



Agenda and Reports

21 February 2019

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13 February 2019

To: All Members of Buckinghamshire County Council

SUMMONS

You are requested to attend the meeting of Buckinghamshire County Council to be held in **The Oculus AVDC Gatehouse Way, on Thursday 21 February 2019 at 9.30 am**, to transact the business set out in the agenda overleaf.

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 Claire Hawkes on 01296 382343.

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AGENDA

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1 MINUTES

To confirm the minutes of the meeting of the Council held on 22 November 2019.

2 PETITIONS

3 COMMUNICATIONS

- a To receive any apologies for absence
- b To receive any communications the Chairman wishes to present to the Council

4 DECLARATIONS OF INTEREST

To disclose any Personal or Disclosable Pecuniary Interests

5 CHIEF FINANCIAL OFFICERS STRATEGIC REPORT

Council is asked to NOTE the Chief Finance Officer's Statutory Report.

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6 MEDIUM TERM FINANCIAL PLAN

Council is asked to:

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- 1. Approve the Revenue Budget for 2019/20 (and indicative budgets for the following three years) as set out in Appendices 1, 2 and 3 and a Net Budget Requirement of £356.310m in 2019/20;
- 2. Approve a Council Tax Requirement of £293.124m and a Band D council tax, for County Council spending of £1,329.64 in 2019/20;
- 3. Approve the Capital Programme as set out in Appendix 5;
- 4. Note the Budget Scrutiny Report
- 5. Note the Business Unit Plans.
- 6. Note the response to the budget proposals from Bucks Business Group

7 TREASURY MANAGEMENT STRATEGY

Council is asked to APPROVE the Treasury Management Strategy Statement.

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8 CAPITAL AND INVESTMENT STRATEGY

Council is asked to APPROVE the Capital and Investment Strategy.

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9 PROPORTIONALITY REPORT

Council is asked to confirm the political balance in the distribution of seats across Committees to accord with the rules on proportionality.

To Follow

10 NOTICES OF MOTION

11 CABINET MEMBER DECISIONS TAKEN - INFORMATION ONLY 249 - 252

12 DATE OF NEXT MEETING

The next meeting of Council will take place on 25 April 2019 at 09.30 at the Oculus, Aylesbury.

BUCKINGHAMSHIRE COUNTY COUNCIL

MINUTES

Minutes of the meeting of the Buckinghamshire County Council convened and held on Thursday 22 November 2018 in Oculus, commencing at 9.30 am and concluding at 11.38 am.

PRESENT

Ms N Glover in the Chair;

Mr M Appleyard, Mr R Bagge, Mrs P Birchley, Mr S Bowles, Mr N Brown, Mr T Butcher, Mr D Carroll, Mr W Chapple OBE, Mr J Chilver, Mr C Clare, Mrs A Cranmer, Mrs I Darby, Mr D Dhillon, Mr C Etholen, Mrs B Gibbs, Mr D Hayday, Lin Hazell, Mr A Hussain, Mr N Hussain, Mr P Irwin, Mr R Khan, Mrs W Mallen, Mr D Martin, Mr P Martin, Mr R Reed, Mr B Roberts, Mr D Shakespeare OBE, Mr M Shaw, Mrs L Sullivan, Mrs J Teesdale, Mr M Tett, Ms J Ward, Julia Wassell, Mr D Watson, Mr W Whyte, Ms A Wight, Mr G Williams and Ms K Wood

DIGNITARIES AND OTHERS PRESENT

Sir H Aubrey-Fletcher, Mr M Colston, Mrs A Davies, Mr P Lawrence, Mrs V Letheren, Mrs G Miscampbell OBE DL, Mr R Pushman and Ms R Farwell

APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr W Bendyshe-Brown, Ms J Blake, Mrs L Clarke OBE, Mr A Collingwood, Mr M Hussain, Mr S Lambert and Ms A Macpherson

1 MINUTES

A minutes silence was held for County Councillor Chaudhary Ditta who had passed away the day before. The Chairman noted that Mr Ditta's funeral was being held that day and the flag at county hall would be flying at half-mast.

The Chairman also paid tribute to former County Councillor Mr Michael Edmonds who recently passed away and a minutes silence was to be held at 11am, the time of his funeral.

RESOLVED: The minutes of the meeting held on 20 September 2018 were AGREED as an accurate record and signed by the Chairman.

2 PETITIONS

There were none.

3 COMMUNICATIONS

Apologies for absence were received from Mr Bendyshe-Brown, Mrs Blake, Mrs Clarke, Mr Collingwood, Mr Lambert, Mrs Macpherson, Mr M Hussain and Mrs M

Aston.

Written Questions: The Chairman advised Members that responses to written questions had been published online.

Chairman's Report: The Chairman thanked Mr B Roberts, Vice Chairman, for attending events on her behalf recently while she had been unwell.

The Chairman reported on events since the last Council meeting, highlighting in particular:

- The opening Hughenden Gardens, a charitable trust that specialised in the new development of retirement villages
- The Vice Chairman had visited the retirement home for horses at Speen attended by Princess Anne.
- The Vice Chairman attended the opening the new Thames Valley Air Ambulance premises at Stokenchurch attended by the Countess of Wessex, Princess Sophie.
- The Vice Chairman had laid a wreath on behalf of Bucks County Council at the Remembrance Day gathering in Aylesbury Town Square, attended by in excess of 2000 people. This was followed by an evening service held in St Mary's Church, Aylesbury.
- The Chairman would be that evening attending the Buckinghamshire and Milton Keynes Sports Award Ceremony at the Waterside Theatre.

Further details of engagements would be appended to the minutes published in the Council minutes.

4 DECLARATIONS OF INTEREST

Mr M Shaw and Mr P Irwin declared an interest under the East West Rail item. Mr Shaw was the Chairman of East West Rail consortium and Mr P Irwin was a member of the East West Rail Board. Mr Shaw and Mr Irwin would both leave the room when the item was discussed.

5 PRESENTATION FROM THE THAMES VALLEY POLICE DEPUTY POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE

The Chairman welcomed Deputy Police and Crime Commissioner Mr M Barber and Chief Constable Francis Habgood to the meeting.

Mr Barber gave a presentation to Council, appended to the minutes, and highlighted the following:

- The roles and responsibilities of the Police and Crime Commissioner.
- The Thames Valley Police and Crime Plan five priorities; prevention and early intervention, vulnerability, police ethics and reform, serious organised crime and terrorism and reducing reoffending.
- Funding highlights; £2.7m Community Safety Fund provided to councils, nearly £3m towards supporting victims of crime and £93k to charities and community groups who assisted in reducing crime and reoffending.
- A TVP in-house victim support service was now in place funded by the Police

- and Crime Commissioner (PC&C) called Victims First.
- Overall increase in crime remained at a low level and overall had seen a decreased of 28% in the last 15 years.
- Trend in crime vs income and current lobbying at the Home Office and Treasury for increases in funding.
- TVP were performing well against other comparative forces.
- Plans were being put in place to help address issues with the 101 service which included recruitment.
- Financial pressures due to changes to pension regulations which if agreed could see a financial pressure £5m next year and £15m from 2021 onwards.

The Chief Constable gave a presentation to Council and highlighted the following:

- 2018 had been a busy year across the Thames Valley including royal weddings and a president's visit. The Chief Constable conveyed the pride of managing those events and the reassurance given to members of the public that had come from all over the world.
- The number of 101 and 999 calls for the service had fallen 5.3% in 2017/18 compared to 2016/17, however, this result was driven by a reduction in 101 calls: the number of 999 calls has increased 11.1%.
- There was a spike in 101 calls in the summer but it was believed this was due to a shift in those calling 101 instead calling for an emergency.
- Call volume figures were shared. A spike in the summer 2017 could be seen which was believed have been caused by a shift in those calling 101 instead calling for an emergency.
- Service improvements continued to be made including an online service to report crimes
- Crime trends had seen areas of concern as residential burglary, violence against the person sexual offences and reductions seen in criminal damage and theft.
- Examples of successful operations across the county were highlighted and problem solving and demand reduction work.

The Chairman thanked the Chief Constable for his presentation and wished him well in his retirement.

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

- The Chief Constable stated that there was ongoing improvements to the issues experienced using 101. They were up to establishment numbers and time would be needed to allow for training, however there would be improvements in performance.
- When asked about recruitment the Chief Constable stated that this would depend on the individual but could take 6-9 months.
- County line issues were a top priority nationally with a strong hold team in every local police area that concentrated on county lines issues. It was noted that Buckinghamshire were in a good position and the Chief Constable was encouraged by the ongoing work.
- The Chief Constable highlighted the responsibilities of all members of the police force in relation to hate crime support.
- The Chief Constable confirmed the role of Independent Advisory Groups in engaging with the local community and the opportunity to test out policies and helping with recruitment.

Members discussed the recent footage that had been shared on social media recently of police officers being attacked and that they were not helped by members of the public. The Chief Constable stated that they were fortunate in having supportive members of the public and that you would have to make a judgement call under the circumstances, but that we had a responsibility to support emergency workers.

6 YOUTH VOICE

Mr W Whyte, Cabinet Member for Children's Services, introduced three members of the Bucks Youth Voice, Tom Shimony (Chair), Eve Clayton (Deputy Chair) and Katie Dance (Secretary).

The Council received a presentation appended to the minutes of the meeting. The presentation highlighted the following:

- An overview of the Youth Voice Executive Committee and its role.
- The committee consisted of 12 members representing a number of settings and experiences.
- Issues affecting young people in Buckinghamshire
- The outcome of the National Make Your Mark Campaign which sought the views of young people across the Country, with the presentation focused on those responses relevant to Buckinghamshire.
- The top five issues were highlighted as:
 - End knife crime
 - Curriculum for Life
 - Homelessness
 - Equal Pay, Equal Work
 - Mental Health
- Members were invited to be involved in community events that were being held in the coming months.

Members raised and discussed the following points:

- The importance of Youth Voice getting involved and highlighting mental health.
- The confidence in the Council in supporting the Youth Voice priorities.
- Members were keen to get involved and help spread the word via their parish councils.
- Members were also keen to attend meetings of localised groups where appropriate.

Mr Whyte thanked Tom, Eve and Katie for their presentation and hoped to support them in the coming year.

7 HOLDING OBJECTION TO THE EAST WEST RAIL (BLETCHLEY TO BEDFORD IMPROVEMENTS) ORDER

Mr M Shaw and Mr P Irwin left the meeting.

Mr Tett proposed the objection which was seconded by Mr B Chapple. Mr Tett made the following main points:

- The Council had been a long standing supporter of the principle of the East West Rail (EWR) project but with the objection were protecting the interests of the county.

- In July Network Rail had applied to the Secretary for Transport for a transport and works order to construct phase 2 of the line – Bicester to Bedford.
- There had been a 6 week consultation, during which officers had submitted a holding objection based on environmental concerns and land owned by the Council.
- Mr Tett clarified, when referring to page 22 of the objection that the Council still held a firm line in opposition to the HS2 project.
- Mr Chapple added that EWR would play a major role in delivering an economic boost to the county, recognising the importance of the project but the need to reduce the impact on Bucks residents and visitors to the county.

The report set out the following recommendation:

Council were asked to:

1. **Endorse Buckinghamshire County Council’s two Holding Objections as a statutory consultee and as a landowner under section 20 of the Transport and Works Act 1992 and section 239 of the Local Government Act 1972 in response to the Transport and Works Act 1992: Application for the Proposed Network Rail (East West Rail Bicester to Bedford Improvements) Order.”**

Members raised and discussed the following points:

- Julia Wassel highlighted that there had been discussions in the opposition group and that they would support the holding objection although recognised the ongoing concerns as set out in the report. Mr N Hussain also noted the lack of co-ordination, for example the inclusion of cycleways
- Mr Tett confirmed that the objection was due to the chosen route and opposed to the construction routes for the chosen route.
- Mr Appleyard raised the issue of increased journey routes for school transport and asked that the Council look to identify areas where travel routes might change. Disruption to businesses was also highlighted.

RESOLVED: the Council ENDORSED Buckinghamshire County Council’s two Holding Objections

8 TREASURY MANAGEMENT UPDATE

Mr J Chilver, Cabinet Member for Resources presented the Treasury Management report and highlighted the following:

- The report was a six monthly update report
- There was a change to the authorised limit for borrowing within Prudential Indicator 5.1 as set out in the recommendation.
- Mr Chilver gave thanks to Mr R Ambrose, Director of Finance and Procurement and his team and to the Regulatory and Audit Committee for their scrutiny of the report.

In response to Members questions Mr Chilver confirmed that professional expert advice was sought for each investment property acquisition, performance was regularly monitored and a new Capital Strategy was in place to ensure compliance with Ministry of Housing Communities and Local Government (MHCLG) guidance on acquisitions of property.

The report set out the following recommendation:

Council were asked to:

- 1. Agree the Treasury Management Update Report and the Prudential Indicators for 2018/19 to 2021/22.**
- 2. Agree a change to the authorised limit for borrowing within Prudential Indicator 5.1 to £390m in 2018/19, £435m in 2019/20, £460m in 2020/21 and £380m in 2021/22.**
- 3. Agree a change to the operational boundary for borrowing within Prudential Indicator 5.2 to £360m in 2018/19, £405m in 2019/20, £430m in 2020/21 and £350m in 2021/22.**
- 4. Agree a change to the Upper Limit of Fixed Rate Borrowing within Prudential Indicator 6.3 to £390m in 2018/19, £435m in 2019/20, £460m in 2020/21 and £380m in 2021/22.**
- 5. Agree a change to the gross external borrowing value within Prudential Indicator 4.1 to £390m in 2018/19, £435m in 2019/20, £460m in 2020/21 and £380m in 2021/22**

RESOLVED: Council AGREED the above recommendations.

9 APPOINTMENT OF RETURNING OFFICER

Council received a report seeking the agreement of Council to appoint Ms S Ashmead, Executive Director for Resources as the Returning Officer with immediate effect, and provide the necessary indemnity arrangements.

Recommendations

Council were asked to:

- 1. Agree to appoint Sarah Ashmead as Returning Officer with immediate effect, and to:**
- 2. Indemnify and keep indemnified the Returning Officer against all costs, expenses, actions, charges, claims, damages, proceedings, and other liabilities sustained in or about the proper execution of their office or otherwise in relation thereto (provided that this indemnity shall not affect the liability of the Returning Officer for the consequence of any criminal action or act of wilful default on their part).**

RESOLVED: Council AGREED the recommendations.

10 SELECT COMMITTEE CHAIRMEN'S REPORT

Mrs A Cranmer, Vice Chairman of the Health and Adult Social Care Select Committee, thanked all organisations that had supported recent select committee inquiries including the NHS and the Clinical Commissioning Group.

Mr D Carrol, Chairman of the Transport, Environment and Communities Select Committee raised the need for a representative from HS2 Limited to attend the Select Committee.

RESOLVED: The Council NOTED the report.

11 CABINET MEMBERS' REPORTS

Leader

Mr M Tett highlighted the following updates:

- The Council had received an announcement from the Secretary of State, James Brokenshire, to establish a single unitary council for Buckinghamshire.
- Meetings had been arranged with District Chief Executives and there had also been a meeting held with Leaders of the District Councils
- A decision regarding the number of Members in the new council was still to be made; the business case stated 98 whereas the announcement stated 147. Mr Tett confirmed that this would impact the savings set out in the business case and would mean less money devolved to parish and town councils.
- Mr Tett highlighted that there was also concern regarding the legal structure proposed by Central Government which could add a cost pressure of £2m.
- Representation would be made to the Secretary of State on the Council's behalf.

In response to Member questions, the Leader highlighted the following:

- Any options for the creation of new Town Councils would be for the new council to decide in consultation with Members and residents.
- All Members agreed the importance of retaining the detail in the business case in relation to 98 Members rather than 147 particularly as the higher number would impact savings.
- A Member raised the need for work to help residents understand how accessible the new council would be.
- All stakeholders were urged to work together to ensure the successful implementation of the business case.
- Equal representation on the Implementation Executive was raised. Mr Tett stated that he wanted to work in partnership with district colleagues and learnings from other authorities showed that implementation needed to be clearly led by those wanting to implement the changes.

Cabinet Member for Transportation

Mr M Shaw highlighted the following updates:

- £4.6m budget to be spent on roads and road assets by the end of the financial year. Mr Shaw commented that it was not the most suitable time of the year to be spending money on repairs that would not last the winter weather
- Mr Shaw passed on his thanks to all gritting teams for their hard work
- A recent bid had been submitted for installation of smart data within communities to help grade roads. The presentation was a dragons den style and 10 highway authorities were soon to be knocked down to 6.

In response to Member questions, the Cabinet Member highlighted the following:

- Mr Butcher thanked the Cabinet Member and Transport for Buckinghamshire (TfB) for the resurfacing and traffic calming on Dean Way.
- Mr Shaw also confirmed that the plane and patch programme would continue into the new year with LATs managing the programme to ensure local needs were met.
- A Member raised measures taken to stop HGVs using Marlow suspension bridge and reassurances were given regarding the implementation of the Freight Strategy and the measures it would take regarding HGV movements. It was

noted that some HGVs were still using the bridge at Marlow and Members would continue to liaise with the council and TVP to ensure it was used correctly.

- Mr Shaw highlighted the strict criteria for using the additional £4.5m road budget and confirmed the £1.5m budget for the footpath and pavement programme.

Cabinet Member for Health and Wellbeing

No further questions were raised.

Cabinet Member for Planning and Environment:

Mr Chapple highlighted the following updates:

- The Council had hosted 60 young engineers from Holland who had cycled and worked around Aylesbury to see how the town could be improved for all modes of transport but particularly bicycles. Their findings were presented to a team of judges and there were a number of ideas to take forward.

In response to Member questions, the Cabinet Member highlighted the following:

- A Member congratulated the Fly tipping Enforcement team for the number of successful convictions. It was noted that it was felt that the penalties imposed by Magistrates were not enough. Mr Chapple highlighted that most fly tipping was carried out by criminals and not the general public and Bucks caught 1 in 38 against the national average of 1 in 638. Mr Chapple stated that he had recently met with the Deputy Prime Minister to discuss.
- Mr Chapple also agreed to write to the Lord Chancellor regarding the matter and would send a copy to all Members.

Cabinet Member for Education and Skills

Mr Appleyard highlighted the following points:

- Mr Appleyard had recently attended the opening of a school extension and the breaking of the earth at another, which collectively would add another 400+ school places in the county.
- In the next five years the Council had to deliver an additional 10k spaces which was why the Capital Programme was £75m a year.

Cabinet Member for Community Engagement and Public Health

Mr Brown highlighted the following points:

- Thanked officers for the work that continued to win awards, improving health and wellbeing of residents.
- Highlighted Mirco:bits now available in libraries
- Fundraising efforts by Alderman Peter Lawrence who was swimming 90 lengths for his 90th birthday to raise money for Bloodwise.

In response to Member questions, the Cabinet Member highlighted the following:

- Mr Brown gave assurances that the wellbeing of officers was being considered as part of the unitary implementation and support was in place.

Cabinet Member for Children's Services.

Mr Whyte highlighted the following points:

- The Early Help consultation continued and would close on 13 December. Over 450 responses had been received so far and more information could be found on the website [here](#).
- Three drop in session had been announced to cover North Bucks, Disraeli Wycombe and the Ivers.
- Paper copies of the consultation were available at libraries and children's centres
- Mr Irwin's Christmas present appeal was underway and Mr Whyte encouraged all to donate.

In response to Member questions, the Cabinet Member highlighted the following:

- Following a Members concern relating to the terminology used and the promotion of the consultation, Mr Whyte urged all Members to speak to residents to help them understand what the consultation covered and additional paper copies would be available on request.
- Following a question regarding the reduction in the number of adoptions, Mr Whyte agreed to check with the team and report back to Mr D Martin.

Cabinet Member for Resources

No further questions were raised.

12 NOTICES OF MOTION

There were none.

13 MEMBER DEVELOPMENT EVENTS - INFORMATION ONLY

RESOLVED: Council NOTED the update report.

14 CABINET MEMBER DECISIONS TAKEN - INFORMATION ONLY

RESOLVED: Council NOTED the update report.

15 DATE OF NEXT MEETING

21 February 2019

CHAIRMAN

County Council



CHIEF FINANCE OFFICER'S STATUTORY REPORT 2019/20 – 2022/23

Introduction

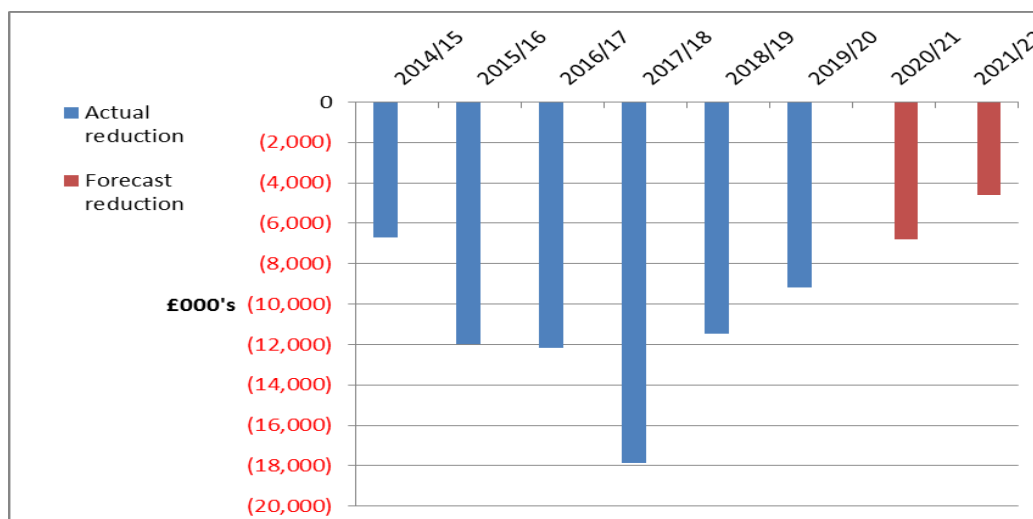
1. Under Section 25 of the Local Government Act 2003 I am required to report to the Council on:
 - (a) the robustness of the estimates made for the purposes of the calculations [of the budget], and
 - (b) the adequacy of the proposed financial reserves.

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. Following the Secretary of States announcement that proposals to create a single Unitary Council for Buckinghamshire, effective from April 2020, this budget will be the last one set for Buckinghamshire County Council. Given the timescales and challenges of creating the new Council every effort has been made to ensure that provision is made to support the transition and that the indicative Buckinghamshire County Council budgets for the period after the creation of the new Council give it every chance of success.
3. Although the wider economic picture has been relatively stable recently the outlook for local authority budgets continues to be challenging. 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.
4. 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 and the increasing complexity of the cases dealt with. In the 2016-17 Local Government Finance Settlement the offer of a 4 year settlement to 2019-20 was made. Buckinghamshire County Council accepted this offer, and the certainty which came with it has provided a stable backdrop for the past 3 years. There is now only one year remaining of the 4 year settlement, which leaves the council with little certainty of funding levels beyond 2020.

Change in Funding Settlement



5. 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 Revenue Support Grant to Buckinghamshire County Council was removed completely in 2018/19 due to its relatively large tax base. In 2018/19 Buckinghamshire became one of the first authorities to receive no Revenue Support Grant at all.
6. The current funding system has allowed councils to keep a proportion of any growth or decline in business rates. 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.
7. In 2019-20 Buckinghamshire County Council will be a pilot authority of 75% Business Rates Retention following a joint bid with the districts. This is for 2019-20 only and allows a greater share of growth to be retained locally. In 2020-21 this model will be rolled-out across England and the learning from the pilots will inform the final design of the new system.
8. 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, will continue to be paid for 4 years, having been reduced over the last 2 years.
9. 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 'Adult

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 was used in 2017-18 and 2018-19 so there is no increase in this 'precept' in 2019-20.

10. In addition it was announced in the recent Autumn Budget that an additional £650m had been identified in 2019/20 to support pressures across Adults and Children's Social Care. Of this £240m is to support Adults Social Care and reduce pressures on the NHS and £410m is to address the continued pressures across Adults and Children's Social Care budgets. The allocations for Buckinghamshire being £1.671m and £2.855m respectively. These will be used to support Adults Social Care budgets and to create a general Social Care contingency budget in order to address demand, complexity and demographic pressures.
11. 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. One such 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. We continue to explore such opportunities and apply rigorous due diligence, including using external professional advisors, before taking any such decisions.

Education Funding

12. 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.
13. Approval of final DSG grant allocations for 2019/20 will be made by the Cabinet Member for Education & Skills together with the Schools Forum in February 2019, following advice from Council Officers. Funding for Buckinghamshire Schools increased by approximately £14m on a like for like basis, which is an increase of 3.3%.

Control Environment

14. An unqualified opinion on the 2017-18 financial statements was achieved as in previous years. However, the conclusion on the Council's arrangements for securing value for money in 2017-18 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.
15. As part of our ongoing commitment to enhance the control environment we have been delivering a Financial Management Improvement Plan during 2018/19. Following significant engagement and consultation with our Business Unit colleagues a new Service Offer has been launched, based on further enhancements to our current Business Partnering model of service delivery. In support of this a clear and concise Financial

Accountabilities framework has been produced and received commitment from our Corporate Management Team and a comprehensive review of our financial systems and processes is underway to ensure they deliver strong, efficient and effective financial management which supports and enhances our strong grip on our finances.

16. 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. We continue to actively pursue opportunities to improve and enhance Financial Management and Governance within the authority. The Council's Constitution, including the Financial Regulations and Contract Standing Orders are kept under review and updated as required.
17. 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 currently forecasting to slightly overspend against the budget (£120k as at end of December) as a result of managing significant pressures within both Children's and Adults Social Care services. Actions continue to be taken in order to bring this back into a breakeven position.
18. 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. For example, risk registers are regularly reviewed at Project Board meetings and financial risks are discussed on a monthly basis. Furthermore, the number of outstanding audit actions has reduced considerably. 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.
 - The impact of Brexit and the wider economic environment.
19. 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 Head of Finance 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 Heads of Finance to ensure those roles are being properly discharged.

20. I have reviewed the recently released CIPFA Financial Resilience Index which generally shows us to be in a strong position compared to other county councils. Taking a forward look I believe that our financial resilience will increase further in the coming year as a result of the decisions taken within this budget.

Robustness of the Budget

21. The formulation of the 2019-20 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.

22. 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
Buckinghamshire Business Group

23. 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.

24. 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 contingency budgets of approximately £4.9m have been put in place in 2019-20. 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 and the risks of not fully delivering on all savings proposals.

25. Additionally, in recognition of the decision to move to a single Unitary Council for Buckinghamshire we have recognised the likely costs of this transformation and have set aside £11m in a reserve to cover the County share of these costs.

26. 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 (c£100m over the last 5-years). Further budget reductions have been included within the Medium Term Financial Plan (£12.5m in 2019/20). This includes some ambitious proposals

to radically change the way services are delivered and 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, whilst maintaining service levels is becoming more difficult in every budget. 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 an economic slow-down 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. A spending review is due later in 2019;
- (c) **Brexit** - The impacts of an adverse BREXIT could be felt through many mechanisms, including but not limited to; Business rate receipt reductions through failure / emigration of UK businesses, national tax take reductions requiring greater savings in Local Government, wage inflation in our supply chain due to lack of suitable employees, loss of knowledgeable staff and council tax receipt reductions due to emigration and potential increases in council tax discounts;
- (d) **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 a high number of statemented children and have had increases in the number of children with child protection plans. The Council's strategy is to increase the number of internal placements and has had some success in this in terms of increased fostering numbers. 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;
- (e) **Local Government Funding** – With the end of the 4 year settlement, the forthcoming Spending Review, the ongoing reform of Business Rates Retention and the Fair Funding Review there is considerable uncertainty over funding levels beyond 2019/20. Prudent estimates have been made for future years, but both the quantum of funding available and the method of apportionment present a significant risk;
- (f) **National Living Wage** – The Council has made provision for the National Living Wage which will mainly fall directly on our social care providers on the basis that these contracts will absorb a proportion of those costs;
- (g) **Social Care Policy & Funding** – With the Green Paper on the future of Social Care still awaited and much Social Care funding either one-off or potentially ending (Adult Social Care precept and Better Care Fund), both the national policy underpinning service delivery requirements and the funding to support it are uncertain. Whilst some assumptions have been made regarding future

funding for Social Care there is a risk that these assumptions will be incorrect and that policy change will impose greater burdens on the Council;

- (h) **Care Market Sustainability** – The Council has recognised that there are other more fundamental pressures within the provider market for Care services 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;
- (i) **Investment Property Income** – Over recent years the council has invested in a portfolio of property assets in order to support the local economy to generate income streams to offset the loss of Government Funding and hence 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;
- (j) **Capital** – During 2018/19 the Council has continued to use the gateway process to ensure strong governance in this area. As a result slippage has been greatly reduced in recent years and risks of escalations in costs have been mitigated to an extent. Nonetheless, in the current climate construction costs are rising 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

- 27. 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 2019-20 through to 2022-23. Although the Council continues to commit significant resources to its school build programme it remains unclear whether this will be sufficient to deal with the rate of growth in the school population and relies on significant developer contributions.
- 28. 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 BTVLEP on infrastructure projects, districts on town centre regeneration, with national bodies on development of housing opportunities through the Housing Infrastructure Fund and on the development of East-West Rail.

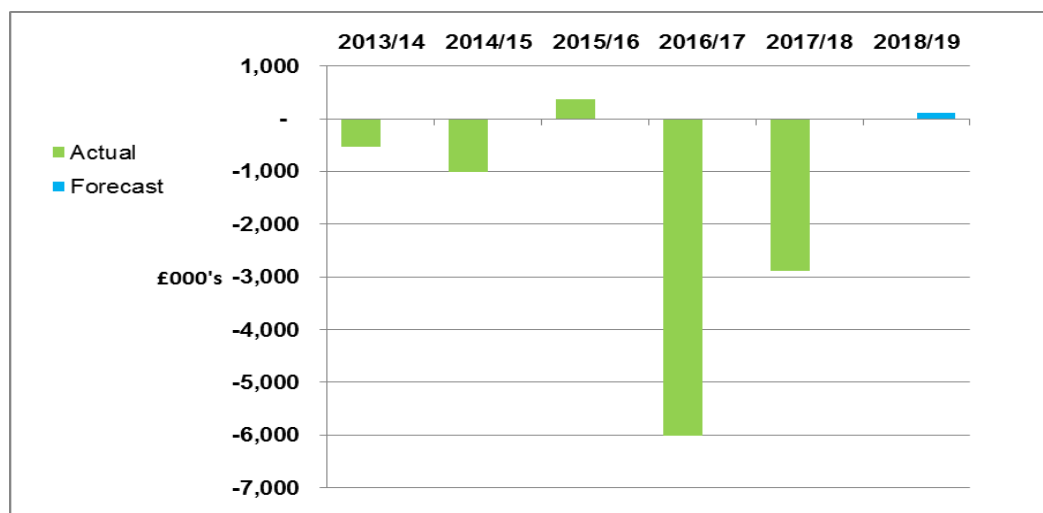
29. The capital programme includes a relatively small contingency budget in each of the four years. This provides some flexibility to respond to emerging issues and uncertainties that may arise.

Adequacy of Reserves

30. As well as a contingency budget to enable those more uncertain budgets to be managed, General Reserves (unallocated) 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.
31. A consideration in setting a prudent level of reserves and setting an acceptable budget is the underlying trend of under/over spending against the approved budget (see below). Overall the proposed budget assumes an increase to General Fund Reserves with plans included within the 2019/20 budget to add an additional £4.0m. This is expected to bring the level back up to £30m (8.7% of the net operating budget), which was the level of General Fund Reserves five years ago.

Revenue outturn position

(note: 2018/19 is a forecast outturn)



32. Schools general reserves are ring-fenced to schools. These are expected to total just under £10m as at 31 March 2019.
33. The Council holds other earmarked balances (see Appendix A for summary). The earmarked reserves are forecast to total £67.5m as at 31 March 2019. 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

34. The process for the formulation of budgets, together with the level of challenge, provides a reasonable assurance of their robustness.
35. 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.
36. 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).
37. 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 & Procurement (& 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 01/04/18 £000	Forecast 31/03/19 £000	Forecast 31/03/20 £000
	Earmarked Reserve			
i	Capital	- 30,430	- 16,743	- 10,000
ii	Efficiency Fund & Salix	- 1,177	- 1,140	- 1,140
iii	Commuted Sums	- 134	- 134	- 134
iv	Renewals	- 1,825	- 1,528	- 1,528
v	Insurance	- 6,138	- 5,500	- 5,500
vi	Election Expenses	- 15	- 89	- 213
vii	Transformation	- 1,810	- 2,000	- 1,000
viii	Social Care	- 1,528	- 941	- 500
ix	Waste	- 5,371	- 6,800	- 6,800
x	Local Economic Partnership	- 22,010	- 13,365	- 8,967
xi	Public Health	- 1,595	- 1,369	- 1,000
xii	DSG Carryforward	- 6,967	- 366	-
xiii	Strategic Asset Development	- 1,631	- 545	- 545
xiv	Adverse Weather	- 2,114	- 1,908	- 1,908
xv	Strategic Development	- 2,576	- 1,398	- 1,000
xvi	Unitary	- 5,509	- 7,700	- 11,000
xvii	Budget Smoothing		-	- 2,000
xviii	Other Earmarked Reserves	- 8,406	- 6,000	- 5,000
	Total Earmarked Reserves	- 99,235	- 67,527	- 58,235
xix	Earmarked for Schools	- 12,627	- 9,652	- 5,000
xx	Non-Earmarked Reserves	- 27,457	- 26,137	- 30,137
	Total Reserves	- 139,320	- 103,316	- 93,372

- 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 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.
- iii. 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.
- iv. 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.
- v. The Insurance reserve relates to the estimated liabilities in respect of insurance claims not yet notified.
- vi. The Election Expenses reserve is used to fund the expenses of the full Council elections which occur every four years.
- vii. The Transformation reserve is used to fund upfront work required to achieve future savings resulting from the Council's service transformation activities.
- viii. The Social Care reserve supports a range of projects that have social care and health benefits.
- ix. The Waste reserve was established to smooth the financial impact of the Energy from Waste project
- x. The Local Economic Partnership reserve has been established to set aside LEP funding to be used in future years.
- xi. The Public Health reserve holds unused Public Health grant funding to be used for legitimate purposes, such as preventative measures, in future years.
- xii. The DSG Carry-forward reserve relates to unused Dedicated Schools Grant (DSG).
- xiii. The Strategic Asset Development reserve has been established to facilitate investment in new and existing assets in order to generate future income streams.
- xiv. The Adverse Weather reserve is used in the event of unusually harsh weather particularly for salting the highway.

- xv. The Strategic Development reserve has been established to facilitate strategic development opportunities across the Council.
- xvi. The Unitary reserve will be used to meet future transitional costs of setting up the new authority. The districts will also be setting aside some funding to cover these costs.
- xvii. The Budget Smoothing reserve has been created from part of the one-off gain in 2019/20 relating to the elimination of 'Negative Revenue Support Grant' and will be used to smooth the future reductions in government funding across the Medium Term Financial Plan.
- xviii. The Other Earmarked Reserves include:
 - a. Procurement – Highways & Transportation
 - b. Country Parks
 - c. East West Rail
- xix. 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.
- xx. 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 21 February 2019

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 2019/20 (and indicative budgets for the following three years). Also to approve the Net Budget Requirement, Council Tax Requirement and the level of Band D Council Tax for the year. Finally, Council is asked to note the Business Unit Plans.

Background

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

Strategic and Business Plans

3. This is the final year of the current Strategic Plan, which runs until 2020. The Council keeps the Strategic Plan under review, and 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 to manage its affairs. Cabinet Members sit on and lead each of the Business Unit Boards.



Appendix A (i to iv) sets out the executive summaries of the Business Unit Plans for the forthcoming year. The executive summaries set out the activities that each Business Unit will deliver under each of the Council's three strategic outcomes.

5. The plans 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 the following financial year. It will be for the new Authority to do this for future years.

Local Government Finance Settlement

6. The Provisional Local Government Finance Settlement was published on 13th December 2018. In light of the previous decision to accept a four-year settlement in 2016/17 this contained limited changes, however some change were included within the announcement;
7. It was confirmed that '**negative RSG**' would be removed from the settlement figures, which had been assumed within the proposed budget;
8. Additional funding was announced for Adults and Children's Social Care in 2019/20, with **£1.691m** received for Adults Social Care and **£2.855m** for general Social Care pressures;
9. In addition it was announced that the application from all Buckinghamshire Councils to take part in a **pilot of 75% Business Rates Retention** was successful. This provides additional one-off funding based on growth in Business Rates.
10. The Final Local Government Settlement was published on 29th January, which contained no material change from the Provisional Settlement.

Council Tax

11. 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 **£2.247m**.
12. The District Councils also confirmed the size of their respective tax bases, which has identified an increase in the tax base of 1.28% in 2019/20.

Business Rates

13. 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%. Buckinghamshire Councils will be trialling 75% retention of Business Rates following the successful application to Central Government referred to above.



14. The accepted proposal for Buckinghamshire sees the 4 District Councils and the County Council splitting the 75% share of business rates as follows; County Share 42.5%, District share 31.5%, Bucks Fire & Rescue share 1%. Business Rates additional growth will be allocated between the parties as follows; County Council share of growth 50%, District Councils share of growth 50% (split on the basis of their respective shares of growth).
15. The expected benefit of this additional retention of growth is not guaranteed as it is dependent upon actual business rates receipts. However, it is estimated that the additional receipts will be approximately **£3.5m** for the County Council. It is proposed that £2.8m of this be allocated to a reserve to support the creation of the new Unitary Council (giving a total unitary reserve of £11m) and that the remaining £0.7m be kept in a reserve to be allocated once expected additional receipts are more certain. This can be spent around financial sustainability and the growth agenda.

Consultation

16. 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 December. 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. Their response is available as Appendix 7 to this report.

Revenue

17. The recommended 2019/20 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**).
18. The Budget Requirement for 2019/20 excluding DSG is **£356.310m**. The Council is also required to agree its Council Tax Requirement. These budget proposals lead to a Council Tax Requirement of **£293.124m**, which equates to a 2.99% council tax increase including the Social Care Precept at 0%, or a Band D Council Tax level of **£1,329.64**. **Appendix 4** sets out the tax levels for each property band.



Capital Programme

19. 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 2019/20 the Programme includes a total investment of **£86.125m**, including **£35.168m** on schools and education and **£19.75m** on highways and footpath structural maintenance.

