



Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Date: Thursday 31 October 2013

Time: 10.00 am

Venue: Mezzanine Room 2, County Hall, Aylesbury

AGENDA

9.30 am Pre-meeting Discussion

This session is for members of the Committee only. It is to allow the members time to discuss lines of questioning, areas for discussion and what needs to be achieved during the meeting.

10.00 am Formal Meeting Begins

Agenda Item	Time	Page No
1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP	10am	
2 DECLARATIONS OF INTEREST To disclose any Personal or Disclosable Pecuniary Interests		
3 MINUTES To agree the Minutes of the Meeting held on 5 September 2013.		1 - 6



INVESTOR IN PEOPLE



4 PUBLIC QUESTIONS

Public Questions is an opportunity for people who live, work or study in the county to put a question to a Scrutiny Committee about any issue that has an impact on their local community or the county as a whole.

Members of public, who have given prior notice, will be invited to put their question in person.

The Cabinet Member and responsible officers will then be invited to respond.

Further information and details on how to register can be found through the following link:-

<http://www.buckscc.gov.uk/about-your-council/scrutiny/get-involved/>

5 CHAIRMAN'S REPORT

For the Chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.

6 TRANSFORMATION UPDATE/ BCC GOVERNANCE AND ACCOUNTABILITY 10.10am 7 - 48

Peter Hardy and Nick Cave will update the committee on the Council's Transformation programme. Members will also consider a proposal to establish an inquiry into 'BCC Governance and Accountability' in the Future Shape of the Council.

7 PROPERTY UPDATE 11am 49 - 74

Gill Harding will update Members on the Property Transformation programme and the Rent Review process in relation to the Council's agricultural estates.

8 SECTION 106 (TOWN AND COUNTRY PLANNING ACT) 11.40am 75 - 82

For Members to review the Section 106 report, provide comment and identify possible question areas ahead of the Environment, Transport and Locality Services select committee item on 6 November.

9 COMMITTEE WORK PROGRAMME 12 pm 83 - 84

To consider and agree the Finance, Performance and Resources Select Committee Work Programme 2013/14.

10 PAPERS FOR INFORMATION 12.05pm 85 - 86

Budget Scrutiny – Outline of Member sessions

10a PAPERS FOR INFORMATION

87 - 140

Balanced Scorecard and Joint Monitoring Report – Quarter 2

11 DATE AND TIME OF NEXT MEETING

12.15pm

5 December 2013 – 10am

Budget Scrutiny - 17 December 2013 – 2pm

Purpose of the committee

The Finance, Performance and Resources Select Committee shall carry out the local authority scrutiny functions for all policies and services relating to corporate finance, policy, performance, communications, resources and business matters, including: Corporate resources, including the Council's property portfolio; Finance and commercial services; Corporate performance; Organisational development; Service transformation; Human resources; Media and communications; Website and social media; Customer services and customer insight; Corporate policy and research; Corporate business support; Legal services; Corporate infrastructure, including ICT (Information and communication technology); Local democracy; The overall scrutiny function; Local economic development; and Collaborative and joint programmes and services with other national, regional or local authorities. The Executive's draft budget will automatically be referred to the Finance, Performance and Resources Select Committee for its consideration as part of the annual budget process.

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For further information please contact: Clare Gray or Karen Jones on 01296 383610 / 3627; Fax No 01296 382421; Email cgray@buckscc.gov.uk / kljones@buckscc.gov.uk

Members

Mr W Chapple OBE (VC)
Mr T Egleton
Mr S Lambert
Mr D Martin

Mr B Roberts (C)
Mr D Shakespeare OBE
Mr A Stevens
Mr D Watson



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Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Minutes

FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE

MINUTES OF THE FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE HELD ON THURSDAY 5 SEPTEMBER 2013, IN MEZZ 2, COUNTY HALL, WALTON STREET, AYLESBURY, COMMENCING AT 10.01 AM AND CONCLUDING AT 12.05 PM.

MEMBERS PRESENT

Mr T Egleton, Mr S Lambert, Mr D Martin, Mr B Roberts (Chairman) and Mr A Stevens

OTHERS IN ATTENDANCE

Mr A Brown, Mr J Chilver, Mrs A Davies, Ms L Forsythe, Mrs C Gray, Mr P Hardy, Mrs K Jones (Secretary), Ms E O'Neill, Mr R Schmidt, Julia Wassell and Ms R Younger

1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

Apologies were received from Bill Chapple OBE, David Shakespeare OBE and David Watson.

2 DECLARATIONS OF INTEREST

There were no interests declared.

3 MINUTES

The minutes of the meeting held on 25 July 2013 were agreed as a correct record after the tabled amendments had been approved.

4 PUBLIC QUESTIONS

There were no public questions.



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5 CHAIRMAN'S REPORT

The Chairman reported that the budget Scrutiny meetings would be taking place on 7, 8 and 9 January 2014. Following discussions at the previous meeting Members were advised that Select Committee Chairman will not be formally co-opted to the Committee but will be invited to attend the budget scrutiny meetings that relate to their Committee.

6 CAPITAL

The Chairman welcomed the Deputy Cabinet Member for Finance and Resources (the Deputy Cabinet Member), Richard Schmidt and Elspeth O'Neill to the meeting and reported that the Cabinet Member for Finance and Resources (the Cabinet Member) was attending as an observer.

The Deputy Cabinet Member explained that the last written strategy was in 2011 and that a review was due. The issues to be considered include areas for key investment and how to prioritise.

Richard Schmidt explained that capital items generate an asset for example replacing single glazed windows with double glazed windows is capital expenditure as it improves the asset by contributing to energy saving. Members were informed that the Capital Programme was agreed by the Council in February. Schools Property maintenance has an allocation of £3.5m. The bulk of the funding was for schools, highways, street lighting and property maintenance in addition to the reconfiguration of day services in Adult Social Care.

It was acknowledged that the track record regarding slippages was patchy, although the record in 2010/11 was good. Members were informed that some projects depend on planning activity whilst others, for example academies, were on track to deliver projects on time. It was noted that the planning profile of spending needs careful consideration.

It was noted that the Business Investment Group (BIG) was important in the management of capital investments and this Group was chaired by the Cabinet Member. Bids for the capital part of the Medium Term Plan process will be submitted in September and October and the aim is for it to be in line with the Strategic Plan. A formal plan will be submitted to Cabinet prior to approval by Council in February 2014.

Members were invited to ask questions and the following points were raised:

- The aim is to complete the improvements set out in the 'next steps' of the report by December 2013 and it was noted that there have been improvements previously. Richard Schmidt replied that the late announcement of the Government funding did not enable the budget profile to be completely properly.
- A member asked how CIPFA code was applied and if there was sufficient finance for long term projects.
- Richard Schmidt replied that EfW was looking for a business return and extensive calculations had taken place beforehand to establish the revenue benefits and check that the finance was sound. This takes place before any business is undertaken.
- The Member asked if the approach to borrowing had changed for the project.
- A full Treasury Management Strategy had not been developed but interest rate swaps had taken place to fix the currency rates. It was noted that BCC was quite cash rich and may not need to borrow although the return was disappointing because of low interest rates.

