Schools	309,657	93.9%	309,657	91.6%	309,657	92.0%	309,657	89.2%	309,657	86.0%
	Central School Services	7,467	2.3%	7,467	2.2%	7,467	2.2%	7,467	2.2%	7,467	2.1%
	High Needs	79,985	24.2%	79,985	23.6%	79,985	23.8%	79,985	23.1%	79,985	22.2%
	Early Years	32,510	9.9%	32,510	9.6%	32,510	9.7%	32,510	9.4%	32,510	9.0%
	Dedicated Schools Grant	(429,619)	-130.2%	(429,619)	-127.0%	(429,619)	-127.6%	(429,619)	-123.8%	(429,619)	-119.3%
Education & Skills (DSG) Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Health & Wellbeing	Access	42,257	12.8%	42,257	12.5%	42,257	12.6%	42,257	12.2%	42,257	11.7%
	Commissioning & Service Improvement	3,157	1.0%	3,151	0.9%	3,148	0.9%	3,148	0.9%	3,148	0.9%
	Joint Supply Management	1,873	0.6%	1,873	0.6%	1,873	0.6%	1,873	0.5%	1,873	0.5%

Portfolio	Service	Total 2017-18		Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
	Learning Disabilities / Mental Health	34,953	10.6%	36,221	10.7%	37,701	11.2%	37,701	10.9%	37,701	10.5%
	Mental Health Trust	(420)	-0.1%	(420)	-0.1%	(420)	-0.1%	(420)	-0.1%	(420)	-0.1%
	Older People / OP Mental Health / PSD	35,300	10.7%	37,564	11.1%	39,480	11.7%	44,441	12.8%	50,021	13.9%
	Safeguarding	1,715	0.5%	1,715	0.5%	1,715	0.5%	1,715	0.5%	1,715	0.5%
	Senior Management Team	5,922	1.8%	6,109	1.8%	6,103	1.8%	6,103	1.8%	6,103	1.7%
Health & Wellbeing Total		124,757	37.8%	128,470	38.0%	131,857	39.2%	136,818	39.4%	142,398	39.5%
Leader	Chief Executives Office	541	0.2%	530	0.2%	530	0.2%	530	0.2%	530	0.1%
	Economic Strategy, Growth and Spatial Planning	584	0.2%	604	0.2%	604	0.2%	604	0.2%	604	0.2%
	Strategy & Policy	5,686	1.7%	5,644	1.7%	5,643	1.7%	5,643	1.6%	5,643	1.6%
Leader Total		6,811	2.1%	6,778	2.0%	6,777	2.0%	6,777	2.0%	6,777	1.9%
Planning & Environment	Agricultural Estate	(525)	-0.2%	(527)	-0.2%	(528)	-0.2%	(528)	-0.2%	(528)	-0.1%
	Country Parks & Green Spaces	(145)	0.0%	(145)	0.0%	(146)	0.0%	(146)	0.0%	(146)	0.0%
	Waste Management	8,668	2.6%	8,153	2.4%	7,983	2.4%	8,063	2.3%	9,154	2.5%
	Planning & Environment	1,521	0.5%	1,626	0.5%	1,629	0.5%	1,629	0.5%	1,629	0.5%
	Energy & Resources	224	0.1%	169	0.0%	149	0.0%	199	0.1%	199	0.1%
	Infrastructure Strategy, Projects and Planning	470	0.1%	407	0.1%	407	0.1%	407	0.1%	407	0.1%
	Business Unit performance, finance & management overheads	468	0.1%	667	0.2%	645	0.2%	620	0.2%	490	0.1%
Planning & Environment Total		10,681	3.2%	10,350	3.1%	10,139	3.0%	10,244	3.0%	11,205	3.1%
Resources	Finance and Assets	4,318	1.3%	3,753	1.1%	3,366	1.0%	3,596	1.0%	3,712	1.0%
	Commercial	717	0.2%	766	0.2%	766	0.2%	766	0.2%	716	0.2%
	Director of Resources	261	0.1%	261	0.1%	261	0.1%	261	0.1%	261	0.1%
	Human Resources & Organisational Development	(6)	0.0%	(147)	0.0%	(147)	0.0%	(147)	0.0%	(147)	0.0%
	Operations	12,166	3.7%	12,431	3.7%	12,319	3.7%	12,319	3.6%	12,319	3.4%
	Strategy & Policy	156	0.0%	113	0.0%	113	0.0%	113	0.0%	113	0.0%
	Technology Services	5,819	1.8%	6,473	1.9%	6,147	1.8%	6,012	1.7%	5,992	1.7%
Resources Total		23,431	7.1%	23,650	7.0%	22,825	6.8%	22,920	6.6%	22,966	6.4%

Portfolio	Service	Total 2017-18		Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Transportation	Transport Strategy, Highways Infrastructure Projects and Development Control	1,118	0.3%	1,182	0.3%	1,146	0.3%	1,122	0.3%	803	0.2%
	Client & Public Transport	9,112	2.8%	9,167	2.7%	9,167	2.7%	8,811	2.5%	8,811	2.4%
	Highways Services / Transport for Bucks	17,319	5.2%	18,654	5.5%	18,876	5.6%	18,839	5.4%	19,572	5.4%
Transportation Total		27,549	8.3%	29,004	8.6%	29,189	8.7%	28,772	8.3%	29,186	8.1%
Total Net Portfolio Budget		291,542	88.4%	293,785	86.9%	295,748	87.9%	300,257	86.5%	309,058	85.8%
Corporate Costs	Corporate Costs	14,890	4.5%	18,999	5.6%	22,347	6.6%	28,422	8.2%	32,551	9.0%
	Treasury Mgt & Capital Financing	23,910	7.2%	23,312	6.9%	18,453	5.5%	17,983	5.2%	17,983	5.0%
Corporate Costs Total		38,800	11.8%	42,311	12.5%	40,800	12.1%	46,405	13.4%	50,534	14.0%
Net Operating Budget		330,342	100.1%	336,096	99.4%	336,548	100.0%	346,662	99.9%	359,592	99.8%
Use of Reserves	Earmarked Reserves	(582)	-0.2%	2,045	0.6%	0	0.0%	0	0.0%	0	0.0%
	Non-Earmarked Reserves	179	0.1%	62	0.0%	41	0.0%	314	0.1%	672	0.2%
Use of Reserves Total		(403)	-0.1%	2,107	0.6%	41	0.0%	314	0.1%	672	0.2%
Net Budget Requirement		329,939	100.0%	338,203	100.0%	336,589	100.0%	346,976	100.0%	360,264	100.0%
Financed By	Council Tax Surplus	(3,517)	-1.1%	(3,126)	-0.9%	0	0.0%	0	0.0%	0	0.0%
	Education Service Grant	(1,627)	-0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Locally Retained Business Rates	(18,048)	-5.5%	(17,489)	-5.2%	(17,625)	-5.2%	(17,683)	-5.1%	(17,734)	-4.9%
	New Homes Bonus	(3,119)	-0.9%	(2,262)	-0.7%	(2,169)	-0.6%	(2,178)	-0.6%	(2,254)	-0.6%
	Other Un-Ringfenced Grants	(3,707)	-1.1%	(6,822)	-2.0%	(5,357)	-1.6%	(5,371)	-1.5%	(5,386)	-1.5%
	Revenue Support Grant	(8,078)	-2.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Transition Grant	(4,586)	-1.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Top Up Grant	(25,822)	-7.8%	(27,492)	-8.1%	(17,510)	-5.2%	(11,320)	-3.3%	(7,044)	-2.0%	
Financed By Total		(68,504)	-20.8%	(57,191)	-16.9%	(42,661)	-12.7%	(36,552)	-10.5%	(32,418)	-9.0%
Council Tax		(261,436)	-79.2%	(281,012)	-83.1%	(293,928)	-87.3%	(310,424)	-89.5%	(327,846)	-91.0%
Net Budget Requirement		(329,940)	-100.0%	(338,203)	-100.0%	(336,589)	-100.0%	(346,976)	-100.0%	(360,264)	-100.0%
Over/(Under) Budget		(2)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

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Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2018/19
Children's Services	Care Services	10,274	154	10,428	0	0	0	0	0	0	10,428	0	10,428
	Children in Care	4,327	(1,005)	3,322	(1,220)	0	0	0	1,596	0	3,698	0	3,698
	Children in Need	13,124	202	13,326	0	0	0	0	0	0	13,326	0	13,326
	Family Resilience	6,391	154	6,545	(2,081)	0	0	0	0	0	4,464	0	4,464
	Management & Overheads	4,797	(685)	4,112	125	0	0	0	20	0	4,257	(569)	3,688
	Prevention & Commissioning	23,275	1,024	24,299	(125)	0	0	0	0	0	24,174	0	24,174
	Quality, Standards & Performance	2,442	292	2,734	0	0	0	0	0	0	2,734	0	2,734
Children's Services Total		64,630	136	64,766	(3,301)	0	0	0	1,616	0	63,081	(569)	62,512
Community Engagement	Communities	5,197	116	5,313	(258)	(165)	0	0	0	0	4,890	0	4,890
	Community Safety	444	9	453	0	0	0	0	0	0	453	0	453
	Contact Centre	734	266	1,000	(45)	0	0	0	0	0	955	0	955
	Culture & Leisure	1,198	69	1,267	(20)	0	(50)	0	330	0	1,527	0	1,527
	Public Health	0	0	0	(455)	0	0	0	0	455	0	0	0
	Trading Standards	970	0	970	(43)	0	(15)	0	0	0	912	0	912
	Universal Youth Services	197	5	202	0	0	0	0	0	0	202	0	202
	Wellbeing	199	5	204	0	0	0	0	0	0	204	0	204
Community Engagement Total		8,939	470	9,409	(821)	(165)	(65)	0	330	455	9,143	0	9,143
Education & Skills (LA)	Adult Learning & Skills	(105)	46	(59)	0	0	0	0	0	0	(59)	0	(59)
	Business Improvement	287	20	307	0	0	0	0	0	0	307	0	307
	Children Care Services	589	(77)	512	0	0	0	0	0	0	512	0	512
	Client Transport Central Costs	2,317	(2,317)	0	(350)	0	0	0	480	0	130	0	130
	Education Management	(2,537)	422	(2,115)	60	0	0	0	252	0	(1,803)	0	(1,803)
	Fair Access & Youth Provision	1,643	69	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	12,623	2,317	14,940	0	0	0	0	0	0	14,940	0	14,940
	Learning Trust	1,916	268	2,184	(637)	0	0	0	0	0	1,547	0	1,547
	Prevention & Early Help	2,049	990	3,039	45	0	0	0	0	0	3,084	0	3,084
	Special Educational Needs	1,721	106	1,827	(760)	0	0	0	650	0	1,717	0	1,717
Strategic Commissioning	1,462	331	1,793	0	0	0	0	0	0	1,793	0	1,793	
Education & Skills (LA) Total		21,965	2,175	24,140	(1,642)	0	0	0	1,382	0	23,880	0	23,880
Education & Skills (DSG)	Schools	309,657	0	309,657	0	0	0	0	0	0	309,657	0	309,657
	Central School Services	7,467	0	7,467	0	0	0	0	0	0	7,467	0	7,467
	High Needs	79,985	0	79,985	0	0	0	0	0	0	79,985	0	79,985
	Early Years	32,510	0	32,510	0	0	0	0	0	0	32,510	0	32,510
	Dedicated Schools Grant	(429,619)	0	(429,619)	0	0	0	0	0	0	(429,619)	0	(429,619)
Education & Skills (DSG) Total		0	0	0	0	0	0	0	0	0	0	0	0
Health & Wellbeing	Access	30,113	12,144	42,257	0	0	0	0	0	0	42,257	0	42,257
	Commissioning & Service Improvement	4,437	(1,280)	3,157	(6)	0	0	0	0	0	3,151	0	3,151
	Joint Supply Management	2,043	(170)	1,873	0	0	0	0	0	0	1,873	0	1,873
	Learning Disabilities / Mental Health	47,295	(12,342)	34,953	0	(34)	0	0	1,302	0	36,221	0	36,221
	Mental Health Trust	4,364	(4,784)	(420)	0	0	0	0	0	0	(420)	0	(420)
	Older People / OP Mental Health / PSD	31,511	3,789	35,300	0	(4,504)	0	3,658	3,110	0	37,564	0	37,564
	Safeguarding	1,717	(2)	1,715	0	0	0	0	0	0	1,715	0	1,715
Senior Management Team	3,682	2,240	5,922	(13)	0	0	0	200	0	6,109	0	6,109	
Health & Wellbeing Total		125,162	(405)	124,757	(19)	(4,538)	0	3,658	4,612	0	128,470	0	128,470
Leader	Chief Executives Office	532	8	540	(11)	0	0	0	0	0	529	0	529
	Economic Strategy, Growth and Spatial Planning	568	16	584	0	0	0	20	0	0	604	0	604
	Strategy & Policy	4,541	1,145	5,686	(42)	0	0	0	0	0	5,644	0	5,644

Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2018/19
Leader Total		5,641	1,169	6,810	(53)	0	0	20	0	0	6,777	0	6,777
Planning & Environment	Agricultural Estate	(552)	27	(525)	(2)	0	0	0	0	0	(527)	0	(527)
	Country Parks & Green Spaces	(169)	24	(145)	0	0	0	0	0	0	(145)	0	(145)
	Waste Management	8,635	34	8,669	(356)	0	(56)	0	782	0	9,039	(885)	8,154
	Planning & Environment	1,117	404	1,521	(12)	0	0	60	57	0	1,626	0	1,626
	Energy & Resources	208	16	224	0	0	(55)	0	0	0	169	0	169
	Infrastructure Strategy, Projects and Planning	435	35	470	0	0	0	0	0	0	470	(63)	407
Planning & Environment Total		10,320	362	10,682	(483)	0	(111)	60	839	0	10,987	(636)	10,351
Resources	Finance and Assets	5,997	(1,679)	4,318	(484)	(41)	(250)	70	291	0	3,904	(150)	3,754
	Commercial	699	18	717	(1)	0	0	0	0	0	716	50	766
	Director of Resources	(219)	480	261	0	0	0	0	0	0	261	0	261
	Human Resources & Organisational Development	594	(601)	(7)	0	0	(141)	0	0	0	(148)	0	(148)
	Operations	10,367	1,799	12,166	(2)	0	0	162	105	0	12,431	0	12,431
	Strategy & Policy	442	(286)	156	0	(43)	0	0	0	0	113	0	113
Resources Total		23,136	295	23,431	(487)	(84)	(391)	712	570	0	23,751	(100)	23,651
Transportation	Transport Strategy, Highways Infrastructure Projects and Development Control	1,116	1	1,117	(3)	0	(18)	85	0	0	1,181	0	1,181
	Client & Public Transport	9,072	39	9,111	(151)	0	0	0	206	0	9,166	0	9,166
	Highways Services / Transport for Bucks	17,676	(358)	17,318	(148)	0	(160)	975	321	0	18,306	347	18,653
Transportation Total		27,864	(318)	27,546	(302)	0	(178)	1,060	527	0	28,653	347	29,000
Total Net Portfolio Budget		287,657	3,884	291,541	(7,108)	(4,787)	(745)	5,510	9,876	455	294,742	(958)	293,784

Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2019/20
Children's Services	Care Services	10,274	154	10,428	0	0	0	0	0	0	10,428	0	10,428
	Children in Care	4,327	(1,005)	3,322	(2,517)	0	0	0	3,262	0	4,067	0	4,067
	Children in Need	13,124	202	13,326	0	0	0	0	0	0	13,326	0	13,326
	Family Resilience	6,391	154	6,545	(2,651)	0	0	0	0	0	3,894	0	3,894
	Management & Overheads	4,797	(685)	4,112	125	0	0	0	230	0	4,467	(569)	3,898
	Prevention & Commissioning	23,275	1,024	24,299	(187)	0	0	0	0	0	24,112	0	24,112
	Quality, Standards & Performance	2,442	292	2,734	0	0	0	0	0	0	2,734	0	2,734
Children's Services Total		64,630	136	64,766	(5,230)	0	0	0	3,492	0	63,028	(569)	62,459
Community Engagement	Communities	5,197	116	5,313	(518)	(165)	0	0	0	0	4,630	0	4,630
	Community Safety	444	9	453	0	0	0	0	0	0	453	0	453
	Contact Centre	734	266	1,000	(45)	0	0	0	0	0	955	0	955
	Culture & Leisure	1,198	69	1,267	(20)	0	(70)	0	477	0	1,654	0	1,654
	Public Health	0	0	0	(1,082)	0	0	0	0	1,082	0	0	0
	Trading Standards	970	0	970	(43)	0	(15)	0	0	0	912	0	912
	Universal Youth Services	197	5	202	0	0	0	0	0	0	202	0	202
	Wellbeing	199	5	204	0	0	0	0	0	0	204	0	204
Community Engagement Total		8,939	470	9,409	(1,708)	(165)	(85)	0	477	1,082	9,010	0	9,010
Education & Skills (LA)	Adult Learning & Skills	(105)	46	(59)	0	0	0	0	0	0	(59)	0	(59)
	Business Improvement	287	20	307	0	0	0	0	0	0	307	0	307
	Children Care Services	589	(77)	512	0	0	0	0	0	0	512	0	512
	Client Transport Central Costs	2,317	(2,317)	0	(700)	0	0	0	760	0	60	0	60
	Education Management	(2,537)	422	(2,115)	(290)	0	0	0	252	0	(2,153)	0	(2,153)
	Fair Access & Youth Provision	1,643	69	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	12,623	2,317	14,940	0	0	0	0	0	0	14,940	0	14,940
	Learning Trust	1,916	268	2,184	(468)	0	0	0	0	0	1,716	0	1,716
	Prevention & Early Help	2,049	990	3,039	(90)	0	0	0	0	0	2,949	0	2,949
	Special Educational Needs	1,721	106	1,827	(760)	0	0	0	650	0	1,717	0	1,717
Strategic Commissioning	1,462	331	1,793	0	0	0	0	0	0	1,793	0	1,793	
Education & Skills (LA) Total		21,965	2,175	24,140	(2,308)	0	0	0	1,662	0	23,494	0	23,494
Education & Skills (DSG)	Schools	309,657	0	309,657	0	0	0	0	0	0	309,657	0	309,657
	Central School Services	7,467	0	7,467	0	0	0	0	0	0	7,467	0	7,467
	High Needs	79,985	0	79,985	0	0	0	0	0	0	79,985	0	79,985
	Early Years	32,510	0	32,510	0	0	0	0	0	0	32,510	0	32,510
	Dedicated Schools Grant	(429,619)	0	(429,619)	0	0	0	0	0	0	(429,619)	0	(429,619)
Education & Skills (DSG) Total		0	0	0	0	0	0	0	0	0	0	0	0
Health & Wellbeing	Access	30,113	12,144	42,257	0	0	0	0	0	0	42,257	0	42,257
	Commissioning & Service Improvement	4,437	(1,280)	3,157	(9)	0	0	0	0	0	3,148	0	3,148
	Joint Supply Management	2,043	(170)	1,873	0	0	0	0	0	0	1,873	0	1,873
	Learning Disabilities / Mental Health	47,295	(12,342)	34,953	0	(67)	0	0	2,814	0	37,700	0	37,700
	Mental Health Trust	4,364	(4,784)	(420)	0	0	0	0	0	0	(420)	0	(420)
	Older People / OP Mental Health / PSD	31,511	3,789	35,300	0	(5,694)	0	3,221	6,653	0	39,480	0	39,480
	Safeguarding	1,717	(2)	1,715	0	0	0	0	0	0	1,715	0	1,715
Senior Management Team	3,682	2,240	5,922	(19)	0	0	0	200	0	6,103	0	6,103	
Health & Wellbeing Total		125,162	(405)	124,757	(28)	(5,761)	0	3,221	9,667	0	131,856	0	131,856
Leader	Chief Executives Office	532	8	540	(11)	0	0	0	0	0	529	0	529
	Economic Strategy, Growth and Spatial Planning	568	16	584	0	0	0	20	0	0	604	0	604
	Strategy & Policy	4,541	1,145	5,686	(43)	0	0	0	0	0	5,643	0	5,643

Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2019/20
Leader Total		5,641	1,169	6,810	(54)	0	0	20	0	0	6,776	0	6,776
Planning & Environment	Agricultural Estate	(552)	27	(525)	(3)	0	0	0	0	0	(528)	0	(528)
	Country Parks & Green Spaces	(169)	24	(145)	(1)	0	0	0	0	0	(146)	0	(146)
	Waste Management	8,635	34	8,669	(935)	0	(65)	0	1,020	0	8,689	(705)	7,984
	Planning & Environment	1,117	404	1,521	(17)	0	0	68	57	0	1,629	0	1,629
	Energy & Resources	208	16	224	0	0	(125)	0	50	0	149	0	149
	Infrastructure Strategy, Projects and Planning	435	35	470	0	0	0	0	0	0	470	(63)	407
Business Unit performance, finance & management overheads		646	(178)	468	(113)	0	0	0	0	0	355	290	645
Planning & Environment Total		10,320	362	10,682	(1,069)	0	(190)	68	1,127	0	10,618	(478)	10,140
Resources	Finance and Assets	5,997	(1,679)	4,318	(496)	(41)	(500)	70	365	0	3,716	(350)	3,366
	Commercial	699	18	717	(1)	0	0	0	0	0	716	50	766
	Director of Resources	(219)	480	261	0	0	0	0	0	0	261	0	261
	Human Resources & Organisational Development	594	(601)	(7)	0	0	(141)	0	0	0	(148)	0	(148)
	Operations	10,367	1,799	12,166	(3)	0	0	0	156	0	12,319	0	12,319
	Strategy & Policy	442	(286)	156	0	0	(43)	0	0	0	113	0	113
Technology Services		5,256	564	5,820	(1)	0	0	155	174	0	6,148	0	6,148
Resources Total		23,136	295	23,431	(501)	(84)	(641)	225	695	0	23,125	(300)	22,825
Transportation	Transport Strategy, Highways Infrastructure Projects and Development Control	1,116	1	1,117	(4)	0	(18)	50	0	0	1,145	0	1,145
	Client & Public Transport	9,072	39	9,111	(301)	0	0	0	356	0	9,166	0	9,166
	Highways Services / Transport for Bucks	17,676	(358)	17,318	(911)	0	(258)	1,400	579	0	18,128	747	18,875
Transportation Total		27,864	(318)	27,546	(1,216)	0	(276)	1,450	935	0	28,439	747	29,186
Total Net Portfolio Budget		287,657	3,884	291,541	(12,114)	(6,010)	(1,192)	4,984	18,055	1,082	296,346	(600)	295,746

Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2020/21
Children's Services	Care Services	10,274	154	10,428	0	0	0	0	0	0	10,428	0	10,428
	Children in Care	4,327	(1,005)	3,322	(3,669)	0	0	0	5,016	0	4,669	0	4,669
	Children in Need	13,124	202	13,326	0	0	0	0	0	0	13,326	0	13,326
	Family Resilience	6,391	154	6,545	(2,651)	0	0	0	0	0	3,894	0	3,894
	Management & Overheads	4,797	(685)	4,112	125	0	0	0	(353)	0	3,884	(569)	3,315
	Prevention & Commissioning	23,275	1,024	24,299	(187)	0	0	0	0	0	24,112	0	24,112
	Quality, Standards & Performance	2,442	292	2,734	0	0	0	0	0	0	2,734	0	2,734
Children's Services Total		64,630	136	64,766	(6,382)	0	0	0	4,663	0	63,047	(569)	62,478
Community Engagement	Communities	5,197	116	5,313	(528)	(165)	0	0	0	0	4,620	0	4,620
	Community Safety	444	9	453	0	0	0	0	0	0	453	0	453
	Contact Centre	734	266	1,000	(45)	0	0	0	0	0	955	0	955
	Culture & Leisure	1,198	69	1,267	(20)	0	(70)	0	245	0	1,422	0	1,422
	Public Health	0	0	0	(1,082)	0	0	0	0	1,082	0	0	0
	Trading Standards	970	0	970	(43)	0	(15)	0	0	0	912	0	912
	Universal Youth Services	197	5	202	0	0	0	0	0	0	202	0	202
Wellbeing	199	5	204	0	0	0	0	0	0	204	0	204	
Community Engagement Total		8,939	470	9,409	(1,718)	(165)	(85)	0	245	1,082	8,768	0	8,768
Education & Skills (LA)	Adult Learning & Skills	(105)	46	(59)	0	0	0	0	0	0	(59)	0	(59)
	Business Improvement	287	20	307	0	0	0	0	0	0	307	0	307
	Children Care Services	589	(77)	512	0	0	0	0	0	0	512	0	512
	Client Transport Central Costs	2,317	(2,317)	0	(1,050)	0	0	0	1,240	0	190	0	190
	Education Management	(2,537)	422	(2,115)	(290)	0	0	0	0	0	(2,405)	0	(2,405)
	Fair Access & Youth Provision	1,643	69	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	12,623	2,317	14,940	0	0	0	0	0	0	14,940	0	14,940
	Learning Trust	1,916	268	2,184	(358)	0	0	0	0	0	1,826	0	1,826
	Prevention & Early Help	2,049	990	3,039	(90)	0	0	0	0	0	2,949	0	2,949
	Special Educational Needs	1,721	106	1,827	(760)	0	0	0	650	0	1,717	0	1,717
Strategic Commissioning	1,462	331	1,793	0	0	0	0	0	0	1,793	0	1,793	
Education & Skills (LA) Total		21,965	2,175	24,140	(2,548)	0	0	0	1,890	0	23,482	0	23,482
Education & Skills (DSG)	Schools	309,657	0	309,657	0	0	0	0	0	0	309,657	0	309,657
	Central School Services	7,467	0	7,467	0	0	0	0	0	0	7,467	0	7,467
	High Needs	79,985	0	79,985	0	0	0	0	0	0	79,985	0	79,985
	Early Years	32,510	0	32,510	0	0	0	0	0	0	32,510	0	32,510
	Dedicated Schools Grant	(429,619)	0	(429,619)	0	0	0	0	0	0	(429,619)	0	(429,619)
Education & Skills (DSG) Total		0	0	0	0	0	0	0	0	0	0	0	0
Health & Wellbeing	Access	30,113	12,144	42,257	0	0	0	0	0	0	42,257	0	42,257
	Commissioning & Service Improvement	4,437	(1,280)	3,157	(9)	0	0	0	0	0	3,148	0	3,148
	Joint Supply Management	2,043	(170)	1,873	0	0	0	0	0	0	1,873	0	1,873
	Learning Disabilities / Mental Health	47,295	(12,342)	34,953	0	(67)	0	0	2,814	0	37,700	0	37,700
	Mental Health Trust	4,364	(4,784)	(420)	0	0	0	0	0	0	(420)	0	(420)
	Older People / OP Mental Health / PSD	31,511	3,789	35,300	0	(6,044)	0	3,221	11,964	0	44,441	0	44,441
	Safeguarding	1,717	(2)	1,715	0	0	0	0	0	0	1,715	0	1,715
Senior Management Team	3,682	2,240	5,922	(19)	0	0	0	200	0	6,103	0	6,103	
Health & Wellbeing Total		125,162	(405)	124,757	(28)	(6,111)	0	3,221	14,978	0	136,817	0	136,817
Leader	Chief Executives Office	532	8	540	(11)	0	0	0	0	0	529	0	529
	Economic Strategy, Growth and Spatial Planning	568	16	584	0	0	0	20	0	0	604	0	604
	Strategy & Policy	4,541	1,145	5,686	(43)	0	0	0	0	0	5,643	0	5,643

Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2020/21
Leader Total		5,641	1,169	6,810	(54)	0	0	20	0	0	6,776	0	6,776
Planning & Environment	Agricultural Estate	(552)	27	(525)	(3)	0	0	0	0	0	(528)	0	(528)
	Country Parks & Green Spaces	(169)	24	(145)	(1)	0	0	0	0	0	(146)	0	(146)
	Waste Management	8,635	34	8,669	(904)	0	(86)	0	1,381	0	9,060	(996)	8,064
	Planning & Environment	1,117	404	1,521	(17)	0	0	68	57	0	1,629	0	1,629
	Energy & Resources	208	16	224	0	0	(125)	0	100	0	199	0	199
	Infrastructure Strategy, Projects and Planning	435	35	470	0	0	0	0	0	0	470	(63)	407
Business Unit performance, finance & management overheads		646	(178)	468	(113)	0	0	0	0	0	355	265	620
Planning & Environment Total		10,320	362	10,682	(1,038)	0	(211)	68	1,538	0	11,039	(794)	10,245
Resources	Finance and Assets	5,997	(1,679)	4,318	(496)	(41)	(500)	70	645	0	3,996	(400)	3,596
	Commercial	699	18	717	(1)	0	0	0	0	0	716	50	766
	Director of Resources	(219)	480	261	0	0	0	0	0	0	261	0	261
	Human Resources & Organisational Development	594	(601)	(7)	0	0	(141)	0	0	0	(148)	0	(148)
	Operations	10,367	1,799	12,166	(3)	0	0	0	156	0	12,319	0	12,319
	Strategy & Policy	442	(286)	156	0	0	(43)	0	0	0	113	0	113
Technology Services		5,256	564	5,820	(1)	0	0	20	174	0	6,013	0	6,013
Resources Total		23,136	295	23,431	(501)	(84)	(641)	90	975	0	23,270	(350)	22,920
Transportation	Transport Strategy, Highways Infrastructure Projects and Development Control	1,116	1	1,117	(4)	0	(42)	50	0	0	1,121	0	1,121
	Client & Public Transport	9,072	39	9,111	(301)	0	0	0	0	0	8,810	0	8,810
	Highways Services / Transport for Bucks	17,676	(358)	17,318	(1,151)	0	(318)	1,465	1,268	0	18,582	256	18,838
Transportation Total		27,864	(318)	27,546	(1,456)	0	(360)	1,515	1,268	0	28,513	256	28,769
Total Net Portfolio Budget		287,657	3,884	291,541	(13,725)	(6,360)	(1,297)	4,914	25,557	1,082	301,712	(1,457)	300,255

Porfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2021/22
Children's Services	Care Services	10,274	154	10,428	0	0	0	0	0	0	10,428	0	10,428
	Children in Care	4,327	(1,005)	3,322	(3,669)	0	0	0	6,816	0	6,469	0	6,469
	Children in Need	13,124	202	13,326	0	0	0	0	0	0	13,326	0	13,326
	Family Resilience	6,391	154	6,545	(2,651)	0	0	0	0	0	3,894	0	3,894
	Management & Overheads	4,797	(685)	4,112	125	0	0	0	(353)	0	3,884	(569)	3,315
	Prevention & Commissioning	23,275	1,024	24,299	(187)	0	0	0	0	0	24,112	0	24,112
	Quality, Standards & Performance	2,442	292	2,734	0	0	0	0	0	0	2,734	0	2,734
Children's Services Total		64,630	136	64,766	(6,382)	0	0	0	6,463	0	64,847	(569)	64,278
Community Engagement	Communities	5,197	116	5,313	(538)	(165)	0	0	0	0	4,610	0	4,610
	Community Safety	444	9	453	0	0	0	0	0	0	453	0	453
	Contact Centre	734	266	1,000	(45)	0	0	0	0	0	955	0	955
	Culture & Leisure	1,198	69	1,267	(20)	0	(70)	0	255	0	1,432	0	1,432
	Public Health	0	0	0	(1,082)	0	0	0	0	1,082	0	0	0
	Trading Standards	970	0	970	(43)	0	(15)	0	0	0	912	0	912
	Universal Youth Services	197	5	202	0	0	0	0	0	0	202	0	202
Wellbeing	199	5	204	0	0	0	0	0	0	204	0	204	
Community Engagement Total		8,939	470	9,409	(1,728)	(165)	(85)	0	255	1,082	8,768	0	8,768
Education & Skills (LA)	Adult Learning & Skills	(105)	46	(59)	0	0	0	0	0	0	(59)	0	(59)
	Business Improvement	287	20	307	0	0	0	0	0	0	307	0	307
	Children Care Services	589	(77)	512	0	0	0	0	0	0	512	0	512
	Client Transport Central Costs	2,317	(2,317)	0	(1,050)	0	0	0	1,240	0	190	0	190
	Education Management	(2,537)	422	(2,115)	(290)	0	0	0	0	0	(2,405)	0	(2,405)
	Fair Access & Youth Provision	1,643	69	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	12,623	2,317	14,940	0	0	0	0	0	0	14,940	0	14,940
	Learning Trust	1,916	268	2,184	(358)	0	0	0	0	0	1,826	0	1,826
	Prevention & Early Help	2,049	990	3,039	(90)	0	0	0	0	0	2,949	0	2,949
	Special Educational Needs	1,721	106	1,827	(760)	0	0	0	650	0	1,717	0	1,717
Strategic Commissioning	1,462	331	1,793	0	0	0	0	0	0	1,793	0	1,793	
Education & Skills (LA) Total		21,965	2,175	24,140	(2,548)	0	0	0	1,890	0	23,482	0	23,482
Education & Skills (DSG)	Schools	309,657	0	309,657	0	0	0	0	0	0	309,657	0	309,657
	Central School Services	7,467	0	7,467	0	0	0	0	0	0	7,467	0	7,467
	High Needs	79,985	0	79,985	0	0	0	0	0	0	79,985	0	79,985
	Early Years	32,510	0	32,510	0	0	0	0	0	0	32,510	0	32,510
	Dedicated Schools Grant	(429,619)	0	(429,619)	0	0	0	0	0	0	(429,619)	0	(429,619)
Education & Skills (DSG) Total		0	0	0	0	0	0	0	0	0	0	0	0
Health & Wellbeing	Access	30,113	12,144	42,257	0	0	0	0	0	0	42,257	0	42,257
	Commissioning & Service Improvement	4,437	(1,280)	3,157	(9)	0	0	0	0	0	3,148	0	3,148
	Joint Supply Management	2,043	(170)	1,873	0	0	0	0	0	0	1,873	0	1,873
	Learning Disabilities / Mental Health	47,295	(12,342)	34,953	0	(67)	0	0	2,814	0	37,700	0	37,700
	Mental Health Trust	4,364	(4,784)	(420)	0	0	0	0	0	0	(420)	0	(420)
	Older People / OP Mental Health / PSD	31,511	3,789	35,300	0	(6,044)	0	3,221	17,544	0	50,021	0	50,021
	Safeguarding	1,717	(2)	1,715	0	0	0	0	0	0	1,715	0	1,715
Senior Management Team	3,682	2,240	5,922	(19)	0	0	0	200	0	6,103	0	6,103	
Health & Wellbeing Total		125,162	(405)	124,757	(28)	(6,111)	0	3,221	20,558	0	142,397	0	142,397
Leader	Chief Executives Office	532	8	540	(11)	0	0	0	0	0	529	0	529
	Economic Strategy, Growth and Spatial Planning	568	16	584	0	0	0	20	0	0	604	0	604
	Strategy & Policy	4,541	1,145	5,686	(43)	0	0	0	0	0	5,643	0	5,643

Portfolio	Service	Base Budget £,000			MTFP Proposals (Cumulative)							Working Budget	
		Base	Budget Adjustments	Adjusted Base Budget	Service Efficiency	Service Reduction	Additional Income	Service Development	Unavoidable Growth	Change in Grant Income	Adjusted Base Budget	Special Items	Budget For 2021/22
Leader Total		5,641	1,169	6,810	(54)	0	0	20	0	0	6,776	0	6,776
Planning & Environment	Agricultural Estate	(552)	27	(525)	(3)	0	0	0	0	0	(528)	0	(528)
	Country Parks & Green Spaces	(169)	24	(145)	(1)	0	0	0	0	0	(146)	0	(146)
	Waste Management	8,635	34	8,669	(779)	0	(81)	0	1,681	0	9,490	(335)	9,155
	Planning & Environment	1,117	404	1,521	(17)	0	0	68	57	0	1,629	0	1,629
	Energy & Resources	208	16	224	0	0	(125)	0	100	0	199	0	199
	Infrastructure Strategy, Projects and Planning	435	35	470	0	0	0	0	0	0	470	(63)	407
	Business Unit performance, finance & management overheads	646	(178)	468	(113)	0	0	0	0	0	355	135	490
Planning & Environment Total		10,320	362	10,682	(913)	0	(206)	68	1,838	0	11,469	(263)	11,206
Resources	Finance and Assets	5,997	(1,679)	4,318	(496)	(41)	(500)	70	711	0	4,062	(350)	3,712
	Commercial	699	18	717	(1)	0	0	0	0	0	716	0	716
	Director of Resources	(219)	480	261	0	0	0	0	0	0	261	0	261
	Human Resources & Organisational Development	594	(601)	(7)	0	0	(141)	0	0	0	(148)	0	(148)
	Operations	10,367	1,799	12,166	(3)	0	0	0	156	0	12,319	0	12,319
	Strategy & Policy	442	(286)	156	0	(43)	0	0	0	0	113	0	113
Resources Total		23,136	295	23,431	(501)	(84)	(641)	70	1,041	0	23,316	(350)	22,966
Transportation	Transport Strategy, Highways Infrastructure Projects and Development Control	1,116	1	1,117	(4)	0	(361)	50	0	0	802	0	802
	Client & Public Transport	9,072	39	9,111	(301)	0	0	0	0	0	8,810	0	8,810
	Highways Services / Transport for Bucks	17,676	(358)	17,318	(1,351)	0	(338)	1,965	1,501	0	19,095	476	19,571
Transportation Total		27,864	(318)	27,546	(1,656)	0	(699)	2,015	1,501	0	28,707	476	29,183
Total Net Portfolio Budget		287,657	3,884	291,541	(13,810)	(6,360)	(1,631)	5,394	33,546	1,082	309,762	(706)	309,056

Appendix 3

Portfolio	Change	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	
Children's Services	Increased demand in statutory social care services due to demographic changes	1,236	2,542	3,936	5,376	
	Increases in social work staff to maintain a safe balance of case load given the growth in demand for services.	360	720	1,080	1,440	
	Legal Shared Services	(125)	(187)	(187)	(187)	
	Strategic review of Early Help services	(1,520)	(2,090)	(2,090)	(2,090)	
	Strategic review of services supporting Looked After Children	(1,220)	(2,517)	(3,669)	(3,669)	
	Strategic review of services that support children with disabilities and/or special educational needs.	(391)	(391)	(391)	(391)	
Community Engagement	Public Health	Falls prevention	-	(294)	(294)	(294)
		Lifestyle services	(447)	(447)	(447)	(447)
		NHS Health Checks	-	(100)	(100)	(100)
		Reduction in Public Health Grant	455	1,082	1,082	1,082
		Sexual Health	111	67	67	67
		Staff and support services	44	(145)	(145)	(145)
	Other Services	Substance Misuse	(163)	(163)	(163)	(163)
		Contact Centre Structure Efficiencies	(45)	(45)	(45)	(45)
		Coroners pressures as a result of increasing volumes, complexity and costs	100	110	120	130
		Legal Shared Services	(1)	(1)	(1)	(1)
		Libraries - Book Fund Reductions	(125)	(125)	(125)	(125)
		Libraries - Service Delivery Options Appraisal	(20)	(133)	(375)	(375)
		Libraries - Staff Reductions	(7)	(17)	(27)	(37)
		Mobile Libraries	(40)	(40)	(40)	(40)
		Registrars additional income	(50)	(70)	(70)	(70)
		Registrars staffing reduction	(20)	(20)	(20)	(20)
		Review of Trading Standards charges	(15)	(15)	(15)	(15)
		Trading Standards contract savings	(43)	(43)	(43)	(43)
		Education & Skills (LA)	Additional capacity to support growing demand for Special Educational Needs and Disabilities	650	650	650
Funding from DSG to support graduated approach model as part of the Special Educational Needs and Disabilities (SEND) strategy.	(500)		(500)	(500)	(500)	
Net increase in client transport demand and price inflation	480		760	1,240	1,240	
Reduction in Legal costs	(150)		(150)	(150)	(150)	
Strategic review of Early Help services	(65)		(200)	(200)	(200)	
Strategic review of school support services, as a consequence of changes in Education funding and responsibilities	(637)		(468)	(358)	(358)	
Strategic review of services that support children with disabilities and/or special educational needs.	(350)		(700)	(1,050)	(1,050)	
Strategic Review of Transport Services	(350)		(700)	(700)	(700)	
Health & Wellbeing	Demand growth	4,612	9,667	14,978	20,558	
	Fulfilling Lives	(400)	(400)	(400)	(400)	
	Independent Living Fund - reduction in grant funded expenditure	(34)	(67)	(67)	(67)	
	Legal Shared Services	(19)	(28)	(28)	(28)	
	Promoting Independence	(3,354)	(3,874)	(4,124)	(4,124)	
	Supplementary iBCF spend	3,658	3,221	3,221	3,221	
	Supporting the Market	(750)	(1,420)	(1,520)	(1,520)	
Leader	Increase in Economic Development budget	20	20	20	20	
	Legal Shared Services	(1)	(2)	(2)	(2)	
	Paperless Committees & other service efficiencies	(41)	(41)	(41)	(41)	
	Reduced conference attendance / project spend	(11)	(11)	(11)	(11)	
Planning & Environment	Bulky waste service efficiencies	(145)	(120)	(120)	(110)	
	Energy & Resources - income opportunities / fund reductions	(55)	(125)	(125)	(125)	
	Energy from Waste - capacity mechanism income	(320)	(300)	-	-	
	Energy from Waste contract costs	230	190	250	170	
	Energy from Waste Insurance & Overheads	265	265	265	265	
	Enhancement of enforcement service.	60	68	68	68	
	Environment loss of income	57	57	57	57	
	Growth increase in number of households and contract inflation	287	615	966	1,346	
	Household recycling centre service reconfiguration	160	(510)	(510)	(510)	
	Household Recycling Centre waste stream commodity prices	(50)	(50)	(60)	(55)	
	Household Recycling Centre waste stream efficiencies	(185)	(155)	(160)	(95)	
	Legal Shared Services	(17)	(26)	(26)	(26)	
	Management restructure	(112)	(112)	(112)	(112)	
	Re-alignment of previous savings targets which are now being delivered by service efficiencies and additional income elsewhere in the Portfolio.	312	290	265	135	
	Recycling credits	(130)	(90)	(50)	-	
	Third party waste charges and contract income	(6)	(15)	(26)	(26)	
	Use of Waste reserve	(565)	(405)	(996)	(335)	
Waste contract volumes, efficiencies and new opportunities	(54)	(57)	(61)	(61)		
Resources	Commercial Skills Programme	50	50	50	-	
	Cyber Security Costs	60	60	60	60	

Data Centre & Modernisation	120	25	-	-
Digital Transformation	60	20	20	-
Finance & Assets Staffing Reduction	(41)	(41)	(41)	(41)
Future Corporate Technologies & Systems	-	20	-	-
Infrastructure & Architecture Development	110	40	-	-
Insurance Premium Tax and Ogden Table Uplift	75	75	75	75
Legal Shared Services	(27)	(41)	(41)	(41)
Legionella & Asbestos surveys	105	156	156	156
Modernising Business Applications	190	50	-	-
One-off funding to complete 3 year Asbestos and Legionella surveys	162	-	-	-
P2P e-invoicing efficiencies	(50)	(50)	(50)	(50)
Property Asset income generation	(250)	(500)	(500)	(500)
Property energy inflation	216	290	570	636
Provision of HR Services to Harrow	(141)	(141)	(141)	(141)
Remote working and children's IT system enhancements	114	114	114	114
Review of Council Tax discounts	(50)	-	(50)	-
Strategy and Policy staffing reduction	(43)	(43)	(43)	(43)
Transportation				
Freight Strategy implementation	85	50	50	50
Growth in Highway maintenance	570	1,100	1,500	2,000
Gully emptying	-	-	65	65
Highways Development Management additional income	(62)	(62)	(62)	(62)
Impact from asset growth	163	326	426	576
Increased income from Network Strategy	(73)	(146)	(206)	(226)
Investment in gully maintenance and weed treatment	250	250	250	250
Legal Shared Services	(10)	(15)	(15)	(15)
Net additional investment in Member Highways Small works allocation	260	260	161	381
Plane & Patch capital programme to reduce revenue cost of highway repairs	-	(400)	(400)	(400)
Policy changes, contract efficiencies and transformation (incl further devolution)	(141)	(341)	(341)	(341)
Reconfiguration of the southern depots	-	(160)	(400)	(600)
Removal of temporary investment plus ongoing procurement costs Transport for Buckinghamshire contract	(113)	387	295	295
Savings from strategic reviews	(150)	(300)	(300)	(300)
School crossing patrollers - alternative arrangements	-	-	(24)	(24)
Streetlighting energy inflation	158	253	442	525
Temporary additional investment in Drainage	200	100	(200)	(200)
Third party damage, improved recovery	(25)	(50)	(50)	(50)
Tree maintenance	155	50	50	50
Winslow car park income	-	-	-	(319)

Buckinghamshire County Council's Proposed Council Tax 2018/19

Recommended Increase 2.99% Excluding Social Care Precept

Band	Council Tax Ratio to Band D	2017/18	2018/19	Council Tax	Council Tax	Council Tax	Council Tax
		Council Tax	Council Tax	Increase	Increase	per week	Increase per Week
		£	£	£	%	£	£
A	06/09	788.85	812.44	23.59	2.99%	15.62	0.45
B	07/09	920.33	947.85	27.52	2.99%	18.23	0.53
C	08/09	1,051.80	1,083.25	31.45	2.99%	20.83	0.60
D	1	1,183.28	1,218.66	35.38	2.99%	23.44	0.68
E	11/09	1,446.23	1,489.47	43.24	2.99%	28.64	0.83
F	13/09	1,709.18	1,760.29	51.10	2.99%	33.85	0.98
G	15/09	1,972.13	2,031.10	58.97	2.99%	39.06	1.13
H	2	2,366.56	2,437.32	70.76	2.99%	46.87	1.36

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 2018/19

Recommended Increase 5.99% Including Social Care Precept

Band	Council Tax Ratio to Band D	2017/18 Council Tax £	2018/19 Council Tax £	Council Tax Increase £	Council Tax Increase %	Council Tax per week £	Council Tax Increase per Week £
A	06/09	812.05	860.70	48.64	5.99%	16.55	0.94
B	07/09	947.40	1,004.14	56.75	5.99%	19.31	1.09
C	08/09	1,082.74	1,147.59	64.86	5.99%	22.07	1.25
D	1	1,218.08	1,291.04	72.96	5.99%	24.83	1.40
E	11/09	1,488.76	1,577.94	89.18	5.99%	30.35	1.71
F	13/09	1,759.45	1,864.84	105.39	5.99%	35.86	2.03
G	15/09	2,030.13	2,151.74	121.60	5.99%	41.38	2.34
H	2	2,436.16	2,582.09	145.93	5.99%	49.66	2.81

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

Current Agreed Capital Budget Update for Ongoing Programmes and Resources

Service / Project	Year 1 2018/19 £000's	Year 2 2019/20 £000's	Year 3 2020/21 £000's	Year 4 2021/22 £000's	Grand Total £000's
Children's					
Children's Homes	1,009	0	0	0	1,009
Total Capital Expenditure	1,009	0	0	0	1,009
Community Engagement & Public Health Total	1,009	0	0	0	1,009
Community Engagement & Public Health					
Aylesbury Library	680	0	0	0	680
Libraries self-service replacement	280	0	0	0	280
Total Capital Expenditure	960	0	0	0	960
Community Engagement & Public Health Total	960	0	0	0	960
Education & Skills					
Primary School Places	19,664	13,450	10,100	10,000	53,214
Secondary School Places	16,950	43,450	16,950	26,000	103,350
School Property Maintenance	5,000	5,000	3,000	3,000	16,000
Provision for Early Years	829	1,000	0	0	1,829
Schools Access Initiative	300	300	295	200	1,095
School Suitability Issues	1,894	2,000	2,000	3,000	8,894
Total Capital Expenditure	44,637	65,200	32,345	42,200	184,381
S106 / Developer Contributions	-8,120	-6,050	-3,450	-87,200	-104,820
Total Capital Funding	-8,120	-6,050	-3,450	-87,200	-104,820
Education & Skills Total	36,517	59,150	28,895	-45,000	79,561
Health & Wellbeing					
Respite Provision	2,800	265	100	0	3,165
Total Capital Expenditure	2,800	265	100	0	3,165
Health & Wellbeing Total	2,800	265	100	0	3,165
Leader					
Waterside North Development	2,402	0	0	0	2,402
Total Capital Expenditure	2,402	0	0	0	2,402
Funding					
ALUTS Contribution	-1,070	0	0	0	-1,070
Total Capital Funding	-1,070	0	0	0	-1,070
Leader Total	1,332	0	0	0	1,332
Leader - LEP Schemes					
A355 Improvement Scheme (Wilton Park)	3,986	1,163	0	0	5,149
Aylesbury Eastern Link Road (South)	2,000	10,000	15,000	0	27,000
CrossRail Connectivity - Taplow Station	1,799	0	0	0	1,799
Globe Business Park	607	1,000	0	0	1,607
High Wycombe Town Centre & Transport Str	6,063	0	0	0	6,063
South Eastern Aylesbury Link Road	7,267	15,929	0	0	23,196
Total Capital Expenditure	21,722	28,092	15,000	0	64,814
Funding					
Government Grant	-17,596	-19,232	0	0	-36,828
S106 / Developer Contributions	-4,127	-500	0	-23,360	-27,987
Total Capital Funding	-21,723	-19,732	0	-23,360	-64,815
Leader - LEP Schemes Total	-1	8,360	15,000	-23,360	-1

Service / Project	Year 1 2018/19 £000's	Year 2 2019/20 £000's	Year 3 2020/21 £000's	Year 4 2021/22 £000's	Grand Total £000's
<u>Planning & Environment</u>					
Biowaste Treatment	2,151	3,248	180	0	5,579
Flood Defence Schemes	414	2,454	3,350	3,350	9,567
Marlow Flood Defence	660	0	0	0	660
Rights of Way	150	242	242	242	876
Solar PV	10	0	0	0	10
Waste Transfer Stations	279	19	19	0	317
Total Capital Expenditure	3,664	5,963	3,791	3,592	17,009
Government Grant	-356	-1,454	-1,500	-1,500	-4,810
Total Capital Funding	-356	-1,454	-1,500	-1,500	-4,810
Planning & Environment Total	3,308	4,509	2,291	2,092	12,200
<u>Resources - ICT</u>					
Data centre & hosting modernisation	235	100	0	0	335
Digital Transformation	905	1,560	85	0	2,550
Future Corporate Technologies & Systems	355	130	50	0	535
Future Technology Strategy	0	0	0	2,800	2,800
Infrastructure & Architecture development	200	225	195	0	620
Modernising Business Applications	1,050	590	450	0	2,090
Social Care Systems	1,400	1,150	300	0	2,850
Purchase of IT Hardware / Software	700	700	700	700	2,800
Total Capital Expenditure	4,845	4,455	1,780	3,500	14,580
Funding					
Revenue Contributions	-700	-700	-700	-700	-2,800
Total Capital Funding	-700	-700	-700	-700	-2,800
Resources - ICT Total	4,145	3,755	1,080	2,800	11,780
<u>Resources - Property</u>					
Agricultural Estate	562	200	0	0	762
Aylesbury Study Centre	1,200	0	0	0	1,200
Conversion Old Wycombe Library	559	1,200	0	0	1,759
Corporate Property Maintenance	1,015	1,015	1,015	1,015	4,060
Green Park	200	0	0	0	200
Retasking of Winslow Centre	870	0	0	0	870
Winslow Station Car Park	0	226	2,249	0	2,475
Total Capital Expenditure	4,406	2,641	3,264	1,015	11,326
Resources - Property Total	4,406	2,641	3,264	1,015	11,326
<u>Transportation (Internal)</u>					
Developer Funded Schemes	1,731	724	246	0	2,701
East West Rail	1,000	1,000	1,000	1,000	4,000
Freight Strategy	310	310	60	60	740
HS2 Mitigation	2,340	1,060	0	0	3,400
NPIF A40 London Road High Wycombe	2,091	4,453	0	0	6,544
NPIF A418, Oxford Road, Aylesbury	126	2,490	0	0	2,616
Reconfiguration of Southern Depots	0	3,000	0	0	3,000
Transportation Model	0	215	140	57	412
Vehicle Purchase	240	240	240	240	960
Waddesdon Greenway	850	0	0	0	850
Total Capital Expenditure	8,688	13,492	1,686	1,357	25,223

Service / Project	Year 1 2018/19 £000's	Year 2 2019/20 £000's	Year 3 2020/21 £000's	Year 4 2021/22 £000's	Grand Total £000's
Government Grant	-5,281	-5,513	0	0	-10,794
Revenue Contributions	-240	-455	-240	-240	-1,175
S106 / Developer Contributions	-1,857	-3,214	-246	0	-5,317
Total Capital Funding	-7,378	-9,182	-486	-240	-17,286
Transportation (Internal) Total	1,310	4,310	1,200	1,117	7,937
<u>Transportation (TfB)</u>					
Strategic Highway Maintenance	15,000	15,000	16,000	16,000	62,000
Footway Structural Repairs	1,500	1,500	1,500	1,500	6,000
Replacement Traffic Signals	434	452	470	490	1,846
Bridge Maintenance	933	961	990	1,020	3,904
Safety Fences	250	250	250	250	1,000
Casualty Reduction	250	250	250	250	1,000
Drainage Schemes	1,000	1,000	1,000	1,000	4,000
Renewal of Rising Bollards	130	0	0	0	130
Street Lighting Column Replacement	1,500	1,500	1,500	1,500	6,000
Street Lighting Lantern Replace (Salix)	1,041	0	0	0	1,041
Major Projects	4,500	0	0	0	4,500
Parking Pay & Display Meters	142	20	0	0	162
Total Capital Expenditure	26,680	20,933	21,960	22,010	91,583
SALIX	-550	0	0	0	-550
S106 / Developer Contributions	0	0	0	0	0
Total Capital Funding	-550	0	0	0	-550
Transportation (TfB) Total	26,130	20,933	21,960	22,010	91,033
<u>Corporate</u>					
Capital Contingency	800	800	800	800	3,200
Total Capital Expenditure	800	800	800	800	3,200
Grand Total Expenditure	122,611	141,841	80,726	74,474	419,652
Grand Total Funding	-39,897	-37,118	-6,136	-113,000	-196,151
Net Programme Financed by Central Funding	82,715	104,723	74,590	-38,526	223,501

Service / Project	Year 1 2018/19 £000's	Year 2 2019/20 £000's	Year 3 2020/21 £000's	Year 4 2021/22 £000's	Grand Total £000's
<u>Unringfenced Capital Grants</u>					
Grants - Education - Basic Needs	-22,325	-20,309	-12,500	-12,500	-67,634
Grants - Education - Capital Maintenance	-6,437	-6,437	-6,437	-6,437	-25,748
Grants - Transport Integrated Transport	-2,257	-2,257	-2,257	-2,257	-9,028
Grants - Transport Highways Maintenance	-9,681	-10,209	-10,209	-10,209	-40,308
Grants - Pothole Maintenance	-814	-814	-814	-814	-3,256
Sub Total Capital Funding Grants	-41,514	-40,026	-32,217	-32,217	-145,974
<u>Central Financing</u>					0
Capital Balances Brought Forward	-26,460	0	0	0	-26,460
Borrowing	-3,677	-226	-2,249	0	-6,152
Capital Receipts	-2,400	-4,750	-11,000	-4,000	-22,150
Denham Gravel - Finance Lease Rents	-927	-927	-927	-927	-3,708
Revenue Funding	-6,983	-2,998	-3,048	-3,012	-16,041
Reprovisioning of Adult Social Care	-754	-754	-754	-754	-3,016
SubTotal Central Financing	-41,201	-9,655	-17,978	-8,693	-77,527
Corporate Total	-82,715	-49,681	-50,195	-40,910	-223,501

Funding Gap	0	55,042	24,395	-79,436	0
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Balance of Accumulated Programme Over Years 1-4	0	55,042	79,436	0
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Budget Scrutiny Inquiry Report for 2018-19

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

Chairman: David Watson

Contact Officer: Kelly Sutherland
Committee and Governance Manager



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Introduction

- The Finance, Performance and Resources (FPR) Select Committee carries out scrutiny of all policies and services relating to these areas.
- Cabinet agreed the draft budget at its meeting on 18th December 2017.
- Budget Scrutiny Inquiry meetings were held on 9th, 10th and 11th January 2018 to scrutinise the draft budget and make recommendations to Cabinet.
- The public were able to submit questions via email or twitter.
- Cabinet will respond to the recommendations on 12th February 2018.
- The final budget will be presented to full Council on 22nd February 2018.
- The budget scrutiny meetings were webcast and can be found at <https://buckscc.public-i.tv/core/portal/webcasts>



Membership of the Budget Scrutiny Inquiry

Finance, Performance and Resources Select Committee

Mr David Watson (Chairman)

Mr Charlie Clare (Vice-Chairman)

Mr Bill Bendyshe-Brown

Mrs Anita Cranmer

Mr Steven Lambert (substituting for Martin Farrow)

Mr David Martin

Mrs Julie Ward

Additional Members

Mr David Carroll, Chairman, Transport, Environment and Communities Select Committee

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



Executive Summary

- The Committee recognises that the County Council has faced another challenging year with further financial pressures.
- Other Local Authorities are struggling to deliver balanced budgets but the County Council anticipates that cost pressures will be managed to produce an underspend of £825k for 2017/18. The Committee welcomes this news and are pleased that Council reserves should be back up to £25m by the end of this financial year.
- The Committee would like to extend their thanks to all staff of the County Council for their hard work and dedication on behalf of the residents of Buckinghamshire.
- During the course of the Budget Scrutiny meetings the Committee heard about pressures and challenges, but we also heard about savings and innovations and we have included commendations at the end of the report to celebrate some of the positives.



Recommendations

1. That all Business Units across the Council should switch to timely monthly management accounting on an accruals basis including meaningful variance analysis/reporting.
2. That there should be improved level of visibility in individual budget lines across all portfolios for future Budget Scrutiny Inquiries. The financial data submitted should clearly identify the major costs of running the Council e.g. Home to School Transport, the EfW plant income and costs, on street parking revenue, Skills budget, number of Full Time Equivalent(FTEs) staff, costs of agency staff/interims, key drivers of demand in Social Care and associated unit costs. A high level Budget Book to enable more transparency for Members and the Public is proposed.
3. That where there are figures in the County Council budget which will also be reflected in a District Council's budget, there should be liaison between financial colleagues to ensure that the relevant figures agree e.g. recycling credits, S106 funding.



Recommendations

4. That mandatory face to face exit interviews should be undertaken for all staff on Range 10 or above, and where deemed appropriate, staff below that range and that the online exit interview process should be promoted more effectively to capture feedback from staff at other levels.
5. That Cabinet ensures that there is clear and effective leadership and programme management in the area of ICT and Digital to ensure that the Council's systems are robust, fit for purpose and can share data, where appropriate. This should include a centralised approval system for ICT procurement to ensure value for money and an improved customer experience.
6. That a realistic figure is included in the final Children's Services budget for legal fees.



Recommendations

7. That the Fostering Service undertakes a benchmarking exercise on foster carers allowances and a best practice review of independent fostering agencies to better inform the Council's approach to recruiting additional in-house foster carers.
8. That there should be a detailed independent review of the assumptions and cost drivers used to develop the Children's Services and Health and Wellbeing budgets, as well as a comprehensive review of processes and financial modelling to ensure more accurate forecasting of spend.
9. That the provision of Home to School Transport, both mainstream and Children with EHC Plans, by the Council meets national statutory guidelines only, that discretionary transport should be phased out and that parents/guardians are provided with reasonable notice for any policy changes.



Recommendations

10. That as part of the Strategic Options Appraisal for redelivering Library Services, an e-book pilot study should be undertaken.
11. That, within existing resources, a comprehensive gully survey is undertaken throughout the County to identify accurately the number of gullies and locations and use this to inform the creation of an effective maintenance programme.
12. That sufficient budget is set aside to enable the introduction of a programme of weed management on footways across the County.



National Context

Local Government Finance Settlement:

- **Council Tax Referendum Limit** – increased from 2% to 3% (in line with inflation)
- **Business Rates Retention** – increase local share **from 50% to 75%** from 2020.
- **Negative Revenue Support Grant** – review in spring to find a ‘fair and affordable solution’ (£10.949m in 2019/20).
- **Transitional Grant** – no continuation into 2018/19.
- **Adult Social Care** – Green Paper due in Summer 2018. No new funding announced.



Local Context

Medium Term Financial Plan (MTFP) Assumptions

- The Medium Term Financial Plan (MTFP) extends to 2021/22. The following points should be noted:
 - In 2018/19 the Revenue Support Grant will cease.
 - In 2019/20, a proportion of locally retained business rates will also be lost, a revenue reduction of approximately £11 million.
- A Council Tax increase of 4.99% has been assumed in the draft budget.



Overall Budget & Leader's Portfolio

- The Leader reported a significant deterioration in the forecast outturn for 2017/18 financial year. At the end of November, Children's Services had forecast £0.8m overspend and Health and Wellbeing £1.4m overspend for year end.
- In December, this was revised to £1.8m overspend for Children's Services and £4.1m for Health and Wellbeing.
- These portfolios had been identified as risk areas in the budget and therefore contingencies were released to reduce the forecast overspends to £0.7m for Children's Services and £1.3m for Health and Wellbeing for year end.



Overall Budget & Leader's Portfolio

- The Leader acknowledged that this deterioration had been a surprise and in Health and Wellbeing in particular, the reasons for the increased overspend had not yet been fully explained.
- Both portfolios were demand led, but there could also be a systems issue – perhaps delays in inputting client data might have contributed to a lack of sight of financial implications. A spike in spend might also reflect a sudden increase in care plan changes following annual renewals.
- The Section 151 Officer was conducting a review into why there had been such a shift in the financial position in a relatively short period of time and weekly budget meetings were being held with the Adults Leadership Team to ensure close scrutiny of the financial position going forward and to identify improvements that could be made in financial management. Regular meetings were also being held with all Finance Directors.