Recommendation

Council is asked to:

1. **Approve the Revenue Budget for 2019/20 (and indicative budgets for the following three years) as set out in Appendices 1, 2 and 3 and a Net Budget Requirement of £356.310m in 2019/20;**
2. **Approve a Council Tax Requirement of £293.124m and a Band D council tax, for County Council spending of £1,329.64 in 2019/20;**
3. **Approve the Capital Programme as set out in Appendix 5;**
4. **Note the Budget Scrutiny Report**
5. **Note the Business Unit Plans.**
6. **Note the response to the budget proposals from Bucks Business Group**

LEADER OF THE COUNCIL

Appendix 1 – Summary of the Revenue Budget 2019/20 to 2022/23

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 Budget Scrutiny Committee

Appendix 7 – Response to budget proposals from Bucks Business Group

Appendix A(i) – Communities, Health and Adult Social Care Business Plan Executive Summary

Appendix A(ii) – Children’s Services Business Plan Executive Summary

Appendix A(iii) – Resources Business Plan Executive Summary

Appendix A(iv) – Transport, Environment and Economy Business Plan Executive Summary



Portfolio	Service	Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22		Total 2022-23	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Children's Social Care	Family Resilience	6,926	2.0%	7,229	2.0%	6,356	1.8%	6,356	1.8%	6,356	1.7%
	Management & Overheads	2,786	0.8%	2,696	0.8%	2,113	0.6%	2,113	0.6%	2,113	0.6%
	Children in Need	13,442	4.0%	13,192	3.7%	12,942	3.7%	12,692	3.5%	12,692	3.4%
	Prevention & Commissioning	6,507	1.9%	8,530	2.4%	7,688	2.2%	7,145	2.0%	7,045	1.9%
	Quality, Standards & Performance	3,272	1.0%	3,272	0.9%	3,272	0.9%	3,272	0.9%	3,272	0.9%
	Children in Care	3,398	1.0%	3,398	1.0%	3,398	1.0%	3,398	0.9%	3,398	0.9%
	Care Services	28,881	8.5%	38,059	10.7%	37,112	10.7%	37,131	10.3%	38,022	10.2%
Children's Social Care Total		65,212	19.3%	76,376	21.4%	72,881	21.1%	72,107	20.1%	72,898	19.6%
Community Engagement	Communities	386	0.1%	484	0.1%	484	0.1%	484	0.1%	484	0.1%
	Community Focus	4,659	1.4%	4,648	1.3%	4,396	1.3%	4,386	1.2%	4,386	1.2%
	Community Safety and Wellbeing	653	0.2%	428	0.1%	428	0.1%	428	0.1%	428	0.1%
	Contact Centre	945	0.3%	945	0.3%	945	0.3%	945	0.3%	945	0.3%
	Culture & Leisure	1,377	0.4%	1,382	0.4%	1,392	0.4%	1,402	0.4%	1,402	0.4%
	Public Health	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Trading Standards	911	0.3%	911	0.3%	911	0.3%	911	0.3%	911	0.2%
	Universal Youth Services	202	0.1%	202	0.1%	202	0.1%	202	0.1%	202	0.1%
Community Engagement Total		9,133	2.7%	9,000	2.5%	8,758	2.5%	8,758	2.4%	8,758	2.4%
Education & Skills (LA)	Strategic Commissioning	2,311	0.7%	2,221	0.6%	2,221	0.6%	2,221	0.6%	2,221	0.6%
	Adult Learning & Skills	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%	(59)	0.0%
	Education Management	(1,806)	-0.5%	(2,348)	-0.7%	(2,787)	-0.8%	(2,787)	-0.8%	(2,787)	-0.7%
	Fair Access & Youth Provision	1,713	0.5%	1,713	0.5%	1,713	0.5%	1,713	0.5%	1,713	0.5%
	Home to School Transport	14,647	4.3%	16,427	4.6%	16,157	4.7%	16,157	4.5%	16,157	4.3%
	Central DSG	(3,562)	-1.1%	(3,393)	-1.0%	(3,283)	-0.9%	(3,283)	-0.9%	(3,283)	-0.9%
	Prevention & Early Help	4,598	1.4%	3,960	1.1%	3,960	1.1%	3,960	1.1%	3,960	1.1%
	Special Educational Needs	3,775	1.1%	5,095	1.4%	5,095	1.5%	5,095	1.4%	5,095	1.4%
	Client Transport Central Costs	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Education & Skills (LA) Total		21,617	6.4%	23,616	6.6%	23,017	6.7%	23,017	6.4%	23,017	6.2%
Education & Skills (DSG)	School & Academy Relationships	3,981	1.2%	3,981	1.1%	3,981	1.2%	3,981	1.1%	3,981	1.1%
	Education Management	(277,163)	-81.9%	(277,163)	-77.8%	(277,163)	-80.1%	(277,163)	-77.2%	(277,163)	-74.4%
	Children & Families	1,121	0.3%	1,121	0.3%	1,121	0.3%	1,121	0.3%	1,121	0.3%
	Schools	176,390	52.1%	176,390	49.5%	176,390	51.0%	176,390	49.1%	176,390	47.3%
	Fair Access & Youth Provision	893	0.3%	893	0.3%	893	0.3%	893	0.2%	893	0.2%
	Support Services	4,368	1.3%	4,368	1.2%	4,368	1.3%	4,368	1.2%	4,368	1.2%
	Prevention & Commissioning	37,173	11.0%	36,173	10.2%	36,173	10.5%	36,173	10.1%	36,173	9.7%
	Special Educational Needs	53,237	15.7%	54,237	15.2%	54,237	15.7%	54,237	15.1%	54,237	14.6%
Education & Skills (DSG) Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Portfolio	Service	Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22		Total 2022-23	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Health & Wellbeing	Access	20,619	6.1%	22,524	6.3%	24,030	6.9%	26,203	7.3%	28,760	7.7%
	Learning Disabilities and CHC	44,517	13.2%	46,521	13.1%	47,798	13.8%	49,488	13.8%	51,476	13.8%
	Mental Health	5,291	1.6%	5,006	1.4%	5,006	1.4%	5,006	1.4%	5,006	1.3%
	Safeguarding	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%
	Joint Supply Management	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%	1,786	0.5%
	Commissioning & Service Improvement	4,136	1.2%	4,023	1.1%	3,993	1.2%	3,993	1.1%	3,993	1.1%
	Older People / OP Mental Health / PSD	41,963	12.4%	42,227	11.9%	44,464	12.9%	46,201	12.9%	47,540	12.8%
	Senior Management Team	9,514	2.8%	9,508	2.7%	9,508	2.7%	9,508	2.6%	9,508	2.6%
Quality, Performance & Standards	2,660	0.8%	2,660	0.7%	2,660	0.8%	2,660	0.7%	2,660	0.7%	
Health & Wellbeing Total		132,272	39.1%	136,041	38.2%	141,031	40.8%	146,631	40.9%	152,515	40.9%
Leader	Chief Executive's Office	522	0.2%	522	0.1%	522	0.2%	522	0.1%	522	0.1%
	Policy, Performance and Communications	6,044	1.8%	6,044	1.7%	6,044	1.7%	6,044	1.7%	6,044	1.6%
	Economic Strategy, Growth & Spatial Planning	604	0.2%	1,004	0.3%	1,004	0.3%	1,004	0.3%	1,004	0.3%
Leader Total		7,170	2.1%	7,570	2.1%	7,570	2.2%	7,570	2.1%	7,570	2.0%
Planning & Environment	Agricultural Estate	(618)	-0.2%	(698)	-0.2%	(698)	-0.2%	(698)	-0.2%	(698)	-0.2%
	Business Unit performance, finance & management overheads	660	0.2%	660	0.2%	660	0.2%	660	0.2%	660	0.2%
	Country Parks & Green Spaces	212	0.1%	212	0.1%	212	0.1%	212	0.1%	212	0.1%
	Planning & Environment	1,274	0.4%	1,260	0.4%	1,315	0.4%	1,185	0.3%	1,105	0.3%
	Energy & Resources	169	0.0%	169	0.0%	169	0.0%	169	0.0%	99	0.0%
	Infrastructure Strategy, Projects & Planning	410	0.1%	410	0.1%	410	0.1%	410	0.1%	410	0.1%
Waste Management	8,149	2.4%	7,260	2.0%	7,310	2.1%	8,601	2.4%	9,131	2.5%	
Planning & Environment Total		10,256	3.0%	9,273	2.6%	9,378	2.7%	10,539	2.9%	10,919	2.9%
Resources	Director of Resources	406	0.1%	273	0.1%	148	0.0%	148	0.0%	148	0.0%
	Property and Assets	3,046	0.9%	3,063	0.9%	2,731	0.8%	2,803	0.8%	2,870	0.8%
	Finance and Procurement	5,961	1.8%	5,749	1.6%	5,699	1.6%	5,699	1.6%	5,649	1.5%
	Customer	6,816	2.0%	6,815	1.9%	6,815	2.0%	6,815	1.9%	6,815	1.8%
	Human Resources & Organisational Development	2,333	0.7%	2,383	0.7%	2,383	0.7%	2,383	0.7%	2,383	0.6%
	Commercial	(408)	-0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Technology Services	7,665	2.3%	7,340	2.1%	7,205	2.1%	7,185	2.0%	7,185	1.9%
Resources Total		25,819	7.6%	25,623	7.2%	24,981	7.2%	25,033	7.0%	25,050	6.7%
Transportation	Client & Public Transport	9,088	2.7%	8,732	2.5%	8,732	2.5%	8,588	2.4%	8,588	2.3%
	Highways Services / Transport for Bucks	18,616	5.5%	19,317	5.4%	18,638	5.4%	19,375	5.4%	20,120	5.4%
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,158	0.3%	1,123	0.3%	1,099	0.3%	1,099	0.3%	1,099	0.3%
Transportation Total		28,862	8.5%	29,172	8.2%	28,469	8.2%	29,062	8.1%	29,807	8.0%
Total Net Portfolio Budget		300,341	88.8%	316,671	88.9%	316,085	91.4%	322,717	89.9%	330,534	88.7%

Portfolio	Service	Total 2018-19		Total 2019-20		Total 2020-21		Total 2021-22		Total 2022-23	
		£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total	£,000	% of Total
Corporate Costs	Corporate Costs	12,580	3.7%	12,028	3.4%	15,467	4.5%	20,496	5.7%	25,471	6.8%
	Treasury Management & Capital Financing	23,312	6.9%	16,483	4.6%	15,783	4.6%	15,967	4.4%	16,519	4.4%
Corporate Costs Total		35,892	10.6%	28,511	8.0%	31,250	9.0%	36,463	10.2%	41,990	11.3%
Net Operating Budget		336,233	99.4%	345,182	96.9%	347,335	100.4%	359,180	100.1%	372,524	100.0%
Use of Reserves	Earmarked Reserves	2,045	0.6%	7,128	2.0%	(1,341)	-0.4%	(242)	-0.1%	0	0.0%
	Non-Earmarked Reserves	62	0.0%	4,000	1.1%	20	0.0%	3	0.0%	3	0.0%
Use of Reserves Total		2,107	0.6%	11,127	3.1%	(1,321)	-0.4%	(239)	-0.1%	3	0.0%
Net Budget Requirement		338,340	100.0%	356,310	100.0%	346,013	100.0%	358,941	100.0%	372,527	100.0%
Financed By	Council Tax Surplus	(3,126)	-0.9%	(2,247)	-0.6%	0	0.0%	0	0.0%	0	0.0%
	Locally Retained Business Rates	(17,490)	-5.2%	(49,582)	-13.9%	(17,931)	-5.2%	(18,290)	-5.1%	(18,655)	-5.0%
	New Homes Bonus	(2,262)	-0.7%	(2,149)	-0.6%	(1,962)	-0.6%	(1,928)	-0.5%	(1,980)	-0.5%
	Other Un-Ringfenced Grants	(6,958)	-2.1%	(9,207)	-2.6%	(5,609)	-1.6%	(5,622)	-1.6%	(5,636)	-1.5%
	Top Up Grant	(27,492)	-8.1%	0	0.0%	(11,119)	-3.2%	(6,539)	-1.8%	(1,571)	-0.4%
Financed By Total		(57,328)	-16.9%	(63,185)	-17.7%	(36,622)	-10.6%	(32,379)	-9.0%	(27,841)	-7.5%
Council Tax		(281,012)	-83.1%	(293,124)	-82.3%	(309,392)	-89.4%	(326,562)	-91.0%	(344,686)	-92.5%
Net Budget Requirement		(338,340)	-100.0%	(356,309)	-100.0%	(346,014)	-100.0%	(358,941)	-100.0%	(372,527)	-100.0%
Over/(Under) Budget		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Portfolio	Service	Base Budget £,000			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
Children's Social Care	Family Resilience Management & Overheads	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	873	7,229
	Children in Need	3,724	(938)	2,786	(300)	0	0	0	210	0	2,696	0	2,696
	Prevention & Commissioning	13,320	122	13,442	(250)	0	0	0	0	0	13,192	0	13,192
	Quality, Standards & Performance	6,983	(476)	6,507	(62)	0	0	0	1,199	0	7,644	886	8,530
	Children in Care	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Care Services	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
	Care Services	28,022	859	28,881	(1,297)	0	0	0	10,475	0	38,059	0	38,059
Children's Social Care Total		63,202	2,010	65,212	(2,479)	0	0	0	11,884	0	74,616	1,759	76,375
Community Engagement	Communities	381	5	386	0	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(60)	0	0	0	49	0	4,648	0	4,648
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	79	1,377	0	0	(20)	0	25	0	1,382	0	1,382
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
	Universal Youth Services	202	0	202	0	0	0	0	0	0	202	0	202
Community Engagement Total		9,144	(12)	9,132	(285)	0	(20)	0	172	0	8,999	0	8,999
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(505)	0	0	0	0	0	(2,311)	(37)	(2,348)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(200)	0	0	0	980	0	15,427	1,000	16,427
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	169	0	(3,393)	0	(3,393)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
Client Transport Central Costs	0	0	0	0	0	0	0	0	0	0	0	0	
Education & Skills (LA) Total		23,376	(1,761)	21,615	(1,433)	0	0	0	2,469	0	22,651	963	23,614

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(982)	0	0	0	2,887	0	22,524	0	22,524
	Learning Disabilities and CHC	39,991	4,526	44,517	(800)	0	0	0	2,804	0	46,521	0	46,521
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(273)	0	0	0	160	0	4,024	0	4,024
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(1,055)	0	0	0	2,990	0	43,898	(1,671)	42,227
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(3,401)	0	0	0	8,841	0	137,710	(1,671)	136,039
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		7,000	171	7,171	0	0	0	0	400	0	7,571	0	7,571
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(8)	660	0	0	0	0	0	0	660	0	660
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	(22)	8	0	0	1,260	0	1,260
	Energy & Resources	169	0	169	0	0	0	0	0	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(4)	8,149	(670)	0	(750)	0	371	0	7,100	160	7,260
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(852)	8	371	0	9,113	160	9,273

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
Resources	Director of Resources	277	130	407	(133)	0	0	0	0	0	274	0	274
	Property and Assets	2,874	173	3,047	0	0	(760)	0	939	0	3,226	(162)	3,064
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(200)	5,749
	Customer	6,451	365	6,816	(1)	0	(40)	0	40	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(325)	7,340
Resources Total		24,094	1,727	25,821	(647)	0	(800)	0	1,937	0	26,312	(687)	25,625
Transportation	Client & Public Transport	9,096	(8)	9,088	(356)	0	0	0	0	0	8,732	0	8,732
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(1,000)	(335)	(38)	0	1,174	0	18,417	900	19,317
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(175)	140	0	0	1,123	0	1,123
Transportation Total		28,857	5	28,862	(1,356)	(335)	(213)	140	1,174	0	28,272	900	29,172
Total Net Portfolio Budget		297,516	2,823	300,339	(10,271)	(335)	(1,885)	148	27,247	0	315,243	1,424	316,667

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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
Children's Social Care	Family Resilience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(938)	2,786	(673)	0	0	0	0	0	2,113	0	2,113
	Children in Need	13,320	122	13,442	(500)	0	0	0	0	0	12,942	0	12,942
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	800	0	7,245	443	7,688
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
Children's Social Care Total		28,022	859	28,881	(4,263)	0	0	0	12,494	0	37,112	0	37,112
Children's Social Care Total		63,202	2,010	65,212	(6,068)	0	0	0	13,294	0	72,438	443	72,881
Community Engagement	Communities	381	5	386	0	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(100)	(212)	0	0	49	0	4,396	0	4,396
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	79	1,377	0	0	(20)	0	35	0	1,392	0	1,392
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
	Universal Youth Services	202	0	202	0	0	0	0	0	0	202	0	202
Community Engagement Total		9,144	(12)	9,132	(325)	(212)	(20)	0	182	0	8,757	0	8,757
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(981)	0	0	0	0	0	(2,787)	0	(2,787)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(250)	0	0	0	1,760	0	16,157	0	16,157
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	279	0	(3,283)	0	(3,283)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
Client Transport Central Costs		0	0	0	0	0	0	0	0	0	0	0	0
Education & Skills (LA) Total		23,376	(1,761)	21,615	(1,959)	0	0	0	3,359	0	23,016	0	23,016

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(1,556)	0	0	0	4,967	0	24,030	0	24,030
	Learning Disabilities and CHC	39,991	4,526	44,517	(1,150)	0	0	0	4,431	0	47,798	0	47,798
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(303)	0	0	0	160	0	3,994	0	3,994
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(2,112)	0	0	0	4,613	0	44,464	0	44,464
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(5,412)	0	0	0	14,171	0	141,028	0	141,028
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		7,000	171	7,171	0	0	0	0	400	0	7,571	0	7,571
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(8)	660	0	0	0	0	0	0	660	0	660
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	(47)	8	80	0	1,315	0	1,315
	Energy & Resources	169	0	169	0	0	0	0	0	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(4)	8,149	(670)	0	(680)	0	942	0	7,741	(431)	7,310
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(807)	8	1,022	0	9,809	(431)	9,378

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
Resources	Director of Resources	277	130	407	(258)	0	0	0	0	0	149	0	149
	Property and Assets	2,874	173	3,047	0	0	(1,270)	0	1,117	0	2,894	(162)	2,732
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(250)	5,699
	Customer	6,451	365	6,816	(1)	0	(40)	0	40	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(460)	7,205
Resources Total		24,094	1,727	25,821	(772)	0	(1,310)	0	2,115	0	25,854	(872)	24,982
Transportation	Client & Public Transport	9,096	(8)	9,088	(356)	0	0	0	0	0	8,732	0	8,732
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(1,164)	(286)	(373)	0	1,837	0	18,630	8	18,638
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(334)	275	0	0	1,099	0	1,099
Transportation Total		28,857	5	28,862	(1,520)	(286)	(707)	275	1,837	0	28,461	8	28,469
Total Net Portfolio Budget		297,516	2,823	300,339	(16,726)	(498)	(2,844)	283	36,380	0	316,934	(852)	316,082

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
Children's Social Care	Family Resilience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(938)	2,786	(673)	0	0	0	0	0	2,113	0	2,113
	Children in Need	13,320	122	13,442	(750)	0	0	0	0	0	12,692	0	12,692
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	700	0	7,145	0	7,145
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
	Care Services	28,022	859	28,881	(6,290)	0	0	0	14,540	0	37,131	0	37,131
	Children's Social Care Total	63,202	2,010	65,212	(8,345)	0	0	0	15,240	0	72,106	0	72,106
Community Engagement	Communities	381	5	386	0	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(110)	(212)	0	0	49	0	4,386	0	4,386
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	79	1,377	0	0	(20)	0	45	0	1,402	0	1,402
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
	Universal Youth Services	202	0	202	0	0	0	0	0	202	0	202	
	Community Engagement Total	9,144	(12)	9,132	(335)	(212)	(20)	0	192	0	8,757	0	8,757
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(981)	0	0	0	0	0	(2,787)	0	(2,787)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(250)	0	0	0	1,760	0	16,157	0	16,157
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	279	0	(3,283)	0	(3,283)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
	Client Transport Central Costs	0	0	0	0	0	0	0	0	0	0	0	0
	Education & Skills (LA) Total	23,376	(1,761)	21,615	(1,959)	0	0	0	3,359	0	23,016	0	23,016

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(1,556)	0	0	0	7,140	0	26,203	0	26,203
	Learning Disabilities and CHC	39,991	4,526	44,517	(1,150)	0	0	0	6,121	0	49,488	0	49,488
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(303)	0	2	0	160	0	3,994	0	3,994
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(2,112)	0	0	0	6,350	0	46,201	0	46,201
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(5,412)	0	0	0	19,771	0	146,628	0	146,628
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		7,000	171	7,171	0	0	0	0	400	0	7,571	0	7,571
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(8)	660	0	0	0	0	0	0	660	0	660
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	(177)	8	80	0	1,185	0	1,185
	Energy & Resources	169	0	169	0	0	0	0	0	0	169	0	169
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
Waste Management	8,153	(4)	8,149	(670)	0	(480)	0	1,372	0	8,371	230	8,601	
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(737)	8	1,452	0	10,309	230	10,539

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
Resources	Director of Resources	277	130	407	(258)	0	0	0	0	0	149	0	149
	Property and Assets	2,874	173	3,047	0	0	(1,270)	0	1,189	0	2,966	(162)	2,804
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(250)	5,699
	Customer	6,451	365	6,816	(1)	0	(40)	0	40	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(480)	7,185
Resources Total		24,094	1,727	25,821	(772)	0	(1,310)	0	2,187	0	25,926	(892)	25,034
Transportation	Client & Public Transport	9,096	(8)	9,088	(500)	0	0	0	0	0	8,588	0	8,588
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(959)	(506)	(408)	0	2,624	0	19,367	8	19,375
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(653)	594	0	0	1,099	0	1,099
Transportation Total		28,857	5	28,862	(1,459)	(506)	(1,061)	594	2,624	0	29,054	8	29,062
Total Net Portfolio Budget		297,516	2,823	300,339	(18,952)	(718)	(3,128)	602	45,224	0	323,367	(654)	322,713

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
Children's Social Care	Family Resilience	4,771	2,155	6,926	(570)	0	0	0	0	0	6,356	0	6,356
	Management & Overheads	3,724	(938)	2,786	(673)	0	0	0	0	0	2,113	0	2,113
	Children in Need	13,320	122	13,442	(750)	0	0	0	0	0	12,692	0	12,692
	Prevention & Commissioning	6,983	(476)	6,507	(62)	0	0	0	600	0	7,045	0	7,045
	Quality, Standards & Performance	2,683	589	3,272	0	0	0	0	0	0	3,272	0	3,272
	Children in Care	3,699	(301)	3,398	0	0	0	0	0	0	3,398	0	3,398
	Care Services	28,022	859	28,881	(6,990)	0	0	0	16,131	0	38,022	0	38,022
Children's Social Care Total		63,202	2,010	65,212	(9,045)	0	0	0	16,731	0	72,898	0	72,898
Community Engagement	Communities	381	5	386	0	0	0	0	98	0	484	0	484
	Community Focus	4,739	(80)	4,659	(110)	(212)	0	0	49	0	4,386	0	4,386
	Community Safety and Wellbeing	657	(5)	652	(225)	0	0	0	0	0	427	0	427
	Contact Centre	955	(10)	945	0	0	0	0	0	0	945	0	945
	Culture & Leisure	1,298	79	1,377	0	0	(20)	0	45	0	1,402	0	1,402
	Public Health	0	0	0	0	0	0	0	0	0	0	0	0
	Trading Standards	912	(1)	911	0	0	0	0	0	0	911	0	911
Universal Youth Services	202	0	202	0	0	0	0	0	0	202	0	202	
Community Engagement Total		9,144	(12)	9,132	(335)	(212)	(20)	0	192	0	8,757	0	8,757
Education & Skills (LA)	Strategic Commissioning	2,304	7	2,311	(90)	0	0	0	0	0	2,221	0	2,221
	Adult Learning & Skills	(59)	0	(59)	0	0	0	0	0	0	(59)	0	(59)
	Education Management	(1,694)	(112)	(1,806)	(981)	0	0	0	0	0	(2,787)	0	(2,787)
	Fair Access & Youth Provision	1,727	(15)	1,712	0	0	0	0	0	0	1,712	0	1,712
	Home to School Transport	14,772	(125)	14,647	(250)	0	0	0	1,760	0	16,157	0	16,157
	Central DSG	1,547	(5,109)	(3,562)	0	0	0	0	279	0	(3,283)	0	(3,283)
	Prevention & Early Help	3,077	1,520	4,597	(638)	0	0	0	0	0	3,959	0	3,959
	Special Educational Needs	1,702	2,073	3,775	0	0	0	0	1,320	0	5,095	0	5,095
Client Transport Central Costs	0	0	0	0	0	0	0	0	0	0	0	0	
Education & Skills (LA) Total		23,376	(1,761)	21,615	(1,959)	0	0	0	3,359	0	23,016	0	23,016

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
Health & Wellbeing	Access	22,724	(2,105)	20,619	(1,556)	0	0	0	9,697	0	28,760	0	28,760
	Learning Disabilities and CHC	39,991	4,526	44,517	(1,150)	0	0	0	8,109	0	51,476	0	51,476
	Mental Health	5,975	(684)	5,291	(285)	0	0	0	0	0	5,006	0	5,006
	Safeguarding	1,715	71	1,786	0	0	0	0	0	0	1,786	0	1,786
	Joint Supply Management	1,873	(87)	1,786	0	0	0	0	0	0	1,786	0	1,786
	Commissioning & Service Improvement	1,888	2,249	4,137	(303)	0	0	0	160	0	3,994	0	3,994
	Older People / OP Mental Health / PSD	49,004	(7,041)	41,963	(2,112)	0	0	0	7,689	0	47,540	0	47,540
	Senior Management Team	6,110	3,402	9,512	(6)	0	0	0	0	0	9,506	0	9,506
	Quality, Performance & Standards	2,304	355	2,659	0	0	0	0	0	2,659	0	2,659	
Health & Wellbeing Total		131,584	686	132,270	(5,412)	0	0	0	25,655	0	152,512	0	152,512
Leader	Chief Executive's Office	526	(3)	523	0	0	0	0	0	0	523	0	523
	Policy, Performance and Communications	5,870	174	6,044	0	0	0	0	0	0	6,044	0	6,044
	Economic Strategy, Growth & Spatial Planning	604	0	604	(0)	0	0	0	400	0	1,004	0	1,004
Leader Total		7,000	171	7,171	0	0	0	0	400	0	7,571	0	7,571
Planning & Environment	Agricultural Estate	(618)	0	(618)	0	0	(80)	0	0	0	(698)	0	(698)
	Business Unit performance, finance & management overheads	668	(8)	660	0	0	0	0	0	0	660	0	660
	Country Parks & Green Spaces	208	4	212	0	0	0	0	0	0	212	0	212
	Planning & Environment	1,272	2	1,274	0	0	(177)	8	0	0	1,105	0	1,105
	Energy & Resources	169	0	169	0	0	(70)	0	0	0	99	0	99
	Infrastructure Strategy, Projects & Planning	407	3	410	0	0	0	0	0	0	410	0	410
	Waste Management	8,153	(4)	8,149	(670)	0	(480)	0	1,902	0	8,901	230	9,131
Planning & Environment Total		10,259	(3)	10,256	(670)	0	(807)	8	1,902	0	10,689	230	10,919

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
Resources	Director of Resources	277	130	407	(258)	0	0	0	0	0	149	0	149
	Property and Assets	2,874	173	3,047	0	0	(1,270)	0	1,256	0	3,033	(162)	2,871
	Finance and Procurement	6,311	(350)	5,961	(12)	0	0	0	0	0	5,949	(300)	5,649
	Customer	6,451	365	6,816	(1)	0	(40)	0	40	0	6,815	0	6,815
	Human Resources & Organisational Development	1,956	377	2,333	(500)	0	0	0	550	0	2,383	0	2,383
	Commercial	366	(774)	(408)	(0)	0	0	0	408	0	(0)	0	(0)
	Technology Services	5,859	1,806	7,665	0	0	0	0	0	0	7,665	(480)	7,185
Resources Total		24,094	1,727	25,821	(772)	0	(1,310)	0	2,254	0	25,993	(942)	25,051
Transportation	Client & Public Transport	9,096	(8)	9,088	(500)	0	0	0	0	0	8,588	0	8,588
	Highways Services / Transport for Bucks	18,618	(2)	18,616	(959)	(506)	(408)	0	3,369	0	20,112	8	20,120
	Transport Strategy, Highways Infrastructure Projects and Development Control	1,143	15	1,158	0	0	(653)	594	0	0	1,099	0	1,099
Transportation Total		28,857	5	28,862	(1,459)	(506)	(1,061)	594	3,369	0	29,798	8	29,806
Total Net Portfolio Budget		297,516	2,823	300,339	(19,652)	(718)	(3,198)	602	53,861	0	331,235	(704)	330,531

Appendix 3

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Children's Social Care	Early Help - Delay in implementing savings, new service model to be implemented from September 2019	873	0	0	0
	Strategic review of Early Help services	(570)	(570)	(570)	(570)
	Increased demand for legal services	1,137	738	638	538
	Savings in central costs to support increased legal costs	(300)	(300)	(300)	(300)
	Increased demand in statutory social care services due to demographic changes	1,446	2,969	4,510	6,101
	Placements for looked after children - numbers and mix of placements	9,029	9,029	9,029	9,029
	Savings achieved through increasing our in house placement options and reducing our reliance on external and more costly providers	(1,297)	(3,767)	(5,289)	(5,989)
	Strategic review of all budgets across the service to identify the extent to which statutory services can be provided in a more effective and efficient way.	(250)	(500)	(750)	(750)
	Short Breaks Provision - redesignation of Kite Ridge/The Vines residential provision	886	443	0	0
Community Engagement Public Health	Falls prevention	(201)	(201)	(201)	(201)
	NHS Health Checks	(64)	(64)	(64)	(64)
	Pay and Contribution Costs	(189)	(189)	(189)	(189)
	Reduction in Public Health Grant	542	542	542	542
	Sexual Health	(88)	(88)	(88)	(88)
Other Services	Chess Medical Centre	(80)	(80)	(80)	(80)
	Community Wellbeing	(145)	(145)	(145)	(145)
	Coroners pressures as a result of increasing volumes, complexity and costs	10	20	30	30
	Libraries - Reduced Book Fund	0	(90)	(90)	(90)
	Libraries - Review of opening hours	0	(122)	(122)	(122)
	Parish Futures	(50)	(50)	(50)	(50)
	Portfolio pressures 18/19 carry forward	162	162	162	162
	Registrars additional income	(20)	(20)	(20)	(20)
Library service review of operational arrangements which will generate efficiencies by enhancing volunteer capacity, increasing self-service technology and streamlining staffing structures	(10)	(50)	(60)	(60)	

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Education & Skills (LA)	Education Transport - Delay in achieving savings to September 2019	1,000	0	0	0
	Home to School Transport increases in demand and inflation	980	1,760	1,760	1,760
	Strategic Review of Transport Services	(200)	(502)	(502)	(502)
	Strategic review of Early Help services	(135)	(135)	(135)	(135)
	Strategic review of school support services, as a consequence of changes in Education funding and responsibilities	169	279	279	279
	SEN & Education Psychology - statutory demand increases	1,320	1,320	1,320	1,320
	Savings within central Education Budgets	(106)	(106)	(106)	(106)
	Strategic review of Commissioning Services to achieve efficiencies	(90)	(90)	(90)	(90)
	Strategic review of Early Years budgets to identify efficiencies	(503)	(503)	(503)	(503)
	Strategic review of all budgets across the service to identify the extent to which services can be provided in a more effective and efficient way.	(399)	(623)	(623)	(623)
	Health & Wellbeing	Better Lives Transformation Programme	(3,392)	(5,403)	(5,403)
Demand growth		5,073	10,403	16,003	21,887
Pressures carried forward from 2018/19		3,768	3,768	3,768	3,768
Additional One-off Funding for Adult Social Care		(1,671)	0	0	0
Leader	Investment in Growth Agenda linked to Local Industrial Strategy, Aylesbury Garden Town and Housing Infrastructure Fund (HIF)	400	400	400	400
Planning & Environment	Energy & Resources - income opportunities	0	0	0	(70)
	Energy from Waste contract - income opportunities	(750)	(680)	(480)	(480)
	Enhancement of enforcement service.	8	8	8	8
	Growth increase in number of households and contract inflation	328	679	1,059	1,439
	Household recycling centre service reconfiguration	(670)	(670)	(670)	(670)
	Increased agricultural estate income	(80)	(80)	(80)	(80)
	Planning & Environment: Staffing pressures in Planning and Enforcement and Flood	0	80	80	0
	Use of Waste reserve	110	(531)	230	230
	Waste budget net impact of previous modelling of contract changes	43	113	163	163
	Waste: Biowaste new service contract(s)	50	100	0	0
	Waste: HRC new service contract commissioning costs	0	150	150	300
	Income generation from fees and charges	(22)	(47)	(177)	(177)

Portfolio	Change	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Resources	Blue Badge eligibility changes	40	40	40	40
	Blue Badge increased income	(40)	(40)	(40)	(40)
	Harrow income target undeliverable	400	400	400	400
	Health & Safety pressure on income target	70	70	70	70
	Legionella & Asbestos surveys	51	51	51	51
	Property energy inflation	68	246	318	385
	Property Transformation, Income and Investment Opportunities	(760)	(1,270)	(1,270)	(1,270)
	Reactive property maintenance	500	500	500	500
	Resources Transformation	(125)	(250)	(250)	(250)
	Property staffing costs	250	250	250	250
	HR Restructure	(500)	(500)	(500)	(500)
	Unachievable HR income targets	550	550	550	550
	Transportation	Energy inflation	71	118	205
Expressway team		175	310	310	310
Expressway team funding		(175)	(310)	(310)	(310)
Growth in Highway maintenance		530	930	1,430	1,930
Gully emptying		0	65	65	65
Impact from asset growth		163	263	413	563
Increased income from Network Strategy		(73)	(133)	(153)	(153)
Plane & Patch capital programme to reduce revenue cost of highway repairs		(300)	(299)	(249)	(249)
Plant and Fleet rationalisation and utilisation		(60)	(60)	(60)	(60)
Reduction in non statutory work linked to Bridges and other Structures		(50)	(50)	(50)	(50)
Reduction in the Member Highways Small Works allocation		(260)	(161)	(381)	(381)
Removal of Night Scouting for Street Lighting		(25)	(25)	(25)	(25)
Removal of one-off funding for Freight Strategy implementation		(35)	(35)	(35)	(35)
Removal of temporary investment plus ongoing procurement costs Transport for Buckinghamshire contract		(60)	(110)	(110)	(110)
Revenue allocation for Route Lining and Road Markings		50	50	50	50
Savings from Strategic Review of Client & Public Transport		(356)	(356)	(500)	(500)
School crossing patrollers - alternative arrangements		0	(24)	(24)	(24)
Streetworks additional income from Lane Rental and permissable roads		60	(215)	(230)	(230)
TfB / RJ Contract overhead efficiencies		(100)	(100)	(100)	(100)
Third party damage, improved recovery		(40)	(55)	(70)	(70)
Tree maintenance - reduce one-off investment	(105)	(105)	(105)	(105)	

Buckinghamshire County Council's Proposed Council Tax 2019/20

Recommended Increase 2.99%

Band	Council Tax Ratio to Band D	2018/19 Council Tax £	2019/20 Council Tax	Council Tax Increase £	Council Tax Increase %	Council Tax per week	Council Tax Increase per week £
A	6/9	860.69	886.43	25.74	2.99%	17.00	0.49
B	7/9	1,004.14	1,034.16	30.02	2.99%	19.83	0.58
C	8/9	1,147.59	1,181.90	34.31	2.99%	22.67	0.66
D	1	1,291.04	1,329.64	38.60	2.99%	25.50	0.74
E	11/9	1,577.94	1,625.12	47.18	2.99%	31.17	0.90
F	13/9	1,864.84	1,920.59	55.75	2.99%	36.83	1.07
G	15/9	2,151.73	2,216.07	64.34	2.99%	42.50	1.23
H	2	2,582.08	2,659.28	77.20	2.99%	51.00	1.48

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

2019+ MTFP - Appendix 5

Service / Project	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Education & Skills					
Primary School Places	4,395	9,375	6,801	6,000	26,571
Abbey View Primary (Dawes Hill)	4,502	0	0	0	4,502
St Michael's Catholic School Aylesbury	12,555	500	0	0	13,055
Secondary School Places	4,813	27,700	14,000	20,000	66,513
Schools Access Initiative	93	200	200	200	693
Provision for Early Years	500	500	0	0	1,000
School Suitability Issues	1,601	3,700	1,000	1,000	7,301
Provision for SEN	1,016	3,074	0	0	4,090
School Toilets	250	250	250	250	1,000
Healthy Pupils Projects	442	0	0	0	442
School Property Maintenance	5,000	3,389	3,000	4,310	15,699
Total Capital Expenditure	35,168	48,687	25,251	31,760	140,866
Funding					
Government Grants	-1,016	-3,074	0	0	-4,090
Forward Funding / HIF / S106 / Developer Contributions	-4,709	-9,134	-6,950	-64,379	-85,172
Total Capital Funding	-5,725	-12,208	-6,950	-64,379	-89,262
Education & Skills Total	29,443	36,479	18,301	-32,619	51,604
Health & Wellbeing					
Respite Care	50	315	0	0	365
Health & Wellbeing Total	50	315	0	0	365
Leader					
Waterside North Development	0	599	0	0	599
Rural Broadband	600	1,200	0	0	1,800
Total Capital Expenditure	600	1,799	0	0	2,399
Funding					
S106 / Developer Contributions	0	-599	0	0	-599
Government Grants	-600	-1,200	0	0	-1,800
Total Capital Funding	-600	-1,799	0	0	-2,399
Leader Total	0	0	0	0	0
Leader LEP Schemes					
A355 Improvement Scheme (Wilton Park)	1,814	343	1,644	0	3,801
Aylesbury Eastern Link Road	500	12,500	13,536	0	26,536
High Wycombe Town Centre & Transport Str	592	2,006	0	0	2,598
SEALR (South East Aylesbury Link Road)	430	17,379	1,181	0	18,990
Total Capital Expenditure	3,336	32,228	16,361	0	51,925
Funding					
Government Grants - Other	-3,336	-14,392	-1,990	0	-19,718
Forward Funding / HIF / S106 / Developer Contributions	0	0	-835	-30,736	-31,571
Total Capital Funding	-3,336	-14,392	-2,825	-30,736	-51,289
Leader LEP Schemes Total	0	17,836	13,536	-30,736	636
Planning & Environment					
Biowaste Treatment	240	3,950	1,498	0	5,688
Country Parks visitor resource building	0	1,500	0	0	1,500
Flood Defence Schemes	650	3,486	2,160	3,210	9,506
Aylesbury HWRC	0	0	0	1,000	1,000
Rights of Way	242	242	242	200	926
Total Capital Expenditure	1,132	9,178	3,900	4,410	18,620
Funding					
Government Grants	-545	-1,086	-1,575	-1,950	-5,156
Total Capital Funding	-545	-1,086	-1,575	-1,950	-5,156
Planning & Environment Total	587	8,092	2,325	2,460	13,464
Resources - ICT					
Purchase of IT Hardware / Software	700	700	700	700	2,800
Social Care Systems	2,104	300	0	0	2,404
Delivery of Technology Strategy	1,385	2,000	1,500	1,500	6,385
Total Capital Expenditure	4,189	3,000	2,200	2,200	11,589
Funding					
Renewals Reserve	-700	-700	-700	-700	-2,800
Total Capital Funding	-700	-700	-700	-700	-2,800
Resources - ICT Total	3,489	2,300	1,500	1,500	8,789
Resources - Property					
Agricultural Estate	200	0	0	0	200
Conversion Old Wycombe Library	1,090	0	0	0	1,090
NCO Fire-stopping/Compartmentation	68	0	0	0	68
Property Maintenance Programme	1,015	1,015	1,015	1,015	4,060
Retasking of Winslow Centre	950	0	0	0	950
Resources - Property Total	3,323	1,015	1,015	1,015	6,368

Service / Project	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Internal Transportation					
Developer Funded Schemes	300	987	846	0	2,133
East West Rail	1,000	1,000	1,000	1,000	4,000
Freight Strategy	50	220	160	0	430
Globe Park	561	439	0	0	1,000
HS2 Mitigation	2,294	824	0	0	3,118
NPIF A40 London Road High Wycombe	5,079	0	0	0	5,079
NPIF A418, Oxford Road, Aylesbury	2,501	0	0	0	2,501
HIF Marginal Viability bid - Abbey Barn	500	3,875	3,125	0	7,500
HIF Marginal Viability bid - Princes Risborough	350	5,115	4,390	2,145	12,000
Transportation Model	215	140	57	0	412
Waddesdon Greenway	55	0	0	0	55
Vehicle Purchase	240	240	240	240	960
Total Capital Expenditure	13,144	12,840	9,818	3,385	39,187
Funding					
Government Grants	-10,914	-9,814	-7,515	-2,145	-30,388
Developer Contribution S106/CIL	-725	-1,426	-846	0	-2,997
Revenue Funding	-455	-240	-240	-240	-1,175
Total Capital Funding	-12,094	-11,480	-8,601	-2,385	-34,560
Transportation (Internal) Total	1,050	1,360	1,217	1,000	4,627
Transportation (TfB)					
Strategic Highway Maintenance	15,000	15,000	15,000	15,000	60,000
Devolved Plane and Patch Programme	3,250	0	0	0	3,250
Bridge Maintenance	961	990	1,020	1,020	3,991
Casualty Reduction	250	250	250	250	1,000
Footway Structural Repairs	1,500	1,500	1,500	1,500	6,000
Maintenance Principal Roads - Drainage	1,000	1,000	1,000	1,000	4,000
Parking Pay & Display Meters	20	0	0	0	20
Replacement Traffic Signals	452	470	490	490	1,902
Safety Fences	250	250	250	250	1,000
Street Lighting Column Replacement	1,500	1,500	1,500	1,500	6,000
Street Lighting Lantern Replace (Salix)	500	500	500	500	2,000
Total Capital Expenditure	24,683	21,460	21,510	21,510	89,163
Funding					
Salix	-500	-500	-500	-500	-2,000
Total Capital Funding	-500	-500	-500	-500	-2,000
Transportation (TfB) Total	24,183	20,960	21,010	21,010	87,163
Corporate					
Capital Contingency	500	500	500	500	2,000
Total Corporate Expenditure	500	500	500	500	2,000
Grand Total Expenditure	86,125	131,022	80,555	64,780	362,482
Grand Total Funding	-23,500	-42,165	-21,151	-100,650	-187,466
Net Programme Financed by Central Funding	62,625	88,857	59,404	-35,870	175,016
Unringfenced Capital Grants					
Grants - Education - Basic Needs	-20,309	0	-12,500	-12,500	-45,309
Grants - Education - Capital Maintenance	-6,000	-6,000	-6,000	-6,000	-24,000
Grants - Transport Highways Maintenance	-10,209	-10,209	-10,209	-10,209	-40,836
Grants - Transport Integrated Transport	-2,257	-2,257	-2,257	-2,257	-9,028
Sub Total Capital Funding Grants	-38,775	-18,466	-30,966	-30,966	-119,173
Central Financing					
Capital Balances Brought Forward	-12,545	0	0	0	-12,545
Borrowing	-2,040	-1,500	0	0	-3,540
Capital Receipts	-5,440	-8,500	-4,000	-4,200	-22,140
Denham Gravel - Finance Lease Rents	-883	-883	-883	-883	-3,531
Revenue Funding	-2,998	-2,548	-2,512	-3,012	-11,071
Reprovisioning of Adult Social Care	-754	-754	-754	-754	-3,016
SubTotal Central Financing	-24,660	-14,185	-8,149	-8,849	-55,843
Corporate Total	-63,435	-32,651	-39,115	-39,815	-175,016
Funding Gap	-810	56,207	20,288	-75,685	0
Balance of Accumulated Programme over Years 1-4	-810	55,397	75,685	0	0

Communities, Health & Adult Social Care Business Unit Plan 2019-23



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

Welcome to the Communities, Health & Social Care (CHASC) Business Unit Plan for 2019-2023. Our Plan sets out our priorities and areas of work for the next four years.