- A Member suggested that if BCC was cash rich and the money did not need to be spent until the EfW plant opens could the money not be spent on repairing the roads and borrowed for EfW.
- The Cabinet Member replied that the capital strategy was to progress these issues and that the interest rate was only 0.8% on £250m invested on deposit.
- A Member requested an assurance that more robust business plans will be in place in future.
- The Deputy Cabinet Member replied that the issue of where there had been slippages had been addressed through internal audit and that regular reviews will continue to take place on capital slippage.
- It was noted that there had been a delay in the planning application for Furze Down School.
- There have since been improvements in budget setting which identifies if capital is available and has resulted in there being challenges to proposals.
- Richard Schmidt added that efforts were taking place to be more proactive and reallocate funds during the year.
- It was suggested that the plans were too optimistic and that insufficient time was allowed for issues and recommended that a contingency was required.
- A Member asked if there was a robust programme in place to take control of slippages.
- Richard Schmidt acknowledged that this was an issue and explained that a key factor was looking at the legitimacy of slippage. He suggested that a review was required of how well delivery was taking place and that the emphasis could be on planning.
- A Member suggested that there was a need for accountability for slippage because this was taxpayers' money and he asked if procedures to improve Programme Management had been developed.
- Richard Schmidt recognised the importance and need to improve Programme Management.
- The Cabinet Member explained that part of the slippage was related to phasing of spending rather than the amount being spent.
- A Member noted that slippage had been identified by BCC as an issue and he suggested that Contract Management skills required active monitoring. He welcomed the plans for continued monitoring.
- The Deputy Cabinet Member accepted that more information was needed and he recognised the validity of the point about sanctions if contracts were not managed effectively. He added that the problems often relate to the failure to secure income.
- In relation to Community assets it was noted that if there were surplus assets a proposal could be put forward to bid and run services.
- A Member asked what happens with the transfer of schools to academies. Elspeth O'Neill replied that the majority of schools that transferred were on 125 year leases and that BCC remains the land owner.
- A Member asked about the reference to Aylesbury Vale Academy selling a playing field for housing and keeping the receipt. Richard Schmidt agreed to provide a written response.
- A Member asked about the link with the Target Operating Model.
- Richard Schmidt replied that an initiative was being developed and shouldn't have a huge impact on targets although it may be necessary for investment in making the change with implications for the ownership of the assets.
- It was noted that the Bucks Learning Trust was currently leasing offices from BCC and may need to move to different premises.
- A Member asked if it was appropriate for three Heads of Service to be on the BIG.
- The Deputy Cabinet Member replied that the Heads of Service take a corporate view rather than being parochial. He added that the composition of the Group was under review and it was noted that a big concern was the workload of the Heads of Service.

7 COMMERCIAL ACTIVITY UPDATE

The Chairman introduced Rose Younger to the meeting to provide a commercial update. Rose Younger joined BCC in October 2012 and replaced Graham Collins.

Members were advised of the importance of managing contracts well, of performance management and of holding officers commercially to account. Contracts have been assessed and some need reassessing. Rose Younger explained that contracts were Gold for matters relating to children and adults which were considered to be high risk. Gold contracts include the National Autistic Society and Silver contracts include Npower and Hazlemere Windows.

It was acknowledged that there was a pressure to have sufficient resources available to manage contracts effectively.

A two day training course has been arranged for contract managers on soft skills including negotiating. There will be further 2 day training courses for high risk contract managers. Members were invited to submit comments on their role in the training process. Members were invited to ask questions and the following points were raised:

- Is there a central store for contracts?
- A central register is going live on 16 September.
- A Member commended the update which he considered to be very effective and asked what was expected to happen
- Richard Schmidt replied that there would be a detailed market analysis and the focus was on identifying and delivering savings opportunities.
- A Member asked what was the continuity training
- This will be around the risks, financial evaluations and a detailed report will be prepared.
- A Member requested a reassurance about the security risk of employing a third party.
- Rose Younger replied that the data was split on different cloud servers. It was not possible to reply about the risk of hacking into the system but Rose would come back with a detailed response.
- A Member asked about the opportunities to generate income from other local authorities.
- Rose Younger replied that key sales personnel had already met with Oxfordshire County Council.
- A question was asked if lessons had been learnt from the complaints.
- Complaints were not currently logged by the commercial team. Contracts were owned by the service area and as a result previous complaints went direct to the service. In future monitoring will apply to public complaints and contract management and performance.
- A question was asked about when we will reach a point when there are no more savings to be achieved. Rose Younger replied that over time if you take all the meat off the bone it will get to a point where decisions will be taken on whether or not to decommission services or do less. There will also be a review and see if savings can be achieved and things done differently.
- Members were advised that a capability analysis will take place and it will be necessary to ensure that there is the right skill set in place.
- Caution was expressed regarding the need to check the financial stability of the providers.
- Members were advised that in other local authorities procurement was centralised and that the direction of travel was towards a Target Operating Model which means that contract management will be key.

8 ASSESS THE USE OF THE URGENCY RULE FOR A CABINET MEMBER DECISION

Clare Gray explained that the Committee was being asked to assess the use of the Urgent Rule for a Cabinet Member decision. The management of five Children's Centres was transferred from BCC to Barnardo's.

A consultation took place between 23 November 2012 and 22 January 2013. The Cabinet Member decided that, in order to properly consider the views of parents and to make the consultation meaningful, petitions should run their course before making a decision. Following receipt of all the information a draft report was drafted. As a result of consultation with Legal and Democratic Services, it was apparent that if the decision were called in with the elections taking place on 2 May it would not be possible for the scrutiny process to be completed before the election took place.

Following the elections and the appointment of committees it was unlikely that an Overview and Scrutiny Committee would take place until June at the earliest. In view of this the Deputy Leader and Chairman of the Overview and Scrutiny Commissioning Committee agreed that the decision should be taken under the urgency rule on 16 April 2013. Members were advised that there was a risk of going to market with a bad Ofsted report and as a result many providers may not wish to tender in April 2014 when the Children's Centres were due to be re-commissioned.

Members were invited to comment and the following points were made:

- A Member challenged whether or not the Decision was urgent. He suggested that if the consultation was between November and January why was the decision being taken within the six week period before the election. He expressed concern about the transparency during a period when it could not be challenged or reversed and he suggested that the decision was stacked
- The Deputy Monitoring Officer explained that the decision was stacked because petitions had been received.
- It was suggested that it was not normal for Decisions to be stacked.
- The Deputy Monitoring Officer was unable to speak on behalf of the Cabinet Member or the officers involved. Members were advised that paragraph C in the Constitution may be revised to state that decisions may be reviewed but cannot be delayed.
- A Member suggested that the issue should be reviewed by Regulatory and Audit Committee and he asked what the rationale was for referring it to this Committee.
- The Deputy Monitoring Officer explained that if the Committee considered that the Constitution should be clearer on urgency it was within their remit for the Committee to refer this to the Regulatory and Audit Committee.
- A Member asked if the petitions extended the process.
- This was considered to be correct.
- In response to a question it was confirmed that had the petitions not been received this situation would not have occurred.
- A Member proposed that the matter be referred to Regulatory and Audit Committee and that a cut-off date be agreed because the process had highlighted a weakness in the system.
- The Committee agreed that the wording in the Constitution should be clearer rather than stating 'normally called in within 6 weeks'.
- It was also suggested that the decision making process should not disenfranchise the Local Member or the person calling in the decision. It was noted that another call in at the end of the last Council was delayed and that the decision couldn't be called in.
- Members were advised that the next meeting of Regulatory and Audit Committee was in November.

- The Chairman invited the Local Member to address the meeting and she expressed strong feelings that as the Local Member she had never been told that the decision was urgent and that she was only given this information when the decision was called in. She considered that she was owed an apology adding that her calls had not been returned.
- It was suggested that Regulatory and Audit Committee confirms if there is a procedure for telling the Local Member if there is an urgent decision before general and by-elections.