Overall Budget & Leader's Portfolio

- The Budget Scrutiny Inquiry 2017 made a recommendation to improve corporate oversight, particularly around change projects. Members were therefore concerned to hear that overspends in Children's Services and Health and Wellbeing had only just come to light and could not be fully explained.
- Although news that the S151 officer was meeting weekly with the Adults Leadership team and other key staff was welcomed, the Committee believed this was not sustainable.
- We ask that the root causes of the Children's Services and Health & Wellbeing 2017/18 outturn overspends are fully understood to enable the 2018/19 final budget to be adjusted accordingly.
- In addition, we do not believe that a reliance on forecasting is sensible, particularly when financial resources are limited and therefore recommend a change in the way the Council prepares its management accounts.

Recommendation 1 – That all Business Units across the Council should switch to timely monthly management accounting on an accruals basis including meaningful variance analysis/reporting.



Overall Budget & Leader's Portfolio

- In 2017, the Committee highlighted a lack of clarity in budget lines which meant that it was difficult for the public to fully understand the Council's plans and made effective scrutiny more challenging.
- Although we were pleased to see a detailed and comprehensive budget pack with all Equality Impact Assessments included, there remained a number of key areas where spend was not explicit.
- For example, there was a lack of visibility around the costs or income associated with the Energy From Waste Plant (Efw) and Home to School transport.



Overall Budget & Leader's Portfolio

- The Committee would also like to see:
 - a clearly defined budget line for agency staff and interims to enable progress in this area to be monitored.
 - that the key drivers of Children's Services and Health & Wellbeing demand and their associated average unit costs are included within the final budget.
- The Committee propose a high level budget book should be produced to increase transparency for Members and the Public. The Committee is happy to work with officers to help to shape what a Budget Book might look like.

Recommendation 2: That there should be improved level of visibility in individual budget lines across all portfolios for future Budget Scrutiny Inquiries. The financial data submitted should clearly identify the major costs of running the Council e.g. Home to School Transport, the EfW plant income and costs, on street parking revenue, Skills budget, number of Full Time Equivalent(FTEs) staff, costs of agency staff/interims, key drivers of demand in Social Care and associated unit costs. A high level Budget Book to enable more transparency for Members and the Public is proposed.


Overall Budget & Leader's Portfolio

- The Committee heard that in a number of areas, the Council's budget included assumptions or figures that have been agreed with the District Councils, such as recycling credits and S106 funding.
- However, to ensure the Council's budget is accurate, we ask that these figures are fully agreed with other authorities.

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Recommendation 3: That where there are figures in the County Council budget which will also be reflected in a District Council's budget, there should be liaison between financial colleagues to ensure that the relevant figures agree e.g. recycling credits, S106 funding.

We heard from the Leader that he hoped to reopen dialogue with the District Councils with a view to reaching an agreement to bid for a Business Rates Retention pilot for Buckinghamshire in 2019/20. The Committee wish to register our support for the Leader in this endeavour.



Overall Budget & Leader's Portfolio

Corporate/Cross-Cutting Issues

- As a Committee, we were concerned about a high level of turnover amongst senior managers and the number of interim appointments at the Council, as this could impact the delivery of extensive transformation programmes, which are aligned to substantial budget savings.
- We heard that overall staff turnover was currently at 13%. However, further investigation identified that the current figure was actually 16%, (4%-6% higher than the ideal rate) and it was 19% for Senior Managers and Children's Services staff.
- Although good work had been done in refreshing the Council's recruitment website and onboarding process for new recruits, the Committee was concerned about the level of senior staff turnover and what action was being taken to understand why experienced staff had left the Council.



Overall Budget & Leader's Portfolio

- Leavers were invited to undertake an exit interview online and line managers were encouraged to have a face to face discussion to understand the reasons for staff moving on.
- Currently, 57% of leavers completed the online exit interview.
- We were advised that the reasons for Senior Managers leaving were usually known and sometimes it was simply unfortunate circumstances. The Council also moved quickly to recruit to senior posts.
- However we remain concerned about retention issues and believed that the first step in addressing this is to capture and analyse the reasons why staff choose to leave.

Recommendation 4: That mandatory face to face exit interviews should be undertaken for all staff on Range 10 or above, and where deemed appropriate, staff below that range and that the online exit interview process should be promoted more effectively to capture feedback from staff at other levels.

Overall Budget & Leader's Portfolio

Council Tax Increase

The Committee noted the new flexibilities around a possible additional 1% increase to Council Tax, which were announced in the Provisional Local Government Finance Settlement on 19th December 2017.

We recognise that this decision is a matter for Cabinet, however the majority of the cross-party Committee are sympathetic towards an additional 1% increase in Council Tax given the risks in the budget and this year's unexpected overspends. Should Cabinet propose to increase Council Tax by an additional 1% in the Council's final budget, we believe that the additional funding should be mainly ring-fenced for Adults and Children's Social Care.



Capital

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

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

Priorities for the £417m capital programme for the next 4 years included:

- Education and Skills – £156m allocated for School Places
- Property Maintenance - to tackle a backlog in this area
- Legionella and Asbestos - survey programme which was progressing well.
- ICT – to aid the Transformation Programme and to ensure all infrastructure is resilient and robust.
- The programme was frontloaded for 2018/19 and 2019/20 mainly due to a demand for new school places.



Capital

- The Cabinet Member for Resources reported that income was generated through assets e.g. rental income from the investment property portfolio, energy income from the Solar Photo-Voltaic programme.
- However, the Cabinet member did highlight the generic risks involved with the successful implementation of a number of Capital projects, including planning delays (particularly in schools) and securing any match funding requirements (Flood Schemes and Transportation projects).

The Committee would like assurance that the delivery of the Capital programme is realistic, as it appeared that a large proportion of the budget was front loaded. We suggest that the phasing of the draft budget capital spend should be aligned to the period when the relevant planning permissions and match funding are likely to be granted.



Resources Portfolio

- The Cabinet Member reported a forecast underspend of £170k. The portfolio had delivered £4 million of permanent savings and had benefitted from £500k of additional income since 2015.

The main challenges and risks for the portfolio included:

- Retaining senior members of staff to ensure key projects are delivered on time.
- Property Maintenance – a pressure area which had improved since the implementation of a new contract.
- Cyber Security – a growing problem nationally which the Council must address.

We were pleased to hear that 33% of the Resources budget was generated through income; however, there was a concern that 81% of this income came from schools. The Committee would like officers to work proactively to diversify their customer base to avoid such a reliance on schools income.




Resources Portfolio

ICT Transformation Programme

- We were pleased to see the continuous investment into ICT. However, it was agreed that the digital programme had lost momentum and with a new Head of ICT & Digital yet to be appointed, the direction of travel could once again be disrupted.
- We believe that the projects highlighted to us were business as usual activities rather than truly transformational and clear, consistent leadership is needed to reinvigorate the Council's approach to digital.
- Whilst the Committee recognise that there is a considerable investment proposed in the draft Capital programme, Cabinet should consider whether this is sufficient to deliver the Council's aspirations in this area.

Recommendation 5 – That Cabinet ensures that there is clear and effective leadership and programme management in the area of ICT and Digital to ensure that the Council's systems are robust, fit for purpose and can share data, where appropriate. This should include a centralised approval system for ICT procurement to ensure value for money and an improved customer experience.



Children's Services Portfolio

- The Cabinet Member reported a £1.8m forecast overspend at year end - mainly due to an increase in Looked After Children (LAC). £1.1m of contingency had been released to offset this, resulting in a year end forecast of £0.7m.
- Despite forecasting an overspend in the current financial year, Children's Services were proposing an overall reduction in their revenue budget of £2.1m for 2018/19.
- The costs within Children's Services were higher than average due to the increased number of complex cases leading to high unit costs of placements and significant staffing costs.
- The delivery of the '**Change for Children**' transformation programme was ongoing and the associated savings could be at risk if there were delays in implementing new models of service delivery.



Children's Services Portfolio

- The Cabinet Member confirmed that the budget would be sufficient for 2018/19; however, there was a growing pressure around the legal budget.

Recommendation 6 – That a realistic figure is included in the final Children's Services budget for legal fees.

- We acknowledge that Children's Services face challenges around demand and recruitment of experienced social work staff. However, during questioning it was difficult for Members to fully understand what assumptions had been made around demand, staffing etc. within the MTFP. Similar issues were also raised in connection with the Health and Wellbeing portfolio, therefore a recommendation to review both social care areas is made later in the report – **See recommendation 8.**



Children's Services Portfolio

Agency Staff

- We were pleased to hear that the level of agency staff had reduced to 21% due to an effective retention strategy.
- It was explained to the Committee that a significant proportion of agency staff were used to cover more challenging areas, including Senior Social Worker vacancies.

Whilst we acknowledge that Children's Services will probably always require an element of agency staff to meet demand, more work should be undertaken to reduce the level of spend in this area where possible.



Children's Services Portfolio

- Last year, the Committee highlighted their concern over our low numbers of in-house foster carers and were disappointed to see that only 10% of the target increase set out in the Change for Children programme had been achieved within the past 6 months.
- It was noted that a significant proportion of budget savings are predicated on increasing the in-house fostering capacity and therefore there are concerns that these will not be achieved.
- The Committee wish to see a more proactive and innovative approach to foster carer recruitment. It is vital that new recruitment initiatives are effective in order to deliver improved outcomes for children and significant savings proposed for the next four year period.

Recommendation 7 - That a benchmarking exercise on foster carers allowances and a best practice review of independent fostering agencies is undertaken to better inform the Council's approach to recruiting additional in-house foster carers.



Health and Wellbeing Portfolio

- The Cabinet Member reported an unexpected forecast overspend of £4.1m to be offset with contingencies, which would reduce it to £1.4m by year end.
- Only £3.8m of the £5m savings target in 2017/18 had been achieved.
- We acknowledge that pressures on Adult Social Care are felt nationally, with demographic changes and issues in the care provider market triggering further financial problems. As a demand led and statutory service, many costs are unpredictable and therefore unforeseen.
- However, we were disappointed to hear about the overspend, which had only recently come to light. The Cabinet Member and Finance Director were unable to fully explain the reasons for this overspend. We heard that the S151 Officer was undertaking an urgent investigation and we ask that the outcome of this investigation to be reported at a future FPR Select Committee meeting.



Health and Wellbeing Portfolio

- In view of the overspend and the failure to hit the 2017/18 savings targets, the Committee believe there are risks in the 2018/19 budget and would encourage an increased level of Corporate monitoring of the Adult Social Care budget.

Recommendation 8 - That there should be a detailed independent review of the assumptions and cost drivers used to develop both the Children's Services and Health and Wellbeing budgets, as well as a comprehensive review of processes and financial modelling used, to ensure more accurate forecasting of spend.

- We heard from the Cabinet Member that an **Adult Social Care Transformation** programme is underway, as a response to current financial pressures – this will change the service operating model from reactive to a more proactive approach to generate efficiencies, manage demand, yield financial savings and improve areas of underperformance.

The Committee wish to support the portfolio's Transformation programme and therefore ask that detailed project plans should be scrutinised by the Health and Adult Social Care Select Committee.

Health and Wellbeing Portfolio

Other key findings include:

- **Income Generation** – the opportunities to generate income within health and wellbeing are restricted due to legal reasons. This leads to a further emphasis on savings.
- **Accountable Care System (ACS)** - The Committee welcomed the fact that Buckinghamshire is one of 9 pilot ACS in the country. ***We believe that there needs to be more urgency in the integration of health & social care to improve outcomes for residents and produce long term financial savings.***
- **Contracts** – it was highlighted that over 200 contracts are managed within Health and Wellbeing. ***We ask that consideration is given to rationalising the number of Care Home contracts to improve the quality and efficiency of contract management.***



Education & Skills Portfolio

The Cabinet Member reported a small forecast underspend.

The key priorities for the portfolio in the year ahead remained:

- Managing Home to School Transport
- Managing changes to Dedicated Schools Grant (DSG)
- Ensuring children with special needs have the relevant support
- Narrowing the achievement gap in schools
- Improve school performance

The key challenges for the portfolio included:

- Demographic changes and providing sufficient school places, including pre school
- Maintaining a cost effective Home to School Transport service.
- Improving KS2 results
- Delivering the proposed new Early Help model



Education & Skills Portfolio

- **School Places** – The proposed capital expenditure will provide approximately 4,450 Primary and 5,500 Secondary places over the next four year period.
- **School Funding** – the new Funding Formula introduced will provide £11m of additional funding next year through a local formula. Overall, Buckinghamshire schools will see a 3% increase in funding.

The Committee welcomes the changes introduced by the new revised Funding Formula and noted that schools in deprived areas with higher levels of pupils on free school meals would benefit from the new formula. We would however like to see the Council proactively intervening to narrow the attainment gap between children from deprived families and the national average and the greater gap between the County Council's Looked After Children and the county average.




Education & Skills Portfolio

Home to School Transport

- We heard that the Home to School transport budget, particularly SEND transport, was experiencing high levels of demand.
- The Cabinet Member advised that whilst savings had already been made in this area over the last few years, his team were reviewing arrangements due to the ongoing costs pressures.
- The Committee appreciate that changes to Home to School Transport policies can be unpopular with parents. However, Budget Scrutiny made a recommendation in this area in 2017 and as the budget continues to be under pressure, difficult decisions are needed.

Recommendation 9 - That the provision of Home to School Transport, both mainstream and children with EHC plans, by the Council meets national statutory guidelines only, that discretionary transport should be phased out and that parents/guardians are provided with reasonable notice for any policy changes.



Community Engagement & Public Health

The Cabinet Member reported that his portfolio would be on budget for 2017/18.

The portfolio was very wide-ranging and priorities for next year included:

- To make communities stronger, healthier, resilient and safer.
- To keep people healthier and independent for longer
- To keep communities safe by working with the Bucks Safer Stronger Partnership Board (BSSPB)

Public Health

- The Committee heard that Public Health were using digital channels as a means of delivering mandatory services at a reduced cost. We were pleased to hear that detailed assessments have been carried out to ensure this channel shift was effective.

The Committee heard that Government plans to link Public Health funding to Business rates from 2020. We hope that robust plans will be put in place to ensure a smooth transition and to enable the preventative agenda to be adequately supported.




Community Engagement & Public Health

Library Service Delivery Options Appraisal

- The Committee heard that the library services had generated savings in the region of 40% of the net budget over the last eight years through a range of efficiencies.
- A detailed Service Delivery Options Appraisal was now being developed to see if further savings could be achieved.

Recommendation 10 - That as part of the Strategic Options Appraisal for redelivering Library Services, an e-book pilot study should be undertaken.

Book Fund

- It was explained to the Committee that the Council's investment in stock was below the national average -it was therefore a challenge to see investment reduced further.
 - However through careful stock management and by encouraging donations the libraries were still able to offer a wide choice for residents and library issues remained above the national average.
- 

Community Engagement & Public Health

- Libraries also acted as important community hubs, offering more than just books – e.g. IT classes, Citizens Advice Bureau sessions, Knit and Natter and Bounce and Rhyme sessions.

The Committee recognise that libraries are a valued part of the community and the current Bucks mixed model, which includes a number of Community Libraries has proved very successful . We ask therefore that the Resource Grant Agreements with Buckinghamshire’s Community Libraries will continue.



Planning & Environment Portfolio

The Cabinet Member reported a small forecast underspend at year end and the portfolio had continued to deliver the income targets already built into the MTFP.

- The biggest challenges for the portfolio in the coming year included:
 - Cost reductions relating to Household Recycling Centres. (HRCs)
 - Housing growth
 - An increasing population and demand for services
 - A need for astute contract management, particularly in Waste
- We were pleased to hear about the successful delivery of efficiency savings both through service efficiencies and the purchase of a bulky waste shredder.
- We also welcome the impact that the Energy from Waste (EfW) Plant has had on the total level of landfill tax being spent by the Council, reducing tax from £8.4m in 2014/15 to £45k in 2018/19.
- We were pleased to hear that Buckinghamshire was the top performing County for recycling.



Transportation Portfolio

The Cabinet Member reported a small forecast overspend for year but mitigating action was being taken and he was confident that the portfolio would come in on budget.

- The Client Transport service had forecast an overspend of £29k while there was an estimated underspend in the Transport for Buckinghamshire budget.
- A survey on Highways Maintenance completed in November showed satisfaction rates are low but improving.

The key challenges for the portfolio included:

- The public's perception and satisfaction with road maintenance
- Funding to keep up with the pace of Growth and demand



Transportation Portfolio

- **Growth** – The Committee was pleased to hear that more funding is available year on year for growth and that appropriate scenario planning had been undertaken to inform the draft budget.
- **Gully Emptying** – The Committee was pleased that their recommendation last year to invest further in gully maintenance had been implemented. However, there remained a general concern that the asset had not been comprehensively surveyed.

Recommendation 11 - That a comprehensive gully survey is undertaken throughout the County to identify accurately the number of gullies and locations and use this to inform the creation of an effective maintenance programme.



Transportation Portfolio

- **Weed Management**

- The Committee has previously recommended that there should be an increased spend to remove water from the roads to protect them from erosion. This has been accepted in recent budgets.
- The Committee believe the same consideration should be given to introducing a programme of weed management to preserve the quality of footways across the County.

Recommendation 12 - That sufficient budget is set aside to enable the introduction of a programme of weed management on footways across the County.



Other Observations/Further Work

- The Committee heard a public question regarding winter gritting routes. The Cabinet Member explained that the Council works closely with the District Council's to ensure that roads are safe during the winter. We ask that the protocol with District Council partners regarding gritting of pavements in town centres in snowy weather should be revisited. In addition, a communication campaign to highlight grit bin usage to members of the public would be helpful.

Follow up items for Select Committees

Transport, Environment & Communities – Skills agenda and Future Reconfiguration of Household Recycling Centres.

Health & Adult Social Care – ASC Transformation Programme

Children's Social Care & Learning – Narrowing the Gap

Finance, Performance & Resources – Development of Budget Book, Recruitment & Retention Strategies, Progress of ICT & Digital, Outcome of the S151 Officer's urgent investigation into Overspend



Commendations

The Committee would like to record the following ‘good news’ stories from Budget Scrutiny:

- **Public Health** – Strong evidence of innovative transformational change which has generated a number of savings whilst maintaining the quality of services
- **Trading Standards** – Joint service with Surrey is seen as an exemplar, delivering savings set out in original business plan and preparing for opportunities arising from Brexit.
- **Energy from Waste Insurance & Overheads** – Evidence of effective contract management that was able to mitigate a potentially avoidable increase in cost.
- **Country Parks** – Continuing to attract increasing visitor numbers and generating significant revenue to sustain the parks for the future.
- **Children’s Services** - The Committee welcomed the open presentation and appraisal of the challenges facing the services.



Appendix

Link to Budget Scrutiny Inquiry Scope

<https://democracy.buckscc.gov.uk/documents/s104695/Draft%202018%20Budget%20Inquiry%20Scope.pdf>

Link to the Budget Scrutiny Meeting webcasts (available for 6 months)

- Day 1 - https://buckscc.public-i.tv/core/portal/webcast_interactive/319460
- Day 2 - https://buckscc.public-i.tv/core/portal/webcast_interactive/319461
- Day 3 - https://buckscc.public-i.tv/core/portal/webcast_interactive/319462





Assistant Chief Executive's Service Business Plan

Plan 2018-22



Meeting the
challenges

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

The past year has been one of change and uncertainty for local government. The changing political and economic landscape continues to shift; with negotiations for Britain's exit from the European Union, uncertainty of central government priorities following the General Election, reducing budgets and changing demographics applying acute pressure on the delivery of our services.

Over the last 5 years, The Council has reshaped services saving more than £100m and generating around £70m in income each year from shared services, traded services, fees and charges. We have strived to improve and innovate in the delivery of our services, responding to the changing expectations of our residents and making a commitment to improved partnership working.

As Buckinghamshire changes, we must develop strategies to drive place based growth, securing economic prosperity whilst protecting our rich and varied natural environment, protecting our most vulnerable and ensuring our residents live happy and healthy lives.

We will focus on building the right skills, developing our commercial acumen to attract investment and secure organisational resilience. We will work with partners, beyond organisational boundaries, across the public and private sector, to deliver beneficial economic and social outcomes.

The Assistant Chief Executive's Service is at the heart of the Council. It provides strategic leadership and corporate guidance, helping the organisation plan ahead by offering clear intelligence, professional policy advice, high-quality member support, developing efficient and effective council-wide strategies and frameworks, working with our partnerships and providing organisational governance. We support our political leadership to shape and respond to local, regional and national developments affecting Buckinghamshire.



Martin Tett
Leader of the Council



Sarah Ashmead
Assistant Chief Executive

Meeting the challenges

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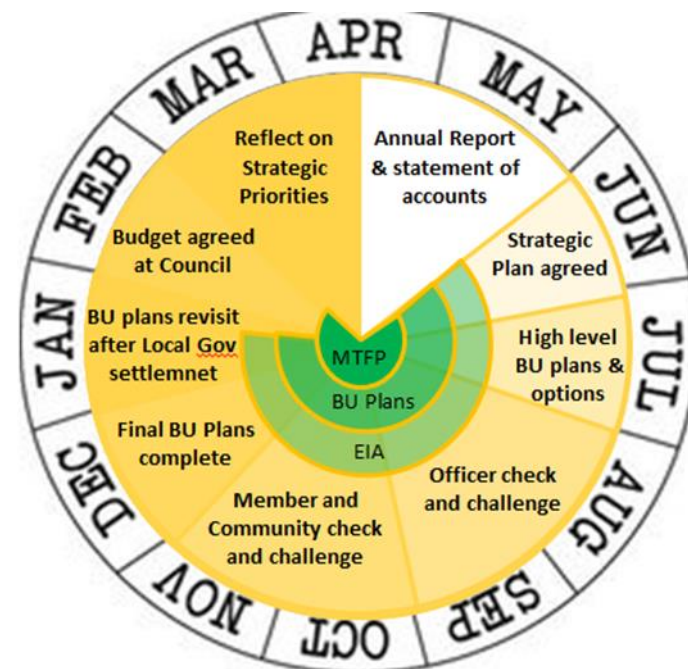
An explanation of the corporate planning process



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

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

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



Explanation of our Service Areas



Sara Turnbull
Democratic Services

Democratic Services champions the role of Members and supports Members to undertake their various roles. The Head of Service is the statutory scrutiny officer for the Council. The Service provides advice on the Council's Constitution and supports the Monitoring Officer on the Council's standards framework. Governance support and advice is provided to all Committees and the wider organisation.

We are responsible for independent policy support to Scrutiny Committees as well as high quality administrative & clerking support to the Council's Committees and a number of other meetings. The Team also manages, maintains and supports officers to use the Council's governance software system.



Claire Hawkes
Strategy and Policy

The team provides strategic advice and policy support to Members, leadership team and business units. From research, analysis and regular policy bulletins, the team helps the organisation to have effective forward planning.

We also provide policy support to Members and Senior Leadership in local, regional and national roles allowing the organisation to be represented within the local government landscape.

We also ensure corporate oversight of the equalities framework. Coordinating and monitoring action plans along with researching and disseminating best practice

The team also lead on Brexit planning and the NLGN partnership events.



Sophie Payne
Customer and Communications

We provide specialist advice and expertise to Members and business units and ensure that communications and engagement activities are coordinated, cost-efficient and effective, directly supporting the achievement of Member priorities and business unit outcomes. Key activities include marketing and behaviour change communications, media relations, branding, internal communications, digital communications and social media, plus support for consultation and engagement.

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

We also support the Council in ensuring effective and timely handling of Freedom of Information requests.



Jo Baschnonga
Head of Insight and Business Improvement (BII)

BII brings together several corporate functions working collectively to help the organisation plan ahead by offering clear intelligence, professional advice, developing appropriate and innovative council-wide strategies, frameworks and effective assurance internal controls.

The role of BII is to support Business Units and partners through the provision of high quality insight and intelligence to deliver their strategic priorities and outcomes in the most efficient and effective way; to identify opportunities for improvement and work with colleagues to deliver these.

BII supports Business Units' to understand demand on their services (now and in the future), and to plan, shape, and improve their services resulting in improved outcomes and a better customer experience.



Linda Forsyth
**Deputy Monitoring
Officer and Head
of Complaints**

The Deputy Monitoring Officer provides legal and governance advice to the Monitoring Officer (Sarah Ashmead) and acts as Monitoring Officer in her absence including attending Cabinet meetings and meetings of the Regulatory and Audit Committee. Responsible for clearing reports to Council and Committees and advising on the call-in process. The Deputy Monitoring Officer is also responsible for the Complaints teams and all Local Government Ombudsman issues.

The Deputy Monitoring Officer is the Contract Manager for the Inter Authority Agreement with Harrow Borough Council (HBPL Agreement).

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Clive Parker
**Civic and
Ceremonial Services**

The Civic and Ceremonial Services Team support the Chairman of Council and the Lord Lieutenant in a wide range of duties and advise the High Sheriff on ceremonial matters.

The Team keep the Chairman's diary and organise visits, awards ceremonies and receptions. Promote and manage the Armed Forces Covenant, and organise Armed Forces Day. Other projects include organisation of Royal Visits; Queen's Awards; Honours applications; Buckinghamshire Best Kept Village Competition; the Council's County Show marquee; Heritage Open Weekend; Emotional Wellbeing Conference; management of the Judges Lodgings and the Old County Hall's Exhibition Suite

Who are we? – Key facts and achievements



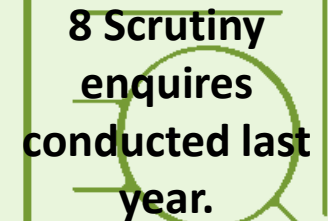
Supported annual strategic plan refresh, annual report and debate



BII team won the Bucks Innovation Summit with the SEND improvement project



Communications won team of the year at 2017 BCC Hero's Awards



8 Scrutiny enquires conducted last year.

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Shortlisted for Association of Democratic Services Officers Team of the Year



LG Communications Silver Award for Active Bucks



100 people trained in Think Councillor



18000 visits to webcasts.



49 Councillors inducted and supported



Cited as best practice in LGA publication for Brexit preparations



57 Best Kept Village Applications



Public Sector Communications Insight Award 2017

Strengths

- Positive reputation with regular feedback from key partners
- Collaborative style and embedded business partner roles
- Strong relationship with Members
- High quality governance and constitutional advice
- Strong knowledge and skills base around all aspects of democracy
- Team of the year award (communications)
- Clearly defined roles
- Ability to escalate quickly and efficiently
- Good horizon scanning (policy bulletin)
- Experienced event management
- Shared communications and engagement service for the Council and the two Buckinghamshire Clinical Commissioning Groups

Weaknesses

- Limited access to data prevents the Council harnessing full potential
- In some areas outdated tools and systems prevent smarter working
- Resilience due to small size of some teams
- Challenge of engagement across the Council and amongst all tiers of leadership

Opportunities

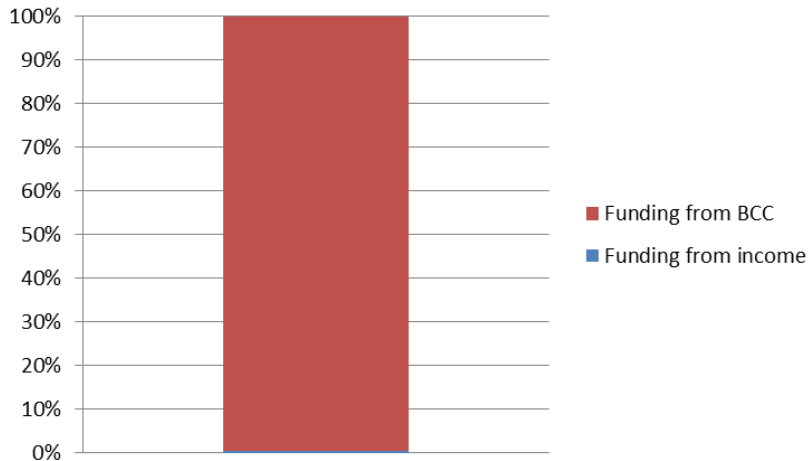
- Commercialisation- developing tools and products
- Further development of check and challenge across the Business Units
- Development and nurturing of relationships with key partners
- Further development of outcome focussed scrutiny
- Raise profile nationally

Threats

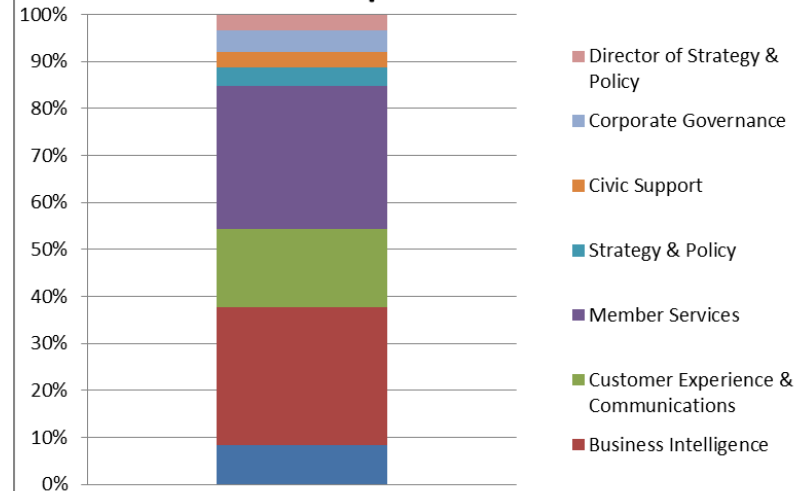
- Risk around silo based work streams
- Unsighted on high risk issues that could have a reputational and operational impact
- Antiquated systems that cannot support innovative and iterative technology
- Data quality
- Changes in the political landscape
- Staff turnover resulting in loss of knowledge

Key Financials

Income



Expenditure



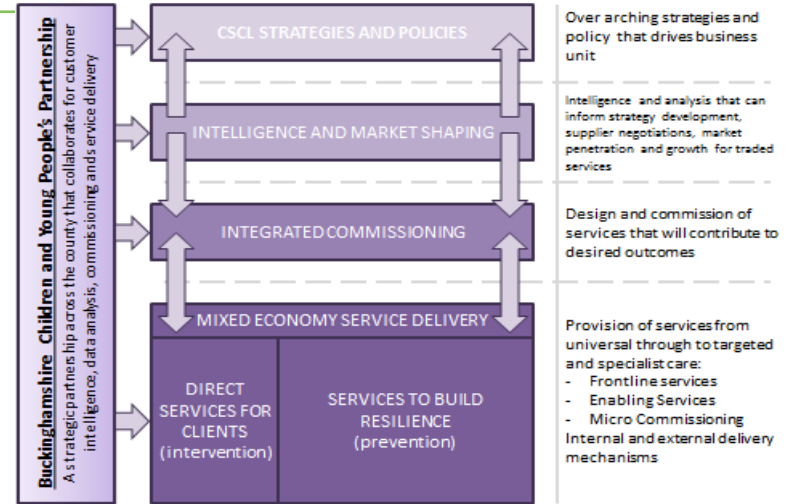
The Assistant Chief Executive Service budget is predominantly an expenditure budget with a very small amount of income (0.5%), covering corporate strategy and policy activities as well as the support of members. Financial governance is discharged through the monthly ACES Board where the budget monitoring position is considered and feeds into the monthly CMT Budget Board.