CHASC provides a range of services which aim to improve the health, wellbeing and quality of life of Buckinghamshire's residents. All of CHASC's services contribute to the delivery of the Council's Strategy Plan aims, particularly 'Safeguarding our Vulnerable' and 'Creating Opportunities and Building Self-Reliance'.

Over the coming decades, our County will grow significantly in population and as it changes, so will demands for support and services. These issues are also challenges that are being faced by our partners. The public sector also has financial resources which are reducing year on year. So the County's whole public sector needs to do things differently if we are going to meet these challenges and make the biggest impact with the public purse.

Our strategy 'Better Lives' sets out the vision for future delivery of CHASC services. The strategy sets out our mission:

'To make the best use of the resources available to help the people of Buckinghamshire lead fulfilled lives'

CHASC is already on this journey, for example by working closely with our health partners on the Integrated Care System, which aims for partners to work better together so that the people of Buckinghamshire have happy and healthy lives.

We recognise that we need to change. For example, in adult social care we know that a single approach does not work for everyone and we need to be more flexible to meet the different needs of people.

Across CHASC services we aim to continue to make a positive difference to people's lives in Buckinghamshire.



Lin Hazell
Cabinet Member



Noel Brown
Cabinet Member



Gillian Quinton
Executive Director

Modernising Local Government

On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New Council 1 April 2020
- Election for members to the new council 7 May 2020



Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.

Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 585,000 by 2030, an increase of 51,000 or **9.4%**



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 129,900 in 2030, an increase of 31,000 or **32.1%**
85+ year olds are projected to increase in number from 13,600 in 2016 to 22,100 in 2030, an increase of 8,500 or **62.5%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 132,200 in 2030, an increase of 11,100 or **9.2%**

Buckinghamshire's 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 and is working in close partnership with the Bucks Thames Valley Local Enterprise Partnership in its development of the Local Industrial Strategy.

Building upon the LEP Bucks Growth Strategy 2017-2050 and linking with the emerging Bucks Industrial Strategy, and district council local plans, the emerging Bucks Strategic Infrastructure Plan defines the infrastructure needed to enable sustainable growth in the county.

CHASC is:

- Working with partners, including developers, to create solutions to meet future needs outlined in the Council's Market Position Statements and the Director of Public Health's Annual Report Healthy Places, Healthy Futures
- Transforming its response to help people remain independent for longer, by working closely with communities and the VCS to make sure capacity is in place and working more locally through community hubs and libraries
- Working with Health partners through the Integrated Care System to make a better health and social care system
- Constantly looking to improve so the Council is the employer of choice for the social care workforce

Who are we? – Key facts and achievements

292 women and 18 men supported by Independent Domestic Violence Advocates

451 community Home Care packages arranged

1,214 Home Care packages in place

764 Safeguarding concerns started in 2017/18

409 Safeguarding enquiries started in 2017/18

Visits to libraries:

1.2m physical visits
790k virtual visits

4,599 summer reading challenge participants

National Archive Re-accreditation Achieved

5,600 new birth visits completed by health visitors within 14 days

11,530 children weighed and measured as part of the national child monitoring programme

14,820 residents received NHS Healthchecks

441 Nationality Checking appointments delivered

97 Citizenship Ceremonies delivered

6,341 People with ongoing community support

891 people in Residential Care

618 people in Nursing Homes


499 people in Supported Living

248 new Residential admissions in year

312 new Nursing admissions in year

Who are we? – Key facts and achievements

3 miles of archive shelving




The most popular fiction book in Bucks...




1,404 Coroners cases

214 inquests






3,922 residents participating so far

84% adults
89% children were below recommended activity levels



Sexual health

1,924 new STD infection diagnoses (excluding Chlamydia) in under 25s

5,386 births registered

1,736 ceremonies registered / conducted

3,225 deaths registered

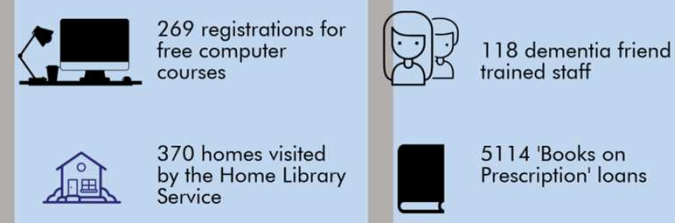
29 Libraries in Bucks

269 registrations for free computer courses

118 dementia friend trained staff

370 homes visited by the Home Library Service

5114 'Books on Prescription' loans



Service Context



Jane O'Grady
Service Director for Public Health and Communities
Director for Public Health

Our Public Health service develops and implements multi-agency prevention programmes which are coordinated with services delivered by our partners. We use the best evidence of what works, taking action across the life course and determinants of health. We provide public health leadership and expert advice to commissioners of prevention and health care services; public health responses to infectious diseases and environmental hazards and emergencies; and are responsible for monitoring the health of the population of Buckinghamshire.

Our Communities services work in partnership and provide a range of services to shaping safer, stronger and more resilient communities. We also support community capacity and self reliance. Frontline Communities services include libraries, registrars, coroner, archives, museum and trading standards, which is delivered as a joint service with Surrey County Council.



Karen Jackson
Service Director for Adult Social Care Operations

Our Adult Social Care Operations service provides:

- Professional social care support and advice: we work with adults and carers to identify their social care and well-being needs; help them plan how their needs are met; and to safeguard vulnerable adults from harm.
- Support services such as day and employment opportunities, short breaks and reablement.

Our Operations service focuses on supporting people to live safely at home and to lead fulfilled lives. We do this by looking at what can be done to build on people's strengths in the first instance. We work closely with the NHS to improve people's experience of both services.

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Jane Bowie
Service Director
Joint Commissioning

Our Joint Commissioning service designs and plans services to meet future needs. We procure services from the marketplace that provide the best value for money, quality and choice for our residents. We commission services that promote people's independence, well-being and choice.

Our service commissions adults', health, children's and public health services and those that support young people into adulthood. We work hard to improve quality, drive out efficiencies, remove duplication and share skills and experience so that we improve outcomes for people with needs and those who care for them.

We aim to enable service users to have as seamless experience as possible and to make the best use of resources across the health and care system. To do this we maximise opportunities to jointly commission across service boundaries and with system partners.



Jenny McAteer
Service Director for
Quality, Performance
and Standards

The Quality, Standards and Performance service is newly formed and will provide the Council, members and the community with oversight and assurance of the quality and standards of service delivery, particularly for adult social care.

Quality assurance relates to the experience, progress and outcomes of adults who come into contact with our services. It incorporates:

- Strengths based practice, with high support and high challenge
- Evidence based decision making
- A focus on outcomes rather than on processes
- A positive and reflective approach, encouraging improvement and supporting the development of staff and services, as well as sharing learning

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Safeguarding

CHASC services support safeguarding both with individuals and through partnership working at the strategic level. Below are examples of how services are protecting and supporting the most vulnerable adults in our communities:

Safeguarding: 665 (78%) of CHASC staff have completed the e-learning training course 'Safeguarding & Child Protection'

Preventing extremism: Driving the cross-Council annual action plan; working in partnership locally and regionally to tackle the risks and threats; and implementing the Prevent training and development strategy across workforces

Tackling Exploitation:

- Developed a Modern Slavery Statement, published on the Council's website and reviewed annually
- Recording Modern Slavery on the social care database system
- Raising awareness with staff on identifying modern slavery and referring to Willow Project (a new service launched in September 2018 by the Thames Valley Police & Crime Commissioner).
- Providing information: accessible information about modern slavery on the intranet; attending team meetings to explain the services of the Willow Project; promoting through internal digital platforms and online newsletters. Promotion of Willow Project to the public through social media.
- Active promotion of training: to date over 650 multiagency professionals have undertaken training on modern slavery, including nearly 150 County Council staff either attended or booked to attend.
- Further raising awareness on tackling exploitation with independent sector providers through routine communication
- The Community Safety Team chairs the Adult Exploitation Subgroup of the Safer and Stronger Bucks Partnership Board. The multiagency group focuses on progressing the Exploitation Action Plan and the aims of the Adult Exploitation Strategy 2017-2020. Examples of the work delivered to date include devising e-learning and face to face training; compiling modern slavery statements; supporting Willow Project in their transition into Buckinghamshire; establishing clear referral pathways; nominating and training Single Points of Contact –SPOCs

Cyber Crime: The Safer & Stronger Bucks Coordinating Group (a partnership group) is drafting the countywide Cyber Action Plan.

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How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions for 2019/20 include:

- Creating and maintaining a searchable digital map of community assets and delivering a programme to support the development of community assets
- Redesigning the digital front door to make sure people get the right advice & guidance from the first point of contact (completion 2020/21)
- Continue development of a website that helps people find the information they need and to 'self-help'
- Delivering a new shared model for prevention in Buckinghamshire

Other CHASC work this year will include:

- Developing the CHASC element for the Council's Community Hubs initiative, including re-modelling library buildings and libraries as community hubs
- Establishing a strategic alliance to benefit vulnerable unemployed residents, involving DWP, Buckinghamshire College Group, Buckinghamshire's HS2 contractor and the Council to benefit vulnerable unemployed people
- Deliver the Time 2 Change mental health anti-stigma programme
- Working with partners to develop social prescribing across Buckinghamshire
- Implementation of action plans relating to: domestic violence; tobacco control; community safety and prevention of radicalisation; and adult mental wellbeing

How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions for 2019/20 involve:

- The development and implementation of a 14-25 service with adults and to aid better transitions for young people
- Developing a single short-term intervention service across social care and health partners (completion 20/21)
- Integrating the reablement service with health by Sept 2019



How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions for 2019/20 involve:

- Redesigning & recommissioning our in-house Direct Care and Support services (phased delivery to 20/21)
- Embedding new Market Position Statements and implementing plans to ensure effective commissioning against identified priorities
- Reviewing accommodation options and developing improved access to independent tenancies particularly for existing supported living clients
- Ensure effective operation of Direct Payment mechanisms
- Review and align mental health agreements and services in partnership with Oxford Health (phased delivery to summer 2019)



How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

The Business Unit also delivers other key services in support of the Council's aims. In 2019/20 key actions for these services will include:

- Cultural Strategy – supporting and articulating shared ambitions and priorities for the cultural sector in Buckinghamshire; helping to drive collaboration to increase visibility, reach and engagement; helping to build capacity and sustainability of the County's cultural sector.
- Developing the ceremony market and ceremony offer
- Further digitisation of archive records



How we deliver our key objectives and priorities

Living Independently

Regaining Independence

Living with Support

Other Strategic Plan Contributions

Enabling Work

Key Transformation Programme actions involve:

- Improving digital and systems: replacing our Case Management System, including designing & implementing innovative technology to support frontline practice; technology enabled care; and implementation of the digital transformation strategy (phased implementation to 2020)
- Redesigning the Improving the digital experience for customers
- Monitoring Improvement – developing a performance dashboard to track delivery
- Embedding strengths-based practice – establishing a practice & quality assurance framework
- Delivering a culture change programme: strengths based approach to practice, and a performance outcomes focused culture which puts the resident at the heart of its design
- Developing a sustainable and skilled workforce
- Working with partners and providers to address future needs outlined in the market position statements

Commercial

Income Generation

We review our fees and charges annually to ensure that they are both affordable and appropriate. Our current fees and charges can be found on these links:

[Libraries](#)

[Centre for Buckinghamshire Studies](#)

[Registration Services](#)

[Non residential charges](#)

[Residential charges](#)

Major Contracts

We work hard to make sure we get the best value from every pound spent and we review our services and benchmark 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 Adult Social Care suppliers are:

- The Fremantle Trust (£14.3 million per year at 26 locations)
- Hightown Housing Association (£9.2 million at 34 locations)
- Heritage Care (£6.9 million at 9 locations).

Public Health spends around £17m (around 82% of total budget) on external suppliers. The largest suppliers are:

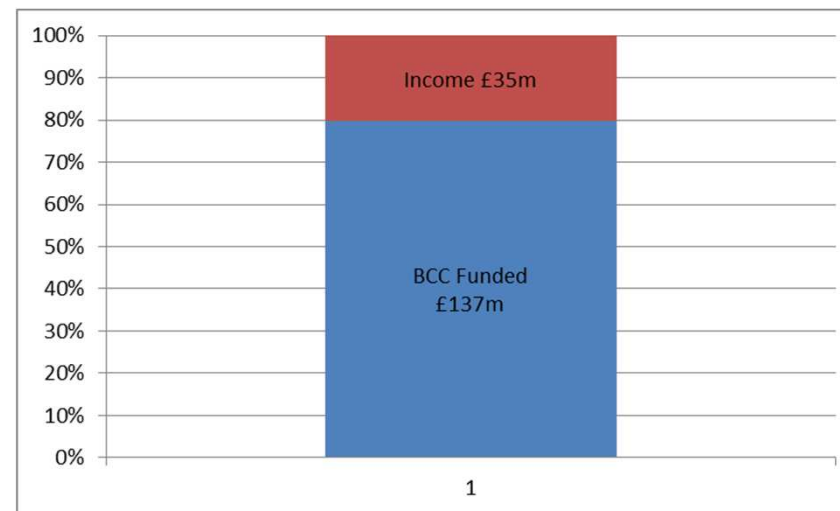
- Buckinghamshire Healthcare Trust - £10m per year
- Inclusion, Adult Substance Misuse Treatment and Support Services - £3m per year
- Parkwood Healthcare - £946k per year
- Terrence Higgins Trust - £700k per year

Key Financials

The Adult Social Care budget need is growing to reflect demographic changes. In particular there is an increased life expectancy with a linked increase in complexity of need and an increase in the numbers of people who have paid for their own care but have depleted their funds.

In 2018-19 the adult social care planned spend is 38.4% of the Council total. Planned spend on community services is decreasing the Council needs to prioritise spend in other areas such as adult social care.

Public Health is funded by a ring-fenced grant. The planned spend for Public Health reduces over the period of this plan as the grant reduces.



2018/19 Gross Revenue Budget (£m)

The graph shows how income from fees and charges contributes to the funding of CHASC services.

The CHASC net budget will rise from £136million in 2016-17 to £151m in 2021-22 due to the demographic changes mentioned above. The Communities element of the budget will decrease from £9.9m to £8.6m.

As Public Health services are funded by a ring-fenced grant, the budget figures in the table below excludes the cost of services delivered by Public Health. In 2018-19 the planned Public Health spend is £22m.

	16-17	17-18	18-19	19-20	20-21	21-22
	£k	£k	£k	£k	£k	£k
Adult Social Care	126318	124772	128470	131857	136818	142398
Communities	<u>9933</u>	<u>9277</u>	<u>9039</u>	<u>8871</u>	<u>8629</u>	<u>8629</u>
Total	136251	134049	137509	140728	145447	151027

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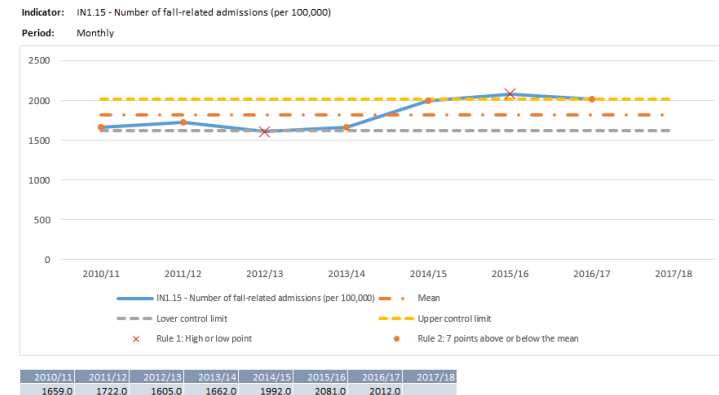
Business Intelligence & Insight

Helping us to understand our performance

The Business Intelligence & Insight team works together with colleagues across services to develop a shared understanding of our performance, and does further analysis to investigate the causes and contributing factors.

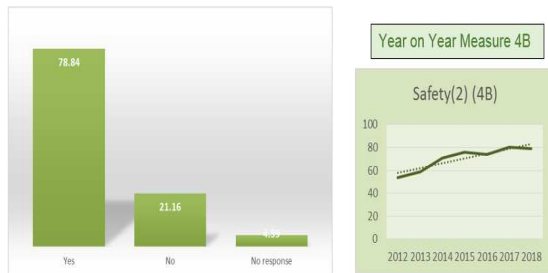
To support the transformation programme the team developed a framework to provide oversight of key indicators and measures which show how well the programme is achieving its aims. This framework focuses on measuring outcomes rather than process, reporting long term trends and identifying areas for improvement.

Measure: M1.7 - Fall-related admissions



Delivering insight to develop our services and improve value for money

Q7b - Do care and support services help you in feeling safe? (Answers shown as percentage)



The Business Intelligence & Insight team provides insight into the factors which impact most on risk, cost and/or outcomes for services.

The team has recently analysed responses to the 2017/18 Annual User Survey. The survey is required by law and several national performance measures are calculated from the findings.

The team benchmarks how we are doing with similar local authorities to show where we are performing well, and where we need to improve. The team is also asked to do in-depth work on particular areas. This work helps the Business Unit to better understand the issues and challenges faced by our clients.

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

- When planning new services or making changes to services that affect people, we make sure our decisions informed by Equality Impact Assessments
- We strive to ensure equality of provision, meaning that we use our resources in a fair and equitable way
- We work hard to make sure that people can understand what we are doing, why we do it and how it affects them
- We challenge ourselves to make sure the information, advice and guidance we provide is easy to access and understand
- We are developing our strengths based approach which will mean we are flexible & responsive when working with people with differing needs
- We are committed to removing barriers to services/resources where we can

Children's Services Plan 2019-23

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Agenda Item 6



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Foreword by Cabinet Members and the Executive Director

Welcome to the Children's Service Plan for 2019 - 2023 which sets out our key intentions and areas of work for the next four years.

Our vision for children and young people in Buckinghamshire is for:

“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. The service works collaboratively across all teams and with our partners, in order to improve outcomes for all children and young people.

With approximately 123,075 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 young people as well as a rise in children with special educational needs and disabilities.

To keep children safe and support them to reach their full potential, we need to work together with all partners across the county.

We are working hard to improve the service in order to deliver better outcomes for children and young people. Whilst there is more to do, we are confident in our understanding and knowledge of what the service requires to deliver our plans.

The 'Change for Children' transformation programme is designed to assist the service to deliver a more effective offer to children and young people who are the most vulnerable and in need of our help. It is critical that we provide the right support at the right time for children and their families in order to meet their needs at the earliest opportunity, avoiding the need for statutory intervention. The success of this relies on the invaluable contribution from all partner agencies.

The availability of local placements remains a challenge for us; however, we are confident that our plans to improve our in-house residential and fostering capacity will deliver better outcomes for our children.

The education landscape is changing rapidly. In Buckinghamshire we are adopting a proactive stance articulating clearly our ambition for all children and young people within the 'Education and Skills Strategy'. Our Side by Side programme is targeted at those on schools that require support to improve and sustain the quality of their teaching and learning. Additional work is required, to narrow the educational attainment gap and ensure pupils are prepared effectively for work.



Warren Whyte
Cabinet Member



Mike Appleyard
Cabinet Member



Tolis Vouyioukas
Executive Director

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On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New Council 1 April 2020
- Election for members to the new council 7 May 2020



Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.

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An explanation of the corporate planning process

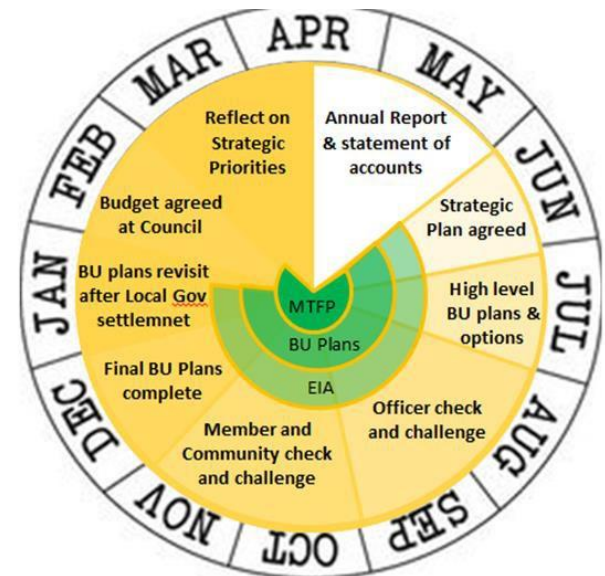


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The Council's corporate planning process brings its key plans together in a clear hierarchy that shows the relationship between long term vision for the Council and the mid-term plan of action; the plan for the Council's finances, all the way down to what each 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 585,000 by 2030, an increase of 51,000 or **9.4%**.



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 129,900 in 2030, an increase of 31,000 or **32.1%**.
85+ year olds are projected to increase in number from 13,600 in 2016 to 22,100 in 2030, an increase of 8,500 or **62.5%**.



The number of under 18 year olds is projected to increase from to 132,200 in 2030, an increase of 11,100 or **9.2%**.

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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 and is working in close partnership with the Bucks Thames Valley Local Enterprise Partnership in its development of the Local Industrial Strategy.

Building upon the LEP Bucks Growth Strategy 2017-2050 and linking with the emerging Bucks Industrial Strategy, and district council local plans, the emerging Bucks Strategic Infrastructure Plan defines the infrastructure needed to enable sustainable growth in the county

What Children's Service are doing to address growth

Using intelligence and insight is helping us to project changes in demand which assists with future planning of resources and services to improve outcomes for all children, examples include:

- 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).
- Conducting forecasting of children with SEND who are likely to require ongoing Adult services when they reach their 18th birthday.
- Ensuring there are enough early years and school places in the right locations when needed.

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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. It is about supporting families to do well, stay safe and resolve problems at the earliest possible opportunity, before they become more serious.

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.

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Education and
Learning

Ensuring all children and young people have access to a good education. We will deliver the ambitions of the Education and Skills Strategy by adopting an all age approach starting from supporting access to high quality early years provision through to the delivery of a diverse curriculum offer for young people, post 16. This includes supporting strong attainment in all our schools.

Special
Educational Needs
& Disabilities

Ensuring all vulnerable children and young people aged 0 – 25 receive the education support and provision required in order for them to achieve their full potential. We will develop an integrated offer across Education, Health and Social Care for 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 adults' services to drive out efficiencies through joint commissioning, removing duplication and sharing skills and experiences to improvement outcomes for our children, young people and vulnerable adults across Buckinghamshire.

Who are we? – Key facts



123,075
of the population is under 18



235
schools



88.7%
of pupils attend good or outstanding schools



3.3%
of pupils have a SEND statement or EHCP

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As at the end of September 2018:

1,647 children with a Child in Need Plan

607 children subject to a Child Protection Plan

502 children currently looked after, 45% placed in county

36 unaccompanied asylum seekers



81 children placed with an in-house foster carer

24 adoptions last year

238 permanent registered social workers, compared to 176 in 2014

796 staff in Children's Services

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Safeguarding our Vulnerable

Safeguarding children and young people is paramount to all we do. It is and will remain a priority and responsibility for all partners across the Children's Services partnership. To keep our children safe we will continue to strengthen and improve our operational service delivery, systems, procedures and commissioning of services.

In line with the national changes, our Local Safeguarding Children Board is in the process of reviewing its safeguarding arrangements and remains committed to:

“A strong and shared safeguarding culture across partners ensures every child and young person in Buckinghamshire grows up safe from maltreatment, neglect and harm. Children and their parents receive the right help and support when they need it, leading to better outcomes for children and young people.”

All agencies in Buckinghamshire understand the change in demographics in the county and the particular safeguarding concerns identified in families who experience domestic abuse, mental health issues and substance misuse.

Child sexual exploitation, modern slavery, human trafficking, the prevent agenda, youth offending, forced marriage and female genital mutilation are areas where the Council and its partners will continue to concentrate on. We will capture lessons learned from serious case reviews, both local and national, to improve and strengthen practice across all partner agencies. Work is also underway with the Council's Community Safety team to assist in the areas highlighted above, as part of the Children's Exploitation Subgroup.



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Strengths

- Experienced, competent Senior Management Team with a proven track record.
- The service has a clear and well-informed understanding of the area in need of improvement.
- Strong support from Elected Members, Corporate Management Team, Improvement Board and Partners.
- Emerging initial indicators of improvement recognised by OFSTED and Commissioner.
- High attainment at all key stages.
- In most key stages and subject areas, attainment for children with SEN is better than national.
- % of good/outstanding early years providers and schools.
- Low levels of NEETs compared to national and regional averages.

Weaknesses

- The number of children subject to Child Protection plans is too high.
- The volume of legacy cases that require remedial action and reworking.
- Caseloads in some teams are too high.
- Non-compliance remains a concern within Social Care.
- Casework with the absence of robust management oversight
- An early help offer that identifies and works with the families most in need to prevent escalation to statutory services.
- The number of children with an Education, Health and Care Plans (EHCP).
- The attainment gap between the most vulnerable and their peers.
- High Levels of exclusion.

Opportunities

- Enhanced, coordinated Early Help Offer targeted at those most in need, due to go live in September 2019.
- To build a child focused culture that achieves good outcomes across education and social care.
- To assist the wider children's partnership to take collective responsibility for strong safeguarding practice.
- To continue to develop and embed best practice.
- Improve availability of local provision by increasing in-house residential and fostering capacity.
- To improve value for money.

Threats

- As the service is still in discovery phase, there is the risk of further examples of poor historical casework coming to light which will require immediate action.
- Staff working in teams with caseload pressures may require additional support to work through the immediate actions required.
- Increasing demand and complexity from growing population.
- Prevalence of Domestic Abuse, Adult Mental Health and Substance Misuse in referrals.
- Local Government funding arrangements and national shortfalls in children's services funding.

Service Outcomes – How we deliver our key objectives and priorities

Keep children and young people safe and in their families where possible.

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Key Actions

- Make sure that all initial contacts are dealt with appropriately and in a timely manner.
- Ensure that all assessments identify the needs of children and young people and what is required in order to keep them safe.
- All children with an allocated social worker are visited regularly and are supported effectively.
- Improve awareness of, and responsiveness to all form of exploitation.
- Help children and young people understand how to keep themselves safe (e.g. recognising grooming, cyber bullying), thereby reducing the possibility of children taking part in risky behavior.
- Improve our response to children who go missing from home or care.
- Strengthen the partnership's approach to domestic abuse, mental health and substance misuse and its impact on children.

Enable and support children, young people and their families to overcome the challenges they may face.

Key Actions

- Ensure children, young people and families are able to find the information, advice and guidance they need to assist them.
- Support children and their families to develop the skills they need to take responsibility for their own outcomes and maintain their resilience without the need for statutory intervention.
- Where appropriate and necessary, provide time limited interventions to support families to get back on their feet. This may include, where appropriate, a young person's admission into care.
- As a last resort, make prompt decisions about permanence in the event that this is the only way to secure better outcomes for the child and their family safe.
- Work with young offenders to help them stop committing crime.

Service Outcomes – How we deliver our key objectives and priorities

Ensure that children and young people are healthy.

Key Actions

- Ensure all children and young people and their families have access to health promoting information and activity.
- Improve the health and wellbeing of children looked after through access to timely health assessments.
- Promoting healthy lifestyles and relationships for children, young people and their families as the best way to prevent poor health outcomes.
- Work with communities to highlight the risks to children of unhealthy eating and obesity and highlight the benefits of physical activity to children.
- Ensure that early years settings, schools and colleges promote healthy eating and the benefits of physical activity.
- Help children and young people to understand the long term impact of smoking, alcohol, drugs and sexual health.
- Work with partners to improve access to mental health services at the earliest opportunity to prevent problems escalating.

Provide opportunities for children and young people to realise their potential.

Key Actions

- Raise the educational achievement of all children and young people in early years settings and schools, with a particular focus on those settings and schools who are underperforming.
- Narrow the attainment gap between the most vulnerable and their peers.
- Support schools to work more effectively together to drive up standards.
- Ensure vulnerable learners get the support they need to succeed in their education through the virtual school.
- Reduce the number of young people who are not in education, employment or training.
- Support vulnerable young people to experience a smooth transition to adulthood.
- Increase in the number of EHCPs completed within statutory timescales.
- Ensure the early identification and assessment of vulnerable children and young people, so

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The gross budget for Children's Services, excluding schools and partnerships, in 2018/19 is £171.0m. Total gross Capital expenditure budget is £42.0m.

There are significant challenges the service is currently facing. These challenges include: cases that requiring immediate action, cases with identified complex needs, significant increase in new cases coming through with domestic abuse, mental health and substance misuse as the three main presenting themes, cost of external placements and legal costs. Additionally, the high levels of children with an Education, Health and Care Plan, coupled with the increased demand for client transport (SEND) and price pressures are also contributing to the financial pressures within the service.

The service has been working hard to mitigate the existing financial pressures by: increasing the in-house capacity of both foster care and residential placements, reducing our reliance on high cost external placements where possible and reviewing our current high cost placements to ensure that placements meet the needs of our children. In addition, our transformation programme continues to focus on improving both the service offer and achieving value for money.

Gross expenditure budget, excluding schools and partnerships

- Employees £41.8m
- Premises £2.2m
- Transport £19.2m
- Supplies & Services £13.2m
- Third Party Payments £58.1m
- Grants & Transfer Payments £34.5m
- Support Services £0.3m
- Capital Charges £1.7m



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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 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.

There are five teams which are dedicated to the Children's Services: Children's Information Team (Social Care), Information, Advice & Guidance, Early Years, School and Pupil Data and 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 service's Performance Framework.

Working in partnership with colleagues within the service 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 collaboratively with colleagues across Children's Services to identify, scope and deliver insight which is aligned to strategic priorities and will have significant impact on risk, cost and/or outcomes.

Within the last 12 months, 2 needs analyses have been developed to provide a better understanding of current activity and expected demand, and inform decision-making on key areas as follows:

1. Early Help: The team conducted a deep-dive needs assessment to inform the Early Help review. The analysis considered current levels of activity and trends against expected population growth and determinants of need, to inform the review and provide a reliable evidence base for any proposed changes.
2. Special Educational Needs and Disability (SEND): The team developed a detailed needs assessment for SEND in Buckinghamshire. This analysis describes the statutory framework for SEND and a child's journey through this, provides analysis of trends and benchmarking, and identifies risk factors that influence rates of SEND.

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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 victimization.
- 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.

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As an employer and as service 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.

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 Children's management team will undertake a number of steps. It will ensure employees undertake a number of e-learning modules including Health & Safety, Data Protection and Equalities training. It will also ensure 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 within Children's Services:

- Work with children, particularly those who are vulnerable.
- Find suitable placements and provide sufficient placement choices.
- Work to reduce the differences in achievement between different groups.
- Meet SEND requirements.
- Ensure fair access for all children and young people.
- Ensure children are given the opportunities to reach their full potential.
- Deliver training to schools, including Governors.



Resources Business Unit Plan

2019-20



Vision To deliver high quality support services to the Council - being efficient, accountable and innovative in getting the fundamentals right.

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Welcome to the Resources Business Unit Plan for 2019 – 2020 which sets out our vision and key priorities for the twelve months. A key focus for Resources will be to balance the need to sustain current levels of support services across the organisation whilst also preparing for the transition to the new council following the announcement from the Secretary of State to establish a single unitary council.

Resources is at the heart of the organisation providing a wide range of support services and in times of constraints in public finances it is essential that the council’s governance arrangements are not eroded which would place the council at risk. Corporate responsibility for many of these critical processes such as risk management, legal compliance, audit, anti-fraud and performance management lies within Resources.

It is also more important than ever that we also have strong financial management arrangements in place, the responsibility that falls within the Resources Business Unit. Our budget and resourcing forecasts for 2019/2020 are extremely challenging and with a highly effective workforce becoming increasingly stretched we recognise that doing the same, or more in some cases, for less indefinitely is not a viable position. We must continue to challenge the way in which we work in order to deliver our savings whilst maintaining high quality services.

Resources are committed to ensuring we continue to provide first class support services to the council, to allow frontline services to operate as efficiently as possible.

Our priorities will be delivered by a set of transformation programmes and activities across each of our service areas as well as supporting other major changes across the council.

Our programme of work is intended to help us keep focussed on tackling the challenges ahead. It will help us identify where major 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 the income streams that underpin our budgets.

In light of the unitary decision, Resources will be looking at the future, ensuring that decisions are made with the new council in mind. We are confident that the development of the new council will provide significant benefits for residents, communities and businesses, and also offer our workforce with exciting opportunities.

Our people are our greatest asset – we have so many workplace heroes within this business unit and we are continually impressed by their commitment, professionalism and resourcefulness. By working together towards the clear priorities set out in this plan, we are confident of achieving our vision.



Sarah Ashmead
Executive Director of Resources



John Chilver
Cabinet Member of Resources



Arif Hussain
Deputy Cabinet Member of Resources

Modernising Local Government

On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New council 1 April 2020
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Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.

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Sarah Murphy-Brookman
Director Human Resources and Organisational Development

HR&OD has responsibility for people matters across BCC. We provide an expert service covering: Business Partnering and Transformation. HR Consultancy including: Policy, Reward, HR Data, OD and Learning. HR Resource including: Resourcing; HR Service Desk and Advisory Service; HR Services; Pensions, Payroll; recruitment compliance.

Our service philosophy is to provide information, systems and processes which make BCC people at the centre of our purpose as decision makers, rather than customers subject to HR and organisational convenience.

We are moving to place where we will be digital by design with digital systems that allow BCC people to self serve at a time and place that suits them and with tools which enable them to transact end to end – BCC people will be decision makers that are enabled to take the right decisions themselves. This will mean that both HR&OD and BCC will operate on a touch it once basis with minimum bureaucracy and this will increase organisational capacity by reducing complexity and time to transact.

This reduction in administration effort will allow HR&OD to move from being a gatekeeper to a transformational partner investing capacity into business priorities. It will be an outward looking function providing insightful counsel and leadership, responding to organisational priorities; changes to the external landscape and being the organisational conscience.



Lloyd Jeffries
Director for Customer

Our service delivers high quality, cost effective business enablement services with a focussed approach to customer experience, access channels and service delivery.

We comprise five service teams Digital, Business Development, Corporate Business Support, Customer Service Centre and Resilience, all playing a key role in providing advice and support to a wide range of key stakeholders internal and external to the council.

We provide strategic vision for the customer experience and support the development of digital solutions across Buckinghamshire County Council to improvement and manage the Council Web Estate to enable a first class customer experience.

Our Business Development team manage and develop relationships with our support services customers and provide e-commerce systems to buy and sell new and existing products and services online, supporting business units to acquire new customers.