9 COMMITTEE WORK PROGRAMME

Andrew Brown, Policy Officer explained that the Committee Work Programme was a live document which was updated regularly.

A member requested that the issue with emergency loans from job centres be added to the agenda for the meeting on 5 December. This related to helping people out with rent and that the fund was no longer available.

10 PAPERS FOR INFORMATION

The papers for information were noted.

11 DATE AND TIME OF NEXT MEETING

31 October 2013 at 10am.

CHAIRMAN



**Buckinghamshire County Council
Select Committee**

Finance, Performance and Resources Select Committee

Report to the Finance, Performance and Resources Select Committee

Title:	Transformation Programme Update
Committee date:	31 October 2013
Author:	Nick Cave - Service Director Transformation
Contact officer:	Nick Cave, 01296 392486, ncave@buckscc.gov.uk
Report signed off by Cabinet Member:	Peter Hardy, Finance & Resources
Electoral divisions affected:	Potentially all electoral divisions

Purpose of Agenda Item

The Future Shape Transformation Programme has committed to update the Finance, Performance and Resources Select Committee quarterly on development of the programme.

The Select Committees views and thoughts are sought to enable development of the programme.

Background

The Council faces significant financial and service delivery challenges that have been well communicated to the Select Committee and Buckinghamshire Councillors. These can be summarised as -

- **Financial pressures** - Central Government funding changes mean that we need to deliver £60 million more savings over the next 4 years.
- **Demographic pressures** - Bucks has an increasing number of older people and an increasing birth rate, so there will be many more people who need our services.
- **Technological advances** - Digital technology is changing the way in which our customers want to interact with us.

To respond to this challenge and create a more sustainable organisation for the longer term BCC has developed a Target Operating Model (TOM) to describe the purpose, look, feel and key design principles of the future organisation.

To deliver the priorities in the strategic plan in a customer centric, financially sustainable way, BCC has ambitions to become a commercially minded council. This new model will change the dynamics of BCC operations, moving towards lean processes and functions, commissioning across the Council which is fuelled by real, strategic customer insight,

delivery units which are cost optimised and generate income and a clear, strict operating framework which joins these components together.

The July Select Committee meeting received an update on the progress and programme for developing this Target Operating Model.

Members agreed to further development of the plans and over the summer work has been completed on -

- Validating the Target Operating Model.
- Determining the programme structure, functions and governance.
- Developing an outline business case.
- Understanding the requirements to kick start the next phase of transformation.

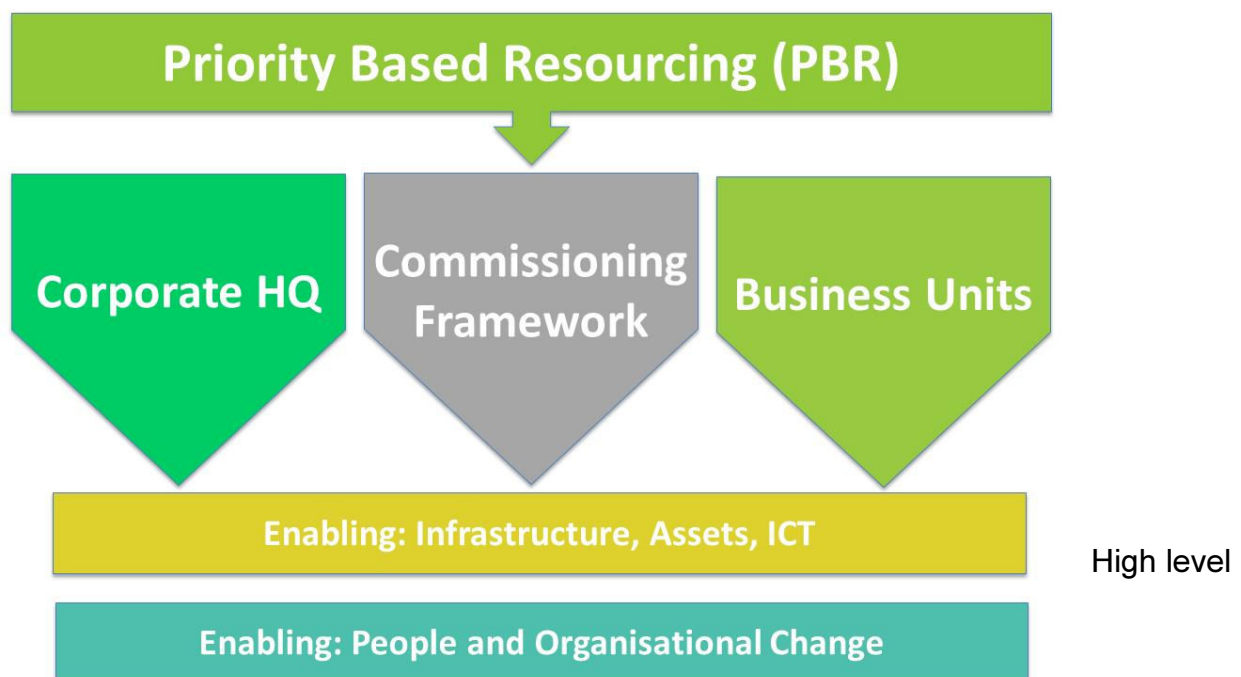
Attached at **Appendix 1** is a presentation made at the all Member briefing on the 9th October 2013 that summarises the financial and demographic challenge, the progress with developing the Target Operating Model and the emerging Transformation Programme. This Presentation also conveys at a high level the outline plan for the delivery of the consolidated business case over the next 90 days.

Further detail on the progress made with the Future Shape Programme is summarised below.

Summary of Progress with the Future Shape Programme

To deliver the TOM and support the organisation to meet it's challenging financial targets significant transformation effort from BCC will be required. Over the summer there has been a process led by the Council's Leadership Team to design a transformation programme that will deliver the outcomes and benefits expected of the TOM.

This has led to the development of five key sub programmes and a Priority Based Resourcing exercise for the next phase of transformation, illustrated in the diagram below.

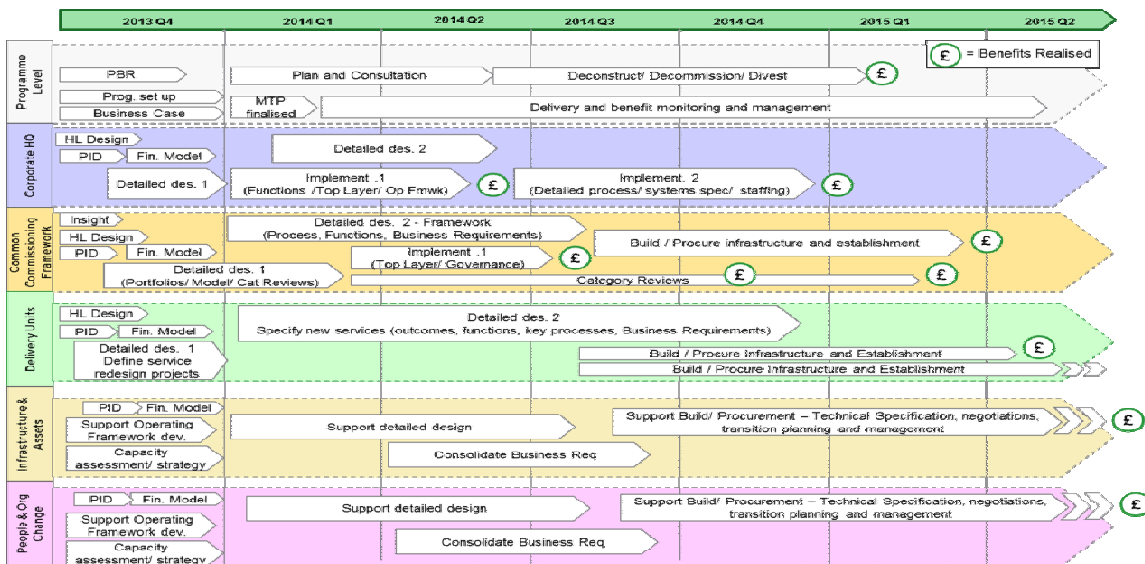


explanations of these sub programmes are below.