Business Intelligence & Insight

How Insight and Intelligence is informing our work

Key characteristics of Business Insight & Intelligence:

- Add strategic value to services
- Align and enable the delivery of the strategic priorities of our business units and the Council overall – for example assisting with the Change 4 Children programme (figure on right).
- Produce the quarterly corporate performance reports, whilst finding patterns and stories in data – and applying these to understand the drivers of performance.
- Enable services to improve, become more efficient and enhance the customer experience
- Scope and deliver improvement projects to drive corporate change programmes and improve outcomes for residents.



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

BII colleagues have developed a robust process to enable the ongoing evaluation of performance measures, which will feed into the new corporate performance management system (Covalant). This is part of ongoing activity to ensure the authority is capturing the right metrics to successfully measure services across all Business Units.

BII is delivering the corporate BI tool programme to improve data accessibility, strengthen reporting capability, and promote self-service of information. The four delivery strands of the project:

1. Implement the Covalent cloud-based performance management system
2. Manage the tender and development of a 'data Integration platform'.
3. Consolidate and upgrade SAP Business Objects.
4. Improve the analytical capabilities of staff (training) and enhance data visualisation.

BII will also:

- Support delivery of the People's strategy across the organisation by providing accurate and timely information.
- Work side-by-side with the Business Improvement function of BII to inform service & corporate change.
- Continue to examine and improve data quality across BCC.
- Assist in the delivery of new data protection law – General Data Protection Regulation (GDPR).

How we deliver our key objectives and priorities

Service Outcome 1

Support **elected members** in their different roles and ensure efficient governance and legal advice is in place to support **good decision-making**

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Our main SMART key actions are:

- Supporting elected Members in their different roles and ensure efficient governance service to support good decision-making to the Council's Committees **March 2019**
- Work with Members to refresh the strategic plan, including development of an annual plan to evidence on progress against priorities **May 2019**
- A Constitution review is undertaken by **March 2018**
- The HBPL Contract delivers its KPIs and financial objectives **March 2018**

Service Outcome 2

Provide **strategic advice and support** to Cabinet Members and CMT, ensuring that the Council responds to local and national developments, and contributes effectively to **strategic partnerships**

Our main SMART key actions are:

- Organise the interactive Full Council debate on a relevant policy topic (generated from working with Members on the strategic plan refresh) **May 2019**
- Work in partnership with the Local Government Association to ensure the leader appropriately prepared within his LGA role (**throughout the year until March 2019**)
- Prepare regular policy bulletins to support the organisation with effective forward planning and horizon scanning (**monthly until March 2019**)
- Lead a task and finish group reporting progress / escalations to Members and CMT on planning for a successful Brexit (**March 2019**)

Meeting the challenges

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How we deliver our key objectives and priorities

Service Outcome 3

Coordinate the delivery of an effective **business planning** framework - ensuring that clear priorities are agreed and communicated, supported by delivery plans and **performance reporting** arrangements which enable the organisation to meet its statutory responsibilities and achieve the outcomes set by the Council

Our main SMART key actions are:

- Support the business units to prepare robust BU Plans produced each year with measurable outcomes against strategic priorities **March 2019**
- Complete an equalities self assessment and escalate key issues to CMT **March 2019**
- Support performance reporting across all BU's, including implementation of a new corporate performance management system **March 2019**
- Implement a new people-focused approach to managing performance, designed to turn talk into action – 'Better Performance Every Day' **March 2019**

Service Outcome 4

Promote **collaboration** across the Council, providing expertise, capacity and a critical friend to support business units with their **improvement and transformation** activity

Our main SMART key actions are:

- Support with corporate inspections **March 2019**
- Support the Children's transformation programme **March 2019**
- Support the Adults transformation programme **March 2019**
- Support the move to a unitary authority **March 2018**

How we deliver our key objectives and priorities

Service Outcome 5

Deliver effective **communication services** that enhance the reputation of the Council and the CCGs, and ensure that residents and staff are well informed and engaged in the delivery of services

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Our main SMART key actions are:

- Communication projects - Prevention, integration of health and social care, Fostering, Early Help Review, National and regional infrastructure (including HS2), Supported Transport **March 2019**
- Effective operational internal communications, plus employee engagement, culture change and improved customer experience via the Better Every Day campaign. **March 2019**
- Operate as a shared communications and engagement service for the Council and the two Buckinghamshire Clinical Commissioning Groups. **March 2019**

Service Outcome 6

Promote the **profile of Buckinghamshire** at a local, regional and national level, including through civic and ceremonial activities

Our main SMART key actions are:

- Manage the Chairman's Diary, Receptions and Awards Ceremonies, Royal Visits to the County and Armed Forces Day **March 2019**
- Administer the Buckinghamshire Best Kept Village Competition March and organise the County Show marquee **March 2019**
- Administer the process for the presentation of Queen's Awards and Voluntary Service Awards **March 2019**
- Support the Honours Committee in considering nominations for honours **March 2019**

Meeting the challenges

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How we deliver our key objectives and priorities

Service Outcome 7

Champion excellent **customer service** across the organisation through effective handling of customer feedback and Freedom of Information requests

Our main SMART key actions are:

- Effective handling of customer feedback and Freedom of Information requests to deliver excellent customer service and meet statutory requirements. **March 2018**
- Complaints are dealt with in a timely way **March 2018**

Service Outcome 8

Develop and deliver high quality **insight and intelligence** focused on issues affecting Buckinghamshire and its residents, leading and embedding evidence-based working culture

Our main SMART key actions are:

- Develop a suite of insight and intelligence tools, supporting benchmarking, data collection and analysis **March 2018**
- Develop scoping and delivery of insight and intelligence products, leading and embed evidence-based working culture – positioning BCC as a learning organisation **March 2018**
- Enable sharing of intelligence, data & information via our corporate information governance & data protection function
- ‘Turn the curve’ on a range of performance challenges & ‘wicked issues’ through embedding an intelligence-led approach to driving improvement

Meeting the challenges

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Equalities

Our Legal Obligations

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

The Council is committed to:

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

As an employer and as service provider we will:

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

Public Sector Equality Duty Compliance

ACES draws together customer insight and evidence from across the Council which is used to inform the Council's Strategic Plan Outcomes. In doing so it highlights areas of inequalities tackling residents' issues around deprivation, disadvantage or health or educational inequalities for example. The Strategic Plan Outcomes aim to help and protect some of the most vulnerable individuals and communities. ACES also develops communications and digital solutions that are inclusive and accessible.

How we achieve this

The Assistant Chief Executive Service recognises its specific duties under the Equalities Act of 2010. We will:

- Provide corporate focus on the Council's Equalities duties, ensuring a best-practice approach across the organisation.
- Monitor the demographic makeup of our workforce to ensure our recruitment and retention processes are fairly applied
- Monitor the workforce to ensure that all staff take advantage of the training offered
- Ensures all staff embed equalities and diversity into their work practices
- Provide equality of opportunity to ensure residents are actively encouraged to participate in our local democracy

Communities, Health & Adult Social Care Business Unit Plan 2018-22



Agenda Item 7



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

Welcome to the Communities, Health & Social Care (CHASC) Business Unit Plan for 2018 - 2022 which sets out our key intentions and areas of work for the next four years.

CHASC provides a range of services which aim to improve the health, well-being and quality of life for our residents. Our services are principally Adult Social Care, Commissioning for Adults and Children, Public Health, libraries, registration services, community safety, community and cultural development and support for the voluntary sector.

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Our vision is that people lead their own lives and fulfil their potential in safe, healthy and thriving communities.

Our role in delivering this vision is to

- *help people to help themselves, promoting well-being and self-reliance at all stages of their lives*
- *support vulnerable people to be safe and in control, making choices about how they live*
- *support communities to be strong, healthy, safe and resilient*

Demand for our services is rising because of demography and rising expectations and we aim to meet these challenges within the Council's available resources:

- meeting needs and helping people to achieve the outcomes they want for themselves so that they live fulfilling lives

- enabling and preserving healthy living, wellbeing and independence so that people can live well at home
- helping people make the most of the resources in their communities and removing any barriers to access
- forging stronger partnerships across the public, private and third sector to strip out duplication and provide joined-up support
- making sure services are high quality, effective and offer good value for money
- supporting vulnerable people and children into adulthood
- working with individuals, families and communities as partners in designing the future of our services

Our priorities in this Business Plan are all focused on delivering this vision.



Lin Hazell
Cabinet Member



Noel Brown
Cabinet Member



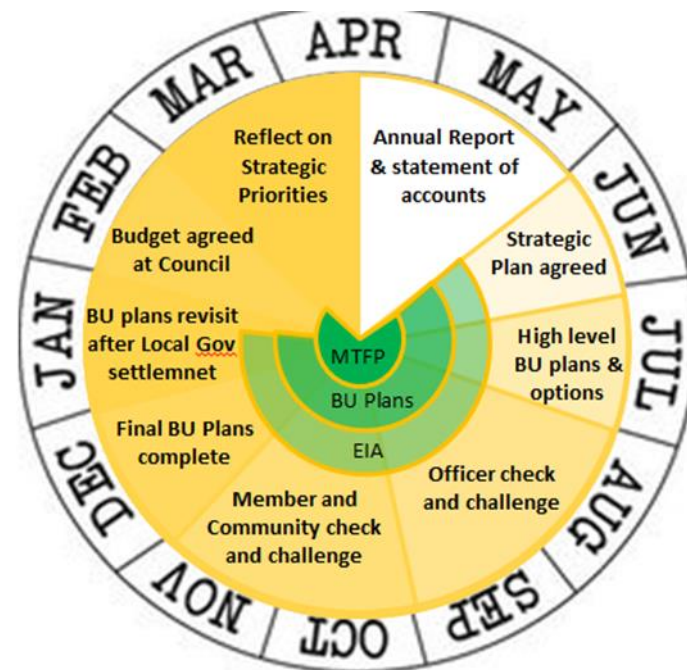
Sheila Norris
Executive Director

Corporate Context – An explanation of the corporate planning process



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

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



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Strategic Priorities

Safeguarding Our Vulnerable



1. Safeguard vulnerable children and adults
2. Keep children in their own home where it is safe to do so and only bring children into care when it is the best option for them
3. Deliver effective interventions and family support in an integrated and coordinated way to achieve better outcomes for all children and reduce the need for children and families to access statutory services
4. Identify and take action where we find exploitation of children and young people and give care and support to those affected
5. Improve outcomes for children and adults with special educational needs or disability
6. Ensure that our older, disabled and vulnerable people receive the support that is right for their needs, delaying the need for care through earlier diagnosis, intervention and reablement
7. Provide understanding and dignity in end of life care
8. Support our most vulnerable adults to lead independent lives
9. Help and support those unpaid carers who give their time and energy to look after relatives and friends who cannot take care of themselves

Creating Opportunities & Building Self Reliance



1. Ensure that our children growing up are 'school ready' by providing help, support and advice to families with pre-school children
2. Enable and support all our children to be successful and cared for throughout their school years, focusing on promoting high quality education across all our schools, enabling the best for every child with particular focus our most vulnerable.
3. Enable all our young people to be prepared for the world of work and adult life by promoting volunteering, work experience, apprenticeships and citizenship
4. Improve community safety and reduce crime and the fear of crime
5. Continue to improve the health and wellbeing of our residents and address major health risks
6. Support our voluntary and community sector to develop our communities to help themselves
7. Empowering communities to deliver and prioritise their services including devolving assets and services to town and parish councils where it makes sense to do so
8. Promote good citizenship, encourage participation, help strengthen their local communities and be inclusive.

Ensuring Buckinghamshire Thriving and Attractive



1. Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible.
2. To work with the England Economic Heartland / Local Enterprise Partnership's and other partners to maximise investment in the County, to deliver, manage and maintain local services and strategic infrastructure including digital highways, in line with changing demands.
3. Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth.
4. Enable the right conditions to attract people to live, learn and work in Buckinghamshire.
5. To improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel.

6. Protect and enhance our high quality environment and major towns including protecting the Green Belt, AONB, Rights of Way and Green Spaces.
7. Mitigate the impact of strategic national infrastructure projects i.e. HS2, Heathrow expansion.
8. Promote and encourage sustainable approaches to the use of natural resources and waste. Improving our natural environment, water management, biochemistry, recycling and animal welfare.

Delivering value for money



This is an underpinning commitment to the three strategic priorities to ensure the Council is fit for purpose and delivers value for money

Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 598,000 by 2030, an increase of 64,000 or **12%**



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



65+ year olds are set to increase from 98,300 in 2016 to 136,400 in 2030, an increase of 38,100 or **39%**

85+ year olds are projected to increase from 13,600 in 2016 to 24,200 in 2030, an increase of 10,600 or **78%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 133,000 in 2030, an increase of 11,900 or **10%**

Bucks strategy

Buckinghamshire is set to experience significant growth bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively.

To this end the Council is developing a Buckinghamshire Growth Strategy in collaboration with the Local Enterprise Partnership (LEP), Districts and partners. Building upon the LEP Strategic Economic Plan and emerging Bucks Strategic Infrastructure Plan it will support an economic led case for smart and sustainable growth in the county, enabling the Buckinghamshire economy to work together, strengthening the economic ecosystem and capitalising on new regional growth opportunities.

CHASC is:

- Optimising opportunities to influence urban design to create healthier communities and to enable people to live independently for longer
- Focussing on a preventative approach to enable people to live independently and at home for as long as possible
- Supporting services & partners in identify changing health needs to inform service planning
- Being proactive in workforce development and market management to strengthen the care sector
- Working with colleagues to ensure best use of the one public estate that meets future needs of the population
- Developing plans for engagement with the VCS and communities to maintain and grow community cohesion and capacity

Service Context – Explanation of the Service

Our Business Unit consists of

- Public Health
- Communities
- Adult Social Care Operations
- Direct Care & Support
- Joint Commissioning



Jane O'Grady
Service Director for
Public Health &
Acting Director for
Communities

Jane O'Grady is the statutory Director for Public Health in Buckinghamshire.

Public Health develops and implements multi-agency prevention programmes and commissions prevention services which are coordinated with services delivered by our partners. Our approach is to use the best evidence and intelligence of what works, taking action across the life course and across the wide range of determinants of health.

Our Public Health service provides public health leadership and expert advice to commissioners of health care services and public health responses to infectious diseases and environmental hazards and emergencies. Public Health is also responsible for monitoring the health of the population of Buckinghamshire.

Communities, working in partnership including the public sector and VCS, commissions and provides a range of services which focus on shaping safer, stronger and more resilient communities whilst supporting community capacity and self reliance.

Our Communities service area provides key frontline services such as libraries, registrars, coroner, archives, museum and trading standards, which is delivered as a joint service with Surrey County Council. Through these services, we have contact with over 1.7m people a year.



Suzanne Westhead
Service Director for
Adult Social Care
Operations

Our Adult Social Care Operations service provides:

- professional social care support and advice to people to ensure that their social care and well-being needs are identified and they are supported to plan how these needs are met; and to safeguard vulnerable adults from harm.
- practical support services for adults with care and support needs e.g. day and employment opportunities, short breaks and reablement.

The focus of this service is on supporting people to live safely at home and fulfil their ambitions by developing more personalised, flexible support that offers choice for service users and carers. Increasingly we do this in close partnership with the NHS.

Our services include Thrift Farm and Back to Base, which provide employment opportunities, and Reablement, which helps people preserve or regain independence after a critical illness or stay in hospital or residential care. We also provide short breaks for people with complex learning or physical disabilities in our respite centre, Seeleys.



Jane Bowie
Service Director
Joint Commissioning

Our Joint Commissioning service designs and plans services to meet future needs, procuring those services from the market that will be the best option in terms of value for money, quality and choice for our residents. We commission services that promote individuals' independence, well-being and choice and offer the best value for money.

Our service commissions children's and adult services and those that support young people into adulthood. Our aim is that services meet need and deliver good outcomes. We work hard to drive out efficiencies, removing duplication and sharing skills and experience to improve outcomes for our children, young people and vulnerable adults across Buckinghamshire.

The service also hosts Maternity and Children's commissioning on behalf of both Buckinghamshire Clinical Commissioning Groups (CCGs). Many of our services are commissioned in collaboration with Buckinghamshire's federated CCGs. We aim to make the best use of resources across the health and care system.



Denise Porter
Service Director for
Adult Social Care
Transformation

The Adult Social Care Transformation Programme aims to ensure the Council supports vulnerable adults to live independent and fulfilling lives, promotes wellbeing and delivers good outcomes for Buckinghamshire residents. These aims need to be achieved within available resources and in the face of rising demand and expectations.

The programme will be based on a detailed analysis of need and current performance and will draw on best practice elsewhere. Transformation will be designed and delivered in partnership with other agencies, our staff, service users and carers.

Meeting the challenges

Corporate Context

Service Context

Key Financials

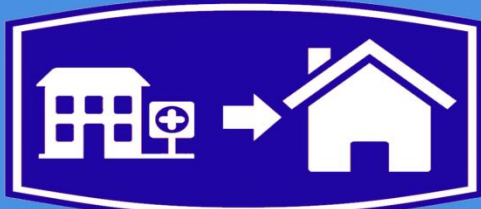
Business Intelligence

Commercial

Service Outcomes

Equalities

Who are we? – Key facts and achievements



2,300

community Home Care packages arranged

1,283

121 Home Care packages in place as at 31 March 2017



6,500

People with ongoing community support



750 people in Residential Care



431 people in Nursing Homes



438 people in Supported Living

315

new Residential admissions in year

303

new Nursing admissions in year

5,439

new birth visits completed by health visitors within 14 days

11,400

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

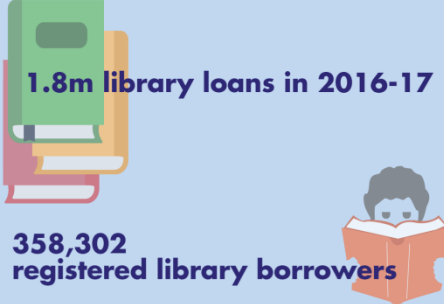
14,400

residents received NHS Healthchecks



Who are we? – Key facts and achievements

1.8m library loans in 2016-17



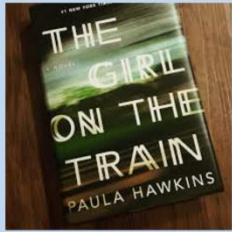

358,302 registered library borrowers

30 Libraries in Bucks

including:

- 19 Community libraries
- 3 Mobile libraries
- 3 Prison libraries
- Schools Library Service
- Home Library Service

The most popular fiction book in Bucks...

Buckinghamshire
countymuseum Trust




Active Bucks
move more, feel great!

3,000 residents participating so far

77% had been below recommended activity levels

3 miles of archive shelving

5,500 births registered pa

1,700 ceremonies registered / conducted pa

3,500 deaths registered pa

Young people's sexual health mobile app launched



Head's Up
Men's mental health campaign launched




1,500 Coroners cases p.a.

200 inquests



595 Nationality Checking appointments delivered



85 Citizenship Ceremonies delivered



Strengths

- Strong outcomes for vulnerable people including good performance on getting people out of hospital without delay and low rates of admissions to residential care
- Success in commissioning good services that support well being and strong communities including Trading Standards and access to Sexual Health Services
- Extensive grassroots relationships in communities
- A strong voluntary and community sector and active Parish Councils
- Strong partnerships including with the NHS
- A vibrant network of libraries and a strong cultural sector
- Committed and skilled staff

Weaknesses

- A fragile care market that is facing rising demand within tight resources
- Workforce retention, especially in Adult Social Care
- Effective transition of service users from Children's services to Adult Social Care
- Timeliness of reviews of people receiving Adult Social Care support
- A respite service (Seeley's House) that has come out of special measures but still requires improvement

Opportunities

- Being part of one of the first Accountable Care Systems in the country to transform the health and care system
- Developing a new Adult Social Care operating model
- Development of the marriage market
- Influencing new housing development & infrastructure provision to support healthy lifestyles and independence
- Community assets and strong voluntary and community sector
- Further development of libraries as community hubs

Threats

- Supply to the BCC workforce and to the care market
- Fragile supply/sustainability of market for both Adult Social Care and Public Health
- Impact of the reduction in Public Health grant
- Ageing population and increasing numbers of learning disability clients with complex needs
- Increasing levels of unhealthy lifestyles and long term conditions in general population
- Inequalities in outcomes between certain communities

Key Financials

- Adult Social Care budgets are growing to reflect demographic changes, particularly increasing life expectancy.
- In 16-17 Adult Social Care spend was 38.4% of County Council spend and this will rise to 39.5% of the next 4 years
- Budgeted spend on Communities is decreasing because of the need to increase spend in other parts of the County Council
- Public Health spend is determined by Government policy & over the next few years declines due to reductions in grant.

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This graph shows the extent to which income from fees and charges funds services provided by CHASC.



2017/18 Gross Revenue Budget (£m)

The CHASC net budget will rise from £136m in 2016-17 to £143m in 2021-22. The increase relates to Adult Social Care as there are budget reductions in Communities. The above graph shows the current year position i.e. 2017-18.

Public Health responsibilities are delivered within the Community Engagement & Public Health portfolio but as these services are funded by Government grant the budget figures below exclude the cost of services delivered by Public Health. In 2017-18 Public Health spend totals £21.1m.

	16-17	17-18	18-19	19-20	20-21	21-22
	£k	£k	£k	£k	£k	£k
Adult Social Care	126318	124772	125063	129123	134324	134324
Communities	<u>9933</u>	<u>9277</u>	<u>8907</u>	<u>8637</u>	<u>8637</u>	<u>8637</u>
Total	136251	134049	133970	137760	142961	142961

Business Intelligence & Insight

Helping us to understand our performance

The Business Intelligence & Insight team has recently developed a CHASC scorecard which reports key performance information for Adult Social Care, Communities and Public Health. In addition, this scorecard contains key information about the performance of key functions including Direct Care and Support, Safeguarding, Finance and Workforce.

The Business Intelligence & Insight team work collaboratively with colleagues across the Business Unit to develop a shared understanding of factors affecting performance and conduct further analysis to investigate root cause and contributing factors.

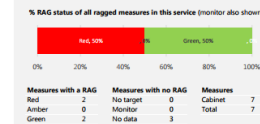
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CHASC scorecard 2017/18

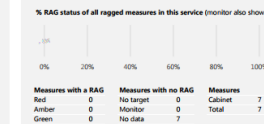
Cabinet Overview



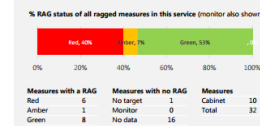
Communities



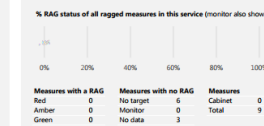
Public Health



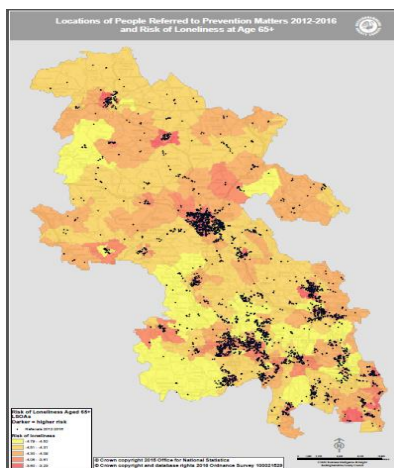
Adult Social Care



Direct Care and Support



Delivering insight to develop our services and improve value for money



The Business Intelligence & Insight team works with the Business Unit to identify, scope and deliver insight which has the greatest impact on risk, cost and/or outcomes.

Recently completed analysis includes the development of a map of Buckinghamshire highlighting areas where people at highest risk of social isolation. This analysis was used by Prevention Matters, Communications, Public Health and Community Impact Bucks to inform activities designed to reduce social isolation in the County.

Working with colleagues in Community Wellbeing, Business Intelligence and Insight has recently scoped analysis to evaluate the effectiveness of a pilot service supporting women who have experienced domestic violence as well as an evaluation of the Independent Domestic Violence Advocate service. Work has also been undertaken on health profiles for Local Area Forums and GP Localities which provides an overview of the health of their local populations.

Commercial

Income Generation

We are constantly looking to generate outcome appropriately. We are reviewing fees and charges to ensure that they are both affordable and appropriate to changing patterns of service need. Our current fees and charges can be found on these links:

[Libraries](#)

[Centre for Buckinghamshire Studies](#)

[Registration Services](#)

At present we are reviewing our Adult Social Care charges and any revisions will be published. Current fees and charges are:

- [Non residential charges](#)
- [Residential charges](#)

Major Contracts

We work hard to achieve value for money and to review service design, benchmarking ourselves against other local authorities where we can. Adult Social Care spends approximately £106m (84% of budget) on external suppliers. Approximately £56m of this is spent through “spot purchasing” where we purchase a service for an individual client from the market place, based on the client’s needs and the cost for the service on the day.

The largest suppliers are:

- The Fremantle Trust (£12.2 million per year at 27 locations)
- Hightown Housing Association (£9.2 million at 35 locations)
- Heritage Care (£6.6 million at 9 locations).

Public Health spends around £17m (around 79% of total budget) on external suppliers. The largest suppliers are:

- Buckinghamshire Healthcare Trust - £10m per year
- Inclusion Drugs, Alcohol and Psychosocial Services - £3m per year
- Parkwood Healthcare - £946k per year
- Terrence Higgins Trust - £700k per year

Commercial

Looking ahead

We have a rolling commissioning programme which ensures we meet our statutory requirements, respond to the changing needs of the Buckinghamshire population, take account of the views of our residents and what they tell us they want, and achieve good outcomes within available resources. We then procure services from the market where it makes sense to do so. Many of our services are also commissioned and procured in partnership with the NHS. N.B. Children's Services commissioned by Joint Commissioning are covered in the Children's Social Care & Learning Business Unit Plan.

Public Health has recommissioned a number of services on a flat budget or with budget reductions for the next 5 years. This represents value for money for the Council and the focus is now on maximising quality and performance.

Key commissioning activities over the next 4 years with anticipated completion dates are:

- ASC contracts: ongoing review of best practice and performance analysis to support recommissioning, decommissioning or remodelling of services in line with contract end dates
- Adult Social Care direct services: reviewing the future of in-house including possible re-commissioning
- Prevention services: reviewing existing services and implementing commissioning plans to address expiring contracts and deliver a suitable prevention offer whilst delivering savings – strategy and timetable agreed by New Year 2018
- Transitions: streamlining process for the needs of transitioning clients and implementing fair and transparent process for commissioning high cost packages – September 2018.
- Young People's Substance Misuse Service: Recommissioning and launch of new service - 1 October 2018.
- Open list: new open list for contracts with GP Practices and Pharmacy Services (e.g. Long Acting Reversible Contraception) – commences in April 2021.
- Community and Specialist Sexual Health Services: contract review to consider future extension or recommissioning – March 2020.
- Dental Epidemiology: review to consider future extension or recommission – review September 2018.

Service Outcomes – How we deliver our key objectives and priorities

Communities in Buckinghamshire are stronger, healthier and safer

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Library provision:
 - Develop community based alternative service provision to the traditional mobile library service – from June 2018 to June 2019, subject to the completion of consultation;
 - Review our strategy for libraries and implement any changes agreed – Spring 2018 onwards.
- Wellbeing provision:
 - Expand the Community Wellbeing Programme to Aylesbury (maintaining the breadth of projects in Chesham and High Wycombe) - implementation from October 2017.
 - Strategic review of our Wellbeing Projects - Dec 2018. Implementing agreed actions (timetable tbc)
- Refresh our approach to prevention (within the context of the new social work operating model) – review existing contracts by Dec 2018 and implementation of subsequent strategy.
- Publish the Director of Public Health Annual Report on Healthy Places, Healthy Communities – July 2018.
- Implement action plans for, suicide prevention, maternity, adult mental wellbeing, substance misuse and the new Physical Activity Strategy - March 2019.
- Continue to develop the 0-19 Public Health Nursing Service to improve outcomes for children
- Deliver further Active Bucks programmes (focusing on older people, men and BAME) and complete evaluation – March 2019.
- Launch new Integrated Lifestyle Service – April 2018.
- Review progress of the new Adults Substance Misuse Service – October 2018.

Service Outcomes – How we deliver our key objectives and priorities

Communities in Buckinghamshire are stronger, healthier and safer - Continued

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Improve community safety by:
 - Tackling exploitation: Implementing a victim focussed service in Buckinghamshire for anyone who has experienced exploitation – by January 2018, and improving awareness by residents and professionals on the signs of exploitation so that more victims and those at risk are identified and referred for specialist support;
 - Preventing extremism: Driving the cross-Council annual action plan, working in partnership locally and regionally to tackle the risks and threats and ensuring all our workforce have completed Prevent Awareness training by September 2018;
 - Protecting children and young people from harm and victimisation over the internet: Working with the Police & Crime Commissioner to improve the awareness, and the availability and use of information and tools - subject to funding from the PCC
 - Cyber-crime: Working with Community Safety Partnerships across the Thames Valley to ensure a consistent approach across the police force area, starting with a single Cyber-crime Plan in 2017-20 - to be approved by the PCC by Jan 2018.