Through our Corporate Business Support team we provide bespoke administrative support service to Business Units offering a wide range of services including administrative, project business improvement and system application support. We also provide a once 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 through the SIMS, FMS and the Schools Technical Team.

We also have responsibility to ensure the council is able to continue to deliver its own critical activities in the event of an emergency supporting the development of robust business continuity management arrangements.





John Reed
Director of
Property and
Assets

Our service has responsibility for the property and asset portfolio of Buckinghamshire County Council with specific accountability for maximising the property assets of the council. The County Council has a large portfolio of properties providing services to the wider community. These include schools and other education based services, adult care provision, children's homes, libraries and other cultural buildings, office and administrative buildings, rural estates and youth services.



Our four service teams consist of Asset Management, Major Projects, Strategic Programmes and Property Services. The service also operates a Portfolio Management Office which coordinates the delivery of the complex range of projects and programmes, ensuring that they are aligned, managed according to industry best practice and that risks are effectively managed. All teams play a part in ensuring the effective management of the Council's property portfolio including through the delivery of major building projects, maintaining existing properties, managing our office accommodation, providing health and safety services and maintaining the good stewardship of the Council's estate.

The service is responsible for the programme of investment in existing and new assets to drive value for money and generate both capital receipts and income streams to support the overall financial health of the council.

The Director is also the senior responsible owner (SRO) for a number of strategic programmes including Schools Delivery (£80m annual) and the Aylesbury Town Centre Regeneration (£160m) and the portfolio of commercial acquisitions.



Richard Ambrose
Director for Finance
and Procurement
(S151 Officer)

The Finance and Procurement Service is responsible for ensuring that public funds are being used wisely to support the priorities of the council whilst ensuring that an effective governance and control framework exists that enables a strong grip of finances to be evidenced.

The Service is responsible for leading and coordinating the council's key financial and procurement strategies, including the production of the Medium Term Financial Plan (MTFP). Finance and procurement are using a business partnering approach to deliver professional advice, insight and support for strategic decision making to Members and officers, enabling and ensuring transparent value for money and well governed public finances.

In addition we provide an independent business assurance function which comprises Internal Audit, Risk Management, Insurance and counter fraud. This function ensures that appropriate governance and controls are in place and that risk management is embedded across the Council.

The Procurement service, including the Supplier Relationship Management team, aims to ensure that we squeeze the value out of every pound that we spend on third parties by subjecting contracts to open competition and also by providing advice & training on contract management.



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Balvinder Heran
Joint Strategic
Director –
Information,
Assets and
Digital
Development

The Council along with its partners the Healthcare Trust and the CCG are actively working in partnership to join up public services so they are shaped around individual need and to improve the customer experience across the whole of Buckinghamshire. The post of Joint Strategic Director – Information Assets and Digital Development is one of the first in the country of its kind and has overall responsibility to design and deliver a joint Strategy and programme which joins up services across local government, the health and voluntary sector to support the development of the Integrated Care System (ICS) across Buckinghamshire.



The ICS brings together expertise of health and social care organisations, community groups and local charities to help people live well for longer. Partners include - Buckinghamshire Clinical Commissioning Group, Buckinghamshire Healthcare NHS Trust, Oxford Health NHS Foundation Trust, FedBucks, Medicas, Buckinghamshire County Council and South Central Ambulance Service NHS Foundation Trust (SCAS).

The move to a single unitary council in Buckinghamshire further supports these ambitions and will enable greater integration, improved connectivity, customer experience through the development of a single digital front door for all residents across Buckinghamshire to make accessing and applying for public services as easy and convenient as possible.

Our service is responsible for providing a secure, stable and robust IT environment for all our customers. The service is underpinned by the 2019-2020 Smarter Bucks Strategy and our own IT Improvement Programme. We play a critical role in supporting the delivery of effective council services. We enable the organisation to utilise existing hardware and software applications, identify new ICT opportunities and provide technical expertise and support to our customers.



At a strategic and operational level we're responsible for the council's IT Data Centres, network, applications, telephony and devices. In addition we provide IT services to schools in Buckinghamshire and we're building connected technology services and solutions with key health partners across the county to support the council's health integration strategy. Working with key partners we're responsible for the maintenance and upgrade on the IT environment ensuring the council's technical and digital capability empowers service transformation and provides value for money.

We have a key role in monitoring compliance with the General Data Protection Regulation (GDPR) and the council's information management, data governance policies and procedures. We take a robust approach to data security. Within an agreed corporate Governance framework we have oversight of new and emerging IT requirements and a project management methodology that ensures the successful delivery and implementation of relevant IT solutions.



Tony Ellis
Chief
Information
Officer

Meeting the Challenges

Corporate Context

Service Context

Service Outcomes

Commercial

Key Financials

Business Intelligence

Equalities



Roger Goodes
Programme Director
Business Transformation

Our service is responsible for developing a single view of change for the whole council, helping to manage this successfully within the resources available, driving the plans and thinking behind modernising local government for Buckinghamshire. We support the organisation to achieve measurable improvements in efficiency, effectiveness and service delivery.

We offer a range of support services to deliver business transformation and improvement, making sure there is robust governance and processes to track programmes and projects across the business unit as well as the wider organisation. These include, but are not limited to, service and process reviews, programme and project management support and advice on governance frameworks.

In addition the team plays a key role in supporting the business unit to deliver its Medium Term Financial Planning savings through robust assurance, monitoring and reporting processes.



Sophie Payne
Director of Policy, Performance and Communications

Our service is responsible for providing strategic leadership and corporate guidance, helping the organisation plan ahead by offering clear intelligence, professional policy and communications 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.

The service comprises of four teams providing specialist advice and support to a wide range of key stakeholders both internal and external to the council: Business Intelligence; Communications; Legal and Complaints; and Policy, Partnerships and Democratic Services.

Key areas of work include delivering high quality insight and intelligence to assist the delivery of strategic priorities and to plan, shape and improve council services; supporting democratic decision-making, effective scrutiny and the role of councillors; consultation and engagement activities; legal and governance advice and support to the Monitoring Officer; handling customer complaints and Freedom of Information requests; and supporting the Chairman of the Council and the Lord-Lieutenant in a wide range of duties.

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



Human Resources and Organisational Development

£260m BCC Services and Schools **Payroll** **£100m** LBH Services and Schools

25,000 customer contacts a year quarter **10,000** DBS checks per annum

400 starters **400** leavers **400** internal moves

Finance & Procurement

99.64% accuracy in forecasting in Resources against end of year position

Over 5% reduction in unsecured debt from sales since December 2016

Improved Finance Service Offer and Financial Accountabilities Framework now established

Finance staff participated in Development Centres and are working to embed finance business partnering within BCC

Technology Services

Over **6000** calls are logged to Technology Services every month

On average **62%** of Technology Service calls are fixed by first line

Whole Customer Satisfaction rating of **78%**

100% Network availability

1 million emails sent on average by BCC each month

1 million emails received on average each month to BCC

Centralisation of IT charges has freed up **2 days of work** a month

Property & Assets

Secured **additional gross annual income** of £5.3m from 3 investment property acquisitions this year.

Capital receipts so far is at **£2.13m**

Rates **savings** so far is **£22k**

13 school expansions completed as part of the Schools Expansion Programme

Policy, Performance and Communications



Achieved **Member Development Charter Mark** from South East Employers



Shortlisted for three national awards to celebrate the Council's work - **LGC** and **Local Councillor Awards**



First Local Authority outside of London to establish a presence on Next Door; now over half of our social media visits come through this platform



10,388 webcast visits to watch Council meetings - average of **165** views per meeting



459,879 Reach
303 Posts



101,8870 Reach
554 Posts



52 civic or engagement events delivered/supported



1,026 Freedom of Information requests answered



342 media enquiries handled

Customer



2.4 million visits to our website a year (41% on a mobile device)



15,200 transactions through our online shop
£3 million spent by customers in 2018



59,000 Members with a MyAccount to request services and check status updates



£5.8 million Schools Annual Package revenue has increased by 7% in 2018



425 internal and external customers we are actively trading with

£2.5 million the saving made by the redesign of the services offered by Corporate Business Support



£1 million the saving made by the redesign of the services offered by the Customer Service Centre

45 cases following the launch of Blue Badge enforcement in June 2018



37 new apprenticeships hosted by CBS since the apprenticeship scheme started

Priorities	Objective	Key Activity
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Financial Stability

Public funds are used wisely to support the priorities of the council and we secure a balanced and sustainable budget.

- Continue to implement and embed the outcomes of the Financial Management Improvement Programme to enable the organisation to have oversight and assurance over the way that we manage our finances, understand budget accountabilities and ensure our systems, processes and the finance function act in a way that enables excellent financial management.
- Develop and deliver robust MTFP processes and monitoring arrangements, making sure that budget proposals are robust and that all financial risks and pressures have been identified.
- Deliver our Capital Strategy ensuring that all capital projects and programmes are adequately governed and consistent with the Council's priorities.
- Continue to deliver the Supplier Relationship Management Improvement Plan to focus on embedding effective supplier relations, contract management and procurement processes.

Effective Deployment of Assets

Public funds are used wisely to support the priorities of the council and we secure a balanced and sustainable budget.

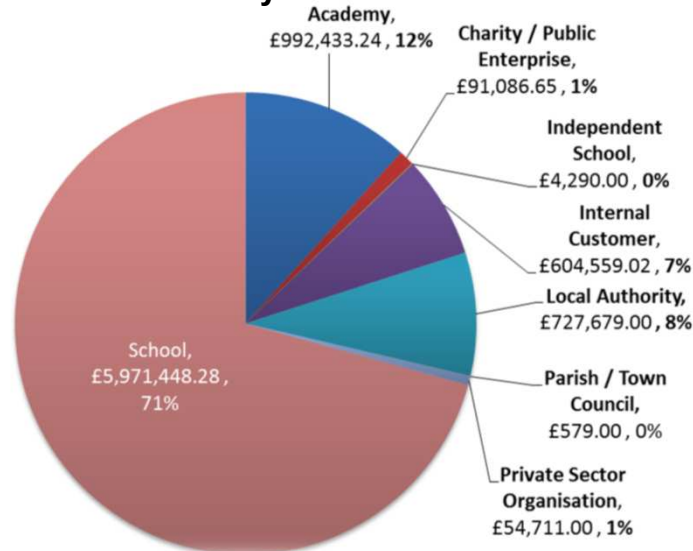
- Embed the Management of Portfolio's principles and governance arrangements to effectively lead and direct the Council's Assets to ensure a whole organisational overview and value for money arrangements are in place for the management of assets, investments decisions and prioritisation of the Council's portfolio.
- Continue to support and deliver the major capital regeneration projects and programmes including the Aylesbury Town Centre Programme and Schools Capital Programme which form part of Strategic Programmes.
- Deliver the LASR and One Public Estate project objectives within time, resource and budget constraints.

Priorities	Objective	Key Activity
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<p>Modern Ways of Working</p>	<p>To deliver the 2018-20 Smarter Bucks Strategy and exploit technologies to deliver business priorities.</p>	<ul style="list-style-type: none"> - Continue to embed the governance arrangements through the established Technology and Digital Board to ensure that all business changes, strategies and policies that have an impact on technology, digital, process and information are coordinated to ensure best value for money. - Deliver the IT Improvement Programme which is designed to upgrade the councils infrastructure, providing a reliable, secure and flexible platform on which the council can run its services.
<p>An Engaged Workforce</p>	<p>To provide information, systems and processes which make BCC people at the centre of our purpose.</p>	<ul style="list-style-type: none"> - Through the delivery of Digital by design programme, digital systems will allow BCC people to self serve at a time and place that suits them and with tools which enable them to transact end to end. BCC people will be decision makers that are enabled to take the right decisions themselves. - Introduction of a new HR&OD Service Offer that allows BCC to align HR&OD capacity to deliver business priorities and so that commissioning and prioritisation decisions are fair and transparent way and which manage excess demand. - HR&OD consultancy advice whose hallmark is of insightful counsel and that makes BCC a great place to work, will be made into a corporate reality through the delivery of the Employer proposition of Great Leaders, Great Development, Great Employer, Great Workplace.

Priorities	Objective	Key Activity
Excellent Customer Service	Delivers high quality, cost effective business enablement services with a focussed approach to customer experience, access channels and service delivery.	<ul style="list-style-type: none"> - Continue to deliver the Brilliant at the Basics programme which will strengthen the existing digital estate, with an ambition to ensure customers can do more for themselves and reduce contact into our more expensive channels. - Work with local members to support the delivery of the co-location projects in Buckingham, Marlow and Iver to improve local access to a wide range of services from both the Council and its strategic partners. - Continue to develop and deliver a pipeline of digital projects to ensure we are working towards digital solutions that creates a significantly improved experience for users.
Driving Transformation Improvement and Good Governance	To effectively support transformation and improvement across the council and drive good governance throughout everything we do.	<ul style="list-style-type: none"> - Continue to prioritise and support for Business Units in their key Improvement and Transformation activities, particularly across Children's Services and Adult Social Care. - Continue to deliver shared communications and engagement services across the council, Buckinghamshire CCG and the Integrated Care System, to ensure that residents, staff and stakeholders are involved and informed. - To develop and implement the information governance and data protection review, to ensure robust assurance around information management. - To develop a new Legal Service Model that provides a high quality and efficient legal support across the organisation.
Modernising Local Government	To build a much more sustainable model for local government across the county.	<ul style="list-style-type: none"> - To develop and implement robust governance and programme arrangements for the successful establishment of the new Unitary Council and ensure the smooth transfer of BCC functions. - To develop and implement early opportunities for integration and savings.

Income Generation by Customer



Contract Management

The County Council spends £290m per annum with external service providers. Our contract management application (CMA) is the corporate system which is designed to provide a detailed overview of all of the Council's contracts.

Our Procurement Team has made significant progress with the Supplier Relationship Management Improvement Plan, which has strengthened the management of the County Council's contractual relationships. We have improved data quality, developed performance reporting and introduced best practice self-assessments, financial validation, and business continuity plan controls for all new suppliers

Following the announcement for a single unitary council a key priority will be to review our contracts and procurement decisions, prioritising those contracts that are due to expire during the transition period through to the new council. It is key that we ensure we consider decisions with the new council in mind ensuring that we achieve value for money and enter contracts and procurement activity that is fit for purpose.

Income Generation

Resources generates nearly £8.5M of gross revenue from over 425 internal and external customers including schools, academies, multi-academy trusts, charities, SMEs and fellow local authorities.

Our Business Development team has continued to make significant progress with developing our Shop4Support e-commerce platform, which will enhance customer experience, gather more customer feedback, drive up online transactions and provide more visibility of commercial activities across the Resources portfolio.

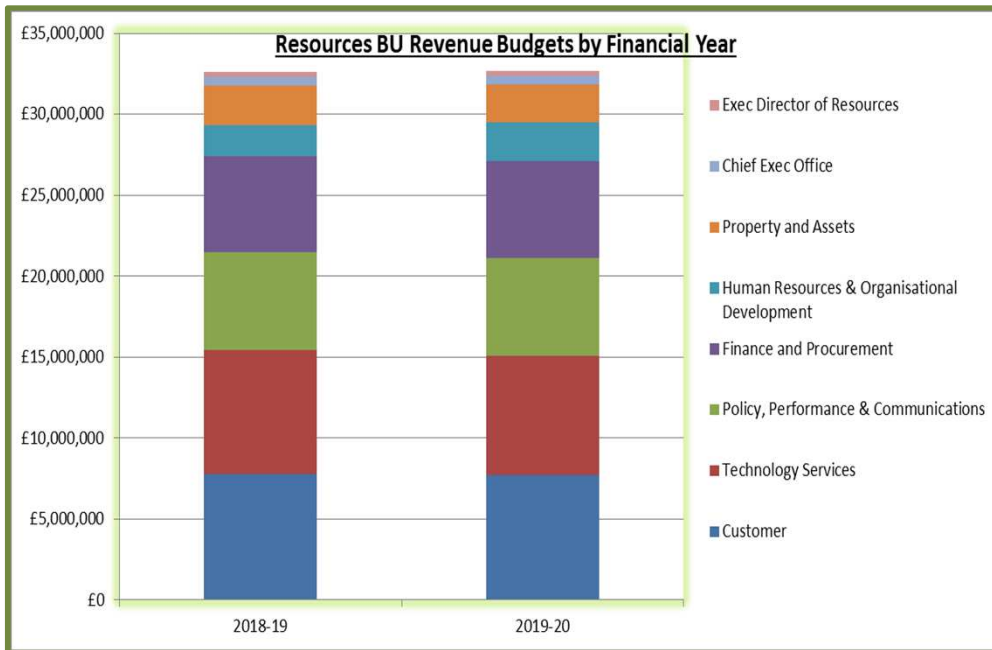
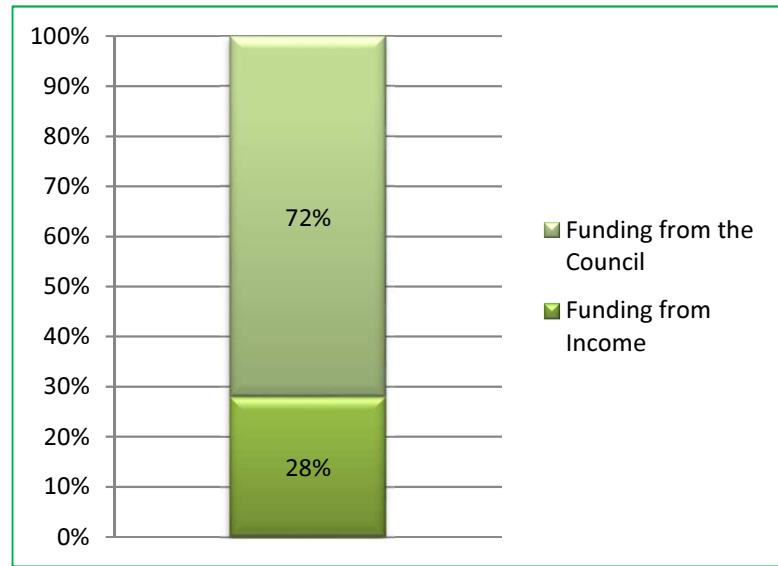
We will continue to work with our customers to ensure that our products match their needs and expectations, are competitively priced and deliver great outcomes.

Resources 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	Udata	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	31/03/2019	31/03/2019	-
Annual Contract Value	£2,498,000	£10,000,000	£1,200,000	£950,000

Resources Revenue Budget

Service Area	2019/20 Budget £k		
	Gross	Income & Recharges	Net Budget
Customer	8,321	(562)	7,759
Technology Services	7,675	(361)	7,313
Policy, Performance and Communications	6,219	(175)	6,044
Finance & Procurement	7,936	(2,186)	5,749
Human Resources & Organisational Development	3,384	(1,009)	2,374
Property & Assets	10,644	(8,279)	2,366
Chief Executive's Office	526	(4)	522
Director of Resources	281	0	281
Resources Portfolio Total	44,986	(12,577)	32,410



The Resources MTFP bid for 2019-2022 seeks to address existing budget pressures in Property and HR, which have resulted from unavoidable demand growth and over-estimated efficiency savings.

Meeting the challenges

Corporate Context

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Service Outcomes

Commercial

Key Financials

Business Intelligence

Equalities

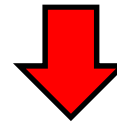
Business Intelligence & Insight – Resources

We shape our understanding of performance priorities, provide insight to inform how services can be improved, produce workforce analytics and ensure that appropriate data protection controls are in place in the Council.

Priorities

Financial Stability

£3.2m unsecured debt >90 days old



Capital Spend of **91%**



Overall revenue on target

Effective Deployment of Assets



% of empty properties which include:

- 3 commercial properties (lost income)
- Council buildings e.g. Old County Offices

% development projects on track including supporting changes for frontline services e.g. Short break services

Modern Ways of Working



74% of FOI Requests responded to within timescales

7 breaches reported to the Information Commissioners Office (ICO)

An Engaged Workforce



Sickness absence is higher than Local Authority Average at **9.5 days** lost per FTE employees per year



Engagement is below the UK public and private sector scores at **59%** of employees being engaged at work



75 Apprenticeship starts, 19% higher than national target

Excellent Customer Service



Increased SOCITM Rating from 2 to 3 stars



25% of BCC web pages have a reading age of 0-15 years

65% of web pages meet accessibility standards compared to a benchmark of 69%

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 Resources Senior leadership Team will:

- ensure all new and existing staff undertake Equalities and Prevent training, with refresher training every 3 years;
- ensure managers and employees within Resources are aware of the corporate complaint procedures, disciplinary rules and practices and how to access them; and
- monitor our Forward Plan items to ensure equality impact assessments are completed where relevant .

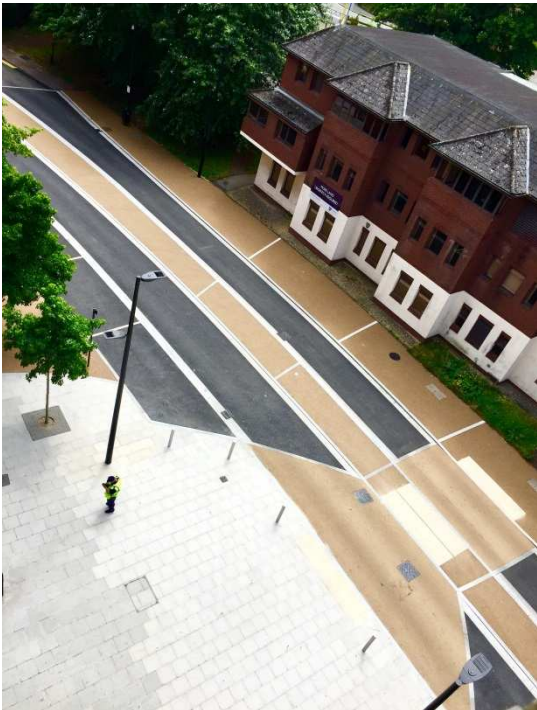
How we achieve this

The Resources Business Plan supports the Public Sector Equality Duty and when planning new services or making changes to services that affect people, we make sure our decisions informed by Equality Impact Assessments.

The equality impact assessment process is integrated into change projects, business development reviews and business cases.

We will ensure all stakeholder groups including customers and the workforce will be consulted accordingly to ensure services remain and/or become more inclusive. We will ensure people can understand what we are doing, why we do it and how it affects them.

We will strive to ensure equality of provision, meaning that we use our resources in a fair and equitable way.



Transport Economy Environment Business Unit Plan 2019-23



Welcome to the **Transport Environment Business Unit Plan for 2019 - 2023** which sets out our key intentions and areas of work for the next four years.

Bucks 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 our residents' current and future needs.

TEE exists to strategically design, and manage the delivery, of future-ready infrastructure and transport systems within Bucks, whilst also actively mitigating the environmental impacts of growth and new infrastructure. In addition TEE maintains existing infrastructure.

We continue to work to deliver value for money in a tough financial climate. We have been successful in securing substantial external funding in the past 2 years and continue to bid for further available funding opportunities. We work in partnership with other parties, including the district councils, Bucks Thames Valley Local Enterprise Partnership, Buckinghamshire Natural Environment 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 45,000 new homes are needed by 2033. The population as a whole is getting older and living longer. Growth presents exciting opportunities for the region, but also presents a significant challenge for public services. Managing and planning for the long-term impacts of growth remains a high priority during 2019-2023.

- 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 and to adapt to new technologies, such as autonomous and electric vehicles.
- **Economically**, Bucks is a strong county with low unemployment and a very high proportion of business start ups and Small and Medium Enterprises. Digital connectivity (both Broadband and mobile connectivity), skills and the implications of the evolving industrial strategy are key areas of focus for the county council and our partners.
- For our **environment** services, 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. With the introduction of DEFRA's Resources and Waste Strategy and the Clean Growth Strategy, our services will respond to new environmental fiscal policies and local authority targets.



Martin Tett
Council Leader



Mark Shaw
Deputy Council Leader



Bill Chapple, OBE
Cabinet Member



Neil Gibson
Executive Director

Modernising Local Government

On 1 November 2018 the Secretary of State announced that a brand new, single council for Buckinghamshire will be established on 1 April 2020. This is a great opportunity to improve services for residents, local communities and businesses. A single council will be simpler for residents to access the services they need, make better use of public money, and be more local to communities who can get involved at a truly local level.

It is vital through the transition period to the new council that services continue as normal. The business critical transformational programmes and Medium Term Financial Planning savings must be delivered as planned and any decisions on new areas of work must be made with the new council in mind.

Over the next year all five councils will work together to support the effective and seamless transition to the new council bringing

together the best skills and experience of the current councils to shape the future.

There will be an overarching programme of work to deliver this change and establish the new council. The programme will be overseen by county and district members. The priority is to establish a new council by April 2020 and deliver on the key commitments in the business case.

All service areas will be involved in the change programme although some will be much more directly affected than others. Services will need to be flexible in responding to the programme as it develops. Key for all areas of the council will be retention and engagement of employees who will be critical in ensuring that high quality services to residents and communities continue.



Key Dates

- New Council 1 April 2020
- Election for members to the new council 7 May 2020



Programme Principles

- To minimise the impact on critical 'business as usual' activity.
- To ensure there is continuity of service delivery to residents, communities, businesses and service users.
- To ensure that a clear vision for the new council with goals and actions is owned, communicated and delivered.
- To involve councillors and staff from all five councils in designing and establishing the new council, building on the history and legacy of each.
- To maximise the use of in-house resources to provide opportunities for staff, ownership of solutions and to minimise spend on external resources including consultants.
- To ensure that issues of equality and diversity are addressed in all areas of the programme.
- To develop effective means for residents, service users, staff and stakeholders to influence decisions and shape local communities, to strengthen links with partners and to ensure all have a clear and positive understanding of the new council.



Corporate Context – An explanation of the corporate planning process

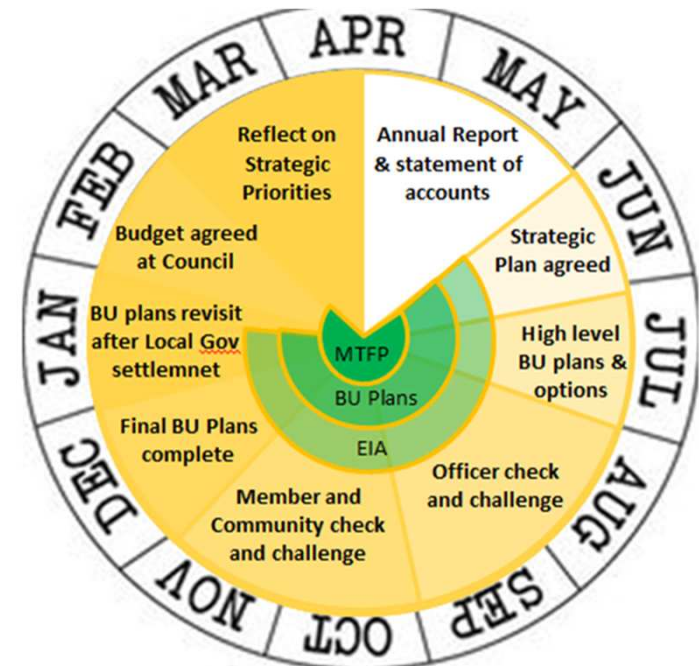


The Council’s corporate planning process brings its key plans together in a clear hierarchy that shows the relationship between long term vision for the Council and the mid-term plan of action; the plan for the Council's finances, all the way down to what each Business Unit plans to achieve in the next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

The strategic plan can be viewed here:

<https://www.buckscc.gov.uk/services/council-and-democracy/our-plans/our-strategic-plan/>



Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 585,000 by 2030, an increase of 51,000 or **9.4%**



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 129,900 in 2030, an increase of 31,000 or **32.1%**
85+ year olds are projected to increase in number from 13,600 in 2016 to 22,100 in 2030, an increase of 8,500 or **62.5%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 132,200 in 2030, an increase of 11,100 or **9.2%**

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 and is working in close partnership with the Bucks Thames Valley Local Enterprise Partnership in its development of the Local Industrial Strategy.

Building upon the LEP Bucks Growth Strategy 2017-2050 and linking with the emerging Bucks Industrial Strategy, and district council local plans, the emerging Bucks Strategic Infrastructure Plan defines the infrastructure needed to enable sustainable growth in the county.

Transport Economy Environment

Actively preparing for and managing growth is a core function of the TEE Business Unit. TEE's Strategic Development Reserve is being used to fund initial resources required from 2017-2019 in preparing the business unit for increases in service demand due to 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 .
- Securing external financial contributions for the provision of necessary infrastructure, for example developing bids for Housing Infrastructure Fund monies.
- Collaborating closely with local and regional partners to influence the national growth agenda and Oxfordshire – Cambridge corridor outcomes.
- 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, when responding to planning consultations and in our environmental policies.

Meeting the Challenges

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 **3,300km**
of public rights of way maintained

 **35,823**
gullies cleared


30,000+
potholes and other highway defects repaired


20,761,160
sq metres of urban grass cut


Approximately
247,500km
of road gritted

The TEE Business Unit consists of:

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

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

Transport for Buckinghamshire (TfB) is a strategic partnership between Buckinghamshire County Council and Ringway Jacobs. Our small in-house client team manages the contract with Ringway Jacobs, which has an annual value of £16.7m net revenue and £39m gross capital. The contract commenced in 2009 and will be due for re-procurement in 2023 / 2024.

This service delivers the highways maintenance programme and manages the way traffic moves around the 3,200 km highway network. The Highways service maintains our growing road network and 'street furniture' to defined standards as set out within the relevant Code of Practice. This does mean that a defect in an A road would be treated as a higher priority than a similar hole in an adjacent small residential cul-de-sac. By adopting this risk based methodology we are able to focus our resources to those areas likely to result in harm if we ignore the problem. The programme of maintenance works includes parking management, winter maintenance, street lighting, drainage, traffic signals and signs, and network safety. Income is received from Streetworks (e.g. Temporary Traffic Restriction Orders) and parking.

Our highways asset is key to economic development in the county, providing transport links for businesses based in and travelling through Bucks. Significant investment in recent years in A, B and C roads has led to improvement in the network condition, however further significant investment is still needed to improve the condition of the remainder of the network. Current investment levels mean that we need approximately 21 years to achieve under 5% of unclassified roads requiring work. Other asset groups (such as traffic signals and lighting) are all being managed in a manner that means their condition is declining.

577

Highways DM
Planning
applications
received in
Q1 2018/9

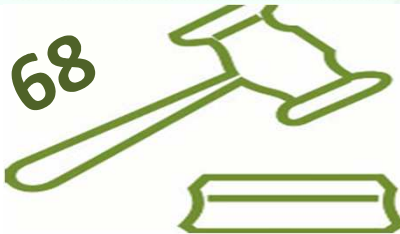


81% of Highways DM
Planning applications
responded to within 21
days in Q1 2018/9

Transport Strategy defines the overarching transport strategy for Bucks and aims to promote sustainable travel - supporting public health and environmental protection objectives. The team respond to statutory consultations, and actively work with the district councils to understand the impacts of proposed land use changes or national infrastructure proposals and the new transport schemes needed to address those impacts. This can range from Local Plans through to Heathrow and Oxford-Cambridge Expressway. The function also aims to secure external investment in Bucks' infrastructure development, sustainable and active travel and enable economic growth. This part of our business leads on bidding into central government for infrastructure funding, including the successful bid for £6.9m from the National Productivity Investment Fund in 2017/18 to deliver specific improvements to the A418 and A40. In 2018/19 the team will continue to develop bids into the Housing Infrastructure Fund, potentially opening up access to c. £200m to be invested in Bucks infrastructure that enables housing growth. In addition, Transport Strategy provides a range of customer facing services including school crossing patrols, Simply Walk health walks, school travel planning and bikeability cycle training.

Highways Development Management delivers a statutory function - responding to planning applications and pre-planning enquires on Highways matters for new developments. The Highways Development team has oversight of highway works delivered by Developers under Section 278/38; and secures further s106 contributions towards highways and transportation capital projects (invoicing approximately £4.5 million in the 17/18 financial year). The volume of new development in the county and nationally significant strategic infrastructure projects is increasing demand in this service area.

The **Highways Infrastructure Projects** team manages the delivery of major highways schemes across the County. Funded from a number different funding streams including Local Growth Fund, developer funding, HS2 and National Productivity Investment Fund. Current projects include South East Aylesbury Link Road, Eastern Link Road South and A355 Improvements, Beaconsfield, with a capital value in the region of £12M. These significant capital projects provide the transport systems and major infrastructure needed to enable Bucks to thrive as its population and economy grow. Recently completed projects include Phase 2, 3 and 4 of the High Wycombe town centre masterplan, Stocklake link road, A4010 Chapel Lane junction improvement and A413 Winslow to Buckingham cycleway. The majority of the expenditure is capital, through Midlands Highways Alliance, Scape and Transport for Buckinghamshire frameworks, with around 2/3 of salary costs being capitalised also. Demand on this team is increasing with growth, and the team will need additional resources in the very near future, especially if the Housing Infrastructure Fund Marginal Viability and Forward Funding bids are successful.



Convictions for fly-tipping



through the operation of High Heavens Waste Transfer Station to feed contract waste to Greatmoor

EW

Waste Management manages primarily platinum contracts to manage the county's waste at Household Recycling centres across Bucks, Biowaste treatment contracts and the Energy from Waste plant at Greatmoor. The vast majority of expenditure in this area is outsourced in waste contracts. Waste management fulfils our statutory duty to provide tipping points for district councils and to pay dry recycling credits to the district councils. In 2017/18, there were over 2 million visits to our recycling centres and customers reported 99% satisfaction. There is a drive to reach a target recycling rate of 60%. The energy from waste plant treats c.300,000 tonnes of waste per annum and generates enough electricity to power 40,000 homes. Additionally the EfW plant has enabled the county council to avoid substantial landfill charges by directing waste away from landfill. Significant changes to waste fiscal policy are afoot, with announcements anticipated in the autumn statement. Price fluctuations and a changing market create unknowns in this field.

Planning & Environment covers broad spectrum of environmental services activities, including: Enforcement for fly tipping enforcement, planning and unauthorised encampments; archaeology; ecology; definitive map and local land charges; strategic flood management; and working in partnership with the Natural Environment Partnership and Chiltern Conservation Board. Demand on the team is increasing, for example the first two quarters of 2018/19 saw a 58% increase in the number of flood planning applications received, compared to the previous year, and as Lead Local Flood Authority, in 2017/18 over 480 sustainable drainage planning consultations were responded to. Our archaeology and ecology function advised on around 775 planning applications in 2017/18. The zero tolerance approach to fly-tipping saw 68 convictions in 2017/18 with offenders paying over £116,000 at court. We have commenced our first Proceeds of Crime case in relation to a long-standing planning enforcement notice breach. The requirements of DEFRA's 25 year plan will impact this function's areas of work.

Black Park covers over 500 acres of woodland, heathland and open space in South Bucks



Energy and Resources manages energy contracts with Npower & Total behalf of the Council and around 150 schools, and project manages energy efficiency schemes across the estate to reduce consumption. The most recent programme of energy efficiency works delivered an additional £80,000 / year in savings, bringing the total values of energy savings to the Council to over £675k / year. The team successfully delivered the 10% carbon reduction target set within the Carbon Management Plan and is looking to agree further reduction targets this year.

The team are also outwardly looking, and are developing the Bucks Energy Strategy in conjunction with BTVLEP and exploring new income generation opportunities, such as battery storage and peak power generation schemes, heat networks and Demand Side Response initiatives. The team has a net budget of £170k in 2018/19 which is set to reduce to £100k in 2019/20 – this will be formed of ~£600k in funds (principally covering staffing, project costs and biomass fuel) and ~£500k in income (from capitalising staff costs on projects, renewable heat and electricity subsidies). This income is under pressure as significant income projects are subject to long electricity grid connections which is delaying income.

Infrastructure Projects is the county council's HS2 project team, working to 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. The costs of agreed roles within this team are invoiced to HS2 Ltd.

Country Parks & Rights of Way Delivery Team: We operate three country parks – Black Park, Langley Park and Denham Country Park. The parks are self-financing, net contributors to the council budget, with income generated largely through car parking, events, leases and filming charges. The country parks have welcomed in excess of one million visitors per annum for the past two years. The Rights of Way operations team was recently brought back in-house from Ringway Jacobs, and is now managed through the Country Parks and Rights of Way delivery team. The Public Rights of Way network spans 3,330km, including 2350 bridges, 4900 sign posts, 6550 Gates, 4550 Stiles and 3,200 Waymark Posts. A capital programme totalling £890k in value from 2018 to 2022 is in place to improve the condition of the Rights of Way network.



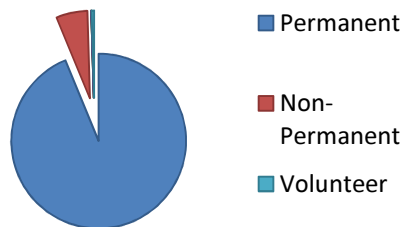
Over **25,000** journeys per day for children and vulnerable adults and children in Bucks

Infrastructure Strategy and Planning is fundamental to strategic place shaping and aiming to ensure a united approach with our key local partners, including the Aylesbury Garden Town Partnership. We are working closely with the local District Councils to develop a Bucks Strategic Infrastructure Plan which has defined and will prioritise the infrastructure needed within Bucks for growth to be delivered in a sustainable way. This function is also responsible for implementing and monitoring the Waste & Minerals Local Plan and engaging in the Heathrow Strategic Planning Group.

The **Integrated Transport Service** manages the provision of over 25,000 journeys per day for children and vulnerable adults and children in Bucks. Transportation portfolio hosts the team that procures c.£19m gross spend of services with associated policy development and income. The service also includes the management of concessionary bus travel, bus subsidies and both platinum and gold contracts with external transport operators. A number of transport areas are experiencing some pressure, including: demand on bus subsidies (caused by the withdrawal of commercial bus services) and increasing fuel and labour costs. Public consultations on bus subsidies, home to school transport and transport for persons with Special Educational Needs beyond age 16 will inform and shape the future non-statutory services delivered by this team. The function is on a journey of continuous improvement, which will look to review contract award and management processes, governance and service resilience.

Business Strategy and Improvement aims to ensure that TEE is run in the most commercially effective way by driving out efficiencies and business improvements, 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.

TEE Business Unit Workforce Size (FTE)



The TEE Business Unit has a workforce size of 210 FTE in 2018/9. (Note this does not include employees of our service providers.) 94% of the workforce is permanent employees.

Across the TEE Business Unit, £80k per annum has been ring fenced for investment in learning & development for our employees.

We value our workforce and the varied skills and expertise they bring to our broad portfolio of work. We actively support professional development, including apprenticeships and other qualifications.

We undertake a quarterly Viewpoint survey with employees and we monitor our workforce data, including sickness data, to help us in promoting our employees' wellbeing.