- **Priority Based Resourcing (PBR):** This process will provide a fundamental challenge, at a more strategic, cross directorate level, about where resources should be targeted in line with priorities and the TOM
- **Corporate HQ:** Lean, streamlined processes for a focussed and robust 'strategic brain' of BCC and the operating framework which will act as the glue between the HQ and the Delivery Units
- **Business Units:** Lean, customer-centric commercial delivery units which host BCC's functions and services with cost optimisation and income generation built in
- **Commissioning Framework:** An approach and model for commissioning which will enable BCC to become a commissioning-led Council that is robust and responsive to customer needs
- **People and Organisational Change:** Delivering against the consolidated 'people' requirements of the services and the other transformation sub-programmes. Designing structure, roles, terms and conditions, skills and training, culture and behaviours and brand
- **Assets, Infrastructure & ICT:** Delivering against the consolidated requirements from the sub-programmes, and build, test and implement changes to physical infrastructure, assets and ICT. Designing the technical architectures (such as system, infrastructure, and data) and drive the use of digital channels in service redesign (Digital by Design).

Transformation Roadmap

The transformation programme is a significant undertaking and has a delivery timeframe of 18-24 months. The expected high level phasing of activity is shown below.



Please note a larger version of this plan is at **Appendix 3**.

Communication

An extensive staff and stakeholder communication plan has been put in place for the programme launched by the Leader and Chief Executive through a series of staff road shows over October. The presentation attached at **Appendix 1** is used along with display boards giving more detail on the Target Operating Model and change plans. Whilst understandably there are concerns the approach has received a positive reaction from staff with questions being asked and debate on the Future Shape display boards.

In addition an all Members briefing on the Future Shape programme has been held with a positive turnout of 20 Councillors. Briefings for Trade Union and Employee Representative's take place through the Councils Joint Consultative Group, at each meeting there will be an update on the Future Shape programme.

Business Case development

A 90 day process has commenced to clearly articulate the costs, benefits and develop a detailed programme plan of the Future Shape Programme. This process aims to gain sign off and ownership of delivering and implementing the programme to deliver the TOM. This will be developed jointly with services to ensure alignment of delivery plan to the TOM and strategic priorities.

Priority Based Resourcing

One of the key aspects of the transformation process and business case development is a priority based resourcing exercise (PBR). This builds on work completed by the BCC Leadership team on the irreducible minimum (understanding what the statutory minimum is that the Council has to provide) and will align to the Medium Term Plan (MTP) process.

Mobilisation

Mobilisation has commenced to get the resources, tools and methods in place to deliver the transformation programme. Sponsors and Project managers for the Sub-Programmes have been identified from the Leadership team. They have commenced work on the high level design and have initiated detailed design work which will inform the business case and support the alignment of resources to delivery of the TOM and the Councils MTP.

The Council's Transformation team has been resourced to support the programme with recruitment of a graduate and three business analysts.

Through a procurement process PWC have been recruited to support the programme through principally the provision of Subject Matter Experts and strategic guidance that can add to an existing BCC manager's skills and aid development of a robust and innovative business case.

Governance

The governance for the programme is summarised in the paper at **Appendix 2**. It should be noted that this is for the 90 day business case development phase only. In addition there is further development work being commenced on the role of Members in the Target Operating Model.

Strategic Alliances

In December 2012 the Chief Executive arranged a meeting of 11 local Upper Tier and Unitary Councils. This initial meeting of Chief Executives aimed to have a first go at exploring opportunities for developing collaboration between surrounding County and Unitary Councils that could potentially tackle areas of high spend.

The first meeting covered a very broad range of topics and subsequently prompted a range of conversations between authorities on some specific services and activity areas. The meeting acknowledged that not all authorities would want to participate in everything, however, the possibility exists that from within the group of councils different combinations of authorities could identify mutually beneficial areas for potential collaboration.

There were however three key areas of interest identified through the meeting -

1. Development of a joint approach to improvement of adoption services.
2. Can we combine to tackle high cost, residential care arrangements for children?
3. Bringing together a more coordinated approach to procurement and key contracts.

To explore these possibilities workshops were arranged with the relevant officers focused on the three areas of interest with invites to all 11 authorities. Following these workshops another chief executive meeting was held to review areas to progress. Overall the initiative has been welcomed.

Below is a brief summary of the key development from each of the workshops –

- **Adoption Services** – there has been limited interest from neighbouring authorities in developing shared arrangements. Officers have been following up with the attendees exploring specific areas of interest identified at the meeting.
- **Procurement** – A number of specific contract opportunities have been identified and tacit agreement to further work. There is the possibility for joint funding of a post to complete category reviews on a broader scale and possible collaboration on Public Health contracts. Some interest has also developed in the BCC contract management system which the council has developed which could yield an income to BCC.
- **High Cost Young People Placements** – This is probably the most successful area of joint working that has built on an existing partnership aiming to develop an approach for joint commissioning across a region in order to shape the market for a specific area of local government activity, in this case increasing local sufficiency of high cost residential care placements.

The idea developed is a web based tool which will enable authorities to see the demand and supply of young people residential care places across a group of County and Unitary areas. The aim is they will be able to drill down into details that would show location, pictures of the accommodation, OFSTED information, prices and importantly future availability, something like the information you would find in “Trip Adviser” about hotel accommodation.

Through the use of a technology solution we aim to provide a simple, cheap and quick method for a group of authorities to engage with the market to identify care placements for vulnerable and at risk young people.

This tests how 'cloud' based IT solutions can be used to bring partners together, aggregate work and drive the cheapest price. At the same time we see opportunity through the technology to work proactively with the market to provide local sufficiency of suitable care package places for a cluster of authorities.

The technology solution that BCC has developed we are initially calling 'Care Advisor' provides the link and the connection between young people and care commissioners across a number of authorities. It also allows the market place to engage with commissioners and understand the demand and commercial development opportunities for providers locally. In addition there are also potential commercial opportunities from the application for the Council.

Using the technology supported by strong partnership working a cluster of local authorities can make local placements of vulnerable young people into the best possible care solution nearest to their home base.

Information previously only available through visits and phone calls are made accessible through a web based tool. This allows for real time engagement with the care facility and the potential for clients to see the type of accommodation and support on offer.

This is an innovative application of partnership working that has the ability to be scalable across many commissioning activities. The aim is that through the use of technology we can prove a concept and provide a tool that will enable partnership working across many different groups of authorities be that geographically based or subject matter linked.

The concept will enable retention of authorities' sovereignty and independence of decision making and critically allow for local input to service delivery options.

The Officer group have developed a technology solution which "Care Finder" system developed and demonstrated to Chief Executives. This will allow the partnership to be extended to other authorities and greater savings can be developed through more effective market management.