Service Outcomes – How we deliver our key objectives and priorities

More vulnerable people are living fulfilling lives and wherever possible living independently

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Remodel Adult Social Care direct care and support services to enable people to live independently at home and access a range of opportunities in their communities that are fulfilling and enjoyable:
 - Learning Disability respite service – by March 2019
 - Reablement service - by March 2019
 - Day Services “Fulfilling Lives” programme – by end 2021 (& review Autism Strategy – by December 2018)
 - Supported employment services – by Dec 2018
 - Thrift Farm (supported employment) – by Dec 2018
- Implement programme to reduce permanent admissions to residential and nursing care working closely with the NHS and independent sector – commencing April 2018.
- Review the impact of our Carers’ Strategy action plan to improve support for Carers to care effectively, refreshing if necessary - by December 2018
- Develop accessibility to suitable housing for both people with learning disabilities and older people to enable them to live as independently as possible by reviewing:
 - LD Supported Living schemes by Dec 2018 with strategy flowing from review
 - Extra care capacity by September 2018 with strategy flowing from review
- Deliver our 2-year Adult Social Care transformation programme including:
 - A New Social Work Operating Model to increase independence, manage demand and promote integrated working with Health
 - Improved transition pathway for young people transitioning from Children’s to Adult Social Care services
 - A new IT management system to support our new operating model – Oct 2019
 - Delivery of our service within budget
 - Systematic engagement with residents to ensure we co-produce solutions to support independence and wellbeing
 - Use of digital solutions wherever possible

Service Outcomes – continued

A strong, sustainable, diverse and high quality supplier market and a confident, skilled and well supported CHASC workforce

Links to Strategic aims: *Safeguarding Our Vulnerable, Delivering Value For Money*

Key Actions (SMART)

- Review impact and refresh the workforce strategy for both our own staff and that of the wider care market - by October 2018.
- Support care providers with a revised action plan - by autumn 2018.
- Quality improvement programme resulting in improving CQC re-ratings in care organisations that we have supported or contract with as platinum suppliers (approx. 160 establishments) – anticipate that those in the “needs improvement” category will be the CQC focus.
- Recommissioning Domiciliary Care to provide a more sustainable business model - by Dec 2018.
- Refresh the Market Position Statement including the Housing Position Statement by December 2018 and thereafter annually to inform providers of strategic needs requirements

Service Outcomes – How we deliver our key objectives and priorities

Make best use of resources and improve outcomes through stronger partnerships

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Work with District Councils to maximise the health and wellbeing potential of the growth agenda – main focus of activity will follow approval date of the Local Plans.
- **BCF**
- Form a Cultural Partnership to inform delivery of the Cultural Strategy – milestones to be confirmed following approval of the Cultural Strategy.
- Deliver the health & social care integration 'Roadmap to 2020', particularly around integrated commissioning, governance and integrated deliver – action plans and milestones agreed through the Health & Wellbeing Board
- Implement the high impact change model to support safe and effective hospital discharge
- Transfer of Community Health Care management to the County Council - review options and confirm model by summer 2018.
- Review effectiveness of our mental health services agreement by Dec 2018 and implement agreed changes by June 2019.
- The Health and Wellbeing Board is strengthened and oversees implementation of the refreshed [Buckinghamshire Joint Health and Wellbeing Strategy 2016-2021](#) this includes continuous updating of the Joint Strategic Needs Assessment to inform the JHWBS and local commissioning
- Publish an updated Pharmaceutical Needs Assessment in April 2018

Equalities

Our Legal Obligations

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

The Council is committed to:

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

As an employer and as service provider we will:

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

Public Sector Equality Duty Compliance

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

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

How we achieve this

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

To this end we will:

- Ensure key decisions are informed by Equalities Impact Assessments
- Work to increase the number of years people live in good health and to reduce differences in life expectancy and healthy life
- Ensure information available to residents is accessible and meets the diverse needs of our population
- Help people make the most of the resources in their communities, removing any barriers to access where we can

Children's Service Plan 2018-22

October 2017

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Agenda Item 7



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

Better Every Day
FOR CHILDREN

Welcome to the Children's Service Plan for 2018 - 2022 which sets out our key intentions and areas of work for the next four years.

We want Buckinghamshire to be a great place for all children and young people to live, be safe, to learn and achieve successful and fulfilled lives.

The [Children's Strategy](#) sets out our vision for children and young people in Buckinghamshire

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

The work of Children's Services is diverse, critical and challenging. Whilst there are two areas of the service (social care and education) The service works collaboratively across teams and with our partners, in order to improve outcomes for all children and young people including education, health and wellbeing, and keeping children, young people and families safe.

With over 122,200 children in Buckinghamshire (23% of the overall population), the teams, at all stages in a child's life, work together to ensure they are safe and reach their full potential. We are seeing an increase in the complexity of needs of children and are also recording a rise in children with Special Educational Needs and Disabilities.

To keep children safe and allow them to reach their full potential, we need to ensure strong collaborative partnerships across the county with families, businesses, schools and colleges, Private and Voluntary Sector, Police, Health, District and Parish Councils and many more.

We continue to make progress in our journey to improve services for children and young people. The 'Change for Children' transformation programme is designed to offer improved outcomes for all children and young people and enable us to use our resources more effectively. Ensuring we provide the right support at the right time for children and their families and meeting needs early, avoiding the need for long term statutory intervention is key to this and its success relies on invaluable contributions of our partners.

Sufficiency of suitable local foster care placements remains an challenge in Buckinghamshire, resulting in 53% of Looked After Children being placed out of county at the end of July 2017. The cost of accommodation continues to be high and Buckinghamshire is amongst the top quartile for unit costs.

The education landscape is changing rapidly with a lack of clarity around national policy. However, in Buckinghamshire we are adopting a proactive stance articulating clearly our ambition for all children and young people within the 'Education and Skills Strategy'. We continue to support schools with behaviour management to reduce the number of exclusions, narrow the educational attainment gap and ensure pupils are prepared effectively for work.



Mike Appleyard
Cabinet Member



Warren Whyte
Cabinet Member



Tolis Vouyioukas
Executive Director

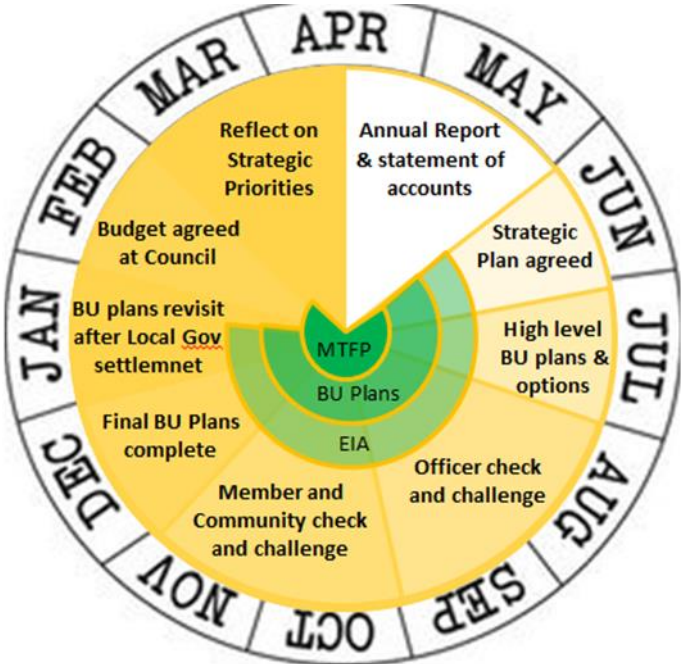
An explanation of the corporate planning process



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

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

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



Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 598,000 by 2030, an increase of 64,000 or **12%**



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



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 133,000 in 2030, an increase of 11,900 or **10%**

Bucks strategy

¹³⁸ Buckinghamshire is set to experience significant growth bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively.

To this end the Council is developing a Buckinghamshire Growth Strategy in collaboration with the Local Enterprise Partnership (LEP), Districts and partners. Building upon the LEP Strategic Economic Plan and emerging Bucks Strategic Infrastructure Plan it will support an economic led case for smart and sustainable growth in the county, enabling the Buckinghamshire economy to work together, strengthening the economic ecosystem and capitalising on new regional growth opportunities.

What we're doing to address growth in Children's Services...

Using intelligence and insight to project changes in demand for all children's services both in relation to number and need to inform future planning of resources and services to improve outcomes for all children including:

- Projecting changes to the numbers and needs of children requiring the care of the local authority to inform placement planning.
- Projecting demand for services for children with Special Educational Needs and/or Disabilities (SEND) 5 years ahead.
- Conducting forecasting of children with SEND who are likely to require ongoing Adult services when they reach their 18th birthday. Working with the Transitions team and Commissioners to facilitate operational delivery and identify demand for future services.
- Ensuring there are enough school places in the right locations when needed.
- Modelling the expected demand for the recently introduced 30hours childcare .

Service Context – The main aspects of our service

Early Help

Working with the whole family to make positive changes to their lives to prevent or reduce the need for statutory services. Early Help is delivered at different levels by many services. Where children and families have complex problems, requiring a multi agency response, Early Help Panels identify a lead agency to ensure that children and families receive the right help at the right time.

Children's Social Care

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

Education and Learning

Ensuring all children and young people have access to a good education and reach their full potential. We will deliver the ambitions of the Education and Skills Strategy by adopting an all age approach starting with supporting access to quality childcare moving in to supporting strong attainment in all of our schools and extending to a diverse curriculum offer for young people post 16 so that they can go on to further education or develop the skills they need to enter the workplace.

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Special Educational Needs & Disabilities

Ensuring all vulnerable children and young people aged 0-25 receive the educational support and provision required in order to assist them in achieving their full potential. We will develop an integrated offer of support across Education, Health and Social to children with additional needs.

School Place Planning

Ensuring that schools in Buckinghamshire are sufficient in number, character and equipment to provide education suitable for the different ages (including pupils who are over compulsory school age but under the age of 19), abilities and aptitudes and special educational needs of pupils of school age.

Joint Commissioning

Our service brings together the commissioners in children's and adult services to drive out efficiencies through joint commissioning, removing duplication and sharing skills and experience to improve outcomes for our children, young people and vulnerable adults across Buckinghamshire. The service also hosts Maternity and Children's commissioning on behalf of both Buckinghamshire CCGs.

Our Key Documents

Key Strategies and Policies

Early Help Strategy

[SEND Strategy](#)

Education & Skills Strategy

[Local Offer](#)

[Looked After Children Strategy](#)

[Youth Justice Strategic Plan](#)

[Corporate Parenting Strategy](#)

The Golden Thread

[Corporate Plan](#)

Children's Services features in all of the corporate priorities – read more about our key achievements in the [annual update](#).

[Children & Young People Partnership Plan](#)

Identifies the vision, priorities and objectives of the Partnership and sets out how all those working with families in Buckinghamshire aim to help them improve their lives. It informs and is reflected in the plans of all those working with children, young people and families in the county.

[Children's Strategy](#)

The Children's strategy, developed in 2017 is an overarching vision document that articulates to staff and partners our ambitions and priorities for all Children and Young People in Bucks.

Children's Service Plan

This service plan makes up part of the councils suite of business plan documents. We will be reviewing the plan annually to check on our progress. It also helps us plan our key activities

Team Plans

Individual teams and services develop and work to plans which are linked to the service and strategic priorities.

Individual 'DSP's

'Delivering Successful Performance' (DSP) Objectives identify how individuals contribute to team, service and strategic objectives.

Our improvement journey



Working in partnership with all providers of services for children, young people and families is critical to improving outcomes for our most vulnerable. This includes public, private and voluntary sector partners.

There are a number of strategic partnership boards looking at how together we can achieve better outcomes for all residents. The chairs of the Buckinghamshire Safeguarding Children Board, Buckinghamshire Safeguarding Adults Board, Buckinghamshire Health and Wellbeing Board and the Safer and Stronger Bucks Partnership Board regularly meet to share information; gain a common understanding of key areas of work and the inter-connectivity between the boards; highlight cross cutting themes of interest; and evaluate the impact of work programmes. The meetings are chaired by the Chief Executive of Buckinghamshire County Council and future meetings will now include chief officers from key agencies.

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The Buckinghamshire Safeguarding Children Board (BSCB) is a statutory body established under the Children Act 2004. It is independently chaired and consists of senior representatives from the key agencies and bodies which have regular contact with children and young people or responsibility for services to them.

The statutory objectives of the BSCB are to:

- Coordinate local arrangements to safeguarding and promote the welfare of children
- Ensure that these arrangements are effective



Child and Family Voices

Better Every Day for Children aspires to listen and build upon the voices of children and their families in order to meet outcomes for their future and develop working practices that facilitate them.

“Thank you both so much for giving us a wonderful insight into how our gorgeous boy sees and deals with the world around him”

Email from Early Bird parent after the programme

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“I honestly cannot thank you enough and your support and commitment has been 101% from day one and last night you fought R’s ground. Really appreciate it”

Parent email about support received via Bucks Learning Trust Early Years Special Educational Needs & Disabilities Team

“After your visit I felt like a great weight had been lifted from my shoulders”

Single mum of five

“Her care and dedication to our current placement, of twins, has been superb. She has always been supportive, communicative and diligent and, in my opinion, gone over and above the call of duty in her work for them. Her attitude toward the twins, their older siblings, their mother and the wider family has always been kind and empathetic yet consummately professional.”

Foster carer about social worker

“I spoke to my social worker and asked if I could see my mum more. She sorted it out so I did. But sometimes you can’t always get what you want. I was glad I spoke to my social worker.”

Child

“We were ultimately impressed that Buckinghamshire County Council were ready to explore other options and the possibility of our becoming adoptive parents from an unusual route. We were then very impressed with the pace at which we were prepared and assessed for adoptive parenting and the overall speed with which the agency worked towards an outcome for our child.”

Adoptive parents

“Getting along with my brother a bit better. Me getting more attention from mummy”

Child, 7yrs

“There is no doubt in my mind, that the reason D is going to have a wonderful Christmas, surrounded by all of her family (both sides), who all love her dearly, is down to how amazing you are at your job. We are forever in your debt.”

Child family member

Better Every Day
FOR CHILDREN

Who are we? – Key facts



122,200

of the population is under 18



234

schools
50 academies,
13 grammars



89%

of pupils attend good or outstanding schools



3.1%

of pupils have a SEND statement or EHCP



21%

of 0-19 year olds are BME

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As at the end of September:

1,407 children with a Child in Need Plan

579 children subject to a Child Protection Plan

455 children currently looked after, 49% placed in county

28 unaccompanied asylum seekers



111 in-house foster carer households

38 adoptions last year

246 permanent registered social workers, compared to 176 in 2014

1,189 staff in Children's Services

Strengths

- Skilled and dedicated workforce
- Educational outcomes of looked after children compared to their peers nationally
- High attainment at all key stages
- Percentage of good/outstanding early years providers and schools.
- All Special schools and PRUs are good /outstanding.
- Low levels of NEETs compared to national and regional averages
- Attainment for children with SEN is better than national.

Weaknesses

- Number of in-house foster carers,
- Volume of children with Child Protection Plans
- Pace at which Schools progress from an Ofsted rating of “Inadequate”
- Pace at which Ofsted information is made available
- Bridging the attainment gap between mainstream and our most vulnerable
- High Levels of exclusion
- Number of young people placed out of county

Opportunities

- Enhanced, coordinated Early Help Offer
- Enhanced childcare offer supporting better transition for children starting school.
- 88 schools involved in a pilot with SEND team to reduce exclusions and Education , Health and Care Plans.
- Inclusion Hub established with schools to build capacity in County to reduce dependency on out of county placements,
- Develop Inclusion Charter to celebrate inclusive practice in schools.
- School to school collaborative working ongoing via School Liaison Groups and Area Headteacher meetings
- Community Cohesion project to support ‘Living in Modern Britain’ projects in secondary schools being developed with Equalities lead

Threats

- Workforce challenges around.....
- Schools Funding: increasing cuts and rising charges will result in more schools potentially reporting deficit position
- Increased number of children with complex needs requiring additional support placing unsustainable demand on reducing budgets.
- Loss of ring fenced grant to deliver the SEND reforms resulting in the lack of capacity to meet demand.

Key Financials

The gross budget for Children's Services in 2017/18 is £166.7m. Just over 40% of the annual net revenue spend, excluding schools and partnerships, is spent on staffing costs. Total gross Capital expenditure budget is £29m.

There are significant challenges that the Department has to overcome including increase in referrals, increase in placements / costs of placements, agency staff spend and difficulty recruiting permanent staff. Additionally, increased demand for client transport (SEND) and price pressures from suppliers has previously led to an overspend.

Demand Management - There is a considerable attention to provide effective demand management and ensure value for money in the procurement of services, and the anticipation of the increasing demands on Children's Services in particular, increase in volume of placements.

Agency staffing – The service has made considerable improvements in this area and now have one of the lowest agency rates in the south and there is a continuous focus on attracting and retaining good experienced permanent staff. Investment in the recruitment of newly qualified social workers has been particularly successful in terms of growing and retaining our own social workers. In some teams we still have more work to do to reduce reliance on agency staff.

Placement Too many children are placed in out of county placements and we are committed to creating more in-house placements.

Demand for services for children with Special Educational Needs and/or Disabilities (SEND) continues to place significant pressure on all elements of the SEND budget. The Education and Skills Strategy has been developed to make clear the need to target support to our most vulnerable children and young people. Significant work is underway to deliver the objectives of the SEND Strategy including positioning the SEND service to work more closely and preventatively with schools. The Early Help Strategy shares these ambitions to manage pressures down and meet demands more effectively through the provision of support and intervention at first point of need preventing the escalation of need for more costly services.

Expenditure excluding schools & Partnerships



Business Intelligence & Insight

How we deliver high quality Insight and Intelligence

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

Within this unified function, there are five teams which are dedicated to the Children's Services Department:

- Children's Information Team (Social Care)
- Information, Advice & Guidance
- Early Years
- School and Pupil Data
- School Performance

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How Insight and Intelligence is informing our work

The Business Intelligence & Insight team produces the monthly performance scorecard that is central to the Department's Performance Governance Framework; as well as coordinating quarterly performance reporting to the Corporate Management Team and to Cabinet.

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

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

The Business Intelligence & Insight team work closely with the Department to identify, scope and deliver insight which has the greatest impact on risk, cost and/or outcomes.

This insight work includes analysis completed to map out journeys for children in Buckinghamshire through the Child Protection process from enquiry to termination of plan. The outcomes of this work has been used to support practice changes and training strategies including the 5 year plan.

The team has also delivered insight to support the Change 4 Children programme, including the development of two models that enable us to project future volume and cost of services for children with Special Educational Needs and/or Disabilities, and to test potential scenarios that would impact on this projection. This work has been used to agree targets for the next four years

Service Outcomes – How we deliver our key objectives and priorities



1. Safeguard vulnerable children and adults

Key Actions /Activity

- Reduce our re-referral rate to be in line with statistical neighbours March 2018
- Ensure all children open to social care services are visited regularly and their plan is progressed
- Refresh the Domestic Violence & Abuse Strategy to ensure a clearer multi-agency approach to support for **domestic abuse**. March 2018
- Ensure vulnerable learners get support to meet their needs with a **virtual school** by January 2018

148 2. Keep children in their own home where it is safe to do so and only bring children into care when it is the best option for them

Key Actions /Activity

- Ensure all children in care have a Permanency Plan in place by their second review. March 2018
- For all unborns and babies, concurrent or foster for adoption carers must be considered. March 2018
- Reduce drift and delay for children who are subject to public proceedings by informing parents immediately after the Legal Planning Meeting of our intention to commence Public Law Outline. March 2018
- Bring children closer to home by opening 4 new children's homes in Bucks (first 2 in 2018)

3. Deliver effective interventions and family support in an integrated and coordinated way to achieve better outcomes for all children and reduce the need for them to access statutory services

Key Actions /Activity

- Launch a model for Early Help in 2018 to consolidate our commitment to “right help, right time”. March 2018

Service Outcomes – How we deliver our key objectives and priorities



4. Identify and take action where we find exploitation of children and young people and give care and support to those affected

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Key Actions /Activity

- Enhance the delivery of the SWAN unit based on best practice to ensure that it meets the needs of Buckinghamshire children and those who are placed in Buckinghamshire. March 2018
- Improve the communication with OLA's when Buckinghamshire children are placed in OLA. March 2018
- Ensure the effective implementation and embedding of actions arising from the CSE Serious Case Review. March 2018
- Ensure effective links with Adult Social care for non-recent disclosures. March 2018
- Ensure the effective implementation of the electronic tool for Missing children. March 2018
- Ensure the effective links have been established with other forms of exploitation. March 2018

5. Improve outcomes for children and adults with special educational needs or disability

Key Actions /Activity

- Develop and deliver an integrated offer of support to children and young people with additional needs across education, health and social care. through the Integrated Services Board. March 2018
- Restructure the SEND service so that it is fit for purpose. March 2018
- Streamline the decision making processes across Education, Health and Social Care so children's needs are met swiftly and appropriately through the Complex Needs Panel. March 2018
- Ratify and Embed a tripartite funding agreement across education, health and social care for children and young people with additional needs through the Integrated Services Board. March 2018
- Review commissioning arrangements for children and young people with additional needs. March 2018
- Reduce dependency on out of county placements by building capacity to meet need by reconfiguring the current offer to meet need through The Inclusion Hub. March 2018
- Promote inclusive practice through the development of The Inclusion Charter. March 2018
- Prioritise the objectives of the SEND improvement Plan. March 2018

Service Outcomes – How we deliver our key objectives and priorities



1. Ensure that our children growing up are 'school ready' by providing help, support and advice to families with pre-school children

Key Actions /Activity

- Broker child care places for most vulnerable and SEN children to ensure high quality/ appropriate place. March 2018
- Ensure children always have access to suitable high quality appropriate early years and school places to enable them to thrive and achieve. March 2018

150 2. Enable and support all our children to be successful and cared for throughout their school years, focusing on promoting high quality education across all our schools, enabling the best for every child with particular focus our most vulnerable.

Key Actions /Activity

- Use data intelligently to identify good practice across all of our schools to enable the brokerage of support to schools that are persistently under performing. March 2018
- Develop a schools led sustainable model for school improvement. March 2018
- Adopt a preventative approach to ensure fewer schools fall into inadequate. March 2018
- Raise the level of attainment for all pupil groups through early identification of need and targeted support via commissioned services. March 2018
- Extend the 'virtual school' to include a wider definition of vulnerable groups to more proactively target support. March 2018

3. Enable all our young people to be prepared for the world of work and adult life by promoting volunteering, work experience, apprenticeships and citizenship

Key Actions /Activity

- We work with communities and the VCS to ensure sufficient positive activities are available to improve young people wellbeing . (e.g. 16 community run council owned youth centres and contract to provide support for VCS youth organisations). March 2018
- Reducing number of NEET and those with unknown destinations post 16. March 2018
- Ensure **Pathway Plans are person-centred** and developed by young people so young people have the best transition into independence. March 2018

Equalities

Our Legal Obligations

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

The Council is committed to:

- Address unlawful discrimination, harassment and victimisation
 - Advance equality of opportunity
 - Safeguard the fundamental rights and freedoms of individuals
 - Prevent people from being drawn into terrorism
 - Protect and share data and information as appropriate in line with current legislation
 - Foster good relations between those with a protected characteristic and those without .
- As an employer and as service provider we will:
- Ensure Equality Impact Assessments are completed for all new or changing policies and strategies
 - Undertake at least annual equalities training for staff and Members
 - Ensure corporate complaint procedures, disciplinary rules and practices are accessible.
 - Ensure stakeholders will be consulted on change to ensure services remain and/or become more inclusive.
 - Monitor our workforce to make sure we're attracting the best candidates from a diverse talent pool

Public Sector Equality Duty Compliance

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

How we achieve this

The Children's department recognises its specific duties under the Equalities Act of 2010.

To this end we:

- *Work with children, particularly those who are vulnerable*
- *Find suitable replacements and provide sufficient placement choices*
- *Work to reduce the differences in achievement between different groups*
- *Meet special education needs and disability (SEND) requirements*
- *Ensure fair access for all children and young people*
- *Ensure children are given the opportunities to reach their full potential*
- *Offer guidance and support to School Leaders inc Governors on meeting their Equality Duty*
- *Deliver training to schools including Governors*
- *Offer opportunities for schools to participate in a range of projects related to Equalities and Diversity*



Resources Business Unit

Plan 2018-22



Meeting the Challenges - Foreword by the Cabinet Member – John Chilver

I am delighted to present the Business Plan for Resources, Buckinghamshire County Council's support services directorate. I have been principal Cabinet Member for the Business Unit since May 2015, and I have thoroughly enjoyed my time working with such passionate, skilled and knowledgeable staff. The Resources directorate is committed to provide first class support services back to the rest of the Council, to allow frontline services to operate as efficiently as possible. In order to do this, I am proud to champion this Business Plan which sets out our strategy for how the organisation and our 400 external customers will continue to benefit from the high quality services whilst, simultaneously, successfully and sustainably delivering savings.

The Directorate has already been through considerable transformational change, affecting both itself and the wider organisation. Our previous transformation plans, including Growth & Optimisation and our options appraisal for the Future Shape of Shared Services, have ensured the sustainability of the business in a context of increasingly challenging financial savings targets.

The Directorate remains a lean and efficient one – just 7.6 pence in every pound the organisation spends goes towards support services, which benchmarks highly competitively against local authority peers. However, I recognise that we can never stand still, and I'm delighted that 2018 will see the launch of the next wave of our improvement programme.



Meeting the Challenges - the Executive Director – Gillian Quinton

My long standing vision for Resources is simple: to deliver high quality services by being commercially minded, customer focused and digitally enabled. This vision has been instilled in the Directorate since it was formed under the council's last major transformation programme and staff and Members will have heard me describe it many times. It is as relevant now as it was then and this Business Plan sets out how we will achieve it.

Our plan is ambitious but I have every confidence we can deliver it. The Directorate has an impressive track record of success, having delivered cumulative savings of almost £20m since the onset of austerity in local government while maintaining good levels of customer satisfaction. We benchmark consistently well against other authorities and private sector comparators in our efficiency, cost and quality as a business.

But we cannot rest on our laurels. With a further £2.94m of annual savings to make by 2020, and increasing levels of demand and expectations from our customers, we still have a lot of work to do. I am pleased to sponsor our new transformation programme which outlines the areas we need to improve over the next 2-3 years. The programme will help Senior Managers and Members keep focussed on the challenges ahead and provide assurance that we have clear plans in place. It will help us identify where major structural changes are needed, where the quick-win opportunities are, how we can deliver even better value from our suppliers, and how we can continue to increase our income streams as an alternative to cutting services.

I am grateful to all staff across the Directorate, both those who have contributed to developing the Transformation Programme, as well as those who help us to deliver it. Our people truly are our greatest asset – we have so many workplace hero's within this directorate and I am constantly impressed by their commitment, professionalism and resourcefulness. By working together towards the clear strategy set out in this plan, we are sure to achieve our vision.



Corporate Context – An explanation of the corporate planning process



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This page will be the same for every Business Unit.

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

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



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Strategic Priorities

Safeguarding Our Vulnerable



1. Safeguard vulnerable children and adults
2. Keep children in their own home where it is safe to do so and only bring children into care when it is the best option for them
3. Deliver effective interventions and family support in an integrated and coordinated way to achieve better outcomes for all children and reduce the need for children and families to access statutory services
4. Identify and take action where we find exploitation of children and young people and give care and support to those affected
5. Improve outcomes for children and adults with special educational needs or disability
6. Ensure that our older, disabled and vulnerable people receive the support that is right for their needs, delaying the need for care through earlier diagnosis, intervention and reablement
7. Provide understanding and dignity in end of life care
8. Support our most vulnerable adults to lead independent lives
9. Help and support those unpaid carers who give their time and energy to look after relatives and friends who cannot take care of themselves

Creating Opportunities & Building Self Reliance



1. Ensure that our children growing up are 'school ready' by providing help, support and advice to families with pre-school children
2. Enable and support all our children to be successful and cared for throughout their school years, focusing on promoting high quality education across all our schools, enabling the best for every child with particular focus our most vulnerable.
3. Enable all our young people to be prepared for the world of work and adult life by promoting volunteering, work experience, apprenticeships and citizenship
4. Improve community safety and reduce crime and the fear of crime
5. Continue to improve the health and wellbeing of our residents and address major health risks
6. Support our voluntary and community sector to develop our communities to help themselves
7. Empowering communities to deliver and prioritise their services including devolving assets and services to town and parish councils where it makes sense to do so
8. Promote good citizenship, encourage participation, help strengthen their local communities and be inclusive.

Ensuring Buckinghamshire Thriving and Attractive



1. Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible.
2. To work with the England Economic Heartland / Local Enterprise Partnership's and other partners to maximise investment in the County, to deliver, manage and maintain local services and strategic infrastructure including digital highways, in line with changing demands.
3. Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth.
4. Enable the right conditions to attract people to live, learn and work in Buckinghamshire.
5. To improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel.

6. Protect and enhance our high quality environment and major towns including protecting the Green Belt, AONB, Rights of Way and Green Spaces.
7. Mitigate the impact of strategic national infrastructure projects i.e. HS2, Heathrow expansion.
8. Promote and encourage sustainable approaches to the use of natural resources and waste. Improving our natural environment, water management, biochemistry, recycling and animal welfare.

Delivering value for money



This is an underpinning commitment to the three strategic priorities to ensure the Council is fit for purpose and delivers value for money

Meeting the challenges

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Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 598,000 by 2030, an increase of 64,000 or **12%**



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



65+ year olds are set to increase from 98,300 in 2016 to 136,400 in 2030, an increase of 38,100 or **39%**

85+ year olds are projected to increase from 13,600 in 2016 to 24,200 in 2030, an increase of 10,600 or **78%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 133,000 in 2030, an increase of 11,900 or **10%**

Bucks strategy

Buckinghamshire is set to experience significant growth bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively.

To this end the Council is developing a Buckinghamshire Growth Strategy in collaboration with the Local Enterprise Partnership (LEP), Districts and partners. Building upon the LEP Strategic Economic Plan and emerging Bucks Strategic Infrastructure Plan it will support an economic led case for smart and sustainable growth in the county, enabling the Buckinghamshire economy to work together, strengthening the economic ecosystem and capitalising on new regional growth opportunities.

BU specific

Our Commercial Services team has responsibility for the coordination of the generation of income across the Council. To this end we have created an Income Generation Champions network of officers across the organisation so that we can maximise the impact, and jointly bid for funding opportunities. The Inc Gen network collaborate to recognise the impact of the Council's growth and bid for funding accordingly.

Our Executive Director, Gillian Quinton, is also a lead officer for the Council's Skills agenda. A joint skills strategy has been developed with the Buckinghamshire Thames Valley LEP; the purpose of the skills strategy is to provide a framework and focus for the joint commitment to skills development across the county. We recognise that responsibility for the delivery of this strategy starts with the Council's own workforce strategy.

Service Context – Explanation of the Service

Our Business Unit consists of:

•Finance and Assets •Commercial Services •Technology Services •Human Resources •Operations



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Richard Ambrose
Director for
Finance and Assets
Service

We provide assurance and financial services 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. We lead and co-ordinate the Council's key financial strategies and processes to ensure strong financial controls and governance arrangements. We consist of:

- **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, provide project support and insurance services.
- **Finance Operations:** specialised Finance Officers who provide expert advice and support in many aspects of the financial business. To provide Section 151 assurance in regards to schools and business areas with compliance to financial regulations and instructions.
- **Pensions & Investments** – pension administration and investments for Buckinghamshire Pension Fund, as well as Treasury Management.



Jonathon Noble
Director for
Commercial
Services

On behalf of the business unit, or where mentioned the wider council, we provide:

- Strategic advice and guidance on business planning and commercial matters;
- The development and selected delivery of transformation projects for support services and, where requested, for other council service areas;
- On behalf of the council, the creation of a sustainable and diverse profile of external income;
- Management and development of relationships with our support services customers;
- E-commerce systems including the processes of buying and selling online as well as the technology we use to manage our customers and suppliers;
- A Procurement centre of professional expertise for the council;
- The development and implementation of the Council's Contract Management Framework and leadership of supplier relationship and contract management practices
- Market analysis, which is distinct from business or customer intelligence, underpins all of the activities that Commercial Services undertakes.



Technology Services is a professional service designed to underpin and facilitate the use of technology across all BCC services. We provide specialised technology-oriented solutions with the provision of a high availability network service and application management and support across all business units and a variety of external customers.