Working Together in Partnership

Aylesbury Garden Town Partnership: Aylesbury was awarded Garden Town status in 2016, which brings with it government funding to accommodate new development in the town, new transport links, infrastructure and facilities, as well as quality green spaces to enjoy. The partnership board comprises Bucks County Council, Aylesbury Vale District Council, Bucks Thames Valley Local Enterprise Partnership and South East Midlands Local Enterprise Partnership. These key organisations, responsible for the development of the local area of Aylesbury are acting in close partnership to plan more effectively to ensure that as the area grows, we're including all the right things to help it thrive. Alongside homes, the Garden Town partnership will make sure roads and transport, quality green spaces, community facilities and job opportunities are all in place. In order to achieve the vision of Aylesbury Garden Town, it's vital that all the key partners work together to make the best use of the government funding we've received.

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 Local Industrial Strategy, 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.



Growing a great
place to live,
work and visit

Buckinghamshire
Thames Valley | LOCAL ENTERPRISE
PARTNERSHIP
THE ENTREPRENEURIAL HEART OF BRITAIN

Working Together in Partnership

England's Economic Heartland Strategic Alliance is a non-statutory partnership comprising Local Transport Authorities and Local Enterprise Partnerships across a corridor stretching from Swindon, through Oxfordshire and Milton Keynes across to Cambridgeshire, and from Northamptonshire down to Hertfordshire: an area with a population of 5.1 million and with over 280,000 businesses employing 2,550,000 people.

Realising the economic potential of the corridor has been identified by the Government as a national priority. The Strategic Alliance provides leadership on strategic infrastructure issues. It established the Strategic Transport Forum in February 2016 and is developing the proposal that will see this become a statutory Sub-national Transport Body. The work of the Strategic Alliance also includes work streams on digital infrastructure, wider strategic infrastructure (power, water and strategic flood risk).

The Strategic Alliance's activities require strong collaborative working between the local partners and more widely across the corridor. It's activities involve regular engagement, at a senior level, with Government departments, national infrastructure owners and service providers

Buckinghamshire County Council is the Accountable Body for the Strategic Alliance – funding for which is a combination of contributions from the local partners and Government (via the Department for Transport).



Working Together in Partnership

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 over 10,000 of those are Buckinghamshire Business First Members. 70% of the county's private sector workforce is employed within those Member companies. Bucks Business First 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.

Bucks Advantage 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



Buckinghamshire
Advantage

Working Together in Partnership

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.





How we do business...

<h3>Be an Intelligent Client</h3>	<h3>Enhance Customer Service by using better Customer Insight</h3>	<h3>Be More Agile</h3>
<ul style="list-style-type: none"> - We are working with colleagues across the council to improve systems and controls in the management of contracts - We are ensuring our supply chain have robust resilience plans in place - We will undertake Service Options Appraisals and follow robust procurement processes when procuring services 	<ul style="list-style-type: none"> - We use compliant consultation processes to gauge residents' opinion when considering changes to services. - Value for money of our services is analysed and built upon when developing our services. For example, we participate in local and national benchmarking through the Future Highways Benchmarking & Research Club. This helps us to identify income generation opportunities, work better with contractors and work better with the public to deliver our service. 	<ul style="list-style-type: none"> - Agency and contract staff are used only when needed to compliment our core workforce skills and to address short term or immediate resource gaps. - Agile working practices are actively supported, including hot desking, remote and flexible working. - Funding for Learning & Development is ring-fenced and prioritised to strategic goals.
<h3>Be Risk and Commercially aware</h3>	<h3>Collaborate</h3>	<h3>Develop & Implement the TEE Digital Strategy</h3>
<ul style="list-style-type: none"> - Risk in the supply chain is understood and contracts are arranged with appropriate risk mitigation measures in place, such as Gain Share. - Project, contract and service risks are reported and managed using appropriate tools and escalation processes. 	<ul style="list-style-type: none"> - We are committed to working collaboratively with the district councils in Buckinghamshire irrespective of the outcomes of Local Government Review, to achieve better outcomes for Bucks residents. - We work closely with our key local and regional partners to deliver our strategic priorities. 	<ul style="list-style-type: none"> - We are improving the readability of our web pages and making more of our paper forms available online. - We are bidding for Rural Broadband funding and with England's Economic Heartland for funding to support the implementation of high capacity fibre along the East West Rail trainline. We are also exploring opportunities to pilot autonomous vehicles in Bucks alongside private sector partners.



Service Outcomes – Key Actions

Helping to develop a prosperous economy that benefits everyone

Helping make Bucks a desirable place to start and grow a business

Supporting businesses to optimise their productivity

Helping make Bucks a desirable place for people to live their lives

Helping to develop work opportunities and build self-reliance

- Create quality places and foster strong communities by taking a collaborative approach with our local and regional partners when designing new settlements and planning for expansion.
 - Working with wider stakeholders through the partnership board, collaboratively define a Masterplan for **Aylesbury Garden Town** and subsequently design and implement a vibrant, green town that is attractive to people and businesses.
- Re-develop **High Wycombe town centre** in line with the master plan, to create an attractive destination, with improved retail and business opportunities. By summer 2019 complete currently funded schemes, with likely continued enhancement to the area led by Wycombe District Council thereafter.
- 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.
- Alongside key partners, influence quality place design in **Halton**, at such time as RAF Halton operations close.
- 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 Buckinghamshire County Council’s spend on economic development and deliver **sustainable economic growth** for the county. For example, supporting BTVLEP in the development and delivery of the **Local Industrial Strategy**.
- 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.

Service Outcomes – Key Actions

Helping to develop a prosperous economy that benefits everyone

Helping make Bucks a desirable place to start and grow a business

Supporting businesses to optimise their productivity

Helping make Bucks a desirable place for people to live their lives

Helping to develop work opportunities and build self-reliance

- 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 96% of all premises having access to superfast broadband by 2020.
- Influence developers of **major infrastructure**, such as HS2, Oxford-Cambridge Expressway and East West Rail, to maximise the opportunities for them to enhance access to **full fibre connectivity** for communities along the routes.
- Engage as a member of the Local Enterprise Partnership’s **skills** board alongside private sector representatives and educational institutions, to shape the education and skills provision in Bucks matched with the economic and market needs.
- Utilise our resources to develop bids into **external funding** opportunities in order to lever increased value from every Bucks County Council pound spent and deliver the infrastructure needed in the county to grow in a sustainable way.

Examples include:

- Rural Broadband funding
- Housing Infrastructure Fund forward funding
- Housing Infrastructure Fund marginal viability funding
- Local growth funds
- and others as opportunities are announced.

Service Outcomes – Key Actions

Keeping Bucks moving in an effective way

Managing the reliability and quality of journeys against a backdrop of projected growth across the County

Managing existing Highways Infrastructure using a risk-based asset management approach to reflect local needs and priorities

- Continue to invest funds to the value of £18m per annum into the **maintenance of our carriageways**, adjusting the balance of investment across the local and strategic road networks. This includes £3.25m allocated to the **plane & patch** programme.
- Continue to use an asset-led approach to **proactive highway maintenance** in line with the DfT’s self-assessment Band 3 requirements. Intelligently assess the asset condition to inform the maintenance programme and identify HGV routes to inform asset prioritisation.
- 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 implement **devolution of further highways services** to parish councils, such as footway lighting, minor / non-urgent repairs to estate roads and maintenance of non-electrical street furniture. Continue to build relationships with community groups and licensed farmers to deliver services effectively, for example snow clearance.
- Embrace **new technologies** to optimise our highways asset and highways data. Work alongside private enterprises and apply for external funding to facilitate opportunities to exploit new transport technologies in Bucks. Examples could include autonomous vehicles, intelligent traffic data capture, smart bus ticketing, use of new road surface materials, provision of 5g networks and new drainage systems.
- **Re-procure services** where existing contracts reach their end dates in the plan period, including highways maintenance and home to school transport services.
- Delivery of **key local transport schemes**, such as the A355 link in Beaconsfield by Summer 2019 and both the Eastern Link Road South in Aylesbury and Aylesbury South East Link Road by 2021 as well as other key projects derived from the Aylesbury Transport Strategy.
- 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.



Service Outcomes – Key Actions

Keeping Bucks moving in an effective way

Facilitating the delivery of effective new Highways Infrastructure for the future

Facilitating the provision of viable alternative transport options that are available to all

- Continue to provide timely statutory **highway consultation responses** on planning applications, working alongside the District Councils. Providing good quality advice from planning to delivery. Managing and overseeing development related highway improvements and the adoption of new roads and infrastructure as public highway.
- In 2018/19, develop the second phase of the **Bucks 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**.
- Continue to work collectively with the members of **England’s Economic Heartland** and the emerging **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.
- 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, Western Rail access to Heathrow, East West Rail and the Oxford to Cambridge Expressway**.
- Continue to be a **member of the Heathrow Strategic Planning Group** and support community engagement work for this major project. Respond to the Development Consent Order relating to **Western Rail access to Heathrow (WRATH)**, and continue to engage in the project as a stakeholder. Construction of WRATH is anticipated to start in late 2020.



Service Outcomes – Key Actions

Greener, cleaner spaces for all to enjoy, now and in the future

Working with Partners to manage waste effectively

Working with Partners to improve habitats for wildlife

Improving access to green spaces

- 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 will scope the services offered at HRCs in the future. The project may require a contract review and re-negotiation 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 capacity to process 3rd party waste.
- Deliver the **waste infrastructure capital programme**, including delivery of bio-waste and bulky waste transfer points at High Heavens in 2020/21.
- In partnership with the Natural Environment Partnership, evaluate options for implementing a countywide **biodiversity accounting scheme**.
- Maintain and protect the **Public Rights of Way** network, delivering the Rights of Way capital programme to maintain and manage changes to the network and to provide continued access to the countryside for residents. Within the plan period, review and produce the next iteration of the Rights of Way Improvement Plan.
- Work alongside the district councils to design high quality places, including green infrastructure, 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
- Continue to run and maintain the **country parks**, implementing the 10 year Country Parks commercial plan alongside continuing existing commercial activities. Assess the feasibility of a visitor resource building at Black Park to enhance the variety of services on offer to our visitors, in particular during winter months.
- Consult and gain adoption of a revised **Waste and Minerals local plan** for Bucks by 2019 and on a 5 yearly basis thereafter. Co-ordinate with the district councils on monitoring the minerals requirements for Bucks, anticipating needs required to support housing and infrastructure growth levels.



Service Outcomes – Key Actions

Greener, cleaner spaces
for all to enjoy, now
and in the future

Working with Partners to be
mindful of environmental
factors in Planning

Working with Partners
to improve air quality

Working with Partners
to tackle climate change

- 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** and in order to minimise the risk of fly tipping increasing linked to planned household recycling centre closures, in 2019/20 allocate an additional one-off £63,000 to pay for resources to increase investigative activity, purchase additional surveillance cameras and fund additional prosecution activity.
 - proactively investigating and enforcing against **breaches of planning control** and **unauthorised waste management developments**
 - implementing an MOU in relation to unauthorised encampments
 - providing timely and good quality decisions on **planning applications for minerals, waste and infrastructure developments**
 - providing timely responses to **archaeology and ecology** searches and enquiries.
 - responding to **public rights of way** applications, addressing the existing backlog as a result of historic legislative changes.

Legislative changes and growth in these areas mean that demand for these services is anticipated to continue to increase significantly.

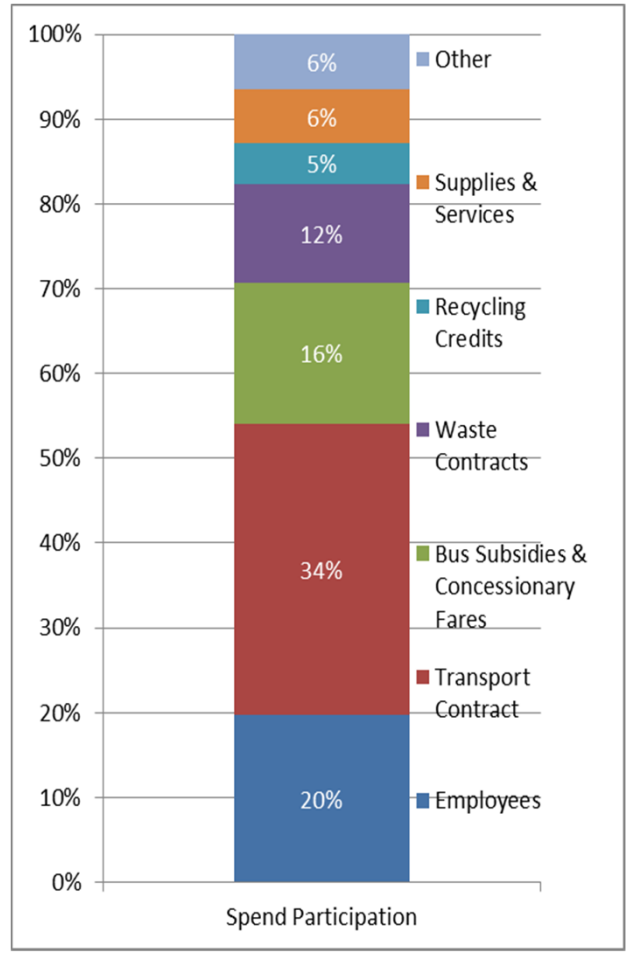
- Throughout the HS2 construction period, manage and **mitigate the impacts of HS2** on Buckinghamshire by assessing environmental impacts, ensuring protection of areas of significance, delivering junction improvements and acting as qualifying authority.
- Provide reliable and fast answers to **environmental highway information** for property searches .
- 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 leasing sites for battery sites and exploration of demand side response energy provision.

Our Financial Approach to Delivering Our Priorities

Working with the business unit, our finance function ensures that the TEE 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 council's 4 year Medium Term Financial Plan is reviewed on an annual basis, coupled with a review of fees and charges, and a line by line budget review. Through this scrutinised process, revenue and capital budgets are defined, including savings and income targets for some services.

TEE bids for government grants and other funding sources, sometimes alongside our local and regional partners, to leverage greater value from every Bucks County Council pound spent. As a result, approximately 20-25% of TEE's revenue funding has historically been sourced from external income and re-charges.



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 transfer station; Floods funding bids totalling around £9.5m in support of the Local Flood Risk Management Strategy; and investment linked to our Freight Strategy

Service / Project	Outturn 2018/19 £000's	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's
Expenditure					
Leader LEP Schemes	12,667	25,546	21,735	4,644	0
Planning & Environment	2,204	3,956	9,972	5,690	1,200
Internal Transportation	6,155	24,854	11,136	1,957	1,240
Transportation (TfB)	31,274	22,433	21,460	21,510	21,510
Expenditure Total	52,300	76,789	64,303	33,801	23,950
Funding	-19,967	-52,064	-13,605	-5,134	-24,100
Grand Total	32,333	24,725	50,698	28,667	-150

Meeting the Challenges

Corporate Context

Service Context

Service Outcomes

Key Financials

Business Intelligence

Commercial

Equalities

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; For example our insight is enabling us to ensure we have a sustainable transport service, for our statutory and most vulnerable users.

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 national transport indicators...

to inform our Highways Management Improvement programme, including providing 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

Income: Fees & Charges, Bids, Grants

- We review our Fees and Charges schedule annually and update rates charged in line with inflation, unless there is specific cause not to do so, such as where rates are statutorily defined or market forces mean a price change would not be sustained. We aim to recover our costs whilst providing value for money for our services.
- Existing income sources within the TEE Business Unit include:
 - Country Parks parking and events
 - Income from electricity generation
 - Section 106 and CIL income
 - Client & public transport fees
 - Planning and Pre Planning Application fees
 - Filming charges
 - Off-street Parking
 - Waste permits
 - Streetworks
- A bid for up to c. £200m forward funding to the Housing Infrastructure Fund is continuing to be developed which, if successful, will enable the delivery of much needed infrastructure to open up housing opportunities.
- We bid for appropriate grant funding opportunities as they arise to leverage greater impact from every Bucks pound spent, in line with our strategic priorities. Past examples have included matched funding from the Environment Agency for the delivery of 8 flood defence schemes and £1.8m Defra rural broadband funding. Current bidding activity includes bids through England's Economic Heartland for implementation of high capacity fibre along the East West Rail trainline and bids to pilot autonomous vehicles in Bucks.

Commissioning

The table below shows our commissioned services currently delivered through Platinum Plus, Platinum and Gold supplier contracts that are due to expire between April 2019-2023. Strategic Options Appraisals and appropriate procurement procedures will be undertaken within the 4 year period of this plan for the delivery of these services.

Service	Current Supplier	Current Annual Contract Value (£)	Expiry Date of current contract*
Integrated Household Recycling Centres	FCC	3,700,000	31/03/2022
Biowaste management	FCC Waste Services, Countrystyle Recycling Limited, & Severn Trent	1,785,000	31/01/2021
Client & Public Transport	Multiple suppliers	10 x Gold suppliers	2019-2023 at various dates
On-street civil parking enforcement in Bucks	NSL	1,970,000	05/09/2021
Highways Services	Ringway Jacobs	39,000,000	31/03/2023

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.

** Dates stated include extensions*

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.*

Budget Scrutiny Inquiry Report for 2019-20

**A report by 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 10th December 2018.
- Budget Scrutiny Inquiry meetings were held on 8th, 9th and 10th January 2019 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 11th February 2019.
- The final budget will be presented to full Council on 21st February 2019.
- The budget scrutiny meetings were webcast and can be viewed 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

Mr Steven Lambert (substituting for Anders Christensen)

Mr David Martin

Mr Peter Martin

Mr David Shakespeare OBE

Mrs Julie Ward

Additional Members

Mr Dev Dhillon, Chairman, Children's 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 increased financial pressures, principally in the provision of Adults' and Children's Social Care.
- Other Local Authorities are struggling to deliver balanced budgets and some areas of the Council have significant cost pressures to manage. The latest forecast is a £200k overspend by the end of 2018/19. Whilst the County Council has enjoyed surpluses in the past two financial years, many Local Authorities nationally are struggling to control their finances due to increased demand in Children's and Adult's Social Care, alongside unachieved savings/income targets. In comparison, Buckinghamshire is managing well.
- The 2019/20 County Council budget will be the last, ahead of the new Unitary Authority being established in April 2020. On the whole, the Committee believe that resources are focused on the right priorities and recognise that it is vital that transformation and improvement programmes and associated budget savings are still delivered.
- The Committee would like to thank all staff of the County Council for their hard work and dedication on behalf of the residents of Buckinghamshire.

Recommendations

The Committee recommends:

- 1. That additional monies should be added to the 2019-20 contingency budget, to supplement the current Unitary reserve of £7.7m. The Committee suggests that this additional sum could be taken from the County Council's share of additional income anticipated from the Business Rates Retention pilot, which all five Local Authorities in Buckinghamshire will be participating in.**
- 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, parking revenues, 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.**

Recommendations

3. That balance sheet and cash flow budgets should be prepared to support the capital, treasury investments, borrowing and revenue costs over the four year period.
4. The Committee has concerns that the root cause societal issues driving the increase of Looked After Children may continue to grow over the coming years and therefore there is the possibility that the budgeted growth in demand may not be sufficient. It is recognised that assistance from Government may be required, in the meantime a significant contingency is recommended.
5. That a realistic figure is included in the final Children's Services budget for legal fees.
6. That the Health and Wellbeing contingency should be reviewed to ensure that it offsets the key risk areas identified by the Committee. A significant contingency is recommended.
7. That a minimum 5% per annum uplift should be applied to the Strategic Highways Maintenance capital budget line to take into account inflation, growth of the asset and impact of increased traffic on the highways.

Recommendations

8. That the additional funding for gully cleansing and weed management which had been added into the budget as a result of Budget Scrutiny recommendations over the past two years, should be maintained. This will prevent further decline of the asset and should be viewed as an 'invest to save'.
9. That a Street Lighting Survey should be undertaken to establish the location, ownership and condition of all columns in the County, including an assessment of the current status of all lights. In addition, if a further £2m could be funded from within the Capital envelope, this should be added to fund an acceleration of Column Replacement works. The use of smart technology should also be investigated.
10. That preparations for the new authority should include both the Unitary Opportunities and Future Budget Scrutiny recommendations detailed on slides 45 to 47. The opportunity that the creation of a new Council presents should not be missed.

National Context

Local Government Finance Settlement:

- **Council Tax Referendum Limit** – remained at 3% as anticipated
- **Business Rates Retention Pilot (75%)** – All Councils in Bucks have successfully bid to take part in pilot in 2019-20. This should result in a gain of over £7m which will be split 50/50 with the districts.
- **Negative Revenue Support Grant** – confirmed that this would be eliminated for 2019-20. £10.949m therefore retained by the Council.
- **Borrowing for Commercial Gain** - Indication that Government might consider intervention in this area. CIPFA expected to issue further guidance shortly.
- **Adult Social Care** – Green Paper still delayed, therefore no certainty about long term sustainable funding solutions.

National Context continued

Trend of County Council's experiencing financial problems

- Northamptonshire County Council issued a second S114 notice in 2018 with £60-70m overspend in 2018/19, growing to £178m in 2020/21. This led to the Secretary of State intervening and recommending creation of new Unitary authorities in the County.
- Surrey is also predicting a funding gap of £94m by 2020-21.
- East Sussex is forecasting a gap of £46m by 2021-22 and as a result is looking at a core offer of services in an attempt to reduce spend.
- Somerset announced in-year cuts to services, having ruled out a S114 notice in July 2018.

‘Local Authorities with Social Care Responsibilities overspent their service budgets by over £1billion in 2016-17’ – Financial Sustainability of Local Authorities Report published in June 2018 by the Parliamentary Select Committee of Public Accounts

Local Context

Medium Term Financial Plan (MTFP) Assumptions

- The Medium Term Financial Plan (MTFP) extends to 2022/23. The following points should be noted:
- The MTFP was created as a 'business as usual' budget for the County Council, prior to the Local Government Reorganisation (LGR) announcement in November 2018. Whilst the new Unitary Authority will be established in April 2020, it is important that the savings proposed by the County Council for 2019-20 are still delivered.
- A Council Tax increase of 2.99% has been assumed in the draft budget.

Overall Budget & Leader's Portfolio

The Leader provided an overview of the continued constraints on local government funding that had put increasing pressure on the County Council budget.

- Buckinghamshire and Dorset were the first two County Councils in the country to have the Revenue Support Grant (RSG) from Government withdrawn completely.
- When funding was redistributed from the New Homes Bonus funding to the Better Care Funding, Bucks and Surrey both lost out overall.
- The proposed Council Tax increase for 2019/20 is 2.99%. No additional Social Care precept for this year.
- Business Rates Retention – a new source of income for local government in future, but this would also come with additional responsibilities which are still unclear.

Overall Budget & Leader's Portfolio

Additional Income

There was some additional income to report but generally this was one off funding opportunities, which would be unwise to incorporate into the base budget.

- £1.67m for Winter Pressures in Social Care for 2018/19 & 2019/20 only
- £2.9m general Social Care allowance for 2019/20 only
- Business Rates Retention(BRR)Pilot – the five Councils in Buckinghamshire had successfully bid to participate in a BRR pilot in 2019/20. It was estimated that the County Council might benefit from an additional £3.8m as a result.
- The Council was due to be in a Negative Revenue Support Grant situation in 2019/20 – i.e. the Council were due to give £11m of Council Tax income back to Central Government.
- However Government has postponed this 'clawback', so the Council now planned to use this £11m in the following ways: £4.35m to balance budgets in next 2 years, £1m for Plane & Patch on roads, £1.6m for High Cost Placement contingency and £4m to be added to general reserves.

Overall Budget & Leader's Portfolio

Whilst the Committee supports in principle, the policy of rebuilding revenue reserves back up to £30M, there was concern that the potential future growth in service demands and other risks which the Council faces may not enable this to be realised. A number of members also expressed concerns that some of the proposed 2019/20 service reductions may be avoided by the early realisation of the planned level of savings from the new authority.

Overall Budget & Leader's Portfolio

Planning for Unitary

- The Modernising Local Government business case prepared two years ago included estimated transition costs of £16m. As the Statutory Order creating the new Unitary Authority will not give Buckinghamshire County Council the status of a continuing authority, the transition costs are likely to increase to at least £20m. The committee noted that the County Council is expected to be allocated 50% of the total Transition Cost.
- The County Council and four District Councils need to agree how to share the transition costs. The County Council had accumulated a reserve for this purpose over the past two years of £7.7m

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Recommendation - That additional monies should be added to the 2019-20 contingency budget, to supplement the current Unitary reserve of £7.7m. The Committee suggests that this additional sum could be taken from the County Council's share of additional income anticipated from the Business Rates Retention pilot, which all five Local Authorities in Buckinghamshire will be participating in.

Overall Budget & Leader's Portfolio

Presentation of the Budget

- In 2017 and 2018, the Committee highlighted a lack of clarity in budget lines which meant that it was difficult for Members and the Council Tax paying Public to fully understand the Council's plans and made effective scrutiny more challenging.
- Although the Committee welcomed the detailed budget packs with all Equality Impact Assessments and Business Units 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), Home to School transport and public transport.
- The Cabinet Member for Education and Skills observed that some of his portfolio budget lines were not clear and commented that it would be helpful for the Committee to have costs and income expressed in both gross and net terms.

Overall Budget & Leader's Portfolio

- The Committee acknowledges an increased openness and understanding of the budget by Cabinet Members in this year's Budget Scrutiny sessions, alongside an improved understanding by the portfolio Finance Directors, although this was not always clearly demonstrated in the presentation of the paperwork.
- The Committee propose a high level budget book should be produced to increase transparency for Members and the Public. The Committee Chairman requests the opportunity to meet with the S151 Officer and the Leader to discuss how the visibility of financial reporting might be improved.

Recommendation - 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, parking revenues, 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

Other Observations

- Whilst the Committee understand that the Council must produce a balanced budget and appreciate the reasons why revenue funding has been moved between portfolios to support the demand led services during the course of the 2018/19 financial year, there is concern that the forecasting of this demand in Adult Social Care and Children's Services is neither sufficiently accurate nor clearly presented.
- The Committee was pleased to note the Leader's comments that the Chief Executive's financial review at the end of 2017/18 had resulted in much closer monitoring of the Children's and Adult Social Care budgets.


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

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Priorities for the £357m capital programme for the next 4 years included:

- Education and Skills – c£100m allocated for additional School Places
 - Strategic Highways Maintenance – minimum of £15m per annum
 - Significant Transport Infrastructure – funded through the Local Enterprise Partnership and National Productivity Investment Fund bids
 - ICT – to aid Transformation Programmes in Social Care and to ensure all infrastructure is resilient and robust.
- 

Capital

- The programme was frontloaded for 2019/20 and 2020/21 mainly due to a demand for new school places and the lack of certainty on future funding streams.
- The Cabinet Member for Resources reported that income was generated through assets e.g. rental income from the investment property portfolio and the new Country Parks Visitor Building would generate income through additional car park charges and spend on site during the winter months.
- The Cabinet Member reported a small slippage on the Capital budget of 2018/19 of £10.7m. There were always risks involved with the successful and timely implementation of Capital projects, including planning delays (particularly in Schools) and securing match funding (Flood Schemes and Transportation projects). Sometimes policy changes could mean that projects included in the programme would later be withdrawn.

Capital

- The Committee question whether sufficient budget has been set aside in 19/20 and beyond to fund borrowings required to finance the S106 funding gap. Should Capital expenditure occur before S106 funding is received from the relevant developers then capital projects will need to be temporarily financed by loans – the interest cost for which should be clearly included in the revenue budget.

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Recommendation - That balance sheet and cash flow budgets should be prepared to support the capital, treasury investments, borrowing and revenue costs over the four year period.

Resources Portfolio

- The Cabinet Member reported budget pressures of **£2.6m**. Income from newly acquired investment properties and use of reserves had reduced this to **a £750k forecast overspend**. Finances had been more challenging in 2018/19 due to pressures in Property Maintenance and HR. Senior Managers were working hard to deliver a balanced budget by year end.

The main challenges and risks for the portfolio included:

- **Budget management** - minimising spending and maximising income generation opportunities. Also working to meet savings targets in the MTFP.
- **Making best use of Assets** - Property programme underway to dispose of surplus properties, undertake sensible conversion projects and manage Schools works. An unforeseen property maintenance emergency could also create pressures in the budget in future.
- **Business as Usual vs Unitary** - Resources portfolio will be heavily involved in shaping the new unitary, but staff will still need to deliver services as usual.

Resources Portfolio

Income Generation

- Members were pleased to hear that almost a third of the portfolio's budget was generated through income, particularly through the provision of services to Schools.
- The Committee heard that income had increased by £400k in 2018/19 and was particularly pleased to note that an Internal Audit service delivered by County Council staff is now being offered to Multi-Academy Trusts. The development of new offers for Schools and other clients is to be encouraged.

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Investment Properties

- The Committee welcomed the news that additional rental income from two recently acquired investment properties could be offset against the portfolio's overspend. Members would however like to gain a greater insight into the current and projected asset base and operational risks, along with the associated rental income stream.

It was therefore agreed with the Cabinet Member and Executive Director that an in-depth review of the current Investment Property Portfolio and future strategy would be scheduled for a Finance, Resources and Performance Select Committee meeting in 2019.

Resources Portfolio

Staff Sickness

- The Committee heard that staff sickness levels of 9.5% were above the local authority average (9.3%) and the Council's own target of 8.5%.
- Members would like to see HR working closely with Managers across the Council to reduce levels of sickness to below the target of 8.5% and to ensure that sickness levels are being monitored and recorded accurately.

Furthermore the Committee encourage the Cabinet Member to be mindful that uncertainty for staff around the Unitary transition could lead to an increase in sickness, therefore he should continue to monitor trends closely and ensure that support for staff is clearly signposted alongside Unitary Update communications.

Children's Services Portfolio

- The Cabinet Member reported budget pressures of **£9.3m** - mainly due to an increase in Looked After Children (LAC), placement costs, legal fees and Early Help savings being delayed. Contingencies and one off savings had been offset against this figure, reducing the forecast overspend for year end to **£4.1m**.
- Children's Services is challenging nationally. The County Council's Network reported in August 2018 that local authorities with children's safeguarding responsibilities had overspent by £816m in 2017-18 and the numbers of Looked After Children have increased significantly in English Counties, from 22,600 in 2011 to 26,000 in 2017 – a 15% increase. In addition, there had been a 35% increase in the number of children subject to a Child Protection Plan.

Children's Services Portfolio

- Locally we heard that not only is the number of Looked After Children increasing, but children often have complex issues associated with domestic violence, drug and alcohol abuse and mental health problems in their homes.

Recommendation - The Committee has concerns that the root cause societal issues driving the increase of Looked After Children may continue to grow over the coming years and therefore there is the possibility that the budgeted growth in demand may not be sufficient. It is recognised that assistance from Government may be required, in the meantime a significant contingency is recommended.

Children's Services Portfolio

- The Executive Director (ED) for Children's Services explained that following two difficult inspections, the service has reviewed cases, which has also contributed during the year to a 10% increase in children coming into care and higher legal costs this year.
- The Committee was pleased to note that the ED for Children's Services has now built a permanent senior management team of experienced and motivated individuals to lead the delivery of the Ofsted Improvement Programme.
- Children's Services play a vital role in protecting vulnerable children in Buckinghamshire. The service is demand led and has been given additional funding of £17.8m (cumulative) over the past three years to support it in its improvement journey.
- However the Committee is concerned that despite this increase, the budget has been significantly overspent each year for the past three years. Members consider that there are still areas of risk in the proposed 2019-20 budget.

Children's Services Portfolio

- In particular, the Committee believe that funding proposed for Legal fees for 2019/20 may prove to be insufficient. In 2018/19 the legal spend has been £3.3m, with a proposed budget of £2.4m for 2019/20. Whilst the Cabinet Member anticipates that legal spend will level out, the Committee believe a more realistic figure is needed.

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

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In-House Fostering and Residential Homes

- The Committee would like to congratulate the service on recruiting additional in-house foster carers, with a 26% increase reported for this financial year. Members hope to see this trend continue and this, alongside the development of new children's residential homes in the county, will support the service objective of shifting the placement mix, which will deliver positive outcomes for children whilst also reducing costs.

Health and Wellbeing Portfolio

- The Cabinet Member reported a forecast overspend of £2.3m by year end, due to an increase in demand and clients presenting with more complex needs, which in turn require more costly placements or support.
- The Committee recognise 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, the budget can be volatile, but the Committee are pleased to note that the portfolio now has a permanent Senior Management Team who have been monitoring the budget very closely this year and are also on track to deliver 92% of the savings planned for 2018/19.
- ***The Committee was concerned that there was little information to share on how the £123m on outsourcing is spent. Members anticipate that there should be a continual review of whether to outsource services or bring in house. The portfolio should understand how many people it indirectly employs, the cost structure of each contract and whether or not the current in house/outsource configuration is optimal and will remain optimal.***

Health and Wellbeing Portfolio

Despite these improvements, the budget will be overspent again this year and the Committee identified four key risk areas in the budget for 2019/20:

1. Accuracy of Demand Growth Modelling and Budget Forecasting

- The Committee has concerns about the accuracy of forecasts for demand growth, particularly in light of increased complexities of need and question whether the figures in the MTFP will be sufficient.

160 2. Better Lives Transformation Programme

- Significant savings are predicated on the success of this ambitious programme which will require individuals to be assessed and supported very differently and will need a culture change in the Council and amongst partners to ensure successful implementation. The Committee are pleased that the Health and Adult Social Care Select Committee are continuing to monitor the programme in more detail going forward.

3. Changes to Short Breaks Respite Provision

- Cabinet had recently agreed to launch a consultation on Short Breaks Respite Provision.

Health and Wellbeing Portfolio

- The proposal is to build a new respite facility on the site of the current Aylesbury Day Opportunities Centre, which would then release the Seeley's House site in Beaconsfield to generate a capital receipt.
- The Aylesbury Day Opportunities Centre would close for 12 months to facilitate construction and users of the centre would be offered access to alternative services. Members are concerned that implications for clients and other Business Units of the Council have not been fully considered and costed. Therefore assumptions around cost savings and capital receipts may not be fully delivered.

4. Sustainable Long Term Funding

- Delays with the Adult Social Care Green Paper combined with Better Care Funding due to end in 2020 means there are major uncertainties about the long term funding for Adult Social Care, whilst demand continues to increase.

Recommendation - That the Health and Wellbeing contingency should be reviewed to ensure that it offsets the key risk areas identified by the Committee. A significant contingency is recommended.

Education & Skills Portfolio

The Cabinet Member reported a forecast overspend of £1m for 2018/19 year end. Key pressures on the budget were support for children with Special Educational Needs & Disabilities (SEND) and Home to School Transport.

The key challenges for the portfolio included:

- **Demographic changes** - providing sufficient school places, including pre school. Capital programme will provide approximately 6,500 additional school places by 2022, with an average cost of £20k per Primary place and £28k per Secondary place.
- **Reducing costs of the Home to School Transport** – by maximising use of public transport services and offering independent travel training where appropriate. Public Consultation on proposed policy changes had just ended and a decision would be considered by Cabinet in March 2019. The Committee noted the delay in the achievement of past savings targets and regret the consequent adverse impact on the 19/20 budget.
- **Increased emphasis on preventative agenda for SEND** - to identify children's issues earlier, offer more targeted support in mainstream/special schools and reduce the number of placements in more costly specialist provision, often out of county.

Education & Skills Portfolio

SEND Pressures

- There is a national trend of increasing numbers of SEND pupils – although it was noted that Buckinghamshire’s 3.3% of pupils on an Education, Health and Care Plan (EHCP) is above the national average. This has put pressure on both the local authority budget and the Direct Schools Grant (DSG), where the High Needs Budget is overstretched. The Council continues to lobby Government for additional funding.
- Locally there has been an 84% increase in the number of children with EHCPs for Autistic Spectrum Disorders (ASD) in the last 5 years, which can require costly specialist support. In addition to focussing on early intervention, officers are also working closely with mainstream and special schools in the county, to develop provision to meet the changing needs of the cohort.
- The Committee recognise the complexities and key pressures in the budget but the Cabinet Member and his team, clearly explained plans that are in place to manage demand and it is hoped that reorganisation, a more preventative approach and changes to Home to School Transport policy will begin to deliver savings from 2019/20.

Education & Skills Portfolio

Skills

- As last year, the Committee found it difficult to ascertain what budget was allocated to the Skills area and request that in future, a separate budget line should be included, with an explanation of the activity this supports to encourage a thriving economy in Buckinghamshire.
- It was also noted that Adult Learning is funded by grant of approximately £3.5m but enrolments to courses are low. The Committee suggests that a robust marketing campaign should be launched to publicise Adult Learning opportunities and maximise the number of people signing up to develop their skills for the future.

The Committee would like to congratulate the service on progress made in the area of Permanent Exclusions. We heard that permanent exclusions in 2018 had reduced to 0.01% in Primary, 0.05% in Secondary and 0 in Special Schools – this is very positive news.

Community Engagement & Public Health

The Cabinet Member reported that his portfolio was forecasting an overspend of £68k for 2018/19, but he was hopeful that it would break even by year end.

The portfolio is very wide-ranging and priorities for next year include:

- Partnership Working – key to the holistic prevention agenda and improving outcomes for residents
- Public Health - keeping people healthier and independent for longer
- Community Safety – delivering the Community Safety Plan with partners, including tackling crime, trading standards, domestic violence and radicalisation

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In 2018, the Committee heard that Government planned to link Public Health funding to Business rates from 2020. Due to delays in Business Rate Retention planning, we are now told that Public Health has no confirmed funding stream from 2020. This is the biggest financial risk for the portfolio. We hope that Government funding plans will be revealed shortly so that the preventative agenda can continue to be adequately supported locally.

Community Engagement & Public Health

Members were concerned that this relatively small portfolio was still having to make historical MTFP savings to compensate for overspending in other areas of the Council. It is important to recognise that the preventative work of Public Health and Communities can contribute to a reduction in demand for other statutory services.

Libraries

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- The Committee commend the Council's continued support to Community Libraries and would endorse a more ambitious approach to increasing volunteer capacity right across the library service. It is also hoped that the transition to Unitary might enable plans for future savings in this area, such as reduced library opening hours, to be revisited.
- The Community Hub model set out in the Modernising Local Government business case envisaged libraries playing a key role in community engagement and delivery of a wider range of services for residents.
- The Committee also welcome the news that a grant of £150k over three years has been recently secured to develop libraries as venues for cultural activities.

Community Engagement & Public Health

NHS Health Checks 40-75 years

- The Committee discussed the performance indicator for uptake of invitations to attend an NHS Health Check which was low. We heard that due to reorganisation locally and competing priorities in Primary Care, not all surgeries had actively promoted this programme and there were many reasons why individuals might decide not to attend.
- Members hope that this indicator will improve through increased engagement with GPs and also potentially with larger employers who might permit staff to have checks at their place of work. Consideration should also be given to using community facilities such as libraries, as possible venues to push the Health Checks programme out to those who are eligible.

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Income Generation

- The Committee would also encourage the portfolio to fully develop all avenues for increasing income generation, e.g Registrars, Trading Standards

Planning & Environment Portfolio

The Cabinet Member reported a forecast underspend of £1.4m at year end and the portfolio had continued to deliver and in some areas exceed, the income targets already built into the MTFP.