Questions for the Select Committee

To aid and inform development of the programme the following questions are posed for the Select Committee -

- Does the Select Committee have any comments on the Future Shape programme? This may be considerations that need to be made, or advice and guidance.
- Does the Select Committee have any ideas on areas where we could be innovative in reducing costs and providing outcomes for our residents?
- On the 30th October Members were invited to a conference titled "Future Council – the role of elected Members and public service accountability". Are there any

reflections from the event from Councillors that attended or thoughts on the issue that could inform development of the Future Shape programme?

Resource implications

The move to the TOM will facilitate the delivery of a number of benefits within services currently through a focus on commercial and operational excellence in the way services are designed.

The Programme will combine with the Councils MTP with the intention of providing a single change programme that will meet the anticipated £60m funding gap.

Investment will be required to deliver the programme. The level of this will be determined and validated through the production of the Future Shape business case and the design, build and implementation phases.

Programme investment required will include:

- ICT development
- Accommodation and infrastructure
- HR transition costs
- Legal and Procurement costs
- Change Management Resources

The Future Shape Programme



We've achieved a lot in the last 4 years

- Government grant reduced by 44%
- We have delivered £85m savings
 - ✓ Reduced our operating costs
 - ✓ Developed new community based services – libraries, youth services, day centres
 - ✓ Transformation Phase 1 saved £21m through 5 main workstrands
 - ✓ Reduced our property footprint – Concentrated in the Tower Block and Easton Street
- Protected services especially those to the most vulnerable
- Delivered 81% of performance targets



The Current Financial Challenge 2014/2018

- Government funding to BCC to reduce by 24.3% (£12m) 2014/2016
- Further 20% cuts to Education Services Grant (£1.34m)
- Transfer of funding from BCC to Local Enterprise Partnership (New Homes Bonus and Integrated Transport Grant)
- Some transfer of funding from NHS to BCC for Health/Social Care integration

At least £60m savings to find by 2018



The Service Challenges 2014/18

- Demographic Change – 7,500 increase in elderly (over 65 years) 2100 increase in young children (2014/2018)
- Increase in number of Looked After Children – 90 incl. Child Sexual Exploitation (2010/2013)
- The state of the roads - £20m highway maintenance programme for 2013/14
- Broadband, new roads and schools
- The Care Bill
- Rising public expectations
- Technology changing the way customers want to interact with us
- Increased workload putting pressure on remaining staff



The 'Think' Culture Change Programme



- The principles of Think Councillor, Think Customer and Think Solutions underpin Service Delivery in the Future Shape Programme



A radical new future for the Council

Budget reductions of this magnitude (at least £60m) mean that we can not stay the same

Our 'direction of travel' is already set:

- **Outsourced** some services
 - Ringway Jacobs (Transport for Buckinghamshire)
 - Bucks Business First (Economic Development)
 - Barnardo's (Children Centres)
- Setting up new **partnership Trusts**
 - Buckinghamshire Learning Trust
 - Buckinghamshire Museum Trust
 - Adventure Learning Foundation
- Creating a new **trading company**
 - Buckinghamshire Care



A radical new future for the Council

- We need to drive more radical change

“further, faster, cheaper”

- The “**commercially minded council**” – where everyone is aware of the cost of what they do and searching for opportunities to generate extra income.
- Core functions needed to support the role of elected Members – a much smaller corporate Headquarters
- Variety of business and delivery units providing services



What do we mean by the Commercially-minded Council?

- Putting the customer at the centre of our work
- Understanding the current and future costs
- Reducing unnecessary costs and streamlining processes
- Acting as though it is “your own money”
- Searching for opportunities to generate income
- Focus on performance and quality
- Delivering services in a different way



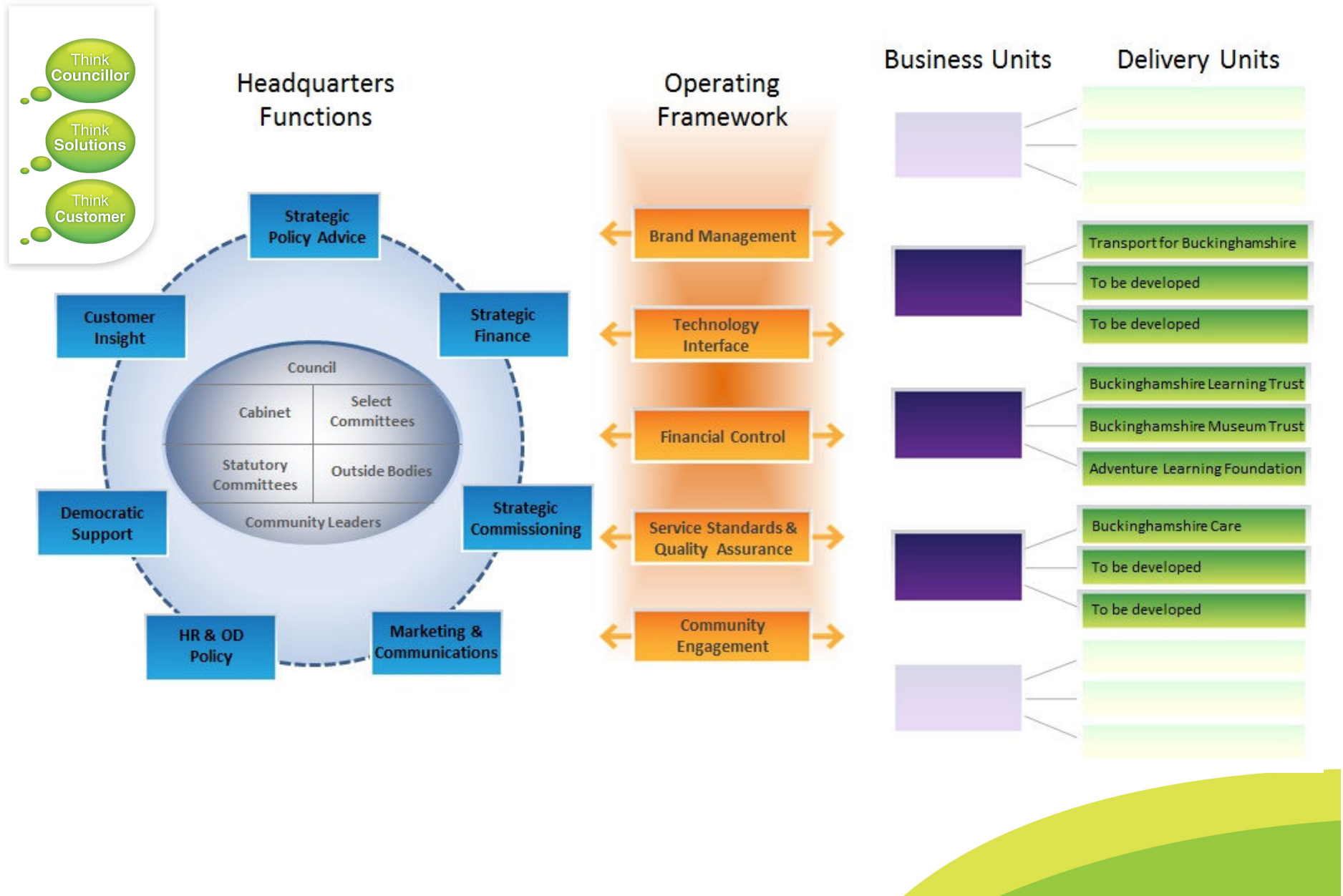
What do we mean by the Commercially-minded Council