- **Service Desk:** A single point of contact between all customers and the Technology Service teams. Tasks include handling incidents and requests for new services. The primary functions of the Service Desk is to maintain communications with the customer.
- **Infrastructure & Deskside Support:** Provides the lifecycle support, maintenance and management of all Technology Service devices and common desktop applications to staff and customers.
- **Technical Consultancy and Management:** Technical advice, management and support on the infrastructure and business applications technology requirements and developments including SAP, line of business applications and network and infrastructure provision.
- **Business Relationship Management:** Strategic advice to customers on key business applications
- **Project Management Office:** Oversight and management of all key IT business related projects
- **Digital Services:** To support the directorates in the development of digital solutions to improve their processes and enable a first class customer experience.

Interim Director for
Technology Services



We provide an organisational wide overview of the Council's workforce, aligning strategy, people and processes. Delivering a professional HR advisory service which is focused around the customer. The service includes:

Organisational Development: leading on the delivery of the OD strategy across the organisations workforce.

Change Management: TUPE transfer advice, providing full resourcing advice

Employee Relations: Tailored professional advice on all employee relations issues to bespoke workshops, mediation, coaching and mentoring

Management information: provides a range of workforce analytics

Learning & Development: delivering training workshops, online and e-learning courses and bespoke training

Payroll: Providing a service to all customers of BCC payroll and processing for over 60,000 transactional changes each year, new starters, leavers, LVTC's and claims.

Teachers Pension: a 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: Repairs, Maintenance and a Capital Programme delivery of building projects across the corporate, agricultural and schools estate. Facilities Management to ensure protection of buildings, assets and people

Health and Safety: advice and guidance to the organisation and our customers.

Deb Clarke
Interim Director for
Human Resources
and OD

We deliver high quality, value for money business enablement services to customers, through a range of professional and efficient operational and transactional processes. The service includes:



Lloyd Jeffries
Director for
Operations

Corporate Business Support: a bespoke administrative support service to meet business unit requirements. It offers a wide range of services including, project support, administrative support to statutory functions, assistance with business process improvements and system applications.

Customer Service Centre: 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.

SIMS, FMS and the Schools Technical Team: a combined ICT Schools Team offering a one stop shop for training, consultancy, provision and support of hardware and software and other services such as a cloud based backup service, and a popular Bursar and Admin Service.

Emergency Planning: offering training, consultancy, provision and support for Emergency management. Emergency management is the organisation and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies — preparedness, response, and recovery. The impacts of Climate Change are being seen year-on-year with reports of increasingly severe weather – wetter winters, stronger winds, warmer summers etc. Concurrently, the threats from international and national terrorism have left the National Threat Level at Severe, the Council must proactively focus on its ability to develop its own emergency response capabilities, to be able to continue to deliver its own critical activities in the event of an emergency and support the community to develop its capabilities and internal resilience in order to mitigate the impact of any hazard or threat on the integral elements of the Community as well its prosperity and wellbeing.

Meeting the challenges

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Who are we? – Key facts and achievements

Just 7.6p in every £1 the council spends now goes towards support

£500k additional Resources income generated since 2015

Forecasting £4m permanent budget reductions from by end of 2018/19

We trade with close to 400 external customers

We provide support services to 13,000 people in schools and the Council

Average Queue time is less than 60 seconds in our Contact Centre

About 20,000 calls per month come through our Customer Services Centre

30k savings planned from our School Appeals Process

80k savings by transforming our post room

Over£1m additional income generated from our Property estate this year

2/3rds of your calls are successfully dealt with by the first operator you speak to

Our Technology Services are available 99.9% of the time

Over 175,000 visits a month to our website

£600k savings from a shared Legal service with Harrow

£1.2m savings from a shared HR service with Harrow

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What we've done to be more efficient...



Corporate Business Support £1.7m

We brought together administration staff from across the organisation to form a Corporate Business Support service, creating a more flexible pool of support staff and making annualised savings of £1.7m.



Shared Customer Service Centre £872k

Bringing together our transactional services and staff helpdesks for ICT, HR and Finance reduced operating costs by £572k, with a further £300k of efficiencies driven out since.



Digital First £400k

By making it easier to access some of our highest volume services online, we've been able to dramatically reduce phone contact, creating savings opportunities of more than £400k from a £1.72m revenue budget (23%), while getting customers the information they want more quickly.



Purchase to Pay £225k

Through streamlining and automating our requisitioning, purchasing and payment processes, including moving to electronic invoices, we have delivered savings of £125k with a further £100k to go.



Post Room Transformation £80k

Our new 'digital post room' will reduce paper, postage and manual handling, reducing costs by more than £80k while getting communications to customers much more quickly.

Working together to reduce costs...

Our Experience

Shared HR Service

Our ground-breaking shared HR service with the London Borough of Harrow went live in August 2016 and has already produced shared savings of £150k. With further management and staffing efficiencies to be made next year, the project will deliver cumulative savings in excess of £1.2m over three years. It is the first shared service between a County Council and London Borough.

Shared Legal Service

Our shared Legal service with Harrow and Barnet Public Law will save £600k by 2019/20, as well as increase the range of specialisms with a greater depth of expertise than a single council could sustain, allowing more legal work to be done in house, reducing the cost by up to 60%.

Savings can come in a variety of ways:

- Avoiding duplication
- Securing economies of scale from greater utilisation of fixed assets
- Increasing purchasing power that results in procurement savings.
- Increased investment, for example, in more advanced IT systems, as partners' resources are pooled
- Adoption of best practices across service delivery partnerships
- Opportunities to redesign services to better meet the needs of users
- Improvements in service performance, for example, improved response times
- Opportunities to implement new ways of working and management arrangements
- More interesting, varied, or specialised work for staff – aiding recruitment and retention.

Strengths

- Just 7p in every £1 the council spends now goes towards support services
- Complete operational package on offer – operational and advisory support
- Costs are transparent
- Long standing experience with education customers – our major customer base
- High customer engagement figures: 87% of customers rated a recent event good or excellent.
- Recruitment of a marketing officer to mitigate our weakness of market presence and promote our services to target customers

Weaknesses

- Do not have named and assigned Account Managers for each customer
- Weaker marketing presence and promotional strategy

Opportunities

- Diversifying customer base
- Increasing shared services arrangements with likeminded organisations
- Wholesale outsourcing deals are reducing across the sector, increasing opportunities of collaboration between public bodies

Threats

- Reducing schools budgets risk our major customer base
- Established shared services providers including LGSS, Norse, and Hoople offer competition and growing market share

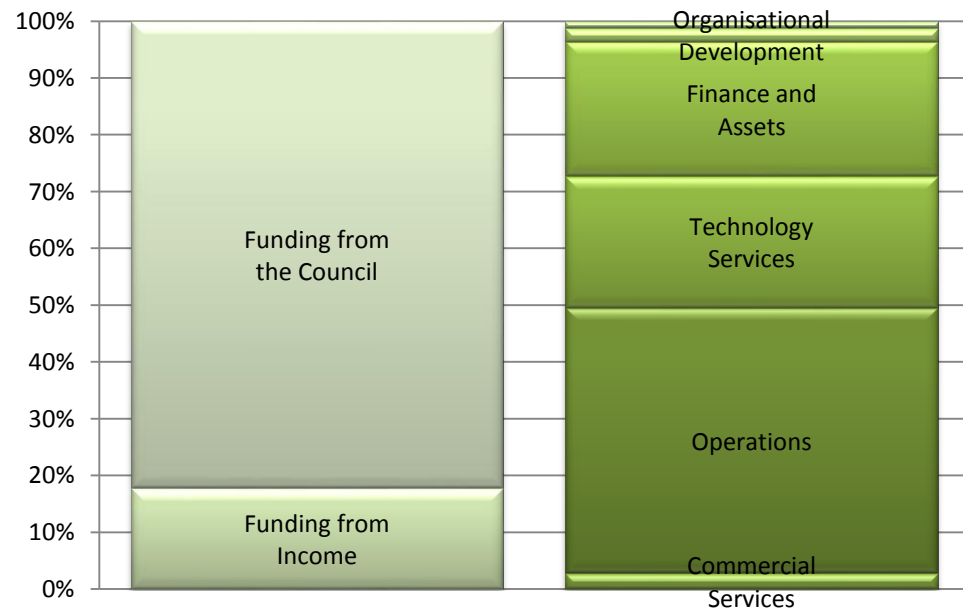
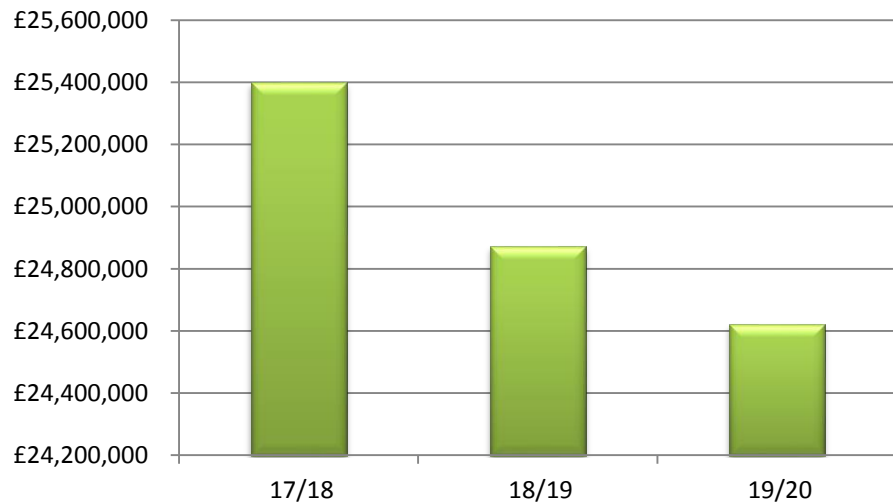
Key Financials

The level of BCC revenue funding received by Resources in 2015/16 was £21.9m. Despite a budget reduction of over £2m in the last 2 years, with the incorporation of Finance and Assets Services, our budget has risen to 25.1m in 17/18. Between 2017/18 and 2019/20 we plan to have made 2.944m of savings, meaning the budget will have reduced to £22.168m per annum - A further 11% reduction.

	Budget £000s
Commercial Services	£713
Operations	£11,887
Technology Services	£5,873
Finance and Assets	£6,016
Organisational Development	£623
Dir of Resources	£286
Resources Total	£25,112

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Resources total Budget



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Our transformation programme has been allocated into five themes.

Service Based Themes

There are two service based themes. Each theme is segregated into services areas: Business Support, Commercial, Customer, Finance & Assurance, Human Resources & Organisational Development, Property & Assets and Technology. Activities have been split between themes based on strategic and operating reviews and efficiency, dependency free improvements.

1) Service Model	This theme focuses on the function of the team or service area, combining similar ideas into a staged approach to delivery. This theme builds on previous approaches of Strategic Options Appraisals. Operating reviews will take place within this theme.
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2) Service Optimisation	This theme builds upon efficiency and process improvements. This group of projects are generally viewed as quick wins and dependency free.
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Cross Cutting Themes

To support the service based themes, there are 3 themes that are dependent across service areas, which seek to change, improve or generate income in multiple areas of the business.

3) Demand Management	The theme seeks to combine similar efficiency opportunities from across service areas. This brings together projects that seek similar outcomes and could be dependent on one-another.
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4) Suppliers & Contracts	In line with Resources accountability for SRM across the organisation the ongoing work of the SRM Improvement Plan and other projects, this theme ensures maintained momentum and focus on supplier relations, contract management and procurement processes.
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5) Income Generation	This theme brings together income generation initiative from across Resources, including shared services opportunities, changes and developments of traded services and asset strategy.
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To support implementation of the programme with minimal disruption, existing governance structures will be utilised.

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Governance	Responsibility
Resources Board	Decision making authority for resource allocation for projects. When process improvements require resource that can non be managed within service budgets, business cases are submitted and approved by Board for resource to be allocated.
Tackling the Challenge	TCC is responsible for tracking delivery of work packages across service model, service optimisation and demand management themes.
Commissioning & Supplier Management Group	CSMG is responsible for delivery of the Contracts and Suppliers Theme.
Asset Strategy Board	ASB is responsible for the assets work package of the income generation theme.
Commercial Development Group	CDG is responsible for the product and shared services work packages of the income generation theme.
Service Management Teams	Service area management teams will remain consulted and informed throughout development of service model reviews. Their role will be to check, challenge and review service model reviews.
Project Teams	Each project has a project team responsible for delivering of the project. This will be a combination of project management functions and service area leads.

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Business Intelligence & Insight

How Insight and Intelligence is informing our work

- **Performance Review:** A monthly dashboard scrutinised by the service areas senior leadership team that provides information on finance monitoring, contract compliance, project updates, performance indicators and workforce statistics.
- **Customer Intelligence and Insight:** Regular surveys and feedback mechanisms following events, engagements and buy-back process, focusing mainly on feedback from school business managers. Using Salesforce (CRM) to track customer purchasing and buying patterns to upsell to individual customers. Using Firmstep and it's 'my account' settings to understand individual resident's needs.
- **Competitor Analysis:** Building an understanding and knowledge base of our major competitors so that we are able to respond to maintain our customer base.
- **Commercial Viability in Business Cases:** Completing market analysis including SWOT, PESTLE and Porter's Five Forces to understand our position in the market and our opportunities for development. This informs the commercial viability of any proposal.
- **Intelligence Briefing:** A weekly briefing to review policy changes, sector news, sector trends and tender opportunities for our services.
- **Opportunity Analysis:** Using key changes in policy (Academisation) or financial changes (Revenue Support Grant) to target customer groups or partners.

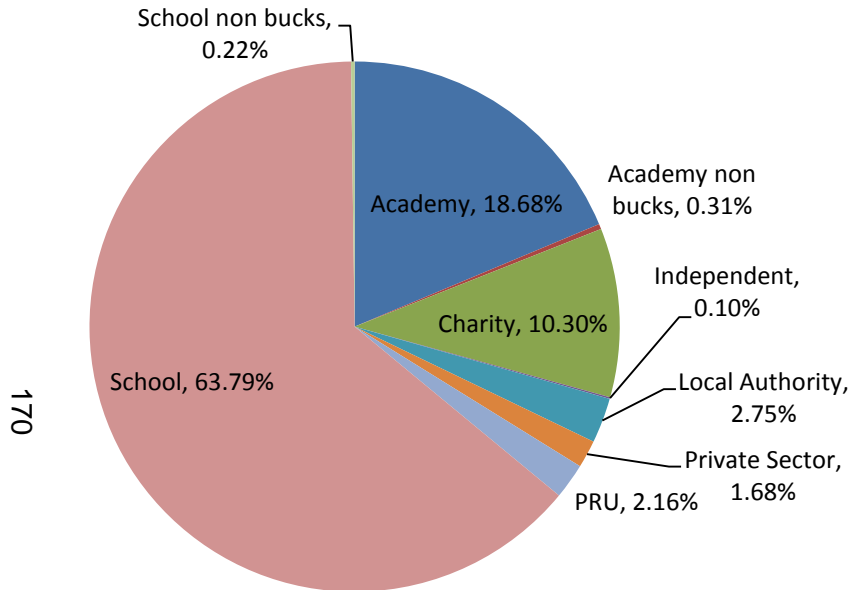
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How are we using this information to develop our services / better value for money

- We have a dominant market presence among our core customer base of schools and academies in Buckinghamshire, with up to a 94% market share for some products. Maintaining this base income for our services that generate surplus is business critical and is gradually being supplemented by income from new geographical markets, including Milton Keynes, Oxfordshire and an increasing foothold in Greater London.
- Our presence in the London market has been enhanced by our landmark shared services partnership with Harrow Council – the first of its kind between a County Council and a London Borough. The first phase of the service went live this year, with Business Services Plus taking over management responsibility for the HR teams at Harrow. Phase two, which went live in April 2017, will see Resources take on the running of services to schools.
- Nearly 1/3 of our operating budget is generated externally from schools, academies and other partners such as other local authorities, the fire authority, small businesses and charities.
- 81% of our external customers are within the education market, with the vast majority being schools and academies in Buckinghamshire.
- We have undertaken an analysis of the products we offer, who our customers are, how we can grow our customer base, who our competitors are in each market, how we market and sell our services and what the opportunities are for growth.
- Maintaining a good customer experience is a key area of focus for our business unit. Our Customer Services Centre is the first point of contact for many of our residents and retaining a satisfied business to business customer base is critical to the delivery of our commercial ambitions.

Commercial

Income Generation by customer type



Major Contracts

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

Forward Planning

Resources have 3 Platinum Contracts which are due to terminate in the next 24 months. To ensure the Council is getting the best value for money, Resources will undertake Sourcing Strategies to identify the most appropriate procurement options. A Sourcing Strategy includes a market analysis (looking at our own strengths and weaknesses in the sector), a demand analysis (to assess the level of need), an assessment of the technical developments (to identify opportunities to do things differently), a supply analysis (to assess the shape of the market) and a cost analysis (to assess current and to-be costs. This all helps identify the best delivery option. Completion of the Sourcing Strategy will then support us in how best to procure the service (e.g. use of internal resources, single or multiple suppliers, opportunities for collaboration, use of existing frameworks etc). The Sourcing Strategies for 'PSN', 'The provision of managed services for temporary agency resources' and 'Estates and Asset Management' contracts will all be submitted as Cabinet Member Key Decisions.

Service Outcomes – How we deliver our key objectives and priorities

Developing more Shared Services

with likeminded partners and delivering Strategic Options Appraisals

Links to Strategic aims:
Delivering VfM

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Key Actions

- Researching other LA's and developing approaches to explore shared services for back-office services by March 2018.
- Undertaking Target Operating Model reviews and Strategic Options Appraisals to help assess the level of demand, market supply, and Resources' position within the market place.
- Delivering Resources' Transformation Plan to increase the quality of our services and make them even more efficient.

Commercialisation

Generating income and diversifying our customer base

Links to Strategic aims:
Delivering VfM

Key Actions

- Develop our Market Intelligence capability to allow us to have a focussed and directed approach to target potential customers by March 2018.
- Source a market intelligence tool, to utilise technology to enhance market analysis.
- Organise a Hackathon on Income Generation by October 2017
- Maintain our base external income.

Service Outcomes – continued

Business Improvement

Creating efficiencies and making savings through transformation, smarter ways of working and new technologies

Links to Strategic aims: Delivering VfM

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Key Actions

- Develop and deliver a transformation programme of work for the Resources Directorate by September 2017
- Review and assess services for VfM and delivery options by March 2018.

Workforce Challenges

Recruitment, workforce retention, enable the organisation to face the recruitment challenges

Links to Strategic aims: Delivering VfM

Key Actions

- Continue to deliver against the People and OD Strategy across the organisation.
- Review the implementation of the Grow Your Own Initiative.
- Continue to improve the on-boarding process.

Service Outcomes – Continued

Work Tools

Delivering tools for people to be able to work efficiently

Links to Strategic aims: Delivering VfM

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Key Actions

- Further development of agile work tools to roll out across the organisation and further Lync functionalities.

Customer Experience & Demand Management

The quickest and most efficient way of dealing with customers. Service areas working together to minimise hand offs.

Links to Strategic aims: Delivering VfM

Key Actions

- Continue to embed and ensure effective use of technology to improve the quality of data.
- Develop proposals to produce more e-forms for utilisation by our customers.

Service Outcomes – Continued

Assurance

To provide excellent financial, asset and assurance advice to the whole Council and ensuring that public funds are being used wisely in the pursuit of its stated ambitions

Links to Strategic aims: Delivering VfM

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Key Actions

- To work closely, on a regular basis with Directorates to support on financial matters to allow them to meet their strategic priorities.
- Develop a pipeline of opportunity to invest in our assets to achieve cost reductions / income.
- To provide the organisation with a robust governance and control framework.

Equalities

Our Legal Obligations

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

The Council is committed to:

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

As an employer and as service provider we will:

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

Public Sector Equality Duty Compliance

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

How we achieve this

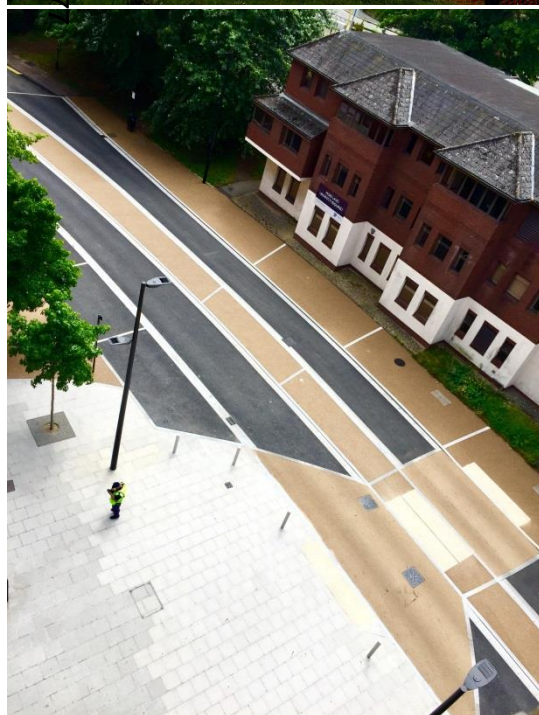
The Resources Business Plan supports the Public Sector Equality Duty by ensuring that transformation and change does not and will not discriminate, harass or victimise any section of the workforce or customer base.

The change tracker demonstrates the projects that will be undertaken to ensure Resources reaches its savings targets. Individual EIAs will be completed for these projects when deemed necessary by Resources leadership and the level of impact each project has on people and the service.

The equality impact assessment process will be integrated into change projects, business development reviews and business cases. We will ensure all stakeholders groups including customers and workforce will be consulted throughout to ensure services remain and/or become more inclusive.



Transport Economy Environment Business Unit



Plan 2018-22



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

Welcome to the **Transport Economy Environment Business Unit** Plan for 2018 - 2022 which sets out our key intentions and areas of work for the next four years.

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

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TEE exists to strategically design, and manage the delivery, of future-ready infrastructure and transport systems within Buckinghamshire, whilst also actively mitigating the environmental impacts of growth and new infrastructure. In addition TEE maintains and enhances existing infrastructure. TEE's outcomes are aligned to growing our local economy, creating local jobs for local people and keeping Buckinghamshire thriving and attractive.

We continue to work to deliver value for money in a tough financial climate. We actively seek external funding and work in partnership with other parties, including the district councils, Bucks Thames Valley Local Enterprise Partnership and England's Economic Heartland Strategic Alliance in order to lever greater value for money from every Bucks pound that we spend. We work in an environment of rapid technological change and continue to explore how best we can benefit from new technologies for Bucks residents.

In the last 10-15 years in Bucks, 17,000 new homes were built and approximately 32,700 new homes are needed by 2030. The population as a whole is getting older and living longer. Growth presents great opportunities for the region, but also presents a significant challenge for all aspects of our business unit. Managing and planning for the long-term impacts of growth is a high priority during 2018-2022.

- For our environment, housing growth places pressure on the quality of Buck's places, our green spaces and rights of way, and more people means more waste to be disposed of.
- Economically, Bucks is a strong country with low unemployment and a very high proportion of business start ups and Small and Medium Enterprises. Improvement in digital connectivity – both Broadband and mobile connectivity is needed to attract businesses to our county.
- For our transport service, growth in the number of people and amount of infrastructure adds pressure to our existing highways network. In turn, growing our road network to cope with additional journeys and managing congestion creates a revenue burden for future years to maintain the additional roads and street furniture – e.g. signals, signs and lighting. The service needs a robust plan to deal with more roads and more journeys including construction vehicles.



Martin Tett
Council Leader



Mark Shaw
Deputy Council Leader



Bill Chapple, OBE
Cabinet Member



Neil Gibson
Executive Director

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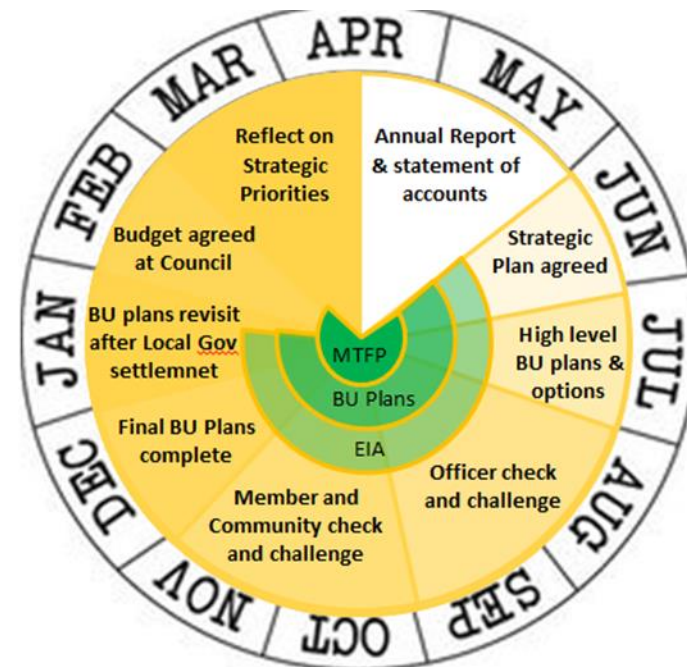
Corporate Context – An explanation of the corporate planning process



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

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



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Strategic Priorities

Safeguarding Our Vulnerable



1. Safeguard vulnerable children and adults
2. Keep children in their own home where it is safe to do so and only bring children into care when it is the best option for them
3. Deliver effective interventions and family support in an integrated and coordinated way to achieve better outcomes for all children and reduce the need for children and families to access statutory services
4. Identify and take action where we find exploitation of children and young people and give care and support to those affected
5. Improve outcomes for children and adults with special educational needs or disability
6. Ensure that our older, disabled and vulnerable people receive the support that is right for their needs, delaying the need for care through earlier diagnosis, intervention and rehabilitation
7. Provide understanding and dignity in end of life care
8. Support our most vulnerable adults to lead independent lives
9. Help and support those unpaid carers who give their time and energy to look after relatives and friends who cannot take care of themselves

Creating Opportunities & Building Self Reliance



1. Ensure that our children growing up are 'school ready' by providing help, support and advice to families with pre-school children
2. Enable and support all our children to be successful and cared for throughout their school years, focusing on promoting high quality education across all our schools, enabling the best for every child with particular focus our most vulnerable.
3. Enable all our young people to be prepared for the world of work and adult life by promoting volunteering, work experience, apprenticeships and citizenship
4. Improve community safety and reduce crime and the fear of crime
5. Continue to improve the health and wellbeing of our residents and address major health risks
6. Support our voluntary and community sector to develop our communities to help themselves
7. Empowering communities to deliver and prioritise their services including devolving assets and services to town and parish councils where it makes sense to do so
8. Promote good citizenship, encourage participation, help strengthen their local communities and be inclusive.

Ensuring Buckinghamshire Thriving and Attractive



1. Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible.
2. To work with the England Economic Heartland, Local Enterprise Partnerships and other partners to maximise investment in the County, to deliver, manage and maintain local services and strategic infrastructure including digital highways, in line with changing demands.
3. Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth.
4. Enable the right conditions to attract people to live, learn and work in Buckinghamshire.
5. To improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel.

6. Protect and enhance our high quality environment and major towns including protecting the Green Belt, AONB, Rights of Way and Green Spaces.
7. Mitigate the impact of strategic national infrastructure projects i.e. HS2, Heathrow expansion.
8. Promote and encourage sustainable approaches to the use of natural resources and waste. Improving our natural environment, water management, biodiversity, recycling and animal welfare.

Delivering value for money



This is an underpinning commitment to the three strategic priorities to ensure the Council is fit for purpose and delivers value for money

Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 598,000 by 2030, an increase of 64,000 or **12%**



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



65+ year olds are set to increase in number from 98,300 in 2016 to 136,400 in 2030, an increase of 38,100 or **39%**
85+ year olds are projected to increase in number from 13,600 in 2016 to 24,200 in 2030, an increase of 10,600 or **78%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 133,000 in 2030, an increase of 11,900 or **10%**

Bucks strategy

Buckinghamshire is set to experience significant growth, bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively.

To this end the Council has developed a Buckinghamshire Growth Strategy in collaboration with the Local Enterprise Partnership (LEP), District Councils and our partners. Building upon the LEP Strategic Economic Plan and emerging Bucks Strategic Infrastructure Plan it will support an economic-led case for smart and sustainable growth in the county, enabling the Buckinghamshire economy to work together, strengthening the economic ecosystem and capitalising on new regional growth opportunities.

Transport Economy Environment

Actively planning for growth is a core function of Transport, Environment and Economy, as detailed further throughout this plan. TEE's Strategic Development Reserve will be used to fund aspects of preparing the business unit for growth. Some examples of how TEE are preparing for growth include:

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

Service Context

Our Business Unit consists of:

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

In addition our Business Unit works in close partnership with:

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

Growth & Strategy and Highways

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Growth and Strategy is fundamental to strategic place shaping, creating 'Buckinghamshire the Place,' and aiming to ensure a united approach with our key local partners, such as the Buckinghamshire Thames Valley Local Enterprise Partnership and Buckinghamshire Business First.

Growth and Strategy defines the transport strategy for Bucks and aims to promote sustainable travel, supporting public health and environmental protection objectives. The function aims to secure external investment in Bucks' infrastructure development, sustainable and active travel and enable economic growth. In 2016/17 the function attracted over £20m government funding for essential infrastructure and over 12,000m² business floor space was developed at Silverstone Park Enterprise Zone.

It also provides a range of customer facing services including school crossing patrols, Simply Walk health walks, school travel planning and cycle training. In addition, Growth and Strategy develops and implements the Waste & Minerals Plan for Buckinghamshire and is developing the Bucks Strategic Infrastructure Plan – a plan outlining the spatial principles and infrastructure requirements for Bucks in the context of growth.

Our **Highways** service manages the contract with Transport for Buckinghamshire. This service delivers the highways maintenance programme and manages the way traffic moves around the 3,200 km highway network in Bucks. The Highways service maintains our growing road network and street furniture (such as street lighting and signage) to defined standards, using an asset-led approach.

Our highways asset is key to economic development in the county, providing transport links for businesses based in and travelling through Bucks. The service drives efficiency within the capital programme in order to continue to maintain the growing Highways asset.

In 2016/17, our Highways service fixed over 17,000 dangerous potholes and invested £14m in maintaining the standard of our highway asset.

Environment Services

Environment Services aims to keep Buckinghamshire thriving and attractive, protecting and enhancing our environment from the effects of growth. This service not only fulfils our environmental statutory duties but also aims to optimise the county's waste, reduce the council's carbon footprint and ensure developer contributions are secured to appropriately support infrastructure development.

Environment Services consists of: Waste Management, Highways Development Management, Planning & Environment, Infrastructure Projects and Energy & Resources.