- The biggest challenges for the portfolio in the coming year included:
 - Reconfiguration of Household Recycling Centres (HRCs) and introduction of charging for some categories of Waste
 - Housing growth
 - An increasing population and demand for services
 - Careful management of Capital programme including Flood Defence schemes, Rights of Way, Biowaste and Country Parks Visitor Centre.

The Committee is concerned that a combination of HRC sites closing alongside the district council's decision to remove recycling facilities in public car parks, could lead to an increase in fly-tipping in the County.

Unitary will present an opportunity for more joined up thinking on Waste. Members hope that the Cabinet Member has set aside sufficient funds to address any increase in fly-tipping that might occur.

Planning & Environment Portfolio

Presentation of Budget

This portfolio's budget is clearly well-controlled and managed and is supported by proactive income generation from a number of different sources. However this was not immediately apparent to the Committee from the paperwork presented.

- There appeared to be some anomalies, e.g the income from the Agricultural Estate is shown in the Planning & Environment budget but the associated assets are held by Resources.
- Members welcome the news that the EfW plant has generated additional income to that projected in the original business case. However it was again very difficult for Members to gain an understanding of this from the budget spreadsheets and we would request that in future there is more transparency/visibility.

To this end, the Committee request that in future years a separate Profit/Loss statement for the EfW Plant is provided.

Transportation Portfolio

At the end of Quarter 2, the portfolio appeared to be slightly over budget but the Cabinet Member reported a small forecast underspend of £70k by year end.

The key challenges for the portfolio included:

- The public's perception and satisfaction with road maintenance – this year's Plane and Patch programme had been very well-received but demand remained high.
- ¹⁷⁰ • Funding to keep up with the pace of Growth and demand – over the past 10 years the revenue budget had essentially remained static, whilst the asset had grown by 10%.

Customer Experience

- It was acknowledged that the 'Fix My Street' app was working well, but feedback to customers after reporting a problem remained inconsistent. The Committee agreed with the Head of Growth Strategy & Highways' comments that improvements are needed in this area and would encourage training for staff to ensure that expected standards for responses are clearly understood.

Transportation Portfolio

Members' Highways Small Works Allocation

- Following reductions to Local Area Forum budgets and the Community Leader's Fund Allowances in recent years, the Committee was **very** disappointed to also see a reduction in the Members Highways Small Works Allocation for 2019-20.

Whilst the Committee understand that it is increasingly difficult to find savings in the budget year on year, reductions in these three areas mean that there is a declining level of discretionary spend available for local members and the Members' Highways Small Works in particular, had often generated high levels of customer satisfaction from residents.

Capital – Strategic Highway Maintenance

- The Committee noted the consistent £15m per year allocation for Strategic Highways Maintenance.

Recommendation - That a minimum 5% per annum uplift should be applied to the Strategic Highways Maintenance capital budget line to take into account inflation, growth of the asset and impact of increased traffic on the highways.

Transportation Portfolio

Gully Cleansing and Weed Management

- The Committee has previously recommended that there should be an increased spend on gully cleansing to prevent further damage to the highway during flood conditions and last year, we also recommended some additional investment in a programme of weed management, to similarly help to preserve the quality of footways in the County.
- 172 • Members were therefore disappointed to learn that this additional investment has been removed from the budget for 2019/20 and believe that this decision should be revisited.

Recommendation - That the additional funding for gully cleansing and weed management which had been added into the budget as a result of Budget Scrutiny recommendations over the past two years, should be maintained. This will prevent further decline of the asset and should be viewed as an 'invest to save'.

Transportation Portfolio

Street Lighting

- The Committee are aware that the Transport, Environment and Communities Select Committee undertook a review of Street Lighting in September 2018. It was reported that complaints on Street Lighting had declined (although this could have been a seasonal trend) but some performance targets related to maintenance and replacement of lighting columns had not been met.
- The Cabinet Member reported that complaints about Street Lighting had increased - this correlated with Members' experience in their own divisions. Members believe that this asset is not being managed effectively and are concerned that the numbers of permanently damaged columns, stumps and defective luminaires reflects badly on the Council. We are aware that a Capital bid was submitted as part of the MTFP process.

Recommendation - That a Street Lighting Survey should be undertaken to establish the location, ownership and condition of all columns in the County, including an assessment of the current status of all lights. In addition, if a further £2m could be funded from within the Capital envelope, this should be added to fund an acceleration of Column Replacement works. The use of smart technology should also be investigated.

Transportation Portfolio

Presentation of Budget

Again, the Committee found some elements of the Transportation budget lacked visibility.

- An increased understanding of the key elements of the costs of the £21.5m Transport for Buckinghamshire (TfB) contract, e.g. plane & patch, potholes, average cost per pothole, staffing, FTE, leasing costs, gritting etc needs to be shared with Members in order that meaningful questions can be asked in future.
- The Committee was surprised to learn during questioning that £9m was spent on Concessionary Bus Fares, as this was not at all clear in the Budget spreadsheets. A great deal of attention had been paid to Home to School Transport but considerably less to this area. It was suggested that the two bus transport areas might be combined in future reporting.

Unitary Opportunities

The transition to Unitary provides an opportunity for a wholesale review of management reporting methods to improve visibility, which will enhance both management control and member scrutiny.

Financial Accounting

- We acknowledge that the Council is not a business but it needs to be more business-like in the way that it prepares it's in year management accounts. The 2018 recommendation that the Council prepares it's management accounts on an accruals basis should not be forgotten – it is recommended that the new council prepare it's in year management accounts on an accruals basis from day one. It should be noted that one District Council already prepares it in year management accounts on an accruals basis.

Financial Variance Reporting

- It appears from quarterly BCC outturn reports that variances over £1m are explained in the notes to the revenue summary by portfolio whereas at District level the cut off is £100k. It is proposed that more detail is explained in the new authority outturn reports from day one - £500k is recommended for former county front line services and £100k for all other former county and district portfolios.

Unitary Opportunities

- **Capital** - The new Unitary Authority, when operational, will provide the opportunity for planning capital programmes over a longer period of time than the current four years. In light of the Growth Agenda and the inherent long-term nature of infrastructure investment, consideration should be given to structural planning periods of 10 years.
- **VFM Contract Review** – Opportunity to review major contracts and to take stock if outsourcing remains the most cost-effective method of service delivery or whether services could be better delivered in-house.
- **Examine the possibility of revisiting some of the savings proposals in this MTFP (2021 & beyond)**, e.g reduction in library opening hours.
- **Opportunities for realising synergies across County & District responsibilities** - e.g. Waste and areas such as Street Cleansing and Highways works.

Future Budget Scrutiny

The Committee would like to see continued detailed Budget Scrutiny in the new Unitary Authority.

The format of questioning each individual Cabinet Member has been effective and holding public meetings, which are also webcast, provides an opportunity for residents of Buckinghamshire to understand how their Council Tax monies are spent. Members would like to encourage continued public engagement in the process.

In future, it would be helpful for Members to have the following supporting information:

- Increased transparency/visibility across all portfolios – The Committee recognise that portfolio areas and cost centres are likely to be realigned, which may improve this visibility.
- An Organisation Chart for each portfolio with details of costs and FTEs
- Separate P&L for the EfW Plant
- Separate P&L for other specifics such as commercial lettings

Buckinghamshire Business Group

Mr Richard Ambrose
Director of Finance and Procurement
Buckinghamshire County Council
County Hall
Walton Street
Aylesbury
Bucks
HP20 1UA

30 January 2019

Dear Richard

BUCKINGHAMSHIRE COUNTY COUNCIL BUDGET PROPOSALS 2019/20 TO 2022/23

Many thanks for your detailed presentation and the supporting papers on Buckinghamshire County Council's budget proposals 2019/20-2022/23, provided at the Buckinghamshire Business Group meeting last week.

As agreed at the meeting, I am writing to provide formally the response from the business representative organisations and independent businesses that form the Buckinghamshire Business Group (BBG).

The business representatives note that budget proposals have been prepared prior to announcements being received on the new unitary authority to be created in Buckinghamshire and recognise there will be work required in the future to aggregate County and District Councils' figures from April 2020 onwards. All five Local Authorities will need to deliver identified savings to enable the new authority to start on a good footing and the business community will be keen to see these savings being made, particularly in view of the costs to be incurred through TUPE, novation of contracts and transfer of assets.

Business representatives recognise the continued pressures around Children's and Adults' Social Care budgets and acknowledge the significant risks associated with these budgets, particularly Children's Services where Buckinghamshire, like many other areas, overspent in the last year. BBG members are content that Buckinghamshire County Council are taking active steps to manage social care budgets through a portfolio of measures including insourcing (BCC owned facilities) and prevention (eg early intervention to prevent children being taken into care), and that the county continues to try and increase foster carer numbers.

BBG members are delighted to hear that it has been confirmed recently that Buckinghamshire will become a pilot for the new Business Rates Retention scheme, with an anticipated benefit across Buckinghamshire Local Authorities of £7m in 2019/2020. It is understood these figures are unpredictable and relate to the success of businesses locally in the coming year, and that benefit gained is to be spent on the growth agenda (infrastructure, connectivity, etc) and providing financial sustainability.

BBG members are happy to see continued capital investment in highways improvements, with significant budgets being set aside for strategic road maintenance and addressing potholes; support for East West Rail, and other infrastructure projects; all of which will benefit Buckinghamshire's connectivity and enable growth.

BBG members commend the council's continued work towards financial stability and the measures being taken (eg investment into real estate to create an income stream) to mitigate budget cuts, and understand the council deploys due diligence procedures as part of the risk assessment undertaken on intended investments.

The business community recognises the housing growth taking place in the county which has been considered in estimating council tax receipts, and also recognises that for this additional income there will be associated additional costs; not least in providing additional school places, a significant element of which will be reliant upon section 106 contributions from developers.

BBG members acknowledge the difficulty in preparing a budget when there are significant unknowns relating to continued Government funding on, for example, the Adult Social Care Precept, the impact of the Spending Review in terms of Local Authority grants, and the establishment of the new Buckinghamshire Council; and commend the council on the budget presented and the work being undertaken to ensure financial security.

Yours sincerely



Adam Stronach
Chairman
Buckinghamshire Business Group

cc: Rachael Shimmin, Chief Executive, Buckinghamshire County Council

County Council



Treasury Management Strategy

Thursday 21 February 2019

Report from Cabinet Member for Resources

Purpose of this Report

1. The purpose of this report is for the Council to consider the Treasury Management Strategy Statement for 2019/20.

Background

2. Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
3. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

Main section

4. The Treasury Management Strategy Statement for 2019/20 is attached as Appendix 1. Investments held for service purposes or for commercial profit are considered in a different report, the Capital and Investment Strategy.
5. The Council may invest its surplus funds with any of the counterparty types in the following table.



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
None	n/a	n/a	£10m 25 years
Pooled funds		£25m per fund	

6. The table below summarises the proposed investment limits for 2019/20 which are the same as the current strategy for 2018/19 apart from the Money Market Funds where the total has increased from £50m to £75m to allow headroom for investments in Money Market Funds where it is anticipated that there could be short term increases in cash balances depending on the timing of arranging borrowing and completing potential commercial property acquisitions.

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
AAA sovereign rated foreign countries	£20m per country
AA+ sovereign rated foreign countries	£10m per country
Money Market Funds	£75m in total

7. The MRP section and capital prudential indicators are now reported in the Capital and Investment Strategy so that all capital related elements are included in one report.

Recommendation

Council is asked to:

- | 1. **Approve the Treasury Management Strategy Statement.**

CABINET MEMBER FOR RESOURCES

Appendix 1 – Treasury Management Strategy Statement for 2019/20

Treasury Management Strategy Statement 2019/20

Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Capital and Investment Strategy.

External Context

Economic background: Following a weak reading in the first quarter of 2018 attributed to weather-related factors, UK GDP growth rebounded in the second quarter to 0.4%, but at an annual rate of only 1.2% this remains below trend. As economic growth had evolved broadly in line with its May Inflation Report forecast, the Bank of England's Monetary Policy Committee (MPC) voted unanimously for a rate rise of 0.25% in August, taking Bank Base Rate to 0.75%. In December 2018 the MPC maintained Bank Rate at 0.75% while the Inflation Report showed that compared to the August report further interest rate increases may be required to bring inflation down to the 2% target over the forecast horizon.

Credit outlook: The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ringfencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ringfenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ringfenced banks generally being better rated than their non-ringfenced counterparts.

The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The Bank of England did not require any bank to raise additional capital.

Interest rate forecast: Following the increase in Bank Base Rate to 0.75% in August 2018, the Council's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly.

Current Portfolio Position

The Council's treasury position as at 31 December 2018 is summarised overleaf.

	31 Dec 2017 £m	31 Mar 2018 £m	30 Sept 2018 £m	31 Dec 2018 £m
Borrowing:				
PWLB*	-117.2	-102.1	-150.0	-244.1
LOBO#	-78.0	-78.0	-30.0	-30.0
Temporary Borrowing	-40.0	-32.0	-45.0	-28.0
Accrued Interest	-1.1	-1.1	-1.0	-2.4
Gross Borrowing	-236.3	-213.2	-226.0	-304.5
Treasury Cash:				
Money market funds	17.1	15.3	4.8	37.0
Property fund	5.0	5.0	5.0	5.0
Gross Cash	22.1	20.3	9.8	42.0
Net Cash / (Borrowing)	<u>-214.2</u>	<u>-192.9</u>	<u>-216.2</u>	<u>-262.5</u>

*PWLB Public Works Loans Board. 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.

#LOBO Lender Option Borrower Option. 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.

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

	2017/18 £m	2018/19 £m	2019/20 £m
Interest paid on loans	8.3	8.5	8.3
Interest income	0.4	0.4	0.4

The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

Borrowing Strategy

The Council currently holds £304.5 million of loans as part of its strategy for funding previous years' capital programmes, £10.6m will be repaid to the PWLB in February 2019. The amount borrowed has increased in recent years due to the acquisition of commercial properties. Following advice from the Council's treasury management advisors, the Council arranged £20m long terms loans in December 2018 with the intention of reducing the temporary borrowing requirement. Consequently cash balances and total borrowing values have increased temporarily until the temporary borrowing arrangements mature. The Council may arrange up to £30m long term loans in 2019/20 to replace current temporary borrowing, subject to advice from our treasury management advisors. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £435 million.

Objectives: The Council's chief 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 flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy: The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much

lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow further short-term loans to cover unplanned cash flow shortages.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except the Buckinghamshire Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- sale and leaseback

The Council has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

LOBOs: The Council holds £30m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. £15m of these LOBOs have options during 2019/20, and although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and variable rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Investment Strategy

The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £5m and £45 million, and similar levels are expected to be maintained in the forthcoming year.

Objectives: The CIPFA Code 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 Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative interest rates: If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Base Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and very low returns from short-term unsecured bank investments, the majority of the Council's surplus cash remains invested in money market funds. This diversification represents a continuation of the current strategy.

Approved counterparties: The Council 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.

Approved investment counterparties and limits

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	£10m	£5m

	2 years	3 years	5 years
A	£5m 13 months	£10m 2 years	£5m 5 years
A-	£5m 6 months	£10m 13 months	£5m 5 years
None	n/a	n/a	£10m 25 years
Pooled funds		£25m per fund	

This table must be read in conjunction with the notes below

Credit rating: Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

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. See below for arrangements relating to operational bank accounts.

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 higher 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.

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 generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Pooled funds: Shares or units 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.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council 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 Council's investment objectives will be monitored regularly.

Operational bank accounts: The Council may incur operational exposures, for example through current accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in. The Bank of England has stated that in the event of failure, banks with assets greater

than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Other information on the security of investments: The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Investment limits: The Council's revenue reserves available to cover investment losses are forecast to be £110 million on 31st March 2019. In order that no more than 10% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £10 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

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
AAA sovereign rated foreign countries	£20m per country
AA+ sovereign rated foreign countries	£10m per country
Money market funds	£75m in total

Borrowing Prudential Indicators

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Borrowing	Estimate	Years 1, 2 and 3	£000	390,000	425,000	450,000	370,000	370,000
Capital Financing Requirement			£000	470,267	468,208	518,167	529,897	445,242

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Authorised limit (for borrowing) *	Estimate	Years 1, 2 and 3	£000	390,000	435,000	460,000	380,000	380,000
Authorised limit (for other long term liabilities) *	Estimate	Years 1, 2 and 3	£000	10,000	10,000	10,000	10,000	10,000
Authorised limit (for total external debt) *	Estimate	Years 1, 2 and 3	£000	400,000	445,000	470,000	390,000	390,000

* These limits can only be breached with the approval of the full Council to raise them

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Operational boundary (for borrowing)	Estimate	Years 1, 2 and 3	£000	360,000	405,000	430,000	350,000	350,000
Operational boundary (for other long term liabilities)	Estimate	Years 1, 2 and 3	£000	7,500	7,500	7,500	7,500	7,500
Operational boundary (for total external debt)	Estimate	Years 1, 2 and 3	£000	367,500	412,500	437,500	357,500	357,500

Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A

Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling one month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within one month	£10m

Interest rate exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
------------------------------	-------

Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	-£23,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£23,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

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

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	25%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	20%	0%
5 years and within 10 years	25%	0%
10 years and above	70%	25%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal sums invested for periods longer than a year: 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. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£10m	£10m	£10m

Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

Financial Derivatives: 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). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

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, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Markets in Financial Instruments Directive: The Council has opted up to professional client status with its providers of financial services, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Director of Finance and Procurement believes this to be the most appropriate status.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Director of Finance and Procurement, having consulted the Cabinet Member for Resources, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

County Council



Capital and Investment Strategy

Thursday 21 February 2019

Report from Cabinet Member for Resources

Purpose of this Report

1. The Council's Capital Strategy has been updated in line with the revised CIPFA Prudential Code for Capital Finance in Local Authorities (Prudential Code) issued December 2017, which was also supported by guidance from the Ministry of Housing, Communities and Local Government (MHCLG) February 2018. There is a new requirement for an Investment Strategy and this has been incorporated into the Capital Strategy to create a Capital and Investment Strategy. The Strategy has been recommended for approval by Cabinet at its meeting on 10th December 2018 and is included at Appendix 1.

Background

2. The Council's Capital Strategy has been updated to reflect the December 2017 revised Prudential Code and the guidance issued by MHCLG in February 2018. This includes incorporating the new requirement for an Investment Strategy to form a Capital and Investment Strategy for the Council.
3. The Capital and Investment Strategy is required to be approved by Full Council, but the Treasury Management Strategy will no longer need to go onto Council after this financial year as it can be delegated to another Committee.
4. The strategy covers all capital investments, including the acquisition of investment properties, and focuses on the delivery of local policy objectives and the locally determined risk appetite.
5. The Capital and Investment Strategy is a key document given the current environment that all local authorities are operating within. There is little funding certainty from Government which puts pressure on existing assets in good order and it is important to strike an appropriate balance between revenue and capital and the short and long term requirements of the Council.



6. This is at a time when there is also the potential of a huge growth agenda and leveraging our assets in order to maximise an income stream is critically important to ensure that we have the resources to support growth and protect front line services. There is an important balance between public accountability and commercial confidentiality in this climate and this strategy goes a long way to set out the Council's priorities and aspirations.
7. There is a major new section on commercial investments in the strategy in order to meet the new Investment Strategy requirements. The service/portfolio specific priorities and requirements are included in a separate appendix to the strategy and is necessarily draft as it reflects the current draft capital programme, which is currently going through the formal Medium Term Financial Plan (MTFP) approval process.
8. The Minimum Revenue Provision (MRP) section and capital prudential indicators has been brought in from the Treasury Management Strategy so that all capital related elements are contained within the Capital and Investment Strategy.
9. Some draft performance indicators have been included as required by the MHCLG guidance.

Recommendation

Council is asked to:

- | **1. APPROVE the Capital and Investment Strategy.**

CABINET MEMBER FOR RESOURCES

Appendix 1 – Capital and Investment Strategy

Buckinghamshire County Council **Capital & Investment Strategy**

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1. Purpose of the Capital Strategy

- 1.1 The main purpose of the Capital Strategy is to define how the Council will maximise the impact of its limited capital resources to deliver its key aims and priorities. It must consider future capital investment needs, especially in relation to the growth agenda and ensure the maximum impact of those investments.
- 1.2 In seeking to do this the Council will have regard to its statutory obligations within the context of a changing operational environment, the longer term impact of its decisions, the delivery of value for money and the risks associated with any particular course of action.
- 1.3 The strategy is designed to fully comply with the Prudential Code of Practice for local authority capital investment which has recently been revised by the Chartered Institute of Public Finance and Accountancy (CIPFA) in parallel with revised guidance to local authorities from the Ministry of Housing, Communities and Local Government (MHCLG). The main purpose of the Code is to ensure that capital investment proposals are affordable, prudent and sustainable.
- 1.4 By the very nature of capital investment it is necessary that this strategy takes a longer term view. However, the strategy also focusses on the medium term to fit in with the Medium Term Financial Plan (MTFP), the latest version of which covers the period 2019 – 2023. This includes the Capital Programme for the same period.
- 1.5 This strategy is underpinned by a number of other strategies and plans. In particular the longer term view needs to have regard to the Growth Strategy and the related [Buckinghamshire Strategic Infrastructure Plan](#) (BSIP). The Council holds a wide range of assets, but two major classes of assets in particular for which it needs to have regard in maintaining their integrity. To this end there is a [Property Asset Management Plan](#) (PAMP) and a [Highways Asset Management Plan](#) (HAMP). There is also a [Technology Service Strategy](#) to guide investment in that increasingly significant asset class.
- 1.6 Following revisions to the Prudential Code and guidance from MHCLG in February 2018 this Strategy includes the Investment Strategy and needs to be read in conjunction with the [Treasury Management Strategy](#).

2. The Context of the Capital Strategy

2.1 The Council's Aims and Priorities

- 2.1.1 The Council's aims and priorities are set out in the [Strategic Plan](#), the latest version of which covers the period 2017-20, although the underpinning service delivery plans are refreshed annually.

The priorities set out in the Strategic Plan are:

- Safeguarding our vulnerable
- Creating Opportunities and Building Self Reliance
- Ensuring Buckinghamshire is Thriving and Attractive

2.1.2 Of course, all that the Council does is set within a legislative context, so that meeting its statutory obligations is a key component determining the actions it takes. In the context of the capital strategy examples of the statutory requirements are the need to provide sufficient school places, to maintain the highway infrastructure to certain standards and to provide suitable disposal facilities for waste.

2.2 Growth and Demographic Change in Buckinghamshire

2.2.1 The population of Buckinghamshire is constantly changing and the County Council needs to take account of these changes in planning its future service provision. The County Council in partnership with other agencies, the Local Enterprise Partnership in particular, has responsibility for facilitating the infrastructure to promote economic growth. Current local plans indicate housing growth in Buckinghamshire of around 46,000 by 2033 leading to a population increase from c. 541,000¹ to 635,000. Recent indications from Government set expectations much higher than that, suggesting housing growth of 61,000 by 2033 and a further 42,000 by 2050. This would mean the population of Buckinghamshire growing by just over 50% between now and 2050 and may be larger still if Buckinghamshire need to pick up growth targets from neighbours unable to hit their own targets. This level of growth not only has implications for new infrastructure, but also for the wear and tear on existing infrastructure.

2.2.2 Beyond the current confirmed plans for housing growth there are many pressures in the system to go further as indicated by the Government figures mentioned in the previous paragraph. The County Council and its partners are already promoting a major development at the “Woodlands” site in south east Aylesbury. The Government has been keen to push forward housing growth through the concept of Garden Towns and the Council has submitted a Housing Infrastructure Fund (HIF) Forward Funding bid for around £200m to create the infrastructure to support these plans.

2.2.3 Notwithstanding the overall growth in the population the nature of the population is also changing. Buckinghamshire already has one of the highest rates of increase in people aged over 85 of all county areas in the country. The diversity of the ethnic and socio-economic make-up of the county is also increasing. These changes are likely to increase the demand on a range of public services, particularly care services. This too will need to be factored into the longer term planning of service provision.

2.2.4 The location of Buckinghamshire also creates a unique set of circumstances which impacts on economic development and other infrastructure demands which are likely to have capital implications. The high speed rail line (HS2) will run through the county and have significant knock-on impacts. The proximity of the south of the county to London and Heathrow Airport is likely to place an increased burden on transport infrastructure. The north of the county lies at the heart of plans to link Oxford and Cambridge with both an East-West Railway and major new highway. Few of these plans are yet firm, less so how they will

¹ ONS Mid-year estimate 2018

be funded, yet the direction of travel is clear, so they cannot be ignored by this Capital Strategy, albeit presents a challenge to plan with certainty.

2.3 Changes in Technology

2.3.1 As well as changes to the profile of the population, developing the economy needs to reflect changes to the way we work and better still to reflect the way we will work in the future. The pace of change in technological advancement appears to get ever faster, so keeping up with these changes presents a range of challenges.

2.3.2 The Council has a role in putting in place, or at least facilitating, enabling infrastructure. A good example of this currently might be the developing market in electric vehicles that need a more comprehensive network of charging points. However, as is often the case with emerging technologies there are a number of different options available, so identifying which particular solution to support is a key challenge if capital investment is not to be wasted.

2.3.3 By contrast the economic development role the Council plays may need to facilitate experimentation, such as creating space for start-up businesses in emerging technologies. The very nature of this means that there is likely to be a fair degree of failure and the Council needs to determine the degree of risk it is prepared to take and the mitigations that can be put in place.

2.4 The Changing Public Sector Landscape.

2.4.1 The Secretary of State announced on 1st November 2018 that a single unitary council for Buckinghamshire would be established to replace the current County Council and four District Councils. A key workstream in creating the new council will be the review, rationalisation and re-profiling of the local government estate in Buckinghamshire.

2.4.2 Over and above the asset requirements of the new unitary authority, there are other pressures in the existing system likely to lead to change. All public sector bodies are under financial pressure as well as there being a need to offer the public a more coherent means of accessing services, and the One Public Estate (OPE) project aims to achieve the rationalisation of publicly held assets. Also as part of this property rationalisation and in order to facilitate a more coherent service offer to the public the Council is promoting the creation of Community Hubs to bring access to a wide range of services into a single location.

2.4.3 Those financial pressures on local authorities, caused in large part by huge cuts in Government grant funding, but also significant increases in demand for services, lead to the exploration of alternative sources of income. This in turn prompts consideration of investment in assets which can support the generation of additional income. This might mean investing in existing assets to facilitate their use to create income streams. It may also mean investing in assets purely, or significantly, for the purposes of making a return.

3 Capital Investment Objectives

- 3.1 The key objectives of capital investment will be to:
- Support service delivery in line with the Council's strategic objectives
 - Facilitate the generation of income, be that from commercial assets held predominantly for their rental yield, or service based assets capable of generating income as a by-product.
 - Enhance value for money by helping to reduce or avoid costs
 - Support economic development and the wider growth agenda
- 3.2 Where assets are held by the Council that do not fall into the above categories the Council will aim to dispose of such assets. However, it will seek to maximise the return in doing so and therefore will on occasions hold assets awaiting favourable market conditions. The retention of assets in this way will require an explicit decision to do so.
- 3.3 As well as the key objectives set out in 3.1 above there will also be regard for the following:
- Meeting legislative requirements, such as school place planning requirements, or health and safety.
 - Maximise community benefits, working in partnership with other agencies.
 - Ensure that investments are affordable and sustainable.
 - Safeguard the on-going integrity of existing assets (property, highways, ICT, etc.) ensuring they remain fit for purpose, including reducing the maintenance backlog.
 - Be forward looking in terms of investing in future technologies and recognising societal behaviour patterns and not the ways of the past.
 - Ensure, where appropriate, that investments are in line with the Property Asset Management Plan, the Highways Asset Management Plan and the 'Smarter Buckinghamshire' technology strategy
- 3.4 Based on the above objectives it is envisaged that capital investment will fall into three main categories:
- Assets owned by the Council to support the direct delivery of services by the Council itself.
 - Assets owned by the Council to support the delivery of services by third parties where there is a strategic need/advantage in continuing to own the assets.
 - Assets held for a financial return to support the financial resilience of the Council.
- 3.5 In addition the Council may on occasions make capital investments in assets owned by third parties where doing so facilitates the delivery of Council objectives, or legislative requirements.

4 Key Areas for Investment

4.1 Given both the Capital Investment Objectives and the Corporate Priorities described above the following list, whilst not necessarily exhaustive, describes key areas where one might expect to see investment directed.

- Structural Maintenance of Highways Infrastructure.
- Structural Maintenance of Properties in which the Council has a continuing interest, including schools within the local authority family of schools.
- Meeting the statutory requirement to provide school places for all primary and secondary age children.
- Investment to increase availability of specialised accommodation to meet needs of increasing numbers of highly vulnerable adults and children.
- Assets which facilitate community involvement in services which meet corporate objectives.
- New infrastructure such as roads and schools to support the growth in housing.
- Investments that facilitate Economic Development in the County.
- ICT Infrastructure, both to facilitate modern service delivery from the Council and within the local community, e.g. Broadband connectivity across the community.
- The re-design/re-configuration of assets or services that permit lower on-going revenue costs, or halt a trend of increased revenue costs.
- New or enhanced existing assets that allow a secure revenue income stream to the Council.
- Assets that help the Council meet sustainability targets, such as reduced energy consumption/CO₂ emissions, reduced waste disposal via landfill and flood defence.
- Assets which facilitate easier access to services, including the Council's website.
- Assets which facilitate service improvements provided that these are identified corporate priorities and are financially sustainable on an on-going basis.
- Assets that facilitate the release of other assets, where the net effect is an increase in value to the Council.

4.2 Given that resources are limited it would not be expected that investments will be made in the following, although there might be exceptional circumstances that dictate otherwise.

- Assets which facilitate service improvements, but that are not corporate priorities.

- Assets which result in increased revenue expenditure unless meeting other key priorities.
- Assets that lead to an adverse environmental impact created by the Council unless this is unavoidable in achieving a statutory requirement, or Strategic Plan objective.
- Assets where the risk exposure exceeds the probable benefits.

5. Investments for a Return

5.1.1 Beyond those investments for cash management purposes and for service enhancement the Council may also make investments, with a range of economic and social objectives in mind, but with a key element being on making a return on the investment. It is these types of investments which are the focus of this section of the Strategy.

5.1.2 It must not be forgotten that the Council is an organisation heavily governed by statute and that it is not a commercial organisation with the purpose of making a financial return for shareholders. Nonetheless like any organisation it does need to fund its activities and with more traditional funding sources, such as government grants, substantially decreasing and local taxation being heavily constrained by central government rules, there is a need to look to more innovative ways of generating income, the financial return on investments being one such approach in addition to other intangible social and regeneration benefits these investments can yield.

5.1.3 Recognising the Council's core objectives to support its local community there may be a range of further objectives beyond a simple financial return that the Council seeks when making investments and in so doing may accept a lower rate of financial return in order to achieve, or facilitate these other objectives. Examples of this might be to promote local economic development, or to support partner organisations. The remainder of this section seeks to set out the nature of investments the Council will engage in and the circumstances in which it will do so.

5.2 Financial Investments

5.2.1 Financial Investments can fall into three categories, as defined by the Statutory Guidance issued under section 15(1)(a) of the Local Government Act 2003: Specified Investments; Loans and; Non-specified Investments.

5.2.2 Specified and non-specified investments are only likely to be undertaken on either a short, or a long term basis as part of managing the council's cash flows and are therefore covered by the [Treasury Management Strategy](#) rather than here.

5.2.3 Loans may also be used for treasury management purposes, but where they are used in support of service delivery objectives this is covered by the [Loans and Guarantees Financial Instruction](#).

5.3 Non-Financial Investments

5.3.1 For the purposes of this strategy a non-financial investment is a non-financial asset held by the authority primarily, or partially to generate a surplus. This might be through an anticipated appreciation in the capital value of the asset, or by way of delivering a regular income stream, or a combination of both. However, in the current financial climate the emphasis is likely to be on assets that generate a regular income stream.

5.3.2 Although the Council remains open minded to consider a range of opportunities the high likelihood is that non-financial investments will involve property assets. Chosen carefully, property offers the opportunity for a higher yield and less volatility than financial investments, however, it is an illiquid asset and carries with it the inherent risk of being unable to respond quickly enough to changes in market conditions.

5.3.3 The recommendation of the council's expert property advisors is that the council should aim to have an investment portfolio of in the region of £250m in the long run, in order to achieve a suitably balanced portfolio of asset classes, locations, etc. so that risks are spread. A portfolio of this size at a yield of 6% would produce a gross revenue income stream of £15m p.a. and an anticipated net income stream of at least 1.5% (or £3.75m p.a.). This may vary according to loan rates available to the Council at the time of acquisition.

5.3.4 When selecting suitable properties in which to invest the Council will have regard to the following criteria:

- Lot size to ideally be within a range of £5m to £30m. Exceptions can be made for high value strategic purchases.
- Target rate of return for the portfolio is an average (i.e. the yield as measured across the Council's entire commercial property portfolio) running yield of **6.00%** for the entire portfolio, after the deduction of purchaser's costs, with a minimum expected yield per property of 5.00%. The yield is calculated before allowing for the cost of any borrowing necessary to finance the purchase of the asset.
- Lease length, or the average of lease lengths if multiple occupation, to be generally 5 years left to run or greater.
- Preferred maximum exposure to any one tenant should not exceed £250,000 p.a.
- A preference for purchases to be in locations within but not limited to the County, or with an economic footprint falling within the County.
- Only opportunities let to strong covenant tenants on full repairing leases will be considered based on Dun & Bradstreet ratings, or similar.

- Properties in strategic locations with good transport links
- Properties that offer a marriage value with the existing portfolio
- Properties and/or tenants consistent with the ethical values and aims of the public sector.
- Preference will be given to properties that offer the option of alternative uses through gaining planning permission for a change of use, or through redevelopment in order to enhance the capital value.
- A preference will be given to premises that offer the opportunity to increase income streams by infilling additional services e.g. coffee shop.
- Consideration will be given to emerging and established changes in the market e.g. retail investment.

5.3.5 The following risks associated with the purchase of commercial property are recognised:

- The relative illiquidity of property as an asset class compared with holding cash reserves or a share portfolio.
- As lease lengths erode the value of the asset will tend to diminish in most cases.
- The risk of a tenant failing financially, which will present the Landlord with a temporary loss of income coupled with the cost of re-letting the accommodation.
- Void rates and service charge liability whilst the property remains vacant.
- Obsolescence of the building and the cost of returning it to a tenanted condition at the end of a lease.
- Over time certain segments of the property market can weaken leading to a loss of both a revenue income stream and capital value.
- Potential capital expenditure when properties become vacant which is not met by a dilapidations settlement.

5.3.6 In order to mitigate the risks it will be essential to carry out full due diligence, and a template of the Investment Property Due Diligence Summary Report can be found at Appendix D. To this end investments in property will only be made following advice from suitably qualified and experienced specialist advisors. Adherence to the selection criteria set out in 5.3.4 will also be important to ensure that properties are well located and have tenants with a strong covenant. It will also be important that a diverse portfolio is established to reduce vulnerability to market fluctuations. A suitable balance needs to be found between yield rates and lease length and security. Active asset management will be essential to ensure that tenant obligations under the lease are fulfilled and regular rent reviews are carried out, as well as looking for opportunities to maximise income streams and reduce the likelihood of voids. Despite these measures it is inevitable in any portfolio of scale that there will be some level of voids from time to time. A reserve account has been created into which is paid 5% of all rental income in order to cover unforeseen void/default issues.

- 5.3.7 The acquisition and disposal of property assets can require a quick response to market opportunities, which does not necessarily fit readily with normal Council governance processes. However, it remains of vital importance that appropriate governance is applied to such significant decisions. In recognition of this a separate governance arrangement exists to address these competing demands and is set out in Appendix B which is intended to streamline the decision making process to align with the market without unduly losing out on good opportunities.
- 5.3.8 On occasions the Council may choose to purchase land or property for strategic reasons rather than for any short term return. This might be to protect existing service provision, but will most likely be linked to its community leadership role in accommodating and facilitating economic and housing growth. This will require well documented formal decisions.

6. Funding Capital Investment

- 6.1 There are a number of potential sources of financing for the capital programme. These can be described as follows:
- 6.1.1 **Grant Funding** (often specifically for capital purposes and also often from central government, but they may come from, or through, other agencies).
- 6.1.2 **Capital Receipts** (receipts arising from the disposal of existing assets are constrained to only be useable for the purposes of funding new assets. Such funds when generated are held in a Capital Receipts Reserve until such time as used).
- 6.1.3 **Developer Contributions** (S106 agreements and/or the Community Infrastructure Levy (CIL) effectively impose a tax on new development in order to fund infrastructure required as a consequence of the development).
- 6.1.4 **Partner Contributions** (some projects may be jointly funded between the Council and other agencies, such as schools, other councils, or the Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP). Under current arrangements the Council is the accountable body for the BTVLEP and thus capital expenditure on behalf of the BTVLEP is included in the Council's Capital Programme and funded by resources available to the BTVLEP).
- 6.1.5 **Prudential Borrowing** (the Council is able to borrow in order to fund its capital expenditure provided that the revenue financing costs of such borrowing are affordable and sustainable. Prudential borrowing will be considered as a source of capital funding in accordance with the Government's guidelines and with regard to the Prudential Code for capital finance in local authorities).
- 6.1.6 **Revenue Contributions to Capital** (the Council is able to use its revenue resources to fund its capital expenditure, but obviously this then reduces the funding available for recurrent expenditure).

- 6.1.7 **Use of Earmarked Reserves** (essentially this is just a mechanism for deferring the application of one of the sources listed above, e.g. revenue contributions, or capital receipts. A typical example is the use of a Repairs and Renewals Fund).
- 6.1.8 **Leasing** (essentially this is a specialised form of borrowing linked directly to the asset).
- 6.2 The choice of funding for the capital programme and projects within it will depend upon the overall availability of resources and any constraints applicable to particular sources.
- Wherever possible external resources such as partner contributions, or grants will be the first preference for funding projects. It is likely that developer or partner contributions will only be available for specific projects. It is also possible that some grant funding is ring-fenced for specific purposes, although this tends not to be the case in recent times.
 - Prudential borrowing will be the second choice of funding, but will only be used where there is a strong business case offering an appropriate rate of return.
 - Finally the Council's own resources (capital receipts and revenue contributions) will be used where available and affordable.
- 6.3 The Council will aim to maximise its funding for capital expenditure by bidding for grant funding, disposing of surplus assets, seeking to maximise its leverage with partners in respect of joint funding opportunities, etc. Indeed the ability to respond to the very substantial growth agenda will be heavily dependent upon the ability to attract additional resources. This may come in the form of additional funding from Government, such as is being sought via the HIF bid, developer contributions, or working in partnership with other bodies e.g. district councils, the BTVLEP, other public bodies, or the business community. The council has carried out the Location Asset Strategic Review (LASR) which has identified opportunities to reduce the property estate and thus generate capital receipts. However, there may be longer term strategic reasons to hold on to assets and/or the ability to improve the operational efficiency including the potential to generate income which need to be considered.
- 6.4 Although the Council will continue to bid for all the resources it can, the Government's austerity measures are leading to a tightening of grant funding. For Buckinghamshire this is particularly relevant in respect of Basic Need funding for school places where there has been a zero allocation for 2020/21.
- 6.5 Historically the Council has provided a reasonable level of revenue contributions to fund the capital programme. However, as part of measures to keep the revenue budget in balance in the face of reduced funding and increasing service pressures the capacity to do this has been reduced to a relatively low level in the future.
- 6.6 Any capital investment decision which involves prudential borrowing must include the cost of servicing the debt as part of a robust business case. Investment decisions will be supported when the cashable cost reductions (or increased income) exceed the financing costs of any borrowing needed to fund the investment over its life, with a reasonable tolerance to cover off risk.