- A variety of 'delivery units':
 - Retained in-house
 - Trading externally
 - Community based
 - Strategic alliances with other authorities
 - Joint ventures
 - Outsourced



Buckinghamshire County Council

The Future Shape – building the way forward



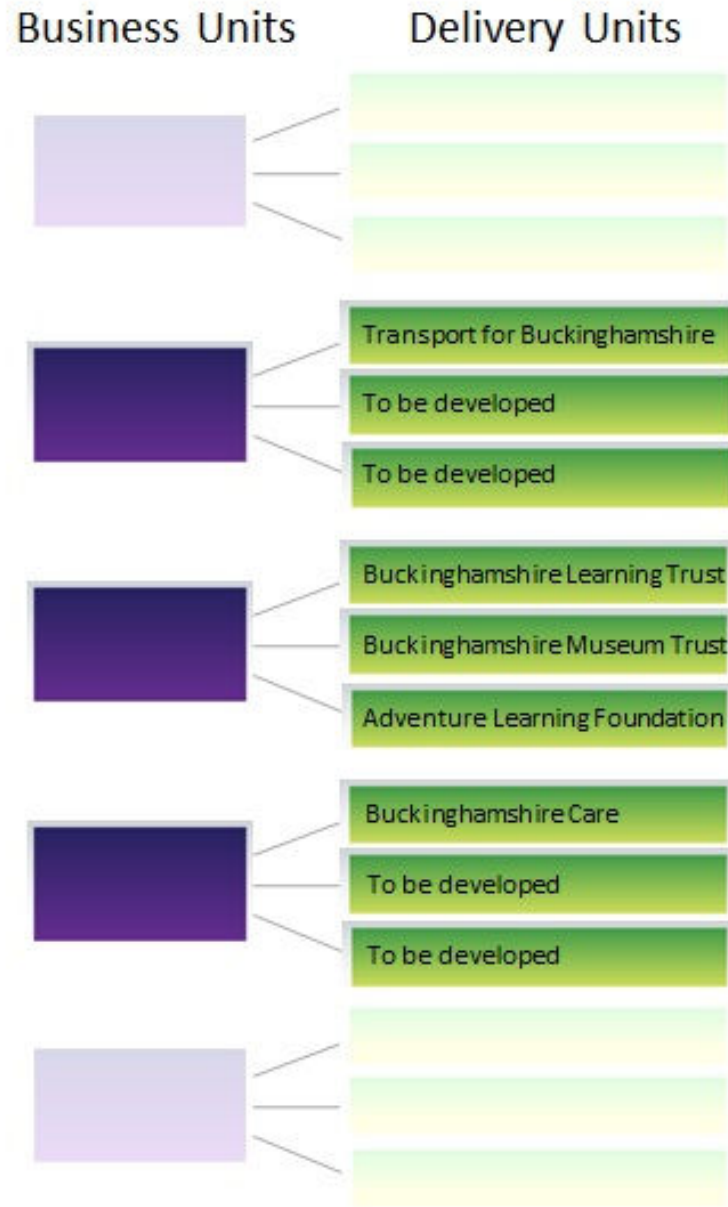
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Headquarters Functions



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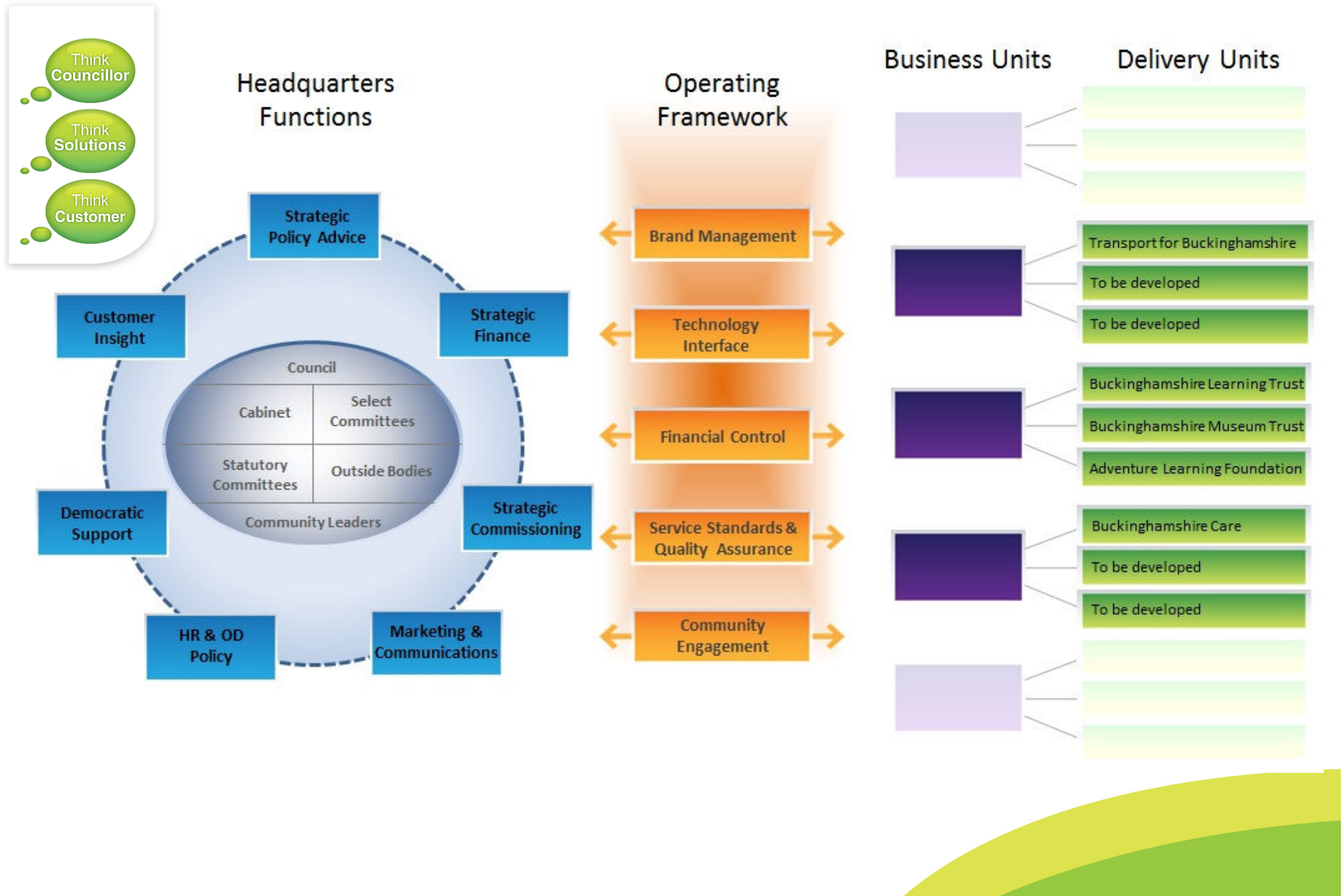
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Operating Framework



Buckinghamshire County Council

The Future Shape – building the way forward



Future Shape Programme – Work Strands

- Priority Based Resourcing/Medium Term Plan
- Design the Headquarters functions
- Common Commissioning Framework inc category reviews
- Identifying business and delivery units and most appropriate vehicle – in house, traded, partnership, outsourced etc.
- Assets, Infrastructure and ICT
- People, Training and Organisational change



Future Shape Programme – Next Steps

- This is a broad framework – need your help to shape it
- Delivery timeframe of 18-24 months
- Next step – develop **Business Case** for Member decision in the New Year
- Working with employees across the organisation throughout autumn to deliver the business case over a 90 day plan through:
 - Focus Groups
 - Developing ideas
 - Helping to map customer journeys