As an indication of the scale of our Environment Services function:

- The Highways Development area secured £2m in Section 106 contributions towards highways and transportation, and secured £11.4m of highway works delivered by Developers under Section 278/38
- As Lead Local Flood Authority, in 2016/17 over 570 sustainable drainage planning consultations were responded to and eight surface water/groundwater flood projects were submitted to and accepted to the DEFRA/Environment Agency six year programme.
- Our Public Rights of Way network spans 3,300km, including 2350 bridges, 4900 sign posts, 6480 Gates, 47,00 Stiles and 3,200 Waymark Posts.
- The energy from waste plant treats 300,000 tonnes of waste per annum and generates enough electricity to power 36,000 homes. 56% of Bucks household waste was recycled, re-used or composted in 2016/17.
- Our archaeology and ecology function advised on over 750 planning applications in 2016/17, bringing significant heritage discoveries and environmental enhancements. Heritage and environmental data generated over £60,000 income for the county council and helped more than 12,600 hectares of land to be improved under Countryside Stewardship.
- The zero tolerance approach to fly-tipping saw 67 convictions last year (2016/17) with offenders paying over £140,000 at court. A landmark £31,000 fine was issued for a waste planning enforcement breach.
- Bucks County Council has successfully achieved its ambitious 10% carbon (CO₂) reduction target as part of our Carbon Management Plan. Over 5,700 tonnes of net CO₂ emissions were saved throughout a 6 year period (April 2011 to April 2017) and annual energy cost avoidance has now reached £530,000.
- From 2015 onwards, under the Re:FIT energy efficiency programme we have invested over £800,000 across corporate buildings and maintained schools, delivering annual cost savings of over £84,000 and saving over 700 tonnes of CO₂ per annum.

Business Strategy, Improvement and Commercial Delivery

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

Commercial Delivery captures the delivery of the Country Parks and Supported Transport. The Country Parks are run as a primarily self-financing business model. The parks provide an opportunity for our residents to enjoy the outdoors, positively promoting public health. In 2016/17 our country parks were visited by over one million people, and the parks have over 2750 followers on social media.

The **Supported Transport Services** Unit manages the provision of over 25,000 journeys per day for children and vulnerable adults in Bucks, and includes management of both concessionary bus service and the fleet management service.

TEE Finance

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

The TEE Business Unit has a gross revenue budget of £45.1m and gross capital budget of £39.9m (in 2017/18). With this we lever an additional £16.8m in external funding for investment into Buckinghamshire places. This investment spans across ensuring that people can travel around the county, treating waste, providing transport and protecting the environment, through to controlling developments and planning and delivering the future infrastructure needs of the county. The majority of TEE services (both revenue and capital based) are delivered through contracts.

Regeneration & Infrastructure

Our **Regeneration and Infrastructure** function leads for the county council on regeneration opportunities and manages the delivery of major highways schemes within Buckinghamshire. These significant capital schemes provide the transport systems and major infrastructure needed to enable Bucks to thrive as its population and economy grow. Planned schemes include:

- Eastern Link Road (South) and Southern Link Road for Aylesbury linked to Aylesbury Garden Town
- A355 Beaconsfield by-pass
- Sustainable transport schemes, including improving access to railway stations
- And re-routing of roads to enable realisation of the High Wycombe Town Centre Masterplan

Examples of recently completed schemes are:

- Winslow-Buckingham cycleway
- Stocklake Link Road (Urban) in Aylesbury
- Re-development of Porter's Lodge in Aylesbury town centre, now wholly occupied by Buckinghamshire Business First (BBF) as a centre to cater for start-up companies needing flexible, low cost offices.

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

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

Our Partnerships

Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) is a business-led 'partnership of equals' between local government and the private sector. BTVLEP is focused on building the conditions for sustainable economic growth in the county, including through securing Local Growth Funds, bidding for other external growth funds and delivering growth fund projects. BTVLEP engages with government on strategic infrastructure requirements and leads on the Industrial Strategy of Bucks the place, including sector development and enterprise sites. BTVLEP has recently refreshed its strategic economic plan and launched the skills board, taking forward collaboration on a joint skills strategy. The county and district councils all occupy seats on the BTVLEP Board. Bucks County Council work with BTVLEP to keep Buckinghamshire thriving and attractive with a strong local economy and future ready infrastructure.

Buckinghamshire Business First (BBF) is a business-led, business-focused organisation which exists to support businesses in the County to reach their full growth potential. It provides an information and support hub for new, established and growing businesses across Buckinghamshire. There are more than 33,000 businesses in Buckinghamshire and 10,000 of those are Buckinghamshire Business First Members. 70% of the county's private sector workforce is employed within those Member companies. 50% of the BTVLEP Board are BBF directors and BBF is recognised by Government as the BTVLEP Growth Hub.

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

Our Partnerships (continued)

England's Economic Heartland Strategic Alliance is a partnership that includes all 9 Councils with transport responsibilities from Oxfordshire across to Cambridgeshire and representatives from the 4 local enterprise partnerships within the Oxfordshire-Cambridgeshire region. It has the aim of ensuring a co-ordinated response in addressing barriers to economic activity that extend to beyond one single local authority area.

The Alliance has established the Strategic Transport Forum to provide a single voice on strategic transport issues across the Heartland area. The Forum is developing a case for establishing a Subnational Transport Body on a statutory basis. The Strategic Alliance is also heavily engaged in the work of the National Infrastructure Commission to raise its profile nationally. Activities of the Strategic Alliance are funded by contributions from each partner, match funded by Department for Transport. Buckinghamshire County Council is the Accountable Body for the Strategic Alliance.

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

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

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

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Who are we? – Key facts and achievements

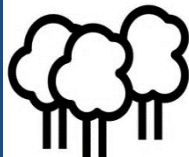
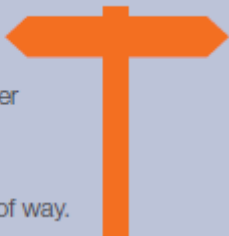
We have responsibility for approximately

5,600

miles of roads and over

6,200

miles of public rights of way.



Over **one million** visitors to our Country Parks in 2016/17

5.6 miles of shared footway and cycleways...



Connecting Winslow and Buckingham

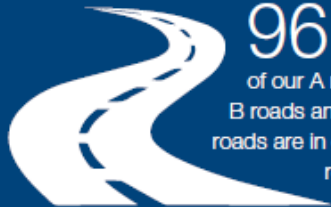
over **6000** illuminated signs & bollards



Over **28,000** streetlights



96% of our A roads, B roads and C roads are in good repair.



67 fly tipping convictions in 2016/17 saw offenders pay £140,000 at court

175,000 megawatt hours per annum of energy generated from waste...



... enough to power **36,000** homes

over **500** bridges & structures

over **100** controlled crossings



We look after **1638** bridges across the county. In 2014/15 we carried out 18 major and 20 minor maintenance works – a total spend of approx. **£2.6m.**



12,611 hectares of land improved under Countryside Stewardship

Over **570** Sustainable Drainage Planning Consultations responses in 2016/17



3200 km of carriageway

2480 km of footway



58% of household waste is recycled



Service Strengths

- Our participation in England's Economic Heartland, including gaining the support of the Department for Transport and forming a sub-national transport body.
- We have had successful bids for external funding to drive infrastructure projects forward. Investing and re-cycling corporate funds to deliver infrastructure is a strength.
- Bucks Advantage is a unique and flexible delivery arm that unlocks the growth potential of strategic schemes, proactively creating employment and housing opportunities.
- Our Aylesbury and Buckingham Transport strategies have been adopted, providing transport proposals for handling growth within the towns.
- Improved performance on highways development consultation response time has been achieved and we have reduced our reliance on highways development consultant resources.
- Strong income levels were achieved from the Energy from Waste plant in 2016/17 and sufficient energy to power 36,000 was homes produced.
- Adopting digital waste permits has improved efficiency and is helping our environment by reducing paper and postage.
- High country parks visitor numbers and increased car parking income at the country parks has been generated, which funds maintenance of the parks.
- Energy projects delivered to date have avoided energy costs of over £570,000 a year (every year) across the corporate estate.
- Our zero tolerance approach to fly tipping enforcement has led to an excellent prosecution success and national recognition as a centre of excellence.
- TEE Leadership Development has improved the effectiveness and reduced the cost of our management layer, enabling greater investment in our wider workforce.

Service Weaknesses

- Finite resource availability whilst managing increasing service demands due to the effects of growth and new major infrastructure is a challenge. National skills shortages within some technical specialisms such as highways and environment can make recruitment of skilled staff difficult, which we are addressing by 'growing our own' expertise.
- Delivering the necessary infrastructure in advance of major growth is a fundamental challenge to the service. Securing sufficient external finance for highways projects also remains a challenge.
- Managing the expectations of services and demands of our customers in the context of financial challenges.
- Our digital interface remains an area we seek to improve to enhance our customer's experience of interacting with our services.
- Worsening of environmental indicators in Bucks such as water quality, species and air quality.
- Integration of internal IT systems, such as our mapping tools, is an area we seek to improve in order to work more efficiently and more effectively.
- The condition of our highways, in particular C and unclassified roads, footways and street furniture.

Service Opportunities

Service Threats

Opportunities

- Integrated strategic infrastructure planning across Bucks through developing the Bucks Strategic Infrastructure Plan (BSIP) presents opportunities for collaborative and future proofed infrastructure development.
- Reviewing the configuration of our Southern Transport Depots to improve the efficiency of our highways service. .
- Devolving further highways services such as footway lighting and minor / non-urgent repairs to estate roads may improve local control.
- Growth presents opportunities for economic development and business rate retention, depending on government policy.
- National schemes, such as the proposed third runway at Heathrow and the Oxford-Cambridge Expressway open opportunities to access funding for infrastructure that is required to manage the anticipated growth in the county. Aylesbury Garden Town status will also provide opportunities to bid for green, blue and grey infrastructure funds.
- New energy grid storage schemes, Household Recycling Centre reconfiguration, waste charges and the Energy from Waste Plant's additional capacity present opportunities for income to the county council to fund public services.
- Country parks commercial plan identifies opportunities for developing and improving the parks in a self-sustaining manner.
- Environment Services centres of excellence have the potential to provide Sustainable Drainage and fly tipping enforcement services to other Local Authorities. Rights of Way and Gypsy & traveller enforcement have been in-sourced recently.
- DEFRA grants for Strategic Flood schemes.
- Improved internal controls – finance, performance, risk, project management and contract management. Improved Business Intelligence – better use of customer insight.
- The apprenticeship levy provides opportunities for our staff to develop key skills for our business.

Threats

- Slippage of major infrastructure scheme timelines (e.g. HS2 programme) presents challenges for effective resource planning. As yet there remains uncertainty of major infrastructure project resource requirements e.g. HS2, Heathrow, Woodlands, WRATH, M4 Smart motorway, East West Rail.
- Major national projects draw on the availability of skilled resources.
- Slippage of local plans timelines has led to speculative development in the county.
- Variability in energy and oil / fuel prices impacts operating costs and income streams.
- Changes to legislation regarding the classification of dams may result in a possible significant capital expenditure being required at our Country Parks within the next 2 years.
- The potential implications of Brexit remain uncertain, such as the possibility of a sudden developer market decline, which would impact on housing provision and county council income streams, used for maintaining and developing new highways infrastructure.
- Managing the long-term implications of growth for the county presents many challenges, such as land availability (greenbelt, agricultural land, flood implications and impacts on protected landscapes), congestion (air quality) and revenue pressures to maintain a growing highways asset.
- Changes in central government grants and funding create financial pressures and some needs to change the way we deliver services. For example changes to the Climate Change Levy are expected to increase utility costs for Bucks County Council.

Commercial

Fees & Charges, Income Generation and Cost Recovery: Opportunities being explored:

- National Productivity Investment Fund (NPIF) funding has been awarded to two schemes in Buckinghamshire – Improvements to the A418 corridor receiving £2.19m of Department for Transport funding and improvements to the A40 London Road, High Wycombe , receiving £4.13m of Department for Transport funding.
- A bid for £250m forward funding to the Housing Infrastructure Fund was submitted in September 2017, with the outcome of the bid awaited by early 2018.
- Access to LEP funding schemes.
- Energy schemes, such as battery storage, district heating, solar panels and the sale of power and heat to organisations and the national grid.
- Further commercial initiatives at our Country Parks
- Provision of environmental services to other local authorities through centres of excellence, such as Strategic Flood, fly-tipping enforcement; energy consultancy; ecology and archaeology advice.
- Aylesbury Garden Town provides opportunities for external funding.
- Potential income from Enterprise Zones.
- Exploiting the opportunities created by new technologies, such as Smart technology in new roads and existing street furniture
- Review of our fees and charges to ensure that we recover our costs whilst providing value for money from our services.

Major Contracts

The table below shows major contracts (gold, platinum and platinum plus contracts) within TEE due for renewal between April 2018 – March 2022.

Contract Name	Supplier	Annual Contract Value (£)	Expiry Date
Integrated Household Waste Recycling Centre	FCC Recycling (UK) Ltd	3,000,000	31/03/2019
Imperial Coaches Ltd	Imperial Coaches Ltd	1,020,300	31/07/2019
Marshall's Coaches LLP	Marshall's Coaches LLP	865,300	31/07/2019
Heyfordian Travel Ltd	Heyfordian Travel Ltd	767,600	31/07/2019
Motts Coaches (Aylesbury) Ltd	Motts Coaches (Aylesbury) Ltd	728,000	31/07/2019
On-street civil parking enforcement in Bucks	NSL	1,500,000	05/09/2021

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

Forward Planning

Strategic options appraisals (SOA's) to determine the delivery vehicle and procurement approach are scheduled for the following items within the 4 year period of this plan:

Bio-waste Contracts (reviewed annually)
 Transportation Services Contract - commence SOA 2018
 Parish Devolution Agreements - commence review 2018
 4 Public Transport Contracts - commence SOA 2019

Integrated Household Rubbish Contract - commence SOA 20174
 Bus Shelter Advertising – commence SOA 2018
 On Street Parking Contract - commence SOA 2019
 5 Client Transport contracts – commence SOA 2019
 N Power – commence SOA 2020.

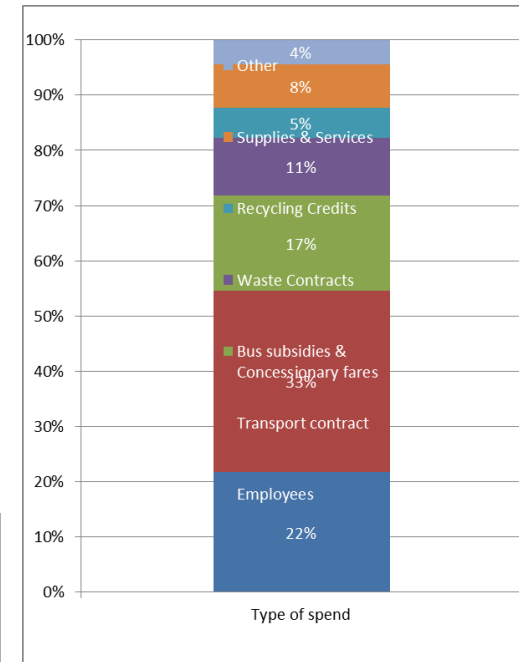
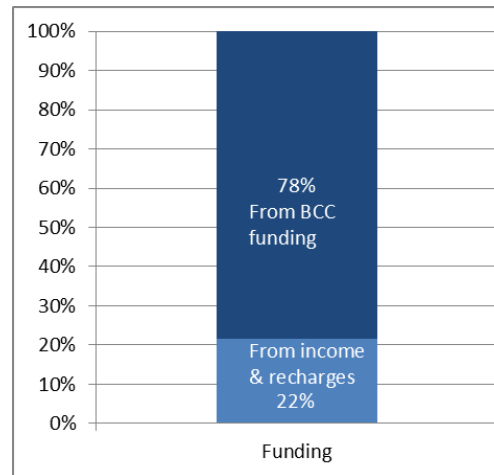
Key Financials

Our Financial Approach to Delivering Our Priorities: Revenue

Over half of TEE's annual revenue spend is consumed by Transport Services, with a further third of the budget going to Environment Services. The overall position is currently stable with small growth towards the latter part of the MTFP period reflecting investment in Transportation services and growth in relation to households and inflation.

Income:

Income targets are identified for delivery units through their budget setting. These targets are reviewed through MTFP and revised accordingly.



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Team	Actual	Total Plan for Year				
	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Environment Services	10,046,378	9,686,254	9,788,725	9,585,725	9,690,725	10,651,725
Growth & Strategy	1,817,270	1,778,509	1,820,509	1,785,509	1,761,509	1,761,509
Regeneration & Infrastructure	419,317	452,361	247,117	247,117	247,117	247,117
Transport Services	26,138,671	26,780,631	27,463,160	27,538,160	27,701,160	28,115,160
Strategic Business Plan & Commercial Dev	1,432,217	671,345	709,345	709,345	709,345	709,345
Grand Total	39,853,852	39,369,100	40,028,856	39,865,856	40,109,856	41,484,856

Table: Planned level of net revenue expenditure per annum

Key Financials

Our Financial Approach to Delivering Our Priorities: Capital

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

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

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

Project / Portfolio	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Expenditure					
Leader - LEP Schemes	9,323,100	22,797,985	28,100,000	15,000,000	-
Planning & Environment	2,222,620	7,442,567	2,774,800	3,731,000	3,592,000
Transportation (Internal)	3,476,088	11,022,341	9,768,000	1,440,000	1,357,000
Transportation (TfB)	24,910,219	26,680,048	20,933,000	20,960,000	21,010,000
Expenditure Total	39,932,027	67,942,941	61,575,800	41,131,000	25,959,000
Funding	-11,182,996	-30,417,072	-38,011,800	-16,740,000	-5,115,000
Grand Total	28,749,031	37,525,869	23,564,000	24,391,000	20,844,000

Table: Planned level of **gross capital investment** per annum

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Business Intelligence & Insight

How we deliver high-quality insight and intelligence

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

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

Our team works collaboratively with colleagues and partners across the organisation to drive improvement for Buckinghamshire's residents, businesses and commuters.

How insight and intelligence inform our work

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

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

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

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

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

Improved data quality and MI reporting...

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

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

to help provide assurance of the TfB Highways contract

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

to help inform the Sustainable Transport Strategy to help alleviate congestion

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Service Outcomes – How we deliver our key objectives and priorities

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Optimising Our Highways Asset

Links to Strategic aims: Ensuring
Buckinghamshire is Thriving and
Attractive

- Continue to invest funds to the value of £15m per annum into the maintenance of our carriageways, adjusting the balance of investment across the local and strategic road networks.
- Adopt an asset-led approach to proactive highway maintenance, intelligently assessing the asset condition to inform the maintenance programme and identifying HGV routes to inform asset prioritisation. Achieve the Department for Transport's self-assessment band 3 by 2018.
- Implement the freight strategy from 2018/19 to prepare for the forecast steady increase in freight traffic over the next decade, addressing the impacts freight traffic on noise, congestion and road safety.
- Explore and invest in safer journeys to school, using insight to encourage increased sustainable travel and implementing improvements to enhance safety.
- Explore and implement devolution of further highways services to parish councils, such as footway lighting and minor / non-urgent repairs to estate roads.
- Improve efficiency of our highways services by reviewing and reconfiguring our transport depots to deliver significant cost savings from 2019/2020.
- Develop digital technology to optimise our highways asset and highways data.
- Continue to provide statutory consultation responses to respective authorities regarding development proposals and manage development from planning to delivery, overseeing development related highway works and the adoption of new roads and infrastructure. The County Council as Highway Authority has a duty to respond to the Local Planning Authority within a set deadline and must provide a substantive response, as set out within the National Planning Policy Guidance.

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Service Outcomes – How we deliver our key objectives and priorities

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Key Infrastructure and Connectivity Improvements

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Links to Strategic aims: Ensuring Buckinghamshire is Thriving and Attractive

- Work collectively with the members of England's Economic Heartland to create a Sub-National Transport body to gain a stronger position, to create efficiencies through wider commissioning, to influence and support regional planning, and to secure investment in critical infrastructure.
- In 2018/19, further deliver the second phase of the Buckinghamshire Strategic Infrastructure Plan, to deliver a policy context for infrastructure funding planning in Bucks, including transport, waste, flooding and green infrastructure. Thereafter, implement the Bucks Strategic Infrastructure Plan - taking opportunities for investment and new assets to support communities, brought about by growth.
- On a continuing basis, maintain a pipeline of strategic projects to plan for forward investment and successfully bid for grants. Optimise funding opportunities to maximise the benefits delivered for Buckinghamshire, such as from Section 106 monies, CIL and Local Growth Funds.
- Engage with key partners and stakeholders, including developers, to get the best deal for Buckinghamshire communities from major infrastructure projects, such as HS2, Heathrow airport expansion, East West Rail and the Oxford to Cambridge Expressway.
- Deliver key local transport schemes, such as the A355 link by 2019, Aylesbury South East Link Road by 2020/21 and key projects derived from the Aylesbury Transport Strategy.

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Protecting and Enhancing Our Environment

Links to Strategic aims:
Ensuring Buckinghamshire
is Thriving and Attractive

Key Actions

- Over the next three years, review and determine the most appropriate configuration of Household Recycling Centres (HRC's) to best reflect the current and future changing demands and financial pressures facing the waste service. This complex project, commencing in Autumn 2017, will scope the services offered at HRCs in the future. The project may require a contract review and re-negotiation (if possible) or a decision to re-procure services.
- Within on-going contract management and governance, optimise the Energy from Waste contract, giving consideration to the sale of electricity and 3rd party waste capacity.
- Deliver the waste infrastructure capital programme, including delivery of bio-waste and bulky waste transfer points. Subject to planning approval, delivery of the main infrastructure is expected to commence in Spring 2018 with completion by Spring 2019.
- Continue to deliver energy savings projects to increase the total annual savings already secured from £560,000 a year to over £640,000 a year by using our Energy Performance Contract and by addressing user behaviour. Assess the feasibility and subsequently implement energy schemes, such as Heat Networks and Grid Scale Storage.
- From 2018 and throughout the HS2 construction period, manage and mitigate the impacts of HS2 on Buckinghamshire by assessing environmental impacts, ensuring protection of areas of significance, delivering junction improvements and acting as qualifying authority.
- On an on-going basis, continue to provide excellence in Planning and Environment services, including continuing to adopt a zero-tolerance approach to fly-tipping enforcement, proactively investigating and enforcing against breaches of planning control and unauthorised waste management developments and providing timely and good quality decisions on planning applications for minerals, waste and infrastructure developments.
- Provide reliable and fast answers to environmental highway information for property searches .
- Maintain and protect the Public Rights of Way network; Scope and implement a capital programme to maintain and manage changes to the network to provide access to the countryside for residents.
- Implement the 10 year Country Parks commercial plan alongside continuing existing commercial activities.
- In support of the Local Flood Risk Management Strategy, develop 7 key flood management projects around the County phased from 2019 onwards
- Consult and gain adoption of a revised Waste and Minerals local plan for Bucks by 2019.

Service Outcomes

Key Actions

Creating Jobs and Growing our Economy

Links to Strategic aims:
Ensuring Buckinghamshire is
Thriving and Attractive

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- Progress the Woodlands Enterprise Zone, to deliver over 4,500 jobs, 1,100 new homes, over 100,000sqm of business space and new road infrastructure.
- Better utilise Bucks Advantage as a delivery vehicle to drive investment and deliver regeneration, housing and business developments.
- Create new communities and quality places by taking a collaborative approach with our partners to designing new settlements and expansion.
- Re-develop High Wycombe town centre in line with the master plan by 2019 to create an attractive destination, with improved retail and business opportunities.
- Working with other stakeholders, collaboratively define a Masterplan for Aylesbury Garden Town and subsequently design and implement a vibrant, green town that is attractive to people and businesses.
- Increase digital connectivity within Buckinghamshire in order to attract businesses to the county. Achieve 100% of Buckinghamshire's business parks having access to superfast broadband (>30 mb/second) by 2020 and 94% of all residential and business premises having fixed fibre coverage by 2019.

Maintaining strong partnerships

Links to Strategic aims:
Ensuring Buckinghamshire is
Thriving and Attractive

- Drive strong collaborative relationships between key partners, such as Bucks Business First, Buckinghamshire Thames Valley Local Enterprise Partnership, England's Economic Heartland and Bucks Advantage to lever Bucks County Councils spend on economic development and deliver sustainable economic growth for the county.
- Foster effective partnership working with District Councils on regeneration and Local Plans, irrespective of changing local and national political environments, to ensure the schemes are delivered and that growth is enabled.
- Continue to participate in the England's Economic Heartland alliance, building a sub-national transport body to increase the influence of our local voice on strategic transport issues.
- Maintain strong relationships with town and parish councils, and proactively explore opportunities for devolution of particular services.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes

Key Actions

Being More Risk and Commercially Astute

Links to Strategic aims:
Ensuring Buckinghamshire is
Thriving and Attractive

- In 2018, implement the contract management framework improvement plan to drive out best value from our supply chains and increase internal controls. Further increase our use of benchmarking, market insight and customer insight to identify key areas for efficiency improvements.
- Enhance crime awareness within the TEE supply chain by providing training to staff and suppliers at appropriate intervals.
- Optimise income opportunities and investments with managed risks to support future service delivery.
- Implement continuous improvement to our risk management and business intelligence frameworks to support strategic decision making.

Embracing Digital Developments

Links to Strategic aims:
Ensuring Buckinghamshire is
Thriving and Attractive

- In 2018/19, develop and subsequently implement a digital strategy for TEE, considering opportunities for channel shift and making best use of our digital assets, infrastructure and data.
- On an ongoing basis, develop a better customer relationship and experience, to enable customers to self-serve using apps and an improved website. Balance self-service with managing customer expectations, under-pinned by clear policies.
- In implementing the digital strategy, use digital infrastructure to capture data which can be used to improve our customer's experience and reduce operating costs.

Building self-reliance

Links to Strategic aims:
Safeguarding our vulnerable;
Creating opportunities and
building self-reliance

- In 2018 deliver improvements to the provision of supported transport to make the service more effective in meeting the needs of the most vulnerable in our communities.
- Promote active and sustainable travel and encourage changes in public travel behaviours to support the health agenda and encourage access to green spaces and leisure facilities.
- Work alongside the district councils to design high quality places that meet the needs of our ageing population and encourage active living.
- Consider the opportunities to reduce crime and disorder, such as when planning changes in street and footway lighting and within the design principles of Aylesbury Garden Town and Woodlands developments.

Equalities

Our Legal Obligations

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

The Council is committed to:

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

As an employer and as service provider we will:

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

Public Sector Equality Duty Compliance

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

How we achieve this

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

To this end we:

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

County Council



Treasury Management Strategy

Thursday 22 February 2018

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 2018/19, 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 2018/19 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

Council is asked to:

1. **Approve the Treasury Management Policy Statement, Treasury Management Strategy Statement, the Minimum Revenue Provision Policy Statement and the Annual Investment Strategy for 2018/19 together with the Prudential Indicators for the next four years.**

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 2018/19

Appendix 2 – Prudential Indicators for MTP 2018/19 to 2021/22



Appendix 1**BUCKINGHAMSHIRE COUNTY COUNCIL****TREASURY MANAGEMENT POLICY STATEMENT, TREASURY
MANAGEMENT STRATEGY STATEMENT, ANNUAL INVESTMENT
STRATEGY AND MINIMUM REVENUE PROVISION POLICY STATEMENT
FOR 2018/19****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 2018/19. 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 is summarised below. Following the Energy from Waste bullet payment of £180m in June 2016 the Council changed from a net positive cash position to a net borrower:

	31 Dec 2015	31 Dec 2016	31 Dec 2017
Borrowing:	£m	£m	£m
PWLB	-92.5	-78.7	-117.2
LOBOs	-82.0	-82.0	-78.0
Temporary Borrowing	<u>0.0</u>	<u>-42.5</u>	<u>-40.0</u>
Gross Borrowing	-172.5	-203.2	-235.2
Treasury Cash:			
Money market funds	59.3	4.1	17.1
Term deposits<1 year	154.5	10.0	0.0
Property fund	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
Gross Cash	218.8	19.1	22.1
Net Cash / (Borrowing)	<u>46.3</u>	<u>-184.1</u>	<u>-213.1</u>

- 5 The following table summarises interest paid on external debt and interest earned on cash balances:

	2016/17	2017/18	2018/19
	£m	£m	£m
Interest paid on Loans	8.9	8.3	8.5
Interest Income	0.8	0.4	0.4

- 6 The Council's average cash balance is forecast to be approximately £30m, an average rate of return of 1% for the cash portfolio is anticipated. The Council is maintaining minimum cash levels for operational purposes. It is proposed that the 2017/18 strategy with the same cash limits as per the table below is retained during 2018/19:

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

Prospects for Interest Rates

- 7 The Council's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.

Borrowing Strategy

- 8 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.
- 9 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 intending to arrange a combination of Public Works Loan Board (PWLB) long term loans and short term bank loans to meet its borrowing requirements. The PWLB is a statutory body, part of HM Treasury, its purpose is to lend money to local authorities. The Council's main objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The Council will be repaying £10m of PWLB borrowing on 14 February 2018, a £11.004m PWLB borrowing will be repaid during 2018/19. Following the repayment of higher interest PWLB loans the average interest rate of the debt portfolio. The Council pre-paid a £4m Lender Option Borrower

Option (LOBO) loan and will consider other prepayment options as they arise, which will reduce the average maturity profile of the debt. LOBOs are long term borrowing instruments which include an option for the lender to periodically revise the interest rate. If the lender decides to revise the interest rate, the borrower then has the option to pay the revised interest rate or repay the loan.

- 10 The Council may borrow short term loans, normally for up to one month, to cover unexpected cash flow shortages.

Investment Strategy

- 11 This Council maintains cash balances that are placed with reference to cash flow requirements. Investment of the Council's cash balances 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 oversight and scrutiny 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 Finance and Assets, 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 cash balances 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 £20m and the total maximum that can be invested in an individual AA+ sovereign rated country is £10m. 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)			
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
Total long-term investments	£25m
Total investments without credit ratings or rated below A- (includes other local authorities)	£50m
Total non-specified investments	£75m

- 43 The table below sets out investment limits

	Cash limit
Any single organisation, except the UK Central Government	£10m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£10m per group

Any group of pooled funds under the same management	£25m per manager
Negotiable instruments held in a broker's nominee account	£30m per broker
AAA sovereign rated foreign countries	£20m per country
AA+ sovereign rated foreign countries	£10m per country
Unsecured investments with Building Societies	£10m in total
Money Market Funds	£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 £20m and £10m 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 Finance and Assets 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 Finance and Assets 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 2018/19 to range between £5m and £50m. 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 Finance and Assets 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. The Council's use of standalone financial derivatives would be subject to agreement by the Treasury Management Group.
- 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.

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 Finance and Assets and other key officers; the Prudential Indicators are reviewed quarterly at this meeting.

Non-Treasury Investments

- 52 Although not classed as treasury management activities and therefore not covered by the CIPFA Code or the CLG Guidance, the Authority may also purchase property for investment purposes. Such loans and investments will be subject to the Authority's normal approval processes for revenue and capital expenditure and need not comply with this treasury management strategy.

Training

- 53 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

- 54 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.
- 55 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

- 56 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.

- 57 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, with further guidance provided by the DCLG document, Capital Finance Guidance on Minimum Revenue Provision (February 2012) giving Council's the flexibility to change their MRP provisions provided they could demonstrate that they remain a prudent basis over which to repay debt. The Council has chosen to take advantage of this flexibility.
- 59 Where capital expenditure was incurred before 1 April 2008 MRP will be charged on a straight line basis over 50 years 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 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 Finance and Assets, with regard to the statutory guidance.
- 62 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.
- 63 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.