7. Minimum Revenue Provision

- 7.1 Minimum Revenue Provision (MRP) is the charge to revenue made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme. MRP, which is largely defined by regulation is aimed at ensuring that the council does not have time expired/fully depreciated assets, but still has associated outstanding debt.
- 7.2 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 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.
- 7.3 In accordance with provisions in the guidance, MRP will be first charged in the year following the date that an asset becomes operational.
- 7.4 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 Procurement, with regard to the statutory guidance. 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.
- 7.5 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.
- 7.6 Recognising the impact of MRP on the revenue budget is an important element in determining the affordability and sustainability of borrowing to fund an asset. Essentially, if there is no on-going capacity within the revenue budget to afford the MRP then one shouldn't take out the borrowing in the first place. This is why a robust business case demonstrating a rate of return in excess of costs (including MRP) is important.

8. Capital Governance and Processes

8.1 Overview

- 8.1.1 This Capital Strategy sets out the framework for the governance of capital assets for the organisation. Primary responsibility for the development of the Strategy rests with the Director of Finance & Procurement, although ultimate accountability for its approval rests with Full Council in line with the Prudential Code.

8.1.2 The development or purchase of new assets, maintenance of existing assets and disposal of surplus assets are matters of operational and financial significance and therefore require robust governance arrangements. For this reason the Corporate Management Team (CMT) will play a pivotal role in these governance arrangements, providing co-ordination and consistency across the organisation.

8.1.3 Whilst this Strategy sets out the framework for identifying, approving, implementing and reviewing capital projects, the details are set out in the Financial Instructions for Capital.

8.2 Governance Boards

8.2.1 Although the assets held by the Council can be as diverse as the services it delivers they can be grouped into a few broad categories, namely: property; technology and; highways. For each of these broad categories this will be an appropriate governance board chaired by the relevant Cabinet Member. These are governance advisory Boards, cabinet authority will still be required where a key decision is required.

8.2.2 The Property Board will cover all land and property whether held for service delivery purposes, or as an investment for financial return. It will be responsible for all land and property regardless of which services are delivered from those premises at any point in time. So, for example, it will cover multi use offices, but also care homes, highways depots, waste processing sites and other single service premises.

8.2.3 The Technology & Digital Board will cover all technology assets, be that laptops, screens, phones, or servers, cabling and other hidden infrastructure. It will also include capitalisable software licences and assistive technology. This will apply to technology assets owned by the council whether they are within council premises, or elsewhere.

8.2.4 The Highways Strategy Board will cover all highways assets, such as roads and footpaths, but also bridges, signals, safety fences etc.

8.2.5 For any assets that do not fall readily into any of these major categories, potentially some items of plant and equipment, CMT will either allocate responsibility to one of the above Boards, or exercise that responsibility directly itself.

8.2.6 To ensure that appropriate technical financial advice is available to each of the boards, there will be a senior finance representative on each board:

- Property & Assets Board – Director of Finance & Procurement
- Technology & Digital Board – Resources Head of Finance
- Highways Strategy Board – TEE Head of Finance

8.3 Development of the Capital Programme

8.3.1 Each year the Capital Programme will be developed as part of the Medium Term Financial Plan, culminating in approval by full Council in February each year. The table below sets out the timeline to be followed.

Jun - Aug	Portfolio groups/BUs develop capital bids (Robust business cases produced supported by BU FD)
Early Sep	Corporate Finance consolidates bids and reports summary to CMT CMT advise on strategy to resolve any gap.
Mid Sep	Property/Technology/Highways Boards review bids and prioritise
Late Sept/ Early Oct	Director of Finance and Procurement convenes a Capital Star Chamber meeting of FDs and Board lead Members/officers to scrutinise bids in detail and arrive at a proposal for a balanced capital programme.
Mid Oct/Nov	CMT reviews DoF&P proposal and agrees recommendation to Cabinet
Dec	Cabinet approves draft capital programme for consultation
Jan -Feb	Follows MTFP process in parallel with revenue

8.3.2 Bids to the capital programme should be prioritised by both Portfolio groups and the three governance boards taking guidance from this Capital Strategy and any relevant service priorities. The following criteria will be used to prioritise bids in order to close any gap to the available resources:

- a. Reductions from the previous programme
- b. Ring-fenced funding, e.g. S106 or genuinely ring-fenced grants (i.e. no call on Council resources)
- c. Strong financial business case, i.e. the savings arising from the investment will pay back the cost of the investment within 7 years (or less); or the capital receipt generated exceeds the cost of the investment.
- d. Statutory requirement (including Health & Safety)
- e. Strategic Plan priority
- f. Business Unit, Service Plan priority

8.4 Monitoring of Progress

8.4.1 Once the Capital Programme is approved individual schemes will be allocated to the most appropriate governance board. Each Board will then have the authority to release resources on individual schemes to project managers in line with the Capital Gateway Process, subject to the necessary requirements at that stage, e.g. outline business case, full business case, etc.

8.4.2 Each Board will put in place appropriate arrangements to monitor progress and drive delivery of the individual projects both in financial terms and practical delivery, effectively carrying out a high level Programme Management Office role.

Portfolio Needs Analysis and Priorities

Health & Well-being

The Adult Social Care Transformation Strategy (Our Care and Support Offer) outlines our approach for creating sustainable Adult Social Care services, for now and in the future, working innovatively and collaboratively with partners and using resources efficiently to focus on the following:

- Make it easier for people to take care of themselves
- Help people to improve their lives
- To support people to remain independent for as long as possible.
- Work with others, particularly the voluntary and community sector, in order to strengthen local opportunities and support
- Ensure there is a wide range of easily accessible advice and information regarding what is available from us and others, in order to help people plan and to get on with life.

Our support offer includes;

- More people will live independently without the need for long-term services
- Young people moving from children's services will be better prepared for adulthood
- More people will have control over their support through Direct Payments

'Our Care and Support Offer' is likely to impact on Adult Social Care capital requirements via investment or land to commission and deliver digital solutions within the Market Development Strategy, facilitating sustainable and independent living options for Older People and Adults with Disabilities and improved accommodation and employment pathways for those with Mental Health needs.

Education & Skills

Basic Need

Local Authorities have a statutory responsibility under Section 14 of the Education Act 1996:

...to ensure that schools in its area 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.

Between 2016 and 2022 the Local Authority needs to provide around 6,500 additional school places across the county to meet the forecast demand for places. In addition to the above, further provision will need to be made to accommodate housing growth proposals within the draft Aylesbury Vale, Wycombe and Chiltern & South Bucks District Councils Local Plans which propose 27,400, 11,000 and 9,000 homes respectively across Buckinghamshire over the period from 2013 to 2033. Such extensive growth will require not only the expansion of existing schools but also the need for new schools. In order to quantify the scale of growth, around 700 homes equates to one form of entry of primary provision (i.e. the need for a new 210 place school or expansion of an existing school by one form of entry).

Proposed Primary need to meet future housing (as at March 2018 following revision to housing numbers) – largely new schools plus some expansion of existing schools:

- 8.5FE in High Wycombe/Bourne End/Princes Risborough
- 7FE in Amersham/Chesham/Beaconsfield/Iver/Denham
- 13.5FE in Aylesbury Town (although further options may need to be explored), 4FE in Winslow/Wendover
- 3FE on land south of Milton Keynes

Secondary (Upper & Grammar) – mix of new schools and expansion of existing schools.

Total additional 38FE. With regards to secondary demand arising from the housing growth, this will be monitored to assess the impact as and when the known primary pupils begin to feed through into the secondary sector.

The coming years are likely to see particular pressure in the secondary sector as the recent increase in primary numbers feeds through. Due to the scale of demand and site restrictions at existing schools, BCC will need to facilitate the provision of new schools as well as expansion of existing schools. As the local authority can no longer directly provide new schools it will need to work closely with the Education Funding Agency (EFA) as well as potential Free School providers and Academy Trusts.

The first priority in capital expenditure will be to meet the statutory requirement to provide an adequate number of school places at both primary and secondary levels. However, there are several major risks facing the LA with regards to funding the necessary infrastructure required to meet our statutory duty:

- No guarantee on future government funding² and reduced developer contributions.
- Funding rates don't meet typical costs of building, as they do not include abnormals or allow for recent rise in cost of labour/materials

	BCC Average Capital Cost Per Pupil	Funding from Government
Primary Place	£20,000	£15,000
Secondary Place	£28,000	£19,500

- Major pressure on budget to meet demand for places:
 - MTFP bids submitted totalling c.£122m in 2017/18 to address additional school place requirements
 - Bid of £68m being made to Housing Infrastructure Fund to reduce pressure
- Other financial risks include securing sites for new schools/planning issues.

Similarly meeting statutory requirements in respect of Early Years provision is going to need the Council to work with the Private, Voluntary and Independent sector, as the Council can no longer afford to fund much capital investment in this area given the small amount of investment that has been made available from the government to fund capital infrastructure for early years provision. This is likely to be a considerable challenge, not only locally, but nationally, especially as free provision has extended from 15 hours per week to 30 hours per week from September 2017.

² Developer Section 106 (S106) funding will continue to be sought from new housing developments as a source of capital funding for new schools. However, changes to the regulations in April 2015, make matching developer contributions to individual projects less flexible. For example, the application of each contribution now needs to be specified in advance and only a maximum of five separate contributions can be applied to any given school project (so we are already having to forfeit contributions). The pooling restriction is placing a significant burden on the LA particularly in Aylesbury Vale. Until a local plan is drawn up, examined and adopted (anticipated in 2018), there exists a policy vacuum in Aylesbury Vale. As a result the Local Education Authority is currently having to respond to a significant number of speculative applications for major housing developments rather than being able to plan strategically. Planning authorities have also or are looking to introduce a Community Infrastructure Levy (CIL) to effectively replace S106 which has already led to reduced education contributions due to reduced rates and a greater distribution to other services.

Schools Capital Maintenance

Recent years have seen the majority of the county's secondary schools as well as a few primary schools transfer to become academies. The academies are funded directly from central Government which reduces the asset base of the Council as well as reducing the property maintenance liabilities and energy consumption issues. The Government believes that all schools will eventually benefit from being part of a Multi Academy Trust but there is no longer any compulsion to achieve this by 2022.

The Council however, retains responsibility for school place planning (including school places within academies) but not for capital maintenance requirements of academy schools.

Where an academy's buildings are leased from the County Council the school governing body must, under the terms of their lease, seek approval for major capital projects or alterations.

Over the past twelve months there has been a steady stream of primary schools converting to academy status.

The table below gives a summary of the number of schools that converted to academy by financial year and those currently in the pipeline as at March 2018.

Year	No. of Conversions
2009/10	1
2010/11	2
2011/12	23
2012/13	8
2013/14	4
2014/15	4
2015/16	3
2016/17	4
2017/18	11
Pipeline	10

School Maintenance

The allocation for Schools Property Maintenance has an increased bid of £4.31m for 2022/23 compared to the agreed allocation of £3m for 2021/22. It is anticipated at this stage that this is the level of capital investment that will be required in 2022/23, although this will continue to be reviewed each year as part of the development of the Capital Programme.

Some initial modelling has been developed based on the latest condition survey information, but the model needs to be refined and updated with more accurate technical information provided by the specialist maintenance contractors after visiting a school site. The initial modelling is summarised below:

SCHOOL ESTATE:				
Number of Maintained Schools	148			
Total Gross External Area m2	291,413			
Schools Estate	Total School Estate m2	Asset Replacement Cost per m2	Life of Asset (years)	Capital Budget Required (annual)
Roofs	267,143	£245.00	40	1,636,251
Boilers	291,413	£75.00	20	1,092,799
Windows	291,413	£55.00	38	421,782
Drainage	291,413	£13.89	30	134,924
Pipework	291,413	£40.49	20	590,002
Electrical	291,413	£27.04	20	393,990
Other	267,143	£69.49	30	618,792
Abnormal Items	291,413	£0.51	1	150,000
Asbestos Remediation	291,413	£5.00	20	72,853
Legionella Remediation	291,413	£0.24	1	70,000
Total				5,181,394

Resources

Service / Project	Year 1 2019/20 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Resources - ICT					
Purchase of IT Hardware / Software	700	700	700	700	2,800
Social Care Systems	2,104	300	0	0	2,404
Delivery of Technology Strategy	1,385	2,000	1,500	1,500	6,385
Total Capital Expenditure	4,189	3,000	2,200	2,200	11,589
Funding					
Renewals Reserve	-700	-700	-700	-700	-2,800
Total Capital Funding	-700	-700	-700	-700	-2,800
Resources - ICT Total	3,489	2,300	1,500	1,500	8,789
Resources - Property					
Agricultural Estate	200	0	0	0	200
Conversion Old Wycombe Library	1,090	0	0	0	1,090
NCO Fire-stopping/Compartmentation	68	0	0	0	68
Property Maintenance Programme	1,015	1,015	1,015	1,015	4,060
Retasking of Winslow Centre	950	0	0	0	950
Resources - Property Total	3,323	1,015	1,015	1,015	6,368

The 2022/23 bids for the delivery of the Technology Services strategy (£1.5m), Purchase of IT Hardware/Software (£700k and fully funded) and Corporate Property Maintenance (£1.15m) are block allocations that are in line with the level of expenditure in the 2021/22 financial year.

Property

A new cycle of condition surveys is about to start and the information on our property estate will be updated accordingly, along with information from our specialist maintenance contractors when they make site visits. There has been some initial modelling undertaken to help inform the relative impact of levels of revenue and capital investment in our property estate and this will continue to be developed.

CORPORATE ESTATE:

Number of Corporate Sites including NCO	174
Total Gross External Area m2	99,904

Summary for Corporate Estate and NCO (Blended)	Total Corporate Estate GEA m2	Asset Replacement Cost per m2	Life of Asset (years)	Capital Budget Required (annual)
Roofs	60,673	245.00	40	371,622
Boilers	99,904	75.00	20	374,640
Windows	88,000	55.00	38	127,368
Drainage	99,904	13.89	30	46,256
Pipework	37,000	40.49	20	74,907
Electrical	99,904	31.35	20	156,600
Other	74,387	108.61	30	269,306
Abnormal Items	99,904	0.51	1	51,424
Asbestos Remediation	99,904	4.44	20	22,179
Legionella Remediation	81,190	0.24	1	19,503
				1,513,803

There are particular maintenance pressures on our property estate, however some of these could be mitigated through the rationalisation of the property estate in line with the Locality Asset Strategy Review (LASR), with further rationalisation opportunities arising with the Unitary decision.

Technology Services

The Technology Services block allocations were developed as part of the Technology Strategy last year. Business Cases need to be produced in order to bid for the block allocations available from the Technology and Digital Board. The following table summarises the areas of investment that the different blocks provide for in the capital investment programme.

Technology Services Block	Description
Data Centre & Hosting Modernisation	To ensure that the facilities and supporting services we rely on to deliver IT services (e.g. power contingency, air conditioning, environmental sensors etc.) are maintained and developed in line with BCCs risk management and disaster recovery requirements. This will include upgrades to monitoring systems to allow early indication of power/temperature issues during evenings/weekends to enable early intervention.

Technology Services Block	Description
Digital Transformation	This fund is designated to support BU specific and corporate digital programmes based on BU specific digital strategies and business plans. Typically these will consist of two streams of work i) business efficiency projects, e.g. process automation etc. to deliver savings and ii) resident engagement projects e.g. automation of resident facing services to improve customer experience. In addition, some of this funding will go towards platform development that will deliver benefits across the organisation such as web platform upgrades to deliver greater stability and functionality and website design improvements to improve customer experience/satisfaction.
Future Corporate Technologies & Systems	This funding is to allow Technology Services to evaluate and assess emerging technologies (including pilots within BUs) in order to identify and anticipate potential business applications and value to BCC. Some contemporary examples would be sensor technology (e.g. movement sensors, internet cameras, heat detectors etc.) and voice response technologies all of which have potential value as part of a technology framework that would support various social care scenarios.
Infrastructure & Architecture Development	Due to focus in certain technology areas we have created a level of technical debt within other core infrastructure areas e.g. networking. This funding will be used to mitigate or remove the risk associated with this debt and to ensure we have the desired level of resilience and stability with required data centre standards for all key components.
Modernising Business Applications	This funding will be used for upgrades and replacement of line-of-business systems (based on individual business cases) and development of supporting administrative applications e.g. the Contract Management Application (CMA). It may also be used for enabling technology purchases e.g. middleware to allow legacy applications to work on tablets/touchscreen devices.
Social Care Systems	The majority of this funding would be designated specifically to the migration of the adults social care solution to a new product/vendor, allowing for an integrated Adults and Childrens system. This will involve systems improvements across both Children's & Adults social care systems and integration with Health to support the objectives of the Accountable Care System, as well as legal and statutory changes e.g. to give a more holistic view of individuals as they transition between children's services to adults.

Technology Services Block	Description
Future Technology Strategy	This is a placeholder for investment in 2021/22 and 2022/23 that will be required to deliver the Technology Strategy. The technology priorities for the Council will be reviewed nearer the time given the pace of technological change.

One Public Estate

Background

The One Public Estate (OPE) programme is jointly delivered by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA). It supports cross-public sector working to deliver ambitious property-led projects that create local economic growth, integrate public services and drive efficiency savings. At its heart, it's about local and central government working together with other public bodies to transform communities and local public services and deliver value for money for the taxpayer.

Partnerships are invited to apply for funding in phases. The programme is between Phases 6 and 7.

In 2016 the Buckinghamshire Public Estate Partnership (BPEP) was formed and members currently include:

- Buckinghamshire County Council (Lead Authority)
- Aylesbury Vale District Council
- Wycombe District Council
- Chiltern District Council
- South Bucks District Council
- Thames Valley Police
- South Central Ambulance Service
- Buckinghamshire Fire & Rescue Service
- Buckinghamshire Healthcare Trust
- NHS Property
- Buckinghamshire Clinical Commissioning Group
- Oxfordshire Healthcare Trust
- Department for Work & Pensions
- Buckinghamshire Thames Valley Local Enterprise Partnership

The Partnership entered a bid into both Phases 5 and 6 and was successful in gaining funding for Project Management and feasibility studies (details below). The Partnership is well formed and working relationships have developed to enable continued collaboration regardless of the outcome of future bids for funding.

The LGA has provided funding for dedicated Programme Management and this is currently provided by Turner & Townsend. The Partnership meet every quarter for Board Meetings where project progress is discussed and future plans and strategies are aired and shared.

Funds awarded by LGA to the Partnership are held by BCC as lead authority and a draw down process is managed by the Programme Manager and the BCC Project Lead. One Public Estate funding is low level capacity funding, not capital investment, targeted at helping public sector partners work together to get transformational projects off the ground.

The LGA require quarterly reporting on benefits realisation, funding spend to date and project progress against programme.

Current projects

- Wycombe and Amersham Hospital Regeneration:

The Partnership was awarded £90,000 for feasibility activity and project management. This is the first stage in a phased regeneration of the Wycombe Hospital site to allow more efficient use whilst maintaining current service delivery, improving patient's experience and introducing opportunities to co-locate with other public sector partners, principally social services. The project will consolidate the use of the current PFI facility whilst allowing the removal of inefficient older facilities, replacing some of these with fit for purpose facilities and offering co-location opportunities. The phased approach will also allow development of other uses as part of the overall regeneration of the site and the intention is also to explore opportunities for the potential to provide housing in the area adjacent to the clinical zone of the site. The feasibility work for this project is almost complete. Detailed feasibility studies have been completed highlighting 6 main options for the sites (options are to outline stage). The Trust Board is now working to confirm & agree the preferred design option to be taken forward.

- The Winslow Centre Community Hub

The Partnership was awarded £110,000 for feasibility activity and project management. The project will see the regeneration of the site for a mixed use development, the delivery of approximately 98 residential units, a development for Older People (Extra Care / Nursing Home), a Community Hub building which will bring together health social and community services in one location centrally within Winslow with additional capacity for a library, GP Practice and a Thames Valley Police presence. This project is nearing the end of the options appraisal phase and will be looking at implementation shortly.

- Green Street Community Hub:

The Partnership has been awarded £45,000 for feasibility activity. The project is currently looking at options to utilise and extend the current building for the extension and expansion of current BCC uses, as well as relocating NHS services onto the site. This will create a specialised Community Hub and release land elsewhere for housing. This project is at the early stages of options appraisal.

- Buckingham Hub:

The Partnership has been awarded £65,000 for feasibility activity. The Buckingham hub project is an outcome of the Partnership place-based workshops and has been developed by bringing together the current plans for the local GP Practice in the town and the aspirations of the partners in terms of maximising joint working. Funding was received to progress a town centre multi-partner hub at Verney Close which will include the Library/Adult learning centre, Parish Church Centre and the GP surgery facility which is being vacated. It is intended that the library is extended with further space for service access and to release land for housing. The Community Hubs project team have requested this project is developed as a pilot Community Hub site and with the current configuration of the library, a short-term

hub facility could be quickly facilitated which can then be reprovided within the later larger scale development.

Projects for discussion with partners and potential inclusion in phase 7

Availability of OPE Phase 7 funding has yet to be confirmed but we understand that bidding will open in late September 2018 with an award by the end of the year (if successful). We have been advised that there will be a larger funding pot than in previous years but because of the increasing number of Partnerships, bidding will be highly competitive. We have been made aware that there will be an increased focus on projects that will deliver housing outcomes. A Partnership workshop is scheduled for early September to discuss potential projects for inclusion in this phase.

Interrelation with Community Hubs

Whilst the main focus of the OPE programme is playing a critical role in supporting engagement between central government departments and councils to unlock land for new homes, support economic growth and to deliver efficiency savings to reinvest in frontline services, it is also about bringing services together under one roof. This means that there is a natural overlap with the Community Hubs programme.

The Community Hubs programme is a standing agenda item on the OPE Board .

Transportation

The purpose of this investment strategy is to set out the key capital investments required to maintain the Highways Infrastructure Asset to meet the Council's Aims and Objectives. The Strategy is to:

Maintain strategic carriageways and footways in their current condition, target any additional investment to improve the condition of local roads. Manage a marginal decline in the condition of structures and intelligent traffic systems and a significant decline in the condition of streetlights.

This strategy requires a 4-year capital investment of £87.2m as summarised below:

Service / Project	Year 1 2019/20 £000's	Year 1 2020/21 £000's	Year 1 2021/22 £000's	Year 4 2022/23 £000's	Grand Total £000's
Transportation (TfB)					
Strategic Highway Maintenance & Management	15,000	15,000	15,000	15,000	60,000
Devolved Plane & Patch programme	3,250	0	0	0	3,250
Bridge Maintenance	961	990	1,020	1,020	3,991
Casualty Reduction	250	250	250	250	1,000
Footway Structural Repairs	1,500	1,500	1,500	1,500	6,000
Maintenance Principal Roads – Drainage	1,000	1,000	1,000	1,000	4,000
Parking Pay and Display Meters	20	0	0	0	20
Replacement Traffic Signals	452	470	490	490	1,902
Safety Fences	250	250	250	250	1,000
Street Lighting Column Replacement	1,500	1,500	1,500	1,500	6,000
Transportation (TfB) Total	24,183	20,960	21,010	21,010	87,163

Introduction

The purpose of the Highways Infrastructure Capital Strategy is to ensure that the Council's capital investments are consistent with its priorities and service delivery strategies. The Strategy's key objectives are to ensure that capital investment plans are affordable, prudent and sustainable.

It also incorporates a new data driven Highways Asset Management Planning model which will guide the Council on priorities and investment needs. This will also impact on future central Government funding allocation. This investment strategy is designed to guide the Council to:

- own fit for purpose, well maintained and appropriate assets for the work of the Council and delivery of its services
- manage the maintenance backlog (currently £148m for carriageways)

Strategy Objectives

Buckinghamshire County Council's 3,200km highway infrastructure is its most valuable asset, valued at £4.6bn. It provides a transport network for both commercial and private users and is critical in supporting the three main Aims of the County Council's Strategic Plan (2017-20):

- Safeguarding our vulnerable
- Creating opportunities and building self-reliance
- Ensuring Buckinghamshire is thriving and attractive

Transport for Buckinghamshire (TfB) translates these three Aims into five Asset Management Objectives (AMO) which provide a clear line of sight between the Council's aims and TfB's activities;

- AMO1: Maintain a safe network
- AMO2: Manage highways effectively and efficiently
- AMO3: Maximise network availability
- AMO4: Optimise the use of and protect the availability of natural resources
- AMO5: Improve accessibility for all

The Asset Management Objectives support the County Council's Strategic Objectives as shown in the following matrix:

		AMO1	AMO2	AMO3	AMO4	AMO5
Safe-guarding Our Vulnerable	Support our most vulnerable adults to lead independent lives	✓				✓
Creating Opportunities and Building Self-reliance	Improve community safety and reduce crime and the fear of crime	✓				✓
	Continue to improve the health and wellbeing of our residents and address major health risks	✓				✓
	Support our voluntary community sector to develop our communities to help themselves	✓	✓			✓
	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	✓	✓	✓		
Ensure Buckinghamshire is Thriving and Attractive	Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and as speedily as possible.	✓	✓	✓	✓	
	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.	✓	✓	✓		
	Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth.		✓	✓	✓	✓
	Enable the right conditions to attract people to live, learn and work in Buckinghamshire.	✓	✓	✓		✓
	To improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel.	✓	✓	✓		✓
	Promote and encourage sustainable approaches to the use of natural resources and waste, improving our natural environment, water management, biochemistry, recycling and animal welfare.		✓	✓	✓	

Each year the budget is reviewed as part of the Medium Term Financial Planning process. Information and forecasts in this strategy will be refreshed in line with the approved budget and latest condition information.

Highway services in Buckinghamshire are delivered in partnership with Ringway Jacobs represented in the County by TfB that consists of Ringway Jacobs staff and a commissioning client consisting of BCC staff.

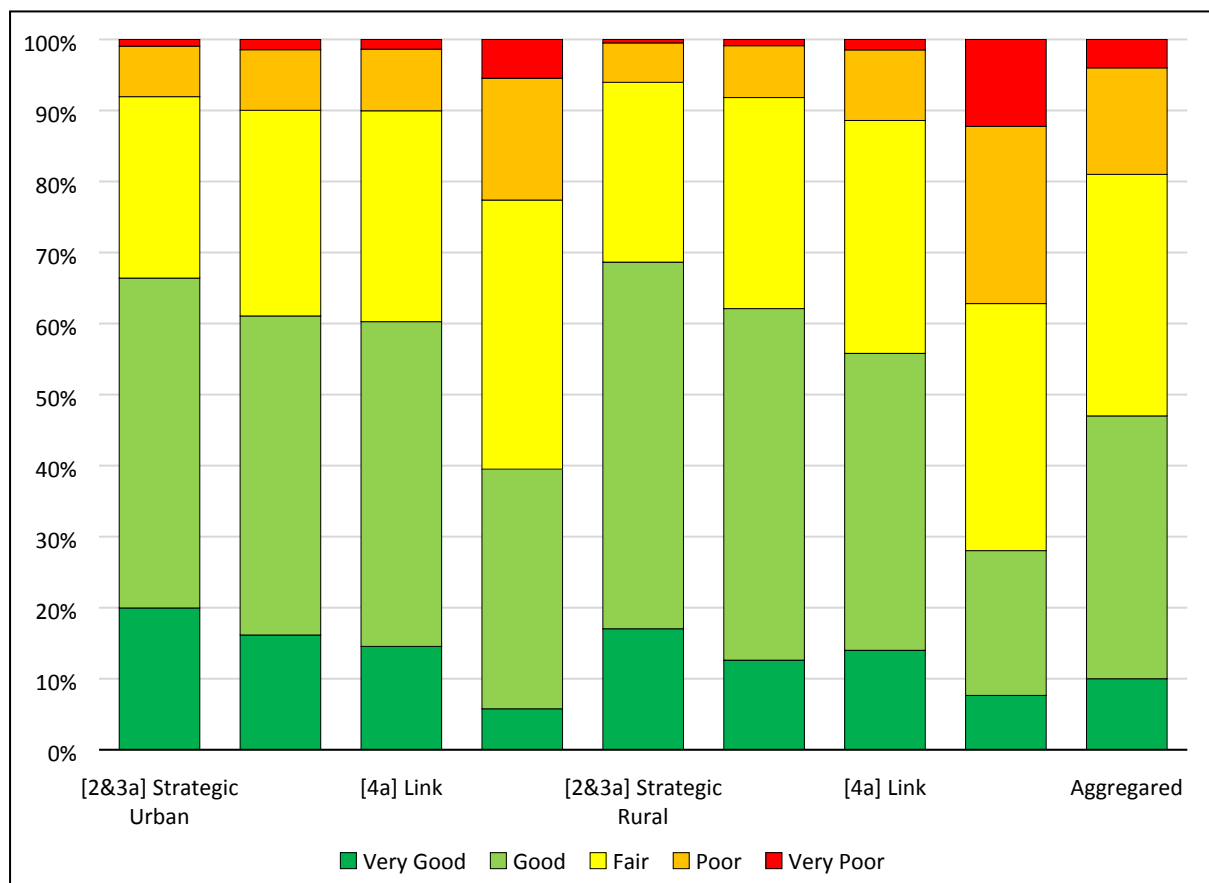
The following pages provide the detailed investment analysis for each of the five major asset groups namely carriageways, footways, street lighting, intelligent transport systems and structures. This analysis will be updated to inform subsequent rounds of the MTFP.

Investment in Carriageways

The current scale and condition of the carriageway asset is set out in the tables and chart below:

Environment	Hierarchy	Length (Linear Meters)	Average Width
Urban	[2&3a] Strategic	143,798	8.5
	[3b] Secondary	233,934	7.4
	[4a] Link	163,184	6.1
	[4b] Local	1,226,287	6.4
Rural	[2&3a] Strategic	192,610	8.4
	[3b] Secondary	211,202	6.9
	[4a] Link	317,213	5.9
	[4b] Local	490,440	3.8

Environment	Hierarchy	Current Condition				
		Very Good	Good	Fair	Poor	Very Poor
Urban	[2&3a] Strategic	20%	46%	26%	7%	1%
	[3b] Secondary	16%	45%	29%	9%	1%
	[4a] Link	15%	46%	30%	9%	1%
	[4b] Local	6%	34%	38%	17%	5%
Rural	[2&3a] Strategic	17%	52%	25%	6%	0%
	[3b] Secondary	13%	49%	30%	7%	1%
	[4a] Link	14%	42%	33%	10%	1%
	[4b] Local	8%	20%	35%	25%	12%
	Aggregated	10%	37%	34%	15%	4%



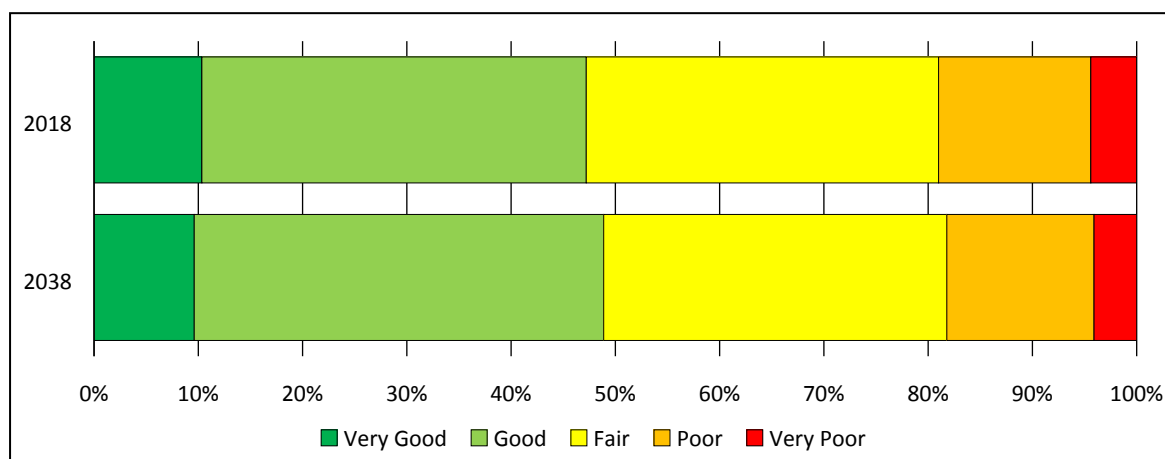
Strategy for Investment

The Strategy for Investment in Carriageways is to improve the condition of Local Roads while maintaining steady state conditions on the other Hierarchy categories. The optimal long-term blend of treatments is shown in the table below:

Treatment Type	Area of Effective Treatment (m ²)			
	Year 1	Year 2	Year 3	Year 4
Surface Dressing	36,954	37,166	37,376	37,580
Surface Course Renewal	47,910	50,371	48,043	52,324
Micro Asphalt	400,400	403,677	406,652	409,295
Overlay	64,254	64,684	65,045	65,367
Strengthening	20,362	25,010	27,982	29,938

In addition, to the blend of more significant treatments described in the table above, TfB also uses targeted patching to repair shorter lengths of road where appropriate. This is carried out using a mix of supply chain partners and in-house teams with funding from the DfT, specific one-off allocations and other sources. Defects identified from regular safety surveys are targeted for repair to minimise pothole clusters and to intervene sooner, thus reducing the number of more dangerous defects.

If this strategy is implemented, and funded, the long-term condition of carriageways will improve as shown below:



The investment necessary to achieve the carriageway condition outcome presented above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£15,000,000	£15,000,000	£15,000,000	£15,000,000	£60,000,000
Capitalised	£ 1,898,221	£ 1,898,221	£ 1,898,221	£ 1,898,221	£ 7,592,884
Capital Maintenance	£13,101,779	£13,101,779	£13,101,779	£13,101,779	£52,407,116

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Carriageway Scheme Prioritisation

Capital Maintenance Programme (CMP) schemes on the Strategic Network are prioritised using multi-criteria analysis that considers each scheme's contribution to achieving the asset management objectives. The criteria used to create scheme priorities assign points depending on the schemes fulfilment of the criteria. The following criteria are used:

- Condition
- Hierarchy
- Occurrence of Potholes
- Occurrence of Complaints
- Occurrence of Insurance Claims
- Conservation Areas
- Flooding Areas
- Skidding Data

In addition to the prioritisation criteria above, the value for money assessment takes account of the cost of the allocated treatment and the anticipated life of the treatment.

For Local Roads that do not have a strategic role such as Hierarchy 4b Local Access Roads, the County Council follows a member led approach. Members have each created a prioritised list of local schemes for their Division in consultation with their Local Area Technicians (LATs) and based on advice and information from the Asset Team.

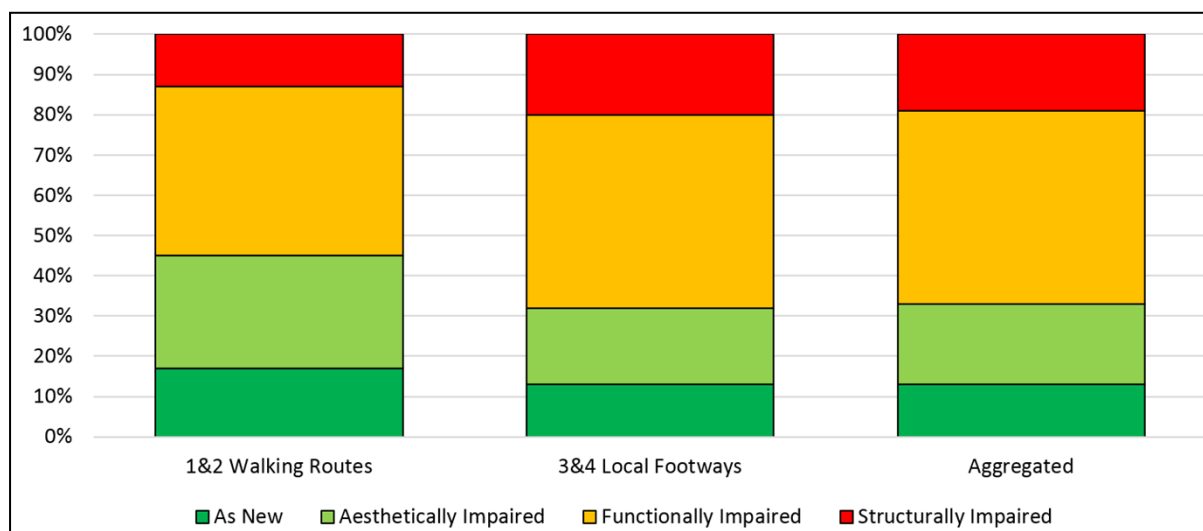
This approach offers the optimal way to deliver programmes of work which are appropriately balanced between preventative and replacement schemes and ensures that spend is targeted across all hierarchies. This approach has been demonstrated to give the best overall value for money when compared to a preventative only or replacement only strategy.

Investment in Footways

The current scope and condition of the footway network is set out in the tables and charts below:

Hierarchy	Description	Length
1 & 2 Primary and Secondary Walking Routes	Main shopping areas which attract visitors from outside the vicinity.	170km
	Shopping areas of larger villages, plus links between primary footways, car parks, rail & bus stations, business and industrial centres and larger schools from main shopping area.	
3 & 4 Linked and Local Access Footways	Links from local access footways to local amenities such as surgeries, village halls, shops, public houses, leisure centres and sports facilities, smaller schools, visitor centres, hospitals, clinics and care homes etc. Also, all flagged footways not included in categories 1 or 2.	1,600km
	All other footways	

Hierarchy	Current Condition			
	As New	Aesthetically Impaired	Functionally Impaired	Structurally Impaired
1&2 Walking Routes	17%	28%	42%	13%
3&4 Local Footways	13%	19%	48%	20%
Aggregated	13%	20%	48%	19%

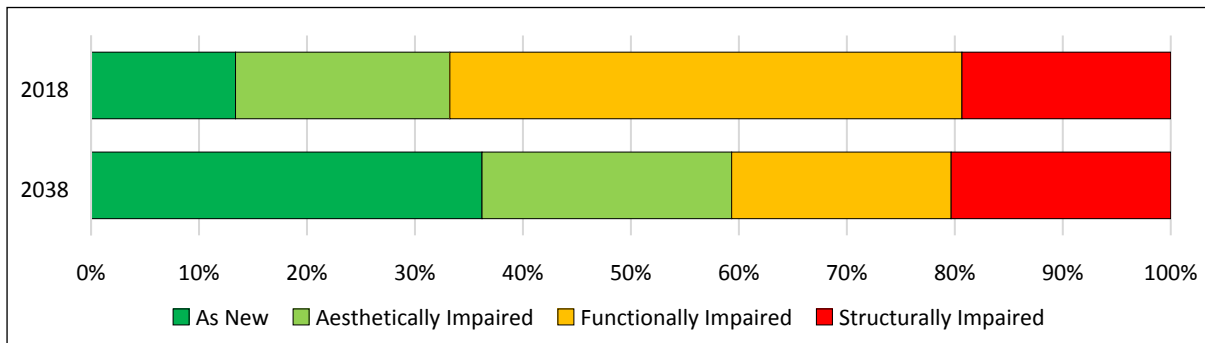


Strategy for Investment

The strategy for investment in footways is to minimise any decline of the condition of Hierarchy 3&4 Local Footways while attempting to maintain steady state on the primary and secondary walking routes.