In the first 30 days

- Deliver employee road shows
- Set up project teams and work programme
- Generate options for Priority Based Resourcing
- Agree project documents for each of the work strands
- First set of options for Headquarter functions and business unit design



In the first 60 days

- Prepare Medium Term Plan
- Complete detailed design work on Headquarters and business units
- Agree details of the operating framework
- Identify opportunities for digital service delivery
- Development of ICT and Accommodation Strategy



In the first 90 days

- Finalise business cases for Headquarters and business units ready for Member decision
- Complete an Implementation Plan
- Complete financial modelling
- Agree ICT and Accommodation Strategy
- Agree People and Skills Strategy



How we can help you

- It will be a difficult time for all of us because of uncertainty – but also some great career and development opportunities
- There will be opportunities for you to contribute either directly to the work strands or through focus groups
- Provide you with new skills to be even more effective in the new organisation
- Support you and boost your resilience through the process
- Inevitably there will be some job losses which we will aim to keep to the minimum
 - Natural turnover, redeployment, voluntary redundancy



How we can help you

- The Future Shape Programme is a means of protecting our services and your jobs as much as possible
- We do not have the answers to all of your questions, but we do want your help in shaping the future organisation
- We will do all that we can to support you and keep you informed
 - Let us know if you have any suggestions for how we can do this better
 - Have a look at the information boards that are around the room – ask questions – make suggestions



Governance for the Future Shape Programme – Design Phase

Introduction

Initial member approval has been given to develop a business case for the Future Shape Programme. The aim is to produce a consolidated programme business case for the delivery of the agreed Target Operating Model (“TOM”) within a 90 day period, alongside an implementation plan.

A key aspect of moving from the current state to the Target Operating Model is the development of a single view of change across the organisation and integration of the savings plans for the 2014/15 MTP.

The Programme will be managed during this discovery and design phase via five sub-programmes overseen and brought together at a programme level.

- Headquarters (“HQ”)
- Business Units (“BU”) (including Delivery Units)
- Commissioning Framework
- Enabling programme – People & Organisational Change
- Enabling programme – Information, Assets & Infrastructure

Programme Roles

The Future Shape Programme will be co-ordinated via the Council’s Transformation Programme Team. The role of the Transformation Programme Team is to deliver the programme.

During the programme which will be over a 2-3 year period resourcing needs will change. Alongside the delivery of a full business case for the programme, an implementation plan will be delivered setting out the resource requirements for the next stage of the programme.

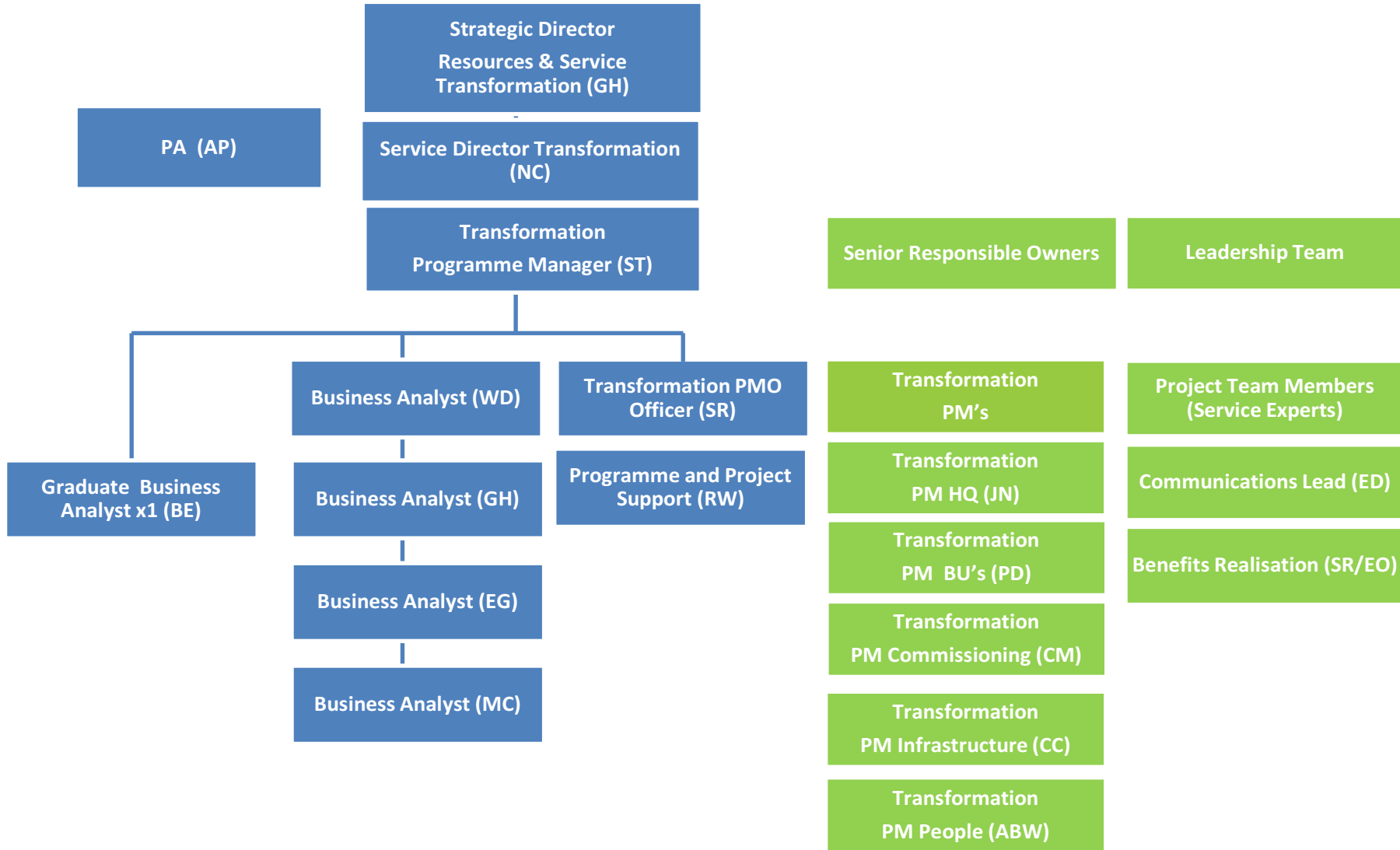
The following table sets out key roles:

Role	Name
Programme Sponsor	Chris Williams
Director for Service Transformation	Nick Cave
Programme Manager	Sara Turnbull
Programme Management Officer	Stephen Rawlinson
Programme & Project Support Officer	Rachel Wroe
Financial Benefits Officer	Elsbeth O'Neill / Susan Rumble
Business Analysts	Wendy Davey Georgina Hartgroves Ed Gurney Maddy Cheeseman
Graduate Business Analyst	Brigid Eades
Senior Responsible Owners (1 day a week)	Sarah Ashmead / Chris Williams (HQ) Neil Gibson (BU) Trevor Boyd (Commissioning Framework) Gill Hibberd (People & Organisational Change) Richard Ambrose (Information/Assets/Infrastructure)
Project Managers for sub-programmes (Full time)	Jonathon Noble (HQ) Phil Dart (BU) Chris Munday (Commissioning Framework) Amanda Brooke-Webb (People & Organisational Change) Caroline Cooper (Information/Assets/Infrastructure)