- 64 The government consulted on changes to the prudential framework of capital finance in November 2017 and we await feedback from government on their proposed changes. We do not believe that these changes will have a fundamental impact on our MRP calculations for future years. Under the proposed changes there will be enhanced disclosures around investment properties, explaining why local authorities have chosen to make these acquisitions, rather than just disclosing what they have acquired. A Capital Strategy will also be produced under the proposed changes.

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 MRP February 2012.

Director of Finance and Assets

5 February 2018

Appendix 2

PRUDENTIAL INDICATORS FOR MTFP 2018/19 to 2021/22**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 MTFP for 2018/19 to 2021/22. 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 2018/19-2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Estimates of capital expenditure	£000	108,047	122,611	141,841	80,726	74,474

The Approved estimate of capital expenditure for 2017/18 has been updated to reflect the revised budget (inclusive of carry forwards) as reported to Cabinet in January 2018. The forecast outturn shows an anticipated £19.5m (15.3%) underspend on the revised capital expenditure budget for the year. The main reasons for this are planning delays in delivering school places (£5.1m), the cancelled project at Orchard House (£3.6m), delay in

A355 improvements (£1.8m), a review of the need for a third lift at NCO (£1.7m), respite care (£1.3m), school property maintenance (£1.3m), High Wycombe town centre strategy (£1.0) and a variety of smaller items (£4m).

The estimate of capital expenditure for 2018/19 to 2021/22 reflects the draft capital programme within MTFP excluding slippage.

Table 2.1.1 Capital Expenditure 2017/18-2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Estimates of capital expenditure	£000	82,680	124,909	69,553	46,860

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 6.3 and 6.4). 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 2018/19 – 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Estimates of capital financing requirement (CFR)	£000	357,806	401,531	449,531	470,332	382,897

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.

As a result of slippage in the capital programme the amount that has been required to be borrowed in 2017/18 has reduced a little from that anticipated at the time of setting the indicators in February 2017. This may, however, increase again if further investment properties are purchased and funded from borrowing.

Table 2.2.2 Capital Financing Requirement 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Estimates of capital financing requirement (CFR)	£000	359,424	355,980	354,326	351,672

3 Affordability Indicators

3.1 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 3.1.1 Ratio of Financing Cost to Net Revenue Stream 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Estimates of ratio of financing costs to net revenue stream	%	4.9%	4.8%	4.6%	4.5%	4.4%

There are no significant variations to this indicator since it was agreed by Council in February.

Table 3.1.2 Ratio of Financing Cost to Net Revenue Stream 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Estimates of ratio of financing costs to net revenue stream	%	4.9%	4.8%	4.5%	4.3%

3.2 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 3.2.1 Incremental impact of new Capital investment on Council Tax 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Estimates of the incremental impact of capital investment decisions on Council Tax	£	-£9.27	£1.37	-£1.60	£2.49	£1.22
	%	-0.76%	0.11%	-0.12%	0.18%	-0.09%

The forecast impact on Council Tax has only changed very marginally as a consequence of delays in the delivery of the capital programme.

Table 3.2.2 Incremental impact of new Capital investment on Council Tax 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Estimates of the incremental impact of capital investment decisions on Council Tax	£	-£9.25	-£0.81	-£2.14	-£0.44
	%	-0.76%	-0.06%	-0.16%	-0.03%

4 Financial Prudence Indicator

4.1. 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 three 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 2018/19 onwards are based on estimates:

Table 4.1.1 Gross Debt and the CFR 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Gross Borrowing	£000	285,000	330,000	375,000	400,000	320,000
Capital Financing Requirement	£000	357,806	401,531	449,787	470,332	382,897

The authorised limit for 2018/19 onwards has been reduced to reflect the fact that it is anticipated that the Council will not need to replace debt repaid.

The actual external borrowing as at 31 March 2017 was £224.3m which includes £1.1m accrued interest. During 2017/18 £11.7m of PWLB debt has been repaid. £25.1m new borrowing from the PWLB was taken out following investment in a Commercial property. The Council pre-paid a £4m LOBO loan and will consider other prepayment options as they arise. Temporary borrowing amounts have ranged from £30m to £70m depending on cash flow requirements. The mix of temporary and fixed rate borrowing will continue to be reviewed in line with advice from our Treasury advisors.

Table 4.1.2 Gross Debt and the CFR 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Gross Borrowing	£000	340,000	330,000	320,000	310,000
Capital Financing Requirement	£000	359,424	355,980	354,326	351,672

5 Treasury and External Debt Indicators

5.1 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 5.1.1 Authorised limit for external debt 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Authorised limit (for borrowing) *	£000	350,000	340,000	385,000	410,000	330,000
Authorised limit (for other long term liabilities) *	£000	9,000	10,000	10,000	10,000	10,000
Authorised limit (for total external debt) *	£000	359,000	350,000	395,000	420,000	340,000

* 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. 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 Finance and Assets will either take measures to ensure the limit is not breached, or seek approval from the Council to raise the authorised limit.

The authorised limit of £340m for 2018/19 allows headroom for the Council to invest in commercial properties. The authorised limit for 2018/19 onwards has been reduced to reflect the fact that it is anticipated that the Council will not need to replace debt repaid.

Table 5.1.2 Authorised limit for external debt 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Authorised limit (for borrowing) *	£000	350,000	340,000	330,000	330,000
Authorised limit (for other long term liabilities) *	£000	9,000	10,000	10,000	10,000

Authorised limit (for total external debt) *	£000	359,000	350,000	340,000	340,000
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5.2 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 5.2.1 Operational Boundary for External Debt 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Operational boundary (for borrowing)	£000	320,000	310,000	355,000	380,000	300,000
Operational boundary (for other long term liabilities)	£000	7,500	7,500	7,500	7,500	7,500
Operational boundary (for total external debt)	£000	327,500	317,500	362,500	387,500	307,500

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

Table 5.2.2 Operational Boundary for External Debt 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Operational boundary (for borrowing)	£000	320,000	310,000	300,000	300,000
Operational boundary (for other long term liabilities)	£000	7,500	7,500	7,500	7,500
Operational boundary (for total external debt)	£000	327,500	317,500	307,500	307,500

5.3 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 2017 was £224.3m which includes £68.7m from the PWLB, £82m LOBO loans, £72.5m temporary borrowin from other local authorities and £1.1m accrued interest. During 2017/18 £11.7m of PWLB debt will be repaid. £25m new borrowing from the PWLB has been taken out following investment in a Commercial property. The Council pre-paid a £4m LOBO loan and will consider other prepayment options as they arise. Temporary borrowing amounts have ranged from £30m to £70m depending on cash flow requirements. The mix of temporary and fixed rate borrowing will continue to be reviewed in line with advice from our Treasury advisors. The forecast external borrowing as at 31 March 2018 is £250m which includes £1.1m accrued interest.

6 **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.

6.1 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 6.1.1 Security Average Credit Rating 2018/19

Security Average Credit Rating	Actual 2017/18	Target 2018/19
Portfolio Average Credit Rating	AA-	A+ or above

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

Table 6.1.2 Security Average Credit Rating 2017/18 approved by Council on 16 February 2017

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

6.2 Has the Council adopted the CIPFA Treasury Management Code?

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

Table 6.2.1 The CIPFA Treasury Management Code 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Adoption of the CIPFA Code of Practice for Treasury Management in the Public Services	N/A	Yes	Yes	Yes	Yes	Yes

Table 6.2.2 The CIPFA Treasury Management Code 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Adoption of the CIPFA Code of Practice for Treasury Management in the Public Services	N/A	Yes	Yes	Yes	Yes

6.3 Upper Limit of Fixed Rate Borrowing for the 4 Years to 2021/22

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 6.3.1 Upper Limit of Fixed Rate Borrowing 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Fixed interest rate exposure - upper limit *	£000	285,000	340,000	385,000	410,000	330,000

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

Table 6.3.2 Upper Limit of Fixed Rate Borrowing 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Fixed interest rate exposure - upper limit *	£000	350,000	340,000	330,000	330,000

6.4 Upper Limit of Variable Rate Borrowing for the 4 Years to 2021/22

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 6.4.1 Upper Limit of Variable Rate Borrowing 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Variable interest rate exposure - upper limit *	£000	225,000	160,000	175,000	175,000	160,000

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

Arlingclose, the Council's treasury advisor, advised that with short-term interest rates much lower than long-term rates, it was likely to be more cost effective in the short-term to borrow short-term loans instead of long-term loans. Instruments that mature during the year are classed as variable.

Table 6.4.2 Upper Limit of Variable Rate Borrowing 2017/18 – 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Variable interest rate exposure - upper limit *	£000	225,000	160,000	170,000	160,000

6.5 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 6.5.1 Maturity Structure of Fixed Rate Borrowing 2018/19

Maturity Structure of Fixed Rate Borrowing	Revised Estimate 2017/18		2018/19	
	Upper Limit	Lower Limit	Upper Limit	Lower Limit
Under 12 months	80%	0%	40%	0%
12 months and within 24 months	50%	0%	50%	0%
24 months and within 5 years	55%	0%	50%	0%
5 years and within 10 years	80%	0%	75%	0%
10 years and above	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 6.5.2 Maturity Structure of Fixed Rate Borrowing for 2017/18 approved by Council on 16 February 2017

Maturity Structure of Fixed Rate Borrowing	2017/18	
	Upper Limit	Lower Limit
Under 12 months	80%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	55%	0%
5 years and within 10 years	80%	0%
10 years and above	100%	20%

6.6 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 6.6.1 Total Principal Sums Invested for Periods Longer than 364 Days 2018/19 to 2021/22

Indicator	Unit	Revised Estimate 2017/18	2018/19	2019/20	2020/21	2021/22
Total principal sums invested for periods longer than 364 days	£m	£10m	£20m	£20m	£20m	£20m

With regard to longer term investments the recommendation is to limit sums for periods longer than 364 days to no more than £20m in 2018/19 to 2021/22. Cash balances are anticipated to continue to be low due to financing the EfW project.

Table 6.6.2 Total Principal Sums Invested for Periods Longer than 364 Days 2017/18 to 2020/21 approved by Council on 16 February 2017

Indicator	Unit	2017/18	2018/19	2019/20	2020/21
Total principal sums invested for periods longer than 364 days	£m	£10m	£20m	£20m	£20m

7 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



Public Sector Audit Appointments

Thursday 22nd February 2018

Report from Mr. David Martin, Chairman of the Regulatory and Audit Committee

Purpose of this Report

1. To inform all County Councillors of the appointment of external auditors.

Background

2. The current external auditors were appointed by the Audit Commission under the arrangements that existed at that time. The current contract with Grant Thornton comes to an end with the completion of the audit of the accounts for the current financial year.
3. Under the latest regulations each local authority is responsible for appointing its own auditors for the financial year 2018/19 onwards and this must be done by December 2017. However, the Government have allowed local authorities to opt in to arrangements where by auditor appointments are made by a sector led body. The body authorised for such purposes is Public Sector Audit Appointments Limited (PSAA).
4. At the meeting of Full Council held on 24 November 2016 it was agreed that Buckinghamshire County Council would opt into these sector led arrangements as have the vast majority of other local authorities.

Main section

5. During the spring/summer of 2017 PSAA carried out a procurement exercise on behalf of those authorities opted into the sector led arrangements. On the 15 August 2017 PSAA wrote to the Council indicating the auditors proposed for Buckinghamshire and giving the Council until 22 September to raise any objection it may have to that proposal. A report outlining this position was taken to the meeting



of the Regulatory & Audit Committee held on 6 September 2017. After some discussion it was agreed that there was no objection to the PSAA proposal to appoint Grant Thornton as the new external auditors for Buckinghamshire County Council with effect from 1 April 2018 for a period of 5 years.

6. The PSAA Board met on 14 December 2017 to formally appoint external auditors for all opted in bodies taking account of any objections that it may have received to its original proposals, if any. PSAA wrote to Buckinghamshire County Council on the 19th December 2017 to confirm Grant Thornton as the external auditors from 2018/19 onwards (see Appendix).

Recommendation

Council is asked to:

- | 1. **Note the report**

DAVID MARTIN



Appendix

Buckinghamshire County Council - this is a formal communication to the chief executive and chief finance officer to confirm the auditor appointment from 2018/19

Auditor appointment

For audits of the accounts from 2018/19, PSAA is responsible for appointing an auditor to principal local government and police bodies that have chosen to opt into its national auditor appointment arrangements. I wrote to you on 14 August 2017 to consult you on the proposed appointment of Grant Thornton (UK) LLP as the external auditor of Buckinghamshire County Council from 2018/19.

I am writing now following that consultation to confirm the appointment of Grant Thornton (UK) LLP to audit the accounts of Buckinghamshire County Council for five years, for the accounts from 2018/19 to 2022/23. This appointment is made under regulation 13 of the Local Audit (Appointing Person) Regulations 2015, and was approved by the PSAA Board at its meeting on 14 December 2017.

Next steps

I have passed your contact details to the appointed firm and they will contact you about the arrangements for the audit in due course. In the meantime, if you have any questions about the appointment, please contact us by email at auditorappointments@psaa.co.uk.

Kind regards

Jon Hayes
Chief Officer



County Council



Buckinghamshire Minerals and Waste Local Plan

Thursday 22 February 2018

Report from Cabinet Member for Planning and Environment

Purpose of this Report

1. To consider the Draft Submission Buckinghamshire Minerals and Waste Local Plan 2016-2036 for Regulation 19 consultation and thereafter submission of the Plan to the Secretary of State for Housing, Communities and Local Government for examination.

Background

2. The Cabinet at their meeting on 8th January 2018, considered the Draft Submission Buckinghamshire Minerals and Waste Local Plan 2016-36 (BMWLP) and agreed that it should be submitted to the Full Council meeting of the County Council for approval. The Cabinet Report is attached as Appendix C to this report.

Progress of the Draft Buckinghamshire Minerals and Waste Local Plan

3. All local planning authorities are under a statutory obligation to prepare a local plan. Buckinghamshire County Council (BCC) as a Minerals and Waste Planning Authority has a statutory responsibility for Minerals and Waste Planning in Buckinghamshire. As such we have a responsibility to prepare an up to date planning policy framework for the waste management facilities that are needed to manage household, commercial, industrial, construction and hazardous waste arisings in Buckinghamshire. Approval of this Proposed Submission version of the Draft Buckinghamshire Minerals and Waste Local Plan 2016-2036 would enable the Draft Plan to progress to the next stage of public consultation and submission to the Secretary of State ahead of a public examination in the summer to ensure the County Council has an up to date local plan for minerals and waste management development activity in Buckinghamshire.
4. In April 2015 the County Council started to prepare a Replacement Minerals and Waste Local Plan (RMWLP) for Bucks with the intention to review and update the



“saved” policies from the Buckinghamshire Minerals and Waste Local Plan adopted in 2006 (BMWLP 2006) and consider new site allocations for minerals and waste. However decision was taken in November 2016 to combine a review of the Bucks Minerals and Waste Core Strategy (BMWCS) (2012) with a review of saved policies and sites as part of a new minerals and waste local plan for Bucks to cover the period up to 2036 in one updated Bucks Minerals and Waste Local Plan (BMWLP).

5. In January 2017, the Minerals and Waste Local Development Scheme (MWLDS) set out the project management framework for preparing the Buckinghamshire MWLP which will, when adopted, replace the Minerals and Waste Local Plan (adopted June 2006) and the Minerals and Waste Core Strategy (November 2012). The MWLDS sets out a number of key milestones and the first key milestone was the informal consultation on the Draft MWLP, Preferred Options in the summer 2017. The County Council undertook consultation for a period of eight week from 2 August to 27 September 2017 on the Preferred Options document of the Draft BMWLP. The Preferred Options draft document sets out the County Council’s preferences for strategic policies and site allocations in order to meet the provision of minerals and waste over the plan period and the development management policies for determining development proposals submitted to the County Council.
6. As part of this consultation, seven exhibition events were organised around the County to publicise the draft plan, engage with the local communities, and hear their views on the preferred locations of future mineral extraction and waste management facility sites. Two workshops were also arranged to engage with miners and waste industry and operators. A total of 77 responses were received to the Draft BMWLP Preferred Options document. Some respondents have made multiple responses and this has totalled around 220 representations. Respondents have included all the district councils in Buckinghamshire, 16 parish/town councils, 12 councils outside of Buckinghamshire, 14 from the minerals and waste industry and 31 individuals (17 predominantly from the Hedgerley area). The details of representations and their assessment are set out in the Cabinet Report. A full record of the representation received and officer response is set out in Appendix B “Draft Buckinghamshire Minerals and Waste Local Plan 2016-2036: Preferred Option Document : Schedule of Representation” to this Report.
7. The Report considered by Cabinet on 8th January 2018 set out the full assessment of the representations received and highlighting the main issues for their consideration. With no key issues identified that require additional consideration, the BMWLP can now directly move forward to its next stage, Proposed Submission. This is a second key milestone in the MWLDS and the submission of the Draft Plan to the Secretary of State for independent examination is also a key milestone. The Proposed Submission BMWLP forms Appendix A to this report. The changes made to the Proposed Submission documents are not considered to be significant from the Preferred Options documents.
8. Representations on the Proposed Submission MWLP will be able to be made for a six week period from 5th March to 19th April 2018. This is the last stage at which

representations can be made on the MWLP prior to its submission. Representations need to be made in relation to whether the MWLP meets certain defined Tests of Soundness (positively prepared, justified, effective and consistent with national policy) as well as through its preparation whether it has met legal and procedural requirements, including the Duty to Co-operate. As at the Draft Plan (Preferred Options) stage, there will be accompanying documents that will provide the evidence base for the BMWLP.

9. Following this period of representations the plan will be submitted to the Secretary of State for Housing, Communities and Local Government for examination. This is anticipated to be by 31 May 2018. All representations made will be forwarded on to the Inspector in charge of the examination.
10. The Inspector will commence examination of the plan, concentrating on whether it has met the tests of soundness and is legally and procedurally compliant, as soon as possible after submission there will be public hearing sessions held as part of the examination. These public hearing sessions are anticipated to be in summer 2018. On the basis of the representations received at Preferred Options stage it is anticipated the public hearing sessions will last about a week. As is always the case at examination, the Inspector is likely to propose some modifications and these will be subject to consultation before the County Council formally adopt the Draft Plan following Full Council resolution to adopt.
11. The Inspectors Report should be received in autumn 2018. All of the recommendations of the Inspector are binding on the Council, although the Council can choose not to adopt the plan as an alternative to accepting the Inspector's recommendations. It is expected that the BMWLP will be adopted at full Council in early 2019.

Recommendation

Council is asked to:

- (i) **Approve the proposed submission draft of the Buckinghamshire Minerals and Waste Local Plan 2016-2036 (attached as an Appendix A to the agenda), for the purpose of:**
 - a). **formally consulting, for a statutory period of 6 weeks in accordance with Regulation 19 of the Town and Country Planning (Local Planning)(England) Regulations 2012, and**
 - b). **submission of the proposed draft, the ("Submission Draft") to the Secretary of State for Housing, Communities and Local Government for examination in accordance with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulation 2012 (subject to (ii) and (iii) below.**



- (ii) Delegate authority to the Director of Growth and Strategy and Highways, in consultation with Cabinet Member for Planning and Environment, to make minor amendments to the final BMWLP document to address typographical errors and improve clarity, provided that these amendments do not alter policies significantly or change the sense of supporting text, prior to the start of the publication period.
- (iii) Delegate authority to the Director of Growth and Strategy and Highways, in consultation with Cabinet Member for Planning and Environment, to approve any minor modifications or other amendments which arise during the examination of the Submission Draft by the Inspector appointed by the Secretary of State for Housing, Communities and Local Government. Any significant amendments that require a key decision by the Cabinet Member for Planning and Environment, is taken in consultation with the local member(s).

CABINET MEMBER FOR PLANNING AND ENVIRONMENT

APPENDIX

- A. Buckinghamshire Minerals and Waste Plan 2016-36: Submission (Regulation 19) Document -
<https://democracy.buckscc.gov.uk/ieListDocuments.aspx?CId=107&MId=9684>
- B. Draft Buckinghamshire Minerals and Waste Local Plan 2016-2036: Preferred Option Document : Schedule of Representations.
<https://democracy.buckscc.gov.uk/ieListDocuments.aspx?CId=107&MId=9684>
- C. Cabinet Report: 8th January 2018 “Buckinghamshire Minerals and Waste Local Plan Pre-submission consultation”
<https://democracy.buckscc.gov.uk/ieListDocuments.aspx?CId=124&MId=9518>





County Council

Cabinet Member Decisions Taken

Information on decisions taken by Cabinet Members since the last County Council agenda. For an up-to-date list of decisions taken and forthcoming decisions, please refer to the Council's website – www.buckscc.gov.uk/democracy

Cabinet Member for Children's Services

22 Jan 2018

CS01.18 - Financial support to carers of children leaving care through adoption, special guardianship, or child arrangements orders Policy & Procedures (Decision Taken)

The Cabinet Member:

- APPROVED the Policy.
- AGREED the amendment about the process for exceptional and discretionary decision making.

22 Jan 2018

CS02.18 - Policy on Delegation of authority for children placed in foster care (Decision Taken)

The Cabinet Member:

- APPROVED the Policy on Delegation of Authority to Foster Carers.

8 Feb 2018

CS04.18 - Contract Extension - Community Short Breaks for Disabled Children and Young People (Decision taken)

The Cabinet Member:

- | AGREED an Extension of Contract until 31/03/19



Cabinet Member for Children's Services and Cabinet Member for Resources

12 Feb 2018

CS03.18 - Troubled Families Funding Approval for 2017 Onwards (Decision taken)

The Cabinet Members:

AGREED that Families First budgets to be set in line with the full allocation of the grants for 2017-18 to support the activities identified in the grant allocation letters and in accordance with the spending plans agreed with the Cabinet Member for Children's Services.

AGREED that any unspent resources at the end of the financial year to either be put into an earmarked reserve or used to offset any overall overspend within the Portfolio.

Cabinet Member for Community Engagement and Public Health

17 Nov 2017

CE06.17 - Registration Service & Coroner Service Fees for 2018 (Decision taken)

The Cabinet Member

APPROVED the new fees being recommended, as set out in Appendix 1 of the report

12 Jan 2018

CE07.17 - Recommissioning the Buckinghamshire Young People and Families Drug and Alcohol Treatment Service (Decision taken)

The Cabinet Member:

- 1. AGREED to the Business Case for procurement of a combined Tier 2 and 3 Children and Young People's Substance Misuse Service which includes an open tender process for a service to commence 1st October 2018.**
- 2. DELEGATED to the Executive Director of CHASC Business Unit the authority to take the decision on who is awarded the contract following the rules of the above procurement process as outlined in the Business Case**

Cabinet Member for Education and Skills

15 Dec 2017

ED12.17 - Dedicated Schools Grant and Schools Funding (Decision taken)

The Cabinet Member AGREED the following proposals:

- 1. Adopting the National Funding Formula factors from 2018/19 (This means using the minimum funding level per pupil, FSM Ever6 and Sparsity factors and removing the LAC factor)**
- 2. Prorate (scaling) of each factor agreed to match the available allocation of funding from the DfE. As set out in modelling provided as part of the consultation.**
- 3. Continue to use a minus 1.5% minimum funding guarantee factor.**
- 4. Use capping of gains per pupil to pay for the cost of protecting schools where the formula reduces their budget by more than minus 1.5%.**
- 5. Agree the high needs budgets proposed.**
- 6. Agree the central schools' services budget proposed.**
- 7. Agree the early year's budget proposed.**

26 Jan 2018

ED01.18 - Westfield School, Bourne End. Proposed change of designation for the school (Decision taken)

The Cabinet Member:

AGREED that, as the Local Authority and Governing body have followed the Department for Education statutory guidance, permission is granted for the school to change its designation to Communication and Interaction with associated Social, Emotional and Mental Health.

Cabinet Member for Education and Skills and Cabinet Member for Resources

27 Nov 2017

ED11.17 - Allocation of grants for education purposes (Decision taken)

The Cabinet Members AGREED:

- 1. To ring-fence the Special Educational Needs and Disabilities (SEND) (reform) Implementation funding to the Education & Skills Portfolio.**
- 2. To ring-fence the High Needs Strategic Planning Fund to the Education & Skills Portfolio.**
- 3. To ring-fence the Schools Improvement Monitoring & Brokering Grant to the Education & Skills Portfolio.**
- 4. To allow any unspent balances of the grants above to be carried forward to 2018/19 using the Education & Skills Portfolio's ring-fenced reserve.**

Cabinet Member for Health and Wellbeing

3 Jan 2018

HW02.17 - Adult Social Care Prevention Proposals - (Decision Taken)

The Cabinet Members AGREED to

- 1) Approve the commissioning proposals outlined in the attached confidential appendix.**
- 2) Approve progression to competitive tendering and three-quote processes as required and outlined in the confidential appendix.**
- 3) Delegate the award of contract for each relevant commissioning proposal in the confidential appendix to the Executive Director, CHASC, as an officer decision.**

Cabinet Member for Health and Wellbeing, Cabinet Member for Resources and Cabinet Member for Children's Services

16 Jan 2018

HW01.18 - Procurement of a replacement social care computer system (Decision taken)

The Cabinet Members AGREED:

- 1. The business case for the procurement of Joint Case Management System for Adults' and Children's Social Care**
- 2. That delegated authority for the award of contract be given to the Executive Director for Resources**

Cabinet Member for Resources

19 Dec 2017

R04.17 - Bucks Sports & Social Club (Confirmation of Decision)

The Cabinet Member:

CONFIRMED Option 2 – To close the whole Bucks Sports and Social Club building and external facilities (no later than January 15th 2018)

15 Jan 2018

R01.18 - Disposal of the former Great Hampden Computer Training Centre (Decision Taken)

The Cabinet Member

- APPROVED the freehold sale of the land at the former Computer Training Centre, Great Hampden, to the preferred bidder.**

- **DELEGATED** to the Head of Strategic Assets the authority to accept the offer from the under bidder should the preferred bidder fail to proceed with the purchase

Deputy Leader & Cabinet Member for Transportation

17 Nov 2017

T24.17 - Member Development Strategy (Decision taken)

The Cabinet Member:

1. **APPROVED** the updated Member Development Strategy and the underpinning Member Skills Framework for the organisation, and
2. **AGREED** to a review of the Strategy and Framework in 2021 at the latest

22 Dec 2017

T26.17 - A4 (Bath Road) Sustainable Travel Scheme (Decision taken)

The Cabinet Member:

APPROVED the implementation of the A4 (Bath Road) Sustainable Travel Scheme (STS) subject to confirmation of resource availability

27 Nov 2017

T25.17 - Highway Infrastructure Asset Management Strategy (Decision taken)

The Cabinet Member for Transportation:

AGREED this revision to the Highway Infrastructure Asset Management Strategy as the ongoing basis for management of the Authority's highway assets.

Leader of the Council

27 Dec 2017

L01.17 - Recycled Strategic Infrastructure Feasibility Budget Re-Profiling (Decision taken)

The Leader of the Council:

- 1) **NOTED** the update on the Strategic Infrastructure Feasibility Budget,
- 2) **APPROVED** the recommended reprofiling of the Budget (as shown in Table 1) in order that priority schemes can be progressed.

For further information please contact: Sara Turnbull on 01296 382343



County Council

Member Development Update

MEMBER DEVELOPMENT CHARTER MARK

Following a recent external national assessment process, we are pleased to announce that the Council has been awarded Charter Mark status for Member Development.

The Charter, which is assessed by South East Employers, provides a robust and structured framework designed to help the authority enhance and hone Member development. This is available for councils, police and fire authorities across the south east and east regions. Here at Bucks a cross-party Member Development Working Group, chaired by Mr Lambert, provides leadership and guidance and the assessors were impressed with their commitment and enthusiasm.

Democratic Services co-ordinate and provide skills training and briefing sessions for Members, with the support of officers across the Council and some external trainers. If you have a topic for a Member Briefing or would like more information, please contact Kelly Sutherland, Committee and Governance Manager ksutherland@buckscc.gov.uk

MEMBER BRIEFINGS – INFORMATION EVENTS ON HOT TOPICS

Adult Social Care Transformation Programme member briefing – Monday 26 February 2018, 3.00pm, Aylesbury Exhibition Suite, Room 2

Adult Social Care has embarked upon an ambitious Transformation Programme to fundamentally reshape the service so that it will be fit for the future and be able to respond to the future challenges and opportunities that we know it will be facing.

We would really like your thoughts and comments about the programme and this briefing will provide the perfect opportunity for you to hear more about the programme and timescale and how you can become more involved. We are anticipating running this briefing as an interactive workshop to enable us to capture your ideas and to enable that critical discussion and debate to take place.

Key issues are:

- How we respond to our growing population of people who will need social care – regardless of who pays – and support people to live fulfilling lives; and live independently for as long as possible.
- How we integrate with health and care organisations to provide better services for our residents.
- How we make sure that the Adult Social Care service is affordable for BCC in the future.

The Transformation Programme was discussed at the Health & Adult Social Care Select Committee on 28 November 2017 – see the webcast [here](#). The [ASC 6 month update to Cabinet](#) on 18 Dec 2017 also provides some background information.

For more information, please contact Rebecca Carley, Adult Social Care PMO Manager, Tel: 01296 383287, Email: rcarley@buckscc.gov.uk

An Outlook meeting request was sent to all Members on 2nd February by Leone Dale – Please accept the request to book your place at this session.

Heathrow Member Briefing – Tuesday 13 March 2018, 2.00pm, Green Park, Room: Knight Hall, Stablebridge Road, Aston Clinton, Aylesbury Buckinghamshire HP22 5NE

Heathrow Airport Limited commenced consultation on the 17th January 2018 on their options for expansion. Heathrow are seeking the public and council's views on how the expanded airport could look like, how it might operate, and how Heathrow might best mitigate its potential impacts. Heathrow are also consulting on airspace principles which will guide the future design of flightpaths when the third runway opens in about 2025. The two consultations run until 28th March 2018.

As land in southern Buckinghamshire is likely to be needed for biodiversity and river mitigation works the Heathrow team will provide a briefing for members and take questions as part of the consultations.

Venues & dates for Heathrow's public consultation events in southern Buckinghamshire and Slough are:

Burnham. Saturday 3 February, 10am-4pm. Burnham Park Hall, Windsor Lane, Burnham SL1 7HR

Richings Park. Friday 2 March, 12pm-8pm. Richings Park Sports Hall, Wellesley Avenue, Richings Park, Iver SL0 9BN

Slough. Wednesday 28 February, 12pm-8pm. The Curve Slough, William Street, Slough SL1 1XY

For more information, please contact Darl Sweetland, Strategic Infrastructure Projects Lead, Tel: 01296 383463, Email: dsweetland@buckscc.gov.uk

An Outlook meeting request was sent to all Members on 12th February by Leone Dale – Please accept the request to book your place at this session.

MEMBER ZONE

Please don't forget to check Member Zone for all updates

<https://intranet.buckscc.gov.uk/member-zone/training-and-resources/member-briefings/>

CONTACT US

Contact Democratic Services via email: democracy@buckscc.gov.uk or telephone: 01296 382343.