Treatment Type	Area of Effective Treatment (m ²)			
	Year 1	Year 2	Year 3	Year 4
Strengthening/Resurfacing	1,403	1,422	1,438	1,451
Surface Improvement	693	681	668	656
Localised Treatment/Patching	461	453	445	438

If this treatment strategy is carried out it will deliver the following performance over twenty years.



The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Footway Structural Repairs	£1.5M	£1.5M	£1.5M	£1.5M	£6M

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Footway Scheme Prioritisation

The Asset Team takes a data-led approach to include candidate schemes to the list for assessment to ensure effective treatments are implemented on the highest footfall sites. Schemes are assessed before implementation to make sure they are achieving the goals of the MTFP process and final outcomes are reported. Schemes are then assessed for viability based upon the condition of the section of footway, the extent of the scheme and the suitability for treatment. Local Members Local Area Technicians are consulted on potential schemes on Local Footways.

Investment in Structures

The current scope and condition of structures is shown below:

Homogenous Asset Group	Quantity
Bridges	372
Culverts	132
Footbridges	52
Subways	27
Retaining Walls	80
Others	6

Structure Type	Very Good	Good	Fair	Poor	Very Poor
Bridges	15%	55%	19%	12%	1%
Culverts	23%	50%	15%	11%	1%
Footbridges	21%	50%	15%	10%	4%
Subways	42%	42%	12%	4%	0%
Retaining Walls	5%	65%	12%	16%	2%
Other	20%	20%	40%	0%	20%
Aggregated	16.98%	53.98%	18.08%	9.47%	1.48%

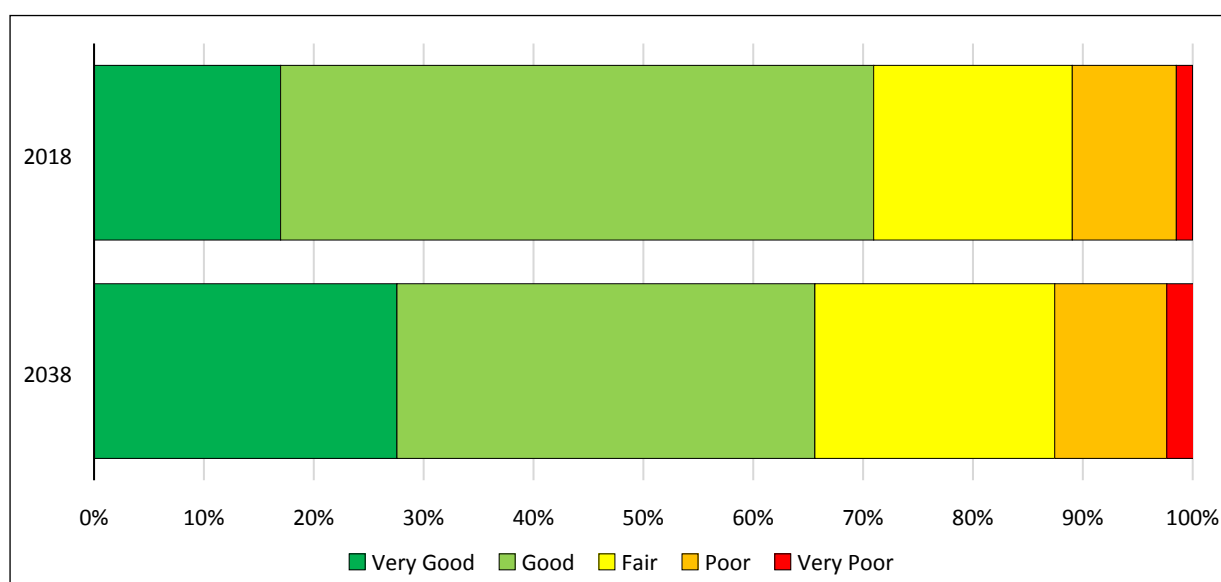


Strategy for Investment

The strategy for investment in structures is to achieve the best possible performance for the funding available across all homogenous asset groups, minimising any decline to the current overall condition. The treatment strategy to deliver this option's aims can be seen in the following table:

Treatment Type	Count			
	Year 1	Year 2	Year 3	Year 4
Major works (Poor)	0	0	0	0
Major works (Very Poor)	8	8	8	8
Minor works (Fair)	17	17	17	17
Minor works (Poor)	2	2	2	2

The treatment strategy shown above will give the following performance after twenty years:



The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£933,000	£961,000	£990,000	£1,020,000	£3,904,000
Capitalised	£249,764	£249,764	£249,764	£249,764	£999,056
Capital Maintenance	£683,236	£711,236	£740,236	£770,236	£2,904,944

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Prioritising Structures Schemes

TfB undertakes a three-step process to prioritise Structural Capital Maintenance schemes.

1. Condition – Structures in the worst condition, based upon BCI, will be prioritised higher
2. Value for Money – Schemes that deliver the best value for money will be given higher priority
3. Impact Assessment – Schemes that are considered to have the largest impact on a variety of external considerations, such as flood risk and Utilities, are prioritised higher.

Investment in Street Lighting

The current scope and conditions of the county's street lighting stock is shown below:

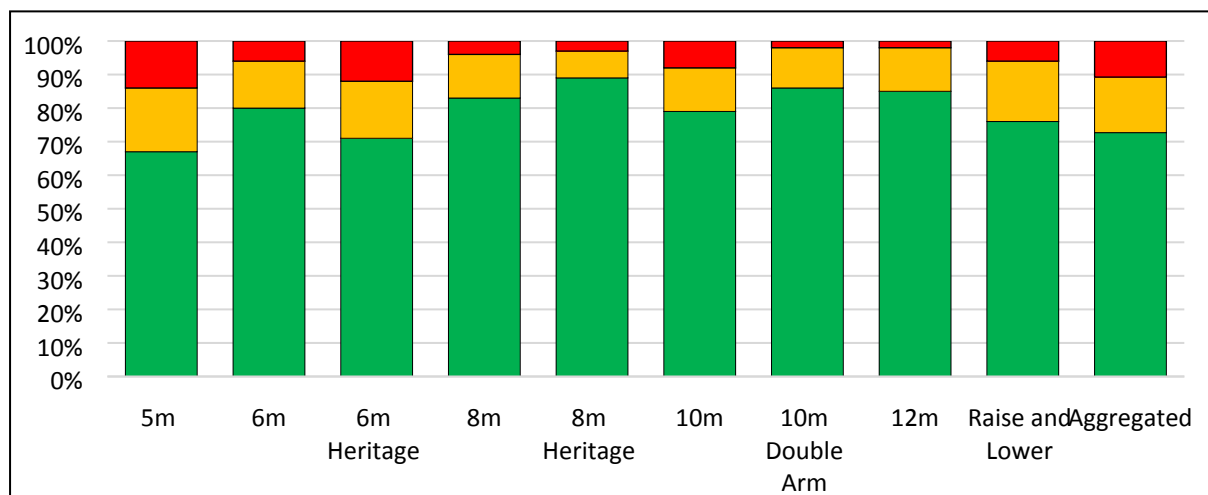
Column Type	Quantity
5m Column	15,076
6m Column	1,760
6m Heritage Column	1,305
8m Column	2,845
8m Heritage Column	170
10m Column	5,862
10m Double Arm Column	83
12m Column	238
Raise and Lower Column	619

TfB categorises its Street Lighting Columns into the following condition bands based upon the levels of Column Corrosion.

Condition	Description
Green	Columns that are in Good Condition
Low Amber	Columns with Slight Corrosion at their base
High Amber	Columns with Advanced Corrosion at their base (modelled as Red)
Red	Columns that have been cut down

Based upon the condition bands the distribution of the columns condition is as follows:

Column Type	Green	Amber	Red
5m	67%	19%	14%
6m	80%	14%	6%
6m Heritage	71%	17%	12%
8m	83%	13%	4%
8m Heritage	89%	8%	3%
10m	79%	13%	8%
10m Double Arm	86%	12%	2%
12m	85%	13%	2%
Raise and Lower	76%	18%	6%
Aggregated	73%	17%	11%

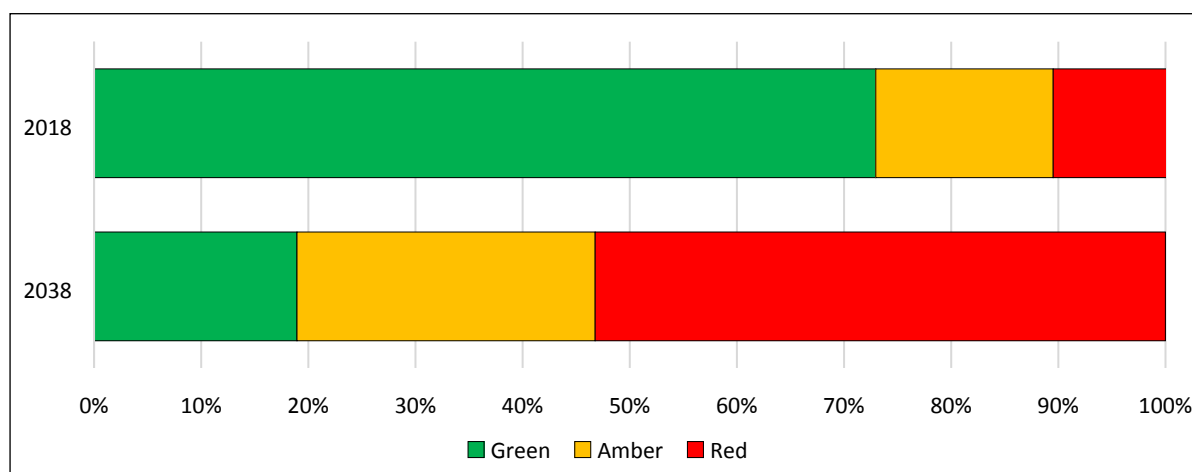


Strategy for Investment

Much of the recent investment into the streetlighting stock has been made into updating lanterns and lamps, utilising LED technology to reduce the ongoing annual cost of street lighting. The future street lighting treatment strategy aims to manage the decline in street lighting condition by targeting those columns which offer the most risk of structural failure:

Treatment Type	Count			
	Year 1	Year 2	Year 3	Year 4
Column Replacement	468	473	486	503

This treatment strategy is carried out it will deliver the following performance over twenty years:



The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£6,000,000
Capitalised	£608,690	£608,690	£608,690	£608,690	£2,434,760
Capital Maintenance	£891,310	£891,310	£891,310	£891,310	£ 3,565,240

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Prioritising Street Lighting Replacement

TfB carries out regular structural testing of its lighting columns. TfB prioritises column replacement on a worst first basis, the 'Red' and 'High Amber' Condition Bands. These columns are subject to the highest political and safety pressures.

Any remaining funding, arising from efficiency savings are used to replace Lanterns with LEDs and renew associated street lighting infrastructure. LEDs have reduced energy usage and a longer life than other lantern types. This change helps to reduce maintenance costs and energy consumption.

Investment in Intelligent Transport Systems

The ITS infrastructure consists of Traffic Signals and associated ITS infrastructure such as CCTV Cameras, Variable Message Signs, Car Park Signs, UTMC Systems and Rising Bollards. The current scope and conditions of the county's intelligent transport systems are shown below:

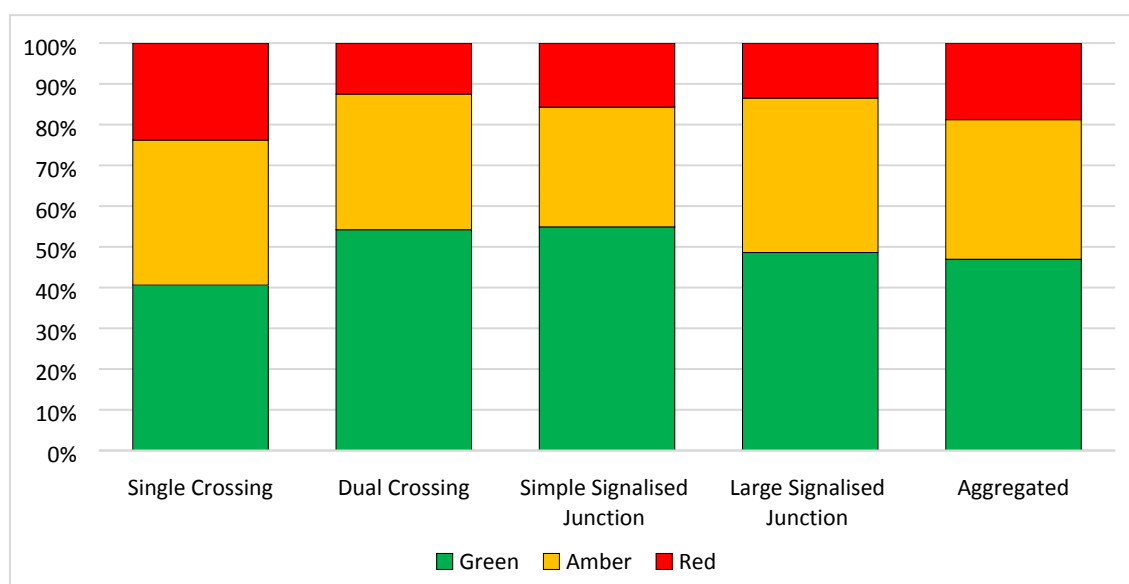
System Type	Quantity
Single Crossing	101
Dual Crossing	24
Simple Signalised Junction	51
Large Signalised Junction	37

TfB categorises its traffic signals into the condition bands Good, Fair and Poor based upon a multi criteria analysis which considers condition, performance requirements and risk. The inspection regime is described as follows:

Criticality	Inspection/Survey	Frequency
All Signal Junctions	Traffic Management Act Site Reviews	5-year cycle
All Traffic System Posts and Mast Arms	Structural Test	At 25 years, then as determined by test result
All Traffic Signals and VMS Signs	Annual Periodic Inspection (PI)	Annual

Based upon the condition bands the distribution of the site condition is as follows:

System Type	Green	Amber	Red
Single Crossing	40.6%	35.6%	23.8%
Dual Crossing	54.2%	33.3%	12.5%
Simple Signalised Junction	54.9%	29.4%	15.7%
Large Signalised Junction	48.6%	37.9%	13.5%
Aggregated	46.95%	34.26%	18.80%

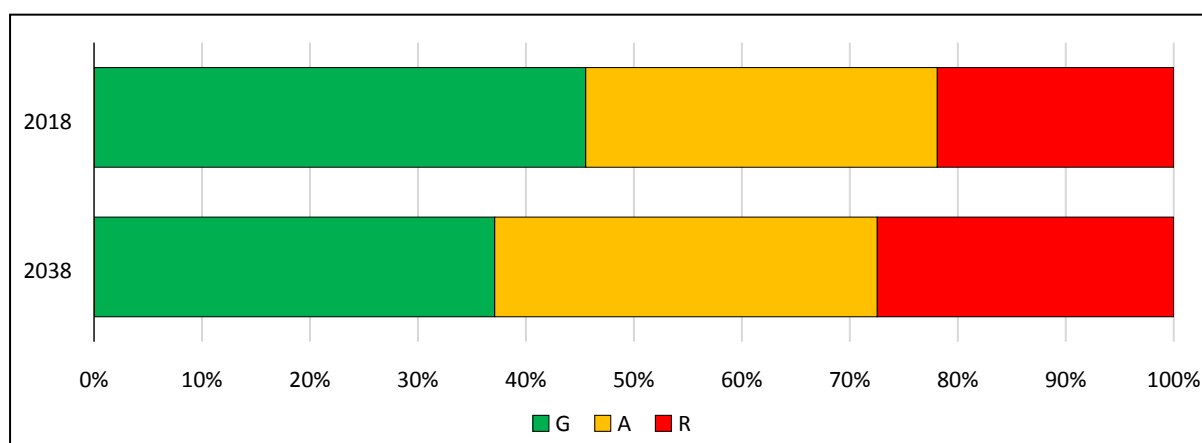


Strategy for Investment

The strategy for ITS is to minimise the decline in the condition of the ITS stock. This will utilise a mix of replacement and preventative treatments targeting those assets which have the most impact on congestion and safety:

Treatment Type	Count			
	Year 1	Year 2	Year 3	Year 4
Minor Refurbishment	4	4	4	4
Major Refurbishment	4	4	4	5

If this treatment strategy is carried out it will deliver the following performance over twenty years:



The investment necessary to deliver the outcome conditions shown above is:

	2018/19	2019/20	2020/21	2021/22	Total
Allocated Budget	£434,000	£452,000	£470,000	£490,000	£1,846,000
Capitalised	£73,478	£73,478	£73,478	£73,478	£293,912
Capital Maintenance	£360,522	£378,522	£396,522	£416,522	£1,552,088

Further modelling will be undertaken through the annual MTFP process to update outcomes arising from approved budgets.

Prioritising ITS Replacement

TfB undertakes a two-step process to prioritise its ITS Capital Maintenance schemes. The first step of the prioritisation process is a multi-criteria analysis with ITS sites being allocated points based upon meeting certain criteria. The sites with the most points are considered to be the highest priority.

Secondly, although ITS Capital Maintenance Schemes are prioritised using multi-criteria analysis the order of delivery is often influenced by external factors. These external factors give consideration to effective and efficient scheme delivery by liaising with other parties.

Planning and Environment

The portfolio has three main but separate areas of capital investment; Waste Management, Strategic Flood Management and Energy.

Waste Management

Existing Capital Schemes

Biowaste Transfer Station at High Heavens

This scheme is to develop a Waste Transfer station and bulky waste processing facility at High Heavens Waste Facility near Wycombe. Currently these activities take place unsustainably in unsuitable buildings and in the open. Current plans are to provide a new and bespoke building to ensure that future statutory duties for food waste collection and bulky waste treatment are optimised.

Future Aspirations

Household Recycling Centre Reconfiguration

The waste service is currently looking at the future provision of HRCs within the County. Financial pressures driven from increasing contract costs along with forecast housing growth in the County means that a new approach is needed to ensure the service is aligned to meet the future demands and is affordable.

Network improvements: Some of the existing sites are constrained due to locations, size and waste throughput. The existing HRCs would need capital investment to ensure continued compliance with regulatory/planning requirements and can meet the future growth demands.

Indicative capital requirements for future HRC network improvements cover potential options around facilities at Langley HRC, Aylesbury Rabans Lane, Buckingham HRC, a new HRC at Princes Risborough and expansion of re-use shops and total around £15.5m.

The key focus of the waste strategy is on the development of a new site to replace the Rabans Lane HRC in Aylesbury and this is subject to a HiF bid.

Expanded reuse service provision: Two out of the Council's ten HRC sites have on-site reuse shops. Moving forward, BCC will seek to optimise benefits from the HRC reuse service. This could possibly generate additional income, however, there will need to be investment in infrastructure for reuse storage, refurbishment and sales for the true opportunity to be realised.

Strategic Flood Risk Management

The current and emerging flood capital projects have emerged as a result of the production of some key strategic flood management documents namely:

The Preliminary Flood Risk Assessment (PFRA) which is a high-level review of past and potential future flooding events across the county. The report contains maps of past floods and indications of future flood risk and possible impacts on people and the environment

The conclusions of the PFRA led to the development of a flood management strategy for Buckinghamshire. The Local Flood Risk Management Strategy was initially adopted in 2013 and reviewed in 2015 and sets out how BCC and other agencies work together to improve management of local flood risk. The strategy identifies actions to address flood risk as well as who is responsible for carrying them out. The Local Flood Risk Strategy will also benefit strategic planning by ensuring development does not increase flood risk, promoting the use of sustainable drainage techniques and finding opportunities through new development to reduce flood risk where possible.

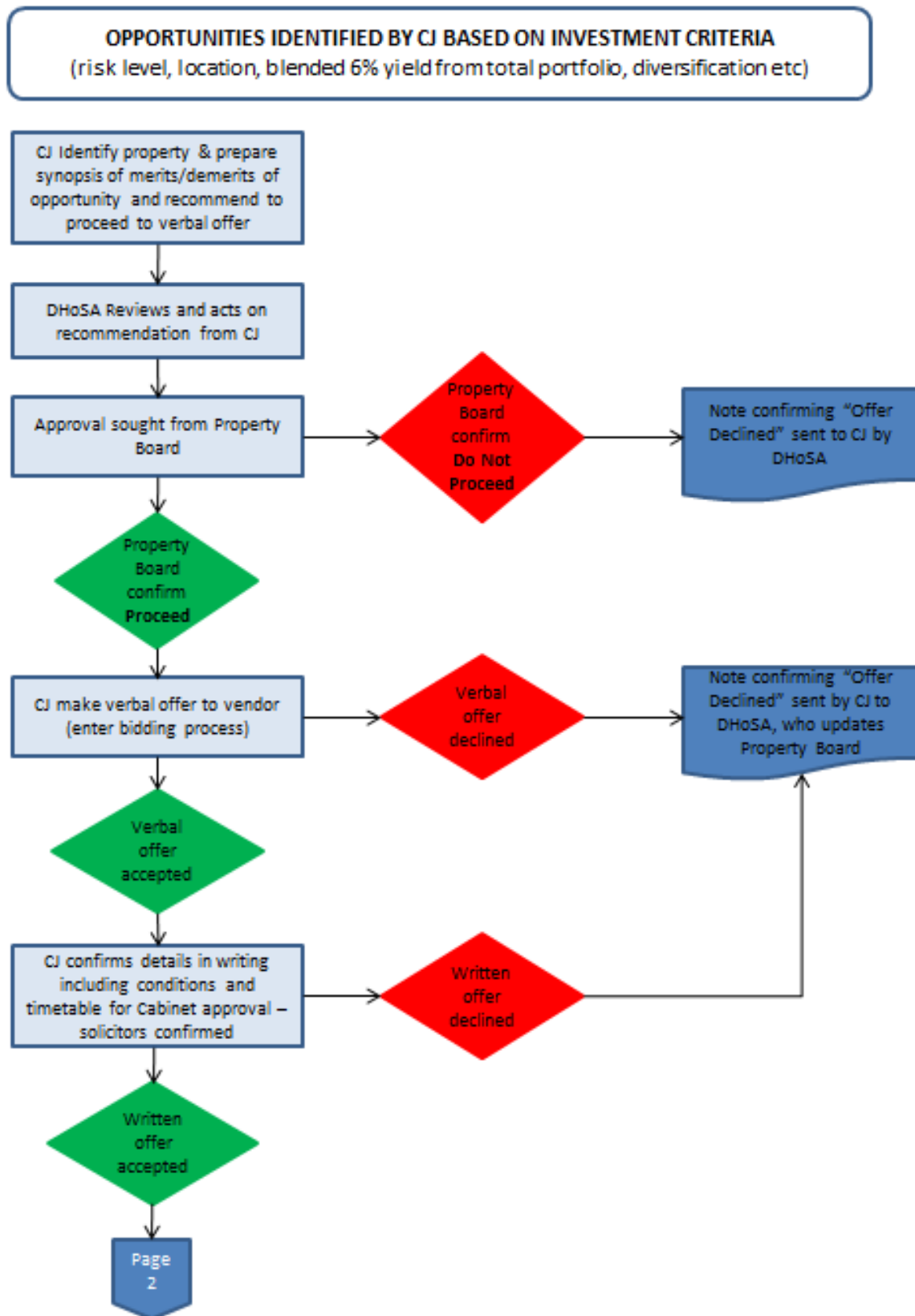
The strategy identifies a number of specific flood management projects that now form the emerging flood capital programme; including projects at Pednorstead End, Marlow, Willos, Leckhamstead, Saunderton and Hughenden Valley totalling over £9.3m of investment.

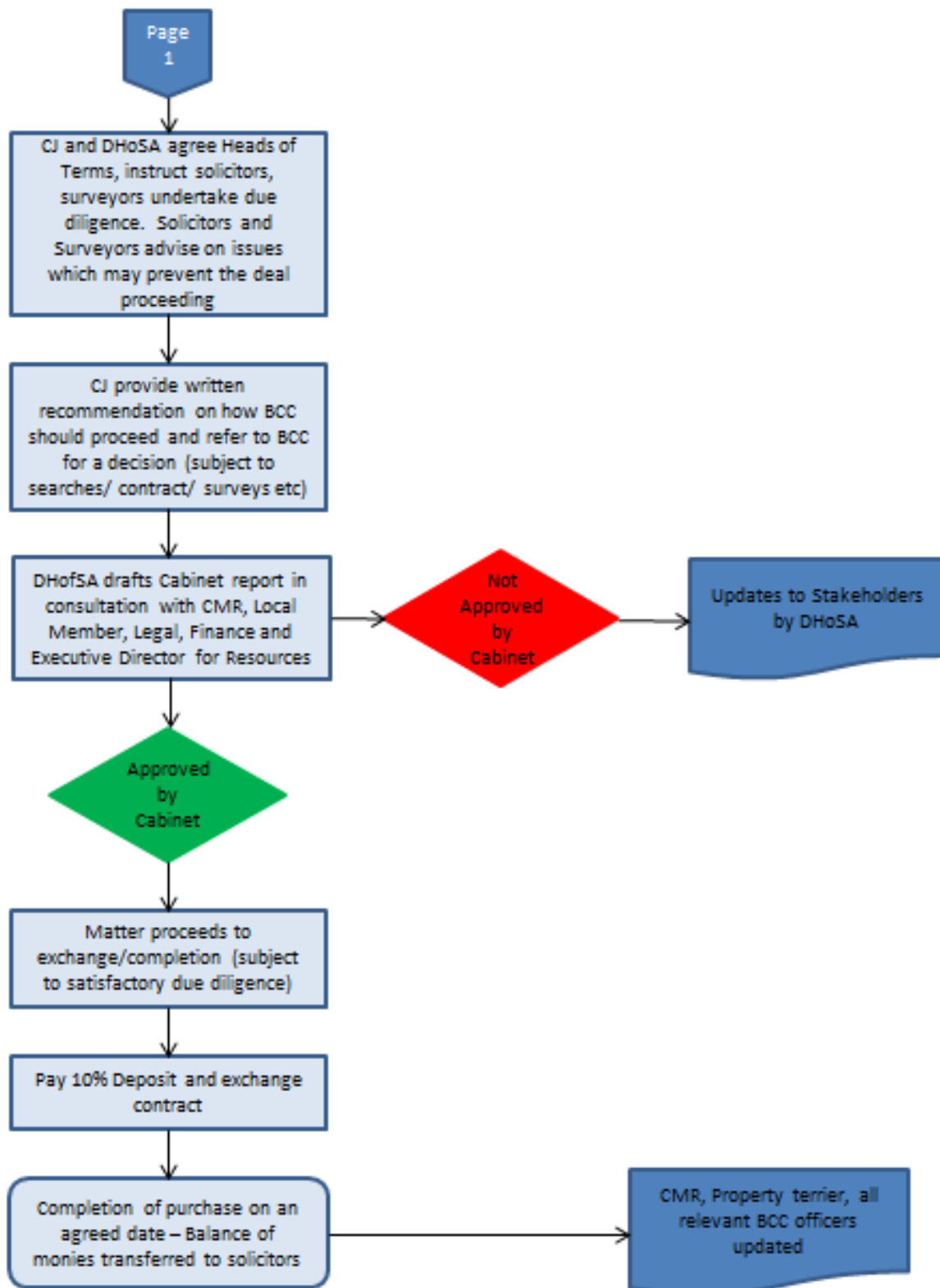
Energy and Resources

Investments in energy projects should be priorities where one or more of the following can be achieved within acceptable payback periods:

- Increasing the energy efficiency of the Council's assets (including buildings and street lighting / signals)
- Increasing onsite generation of renewable electricity
- Increasing flexibility in the consumption of energy consumption (to reduce operating costs by moving consumption to lower cost periods)
- Where income is derived through services to third parties or via Government subsidies

BCC Investment Commercial Property Governance





Prudential and Performance Indicators**Prudential Indicators**

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Estimates of capital expenditure	Estimate	Years 1, 2 and 3 (and longer as necessary)	£000	122,611	86,125	131,022	80,555	64,780

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Estimates of capital financing requirement (CFR)	Estimate	Years 1, 2 and 3	£000	470,267	468,208	518,167	529,897	445,242

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Estimates of ratio of financing costs to net revenue stream	Estimate	Years 1, 2 and 3	%	4.8%	4.4%	4.4%	3.9%	3.9%

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Borrowing	Estimate	Years 1, 2 and 3	£000	390,000	425,000	450,000	370,000	370,000
Capital Financing Requirement			£000	470,267	468,208	518,167	529,897	445,242

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Authorised limit (for borrowing) *	Estimate	Years 1, 2 and 3	£000	390,000	435,000	460,000	380,000	380,000
Authorised limit (for other long term liabilities) *	Estimate	Years 1, 2 and 3	£000	10,000	10,000	10,000	10,000	10,000
Authorised limit (for total external debt) *	Estimate	Years 1, 2 and 3	£000	400,000	445,000	470,000	390,000	390,000

* These limits can only be breached with the approval of the full Council to raise them

Indicator			Unit	2018/19	2019/20	2020/21	2021/22	2022/23
Operational boundary (for borrowing)	Estimate	Years 1, 2 and 3	£000	360,000	405,000	430,000	350,000	350,000
Operational boundary (for other long term liabilities)	Estimate	Years 1, 2 and 3	£000	7,500	7,500	7,500	7,500	7,500
Operational boundary (for total external debt)	Estimate	Years 1, 2 and 3	£000	367,500	412,500	437,500	357,500	357,500

Investment Performance Indicators

Indicator	Target Level	Current Level
Debt Costs to Net Service Expenditure (NSE) ratio	3.1%	2.0%*
Commercial Income to NSE ratio	4.8%	2.9%
Target Income Returns – average yield	6.00%	5.83%**
Gross Investment Income	£15m	£9.3m
Net Investment Income	£3.75m	£2.9m
Operating Costs as a proportion of Investment Value	5.0%	4.0%
Weighted Average Unutilised Lease Term (WAULT)	5 Years	7.42 years
Vacancy Levels for Non-Financial Investments	MSCI Benchmark (currently 7.05%)	6.35%

* *Borrowing only undertaken if business case for investment confirms adequate return on investment;*

** *Due to voids, but plans in place to fill the voids;*

INVESTMENT PROPERTY DUE DILIGENCE SUMMARY TEMPLATE

Recommendation from Cabinet authorising the purchase:

[Cabinet Recommendation]

The purpose of this report is to comply with the authorities agreed by Cabinet and to allow exchange of contracts and completion.

INVESTMENT PROPERTY			
Property		Purchase Price	£
		Purchase Costs	£
		Total Purchase Price	£
Leasable Sq Ft	Sq Ft	Total Gross Rental Income p.a.	£
Gross Rent per Sq Ft	£	Gross Rent per £m Invested	£
Active Management Fees	£	Property Management Fee p.a.	£
5% Void Contribution p.a.	£	Annual Borrowing Costs p.a.	£
Gross Initial Yield %	X.XX%	Net Yield %	X.XX%
Net Annual Rental Income	£	Net Annual Rent as a % of Total Gross Rent	X.XX%
Comments			
LEGAL			
Restrictive Covenants? (Y/N)	Y/N	Drainage Search Issues? (Y/N)	Y/N
Third Party Rights Affecting Title? (Y/N)	Y/N	Water Search Issues? (Y/N)	Y/N
Full Repair and Insurance Lease? (Y/N)	Y/N	Subsidence Search Issues? (Y/N)	Y/N
Assignable Contracts/Warranties? (Y/N)	Y/N	Local Authority Search Issues? (Y/N)	Y/N
Site Roads Adopted? (Y/N)	Y/N		

Comments

SURVEY DUE DILIGENCE

Building Fabric Issues? (Y/N)	Y/N	Insurance Valuation Completed? (Y/N)	Y/N
Mechanical and Electrical Issues? (Y/N)	Y/N	Independent Valuation Confirms Value for Money? (Y/N)	Y/N
Warranties Issues? (Y/N)	Y/N		

Comments

ENVIRONMENTAL SURVEYS

Flood Risk Assessment Issues? (Y/N)	Y/N
Phase 1 Environmental Report	Y/N
Ground Search Issues? (Y/N)	Y/N
Utilities Search Issues? (Y/N)	Y/N

Comments

TENANCY					
	D&B Rating	Break Clause Date	Rent Review	Lease End Date	Rental Income
Building/Unit /Floor A					
Building/Unit /Floor B					
Building/Unit /Floor C					
Building/Unit /Floor D					
Building/Unit /Floor X					
Positive Net Yield Rental Tolerance			Weighted Average Unexpired Lease Term (Target 5 years+)		
Rent Free Periods					
Voids					
Service Charge Accounts/Arrears Checked					
Comments					
Location					
Impact on the Buckinghamshire CC Footprint					
Property Transport Links					
Alternative Use/Future Development Options					

Recommendation to Proceed		Yes/No
Comments		
Director of Property and Assets		
Head of Finance Resources & Pensions		
Director of Finance and Procurement		
Head of Legal		

Decision Sign Off	Signature	Date
Executive Director Resources		
Cabinet Member Resources		

Attachments:

For example

- Environmental Report
- Building Survey Report
- Legal Transaction Report
- Valuation Report



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

7 Dec 2018

CS09.18a - Cross-Regional Project Recommissioning (Decision Taken)

The Cabinet Member agreed to award the contract for the delivery of residential care and education to the bidder named in Annex 1 by Oxfordshire County Council on behalf of the partnership.

The Cabinet Member agreed to Oxfordshire County Council acting as the Lead Authority within the partnership for Contract Mobilisation and Management.

19 Dec 2018

CS10.18 - Looked After Children Placement Sufficiency Strategy (Decision taken)

The Cabinet Member:

APPROVED this Strategy. The effectiveness of the Strategy will be evaluated and reviewed annually

Cabinet Member for Education and Skills

15 Jan 2019

ED01.19 - Denham Village Infant School (Decision taken)

The Cabinet Member:

AGREED that as the governing board has followed the statutory guidance set down by the DfE for changes in age range, the Cabinet Member for Education and



Skills AGREED to Denham Village Infant School changing its age range from 1 September 2018 from 4-7 years of age to 4-11 years of age

23 Jan 2019

ED02.19 - School Competition: Kingsbrook School, Aylesbury (Decision taken)

The Cabinet Member:

AGREED to Buckinghamshire County Council's preferred bidder, namely Inspiring Futures Partnership Trust, to run the 420 place primary school and 52 place nursery on the Kingsbrook development in Aylesbury

Cabinet Member for Education and Skills and Cabinet Member for Resources

11 Jan 2019

ED06.18 - Capital Grant – Healthy Pupils Capital Funding (Decision taken)

The Cabinet Members:

AGREED to the inclusion of the Healthy Pupil Capital Funding of £441,855 within the Schools Capital Programme; and APPROVED the proposed distribution of the funding as set out in Option 3 of the report

Cabinet Member for Health and Wellbeing

4 Feb 2019

HW01.19 - Winter Funding Plan (Decision taken)

The Cabinet Member:

APPROVED the Winter Funding Plan for Buckinghamshire

Cabinet Member for Planning and Environment

23 Nov 2018

PE06.18 - Charging for pre-application drainage discussions (Decision taken)

The Cabinet Member :

ENDORSED the policy and AGREED that it can be published on our website and referred to for future pre-application advice requests. The policy will be reviewed whenever there is a significant change in legislation, national or local policy, or otherwise when the Cabinet member and Strategic Flood Management Team deem necessary.

Cabinet Member for Resources

31 Dec 2018

R07.18 - Tendercare Nursery, Denham (Decision taken)

The Cabinet Member:

1. **APPROVED** further formal due diligence and negotiations with the Purchaser;
2. **APPROVED** amendment of the overage provisions, removal of restrictive user condition and that the minerals rights are disposed of on the terms set out in the confidential appendix securing for the Council an appropriate share of the uplift in value and reflecting the value and benefit accruing to the Purchaser for such consents.
3. **AUTHORISED** the Director of Property & Assets in consultation with the Cabinet Member for Resources and Executive Director for Resources to conclude negotiations, agree a binding agreement by the 31st December 2018 and complete on the contract with the Purchaser on the terms or better highlighted in the confidential appendix.

Please note that this decision is being taken under the Council's Special Urgency provisions as detailed in the constitution. This is due to the Purchaser's offer being time limited.

22 Jan 2019

R02.19 - Winslow Centre Demolition Project (Decision taken)

The Leader, on behalf of the Cabinet Member for Resources:

APPROVED the demolition [and clearance] of the existing Winslow Centre building (and its related buildings) to enable redevelopment of the site

4 Feb 2019

R03.19 - Disposal of 9 & 9A Pineapple Road, Amersham (Decision taken)

The Cabinet Member:

- **APPROVED** the freehold sale of the property at 9/9a Pineapple Road, Amersham to the preferred bidder for a consideration (value) being the best that can reasonably be obtained
- **AGREED** for arrangements to sign, seal and enter into any legal agreements and any other ancillary agreements or documents required to give effect to the disposal

Deputy Leader & Cabinet Member for Transportation

21 Dec 2018

T26.18 - Highways Network Safety and Network Management Policies (Decision taken)

The Cabinet Member:

APPROVED the adoption of these two policies

17 Jan 2019

T01.19 - Cressex Business Park, Waiting, loading and parking Restrictions (Decision taken)

The Cabinet Member:

- **AUTHORISED** the Executive Director Transport, Economy, and Environment to make permanent the Experimental Traffic Regulation Order.
- **AGREED** that responders to the Statutory Consultation be informed of the Deputy Leader & Cabinet Member for Transportation Decision.

7 Feb 2019

T02.19 - Contracting for the provision of Integrated Transport Services for pupil referral units (“PRUs”), Social Care (children and adults), Mainstream school and post-16 and Special Educational Needs and Disabilities (SEND)” (Decision taken)

The Cabinet Member:

APPROVED the development of a Dynamic Purchasing System (DPS) in relation to the procurement of Home to School and Adult & Child Social Care Transport for a contract period of 5 years with an option to extend for a further 2 years (to include inviting and encouraging operators to apply during the period of the DPS Framework)

Please note that this decision is being taken under the Council's 'General Exception' provisions - Following an in-depth review of the integrated transport service area (home to school, place of education transport services) and the current commissioning strategy, it was realised that to meet the future needs and mitigate current risks, a new strategy needs to be adopted imminently. Due to the current timeframes requiring the new approach to be implemented and ready to allow TEE to award contracts by July 2019, the OJEU notice needs to be issued by mid-February 2019, which will not allow time for the usual 28 day notice on the forward plan.

For further information please contact: Claire Hawkes on 01296 382343