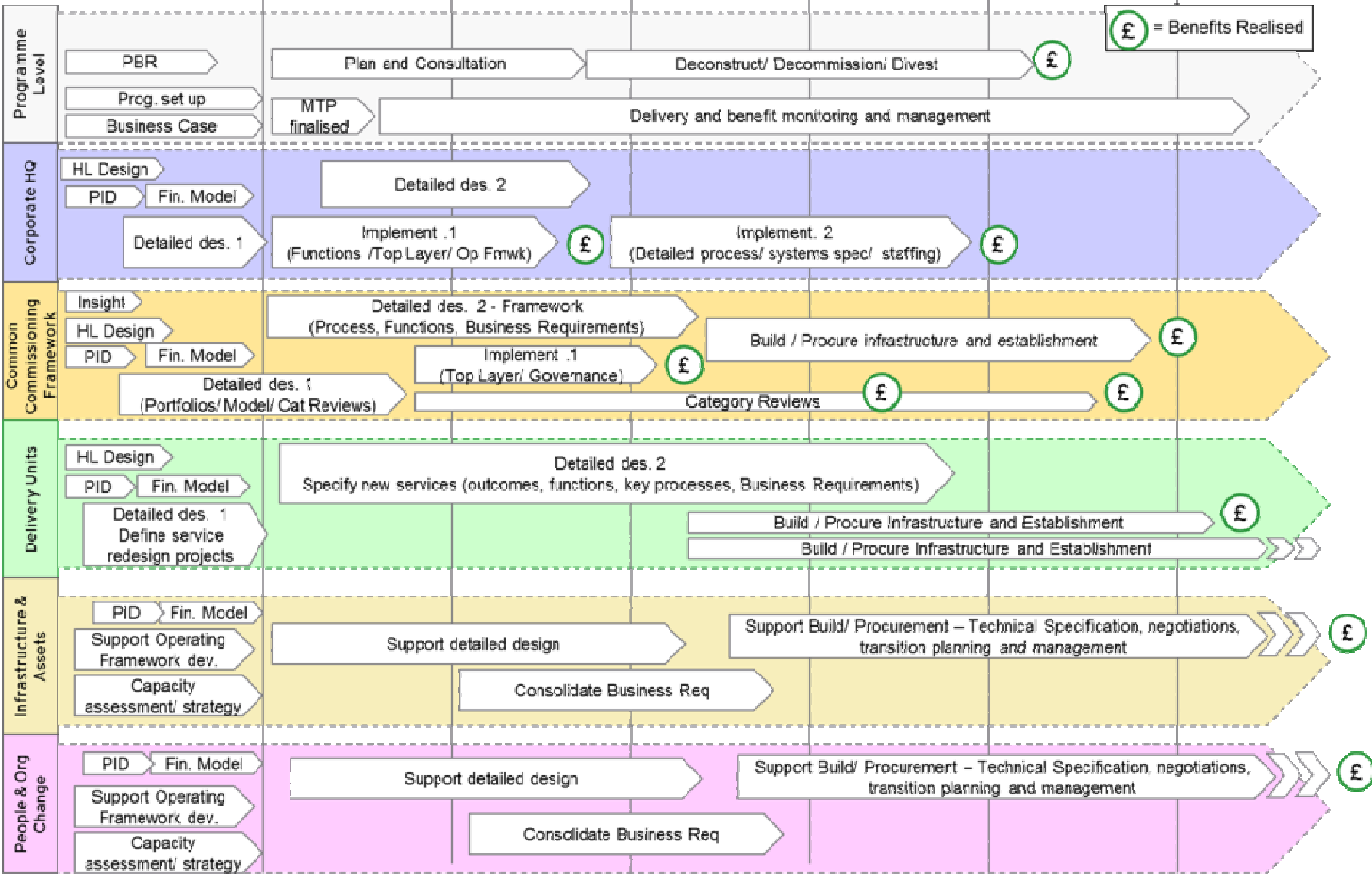
Wider Support Teams

Role	Name
Cabinet Member for Finance & Resources	Peter Hardy
Sub-Programme Project Teams	See below
Organisational Development Team	Frances Mills & team
Communications Team	Emma Denley & team

Future Shape Programme Team Design Phase



2013 Q4 2014 Q1 2014 Q2 2014 Q3 2014 Q4 2015 Q1 2015 Q2





Buckinghamshire County Council
Select Committee

Finance, Performance and Resources Select Committee

**‘BCC Governance and Accountability’
 Scrutiny Inquiry Proposal**

Proposal subject	BCC Governance and Accountability
Committee chairman	Brian Roberts, Chairman, Finance, Performance and Resources select committee
Officer contact	Andrew Brown, Policy Officer (Overview & Scrutiny) supporting the Finance, Performance and Resources select committee; Tel: 01296 387048; andbrown@buckscc.gov.uk
Background to the review	<p>This inquiry aims to examine and inform how decision making, governance structures and the different roles of elected Members will change as the local authority adapts to meet future challenges. Appendix 1 sets out the different non-political roles of Members, how these are expected to change and what challenges these changes may present.</p> <p>Executive Members and Officers have been developing a programme to restructure the organisation and its services to best meet future challenges, such as reduced funding and increasing demand for services. In the future, Council services are likely to be provided by a wider range of delivery options, including commissioning and contracting, partnership arrangements, community and voluntary sector solutions, Trust models and Local Authority Trading Companies. Recent examples of services moving to different delivery options include community libraries, the Buckinghamshire Learning Trust, and Buckinghamshire Care, an Adult Social Care trading company. The provision of services through different delivery options is likely to change the role of elected Members and have implications for governance arrangements and democratic accountability. The following quote is from a Centre for Public Scrutiny policy document outlining potential challenges from such reforms:</p> <p><i>‘Accountability is increasingly delivered through contract management... This means that accountability will follow funding, with the withholding of payment or the charging of penalties being used as a sanction for poor performance rather than more traditional, political means. There is the risk that democratic oversight could diminish in influence. Similarly, while local people, and service users, may be able to see high-level data about service delivery, the nature of this form of working may make it very difficult to influence the way in which they receive services, because the organisation being commissioned to deliver the service is accountable primarily to the commissioning body or organisation, not directly to local people’.</i></p>



Key areas to address	<ul style="list-style-type: none"> - How the different roles of Members (set out in Appendix 1) are likely to change in future, when more services are commissioned to different provider models; identify challenges that this presents and suggest ways of addressing these; - How to ensure robust governance, democratic accountability and Member influence and control of different types of delivery models; - Gauge member readiness for impact of commissioning role and stakeholder roles in delivery models, highlighting skills/training needs to inform the Member Development Programme, identifying conflicts and suggesting mitigation; - Examine the national context.
Anticipated outcomes and possible recommendation areas	<ol style="list-style-type: none"> 1) The likely impacts of the future design of Council services on the different roles of elected Members are subjected to wider exposure; 2) Non-executive Members have a meaningful involvement in commissioning; 3) Member roles on provider and decision making boards are carefully considered; 4) Potential challenges, risks and conflicts of interest are identified, risk mitigation is examined, and recommendations made; 5) The democratic function of the LA is not left behind in an understandable drive for service efficiency; 6) A Member workshop takes place to examine the role of Scrutiny in the future design of Council services; 7) Good practice and lessons learned from other bodies can be applied to BCC; 8) The implications of the future design of Council services have been considered within wider anticipated public sector changes; 9) All the above inform the development of the Council's future operating framework, and recommendations are made; 10) Member skills/training needs are identified that inform the Member Development Programme, e.g. all Members to receive Commercial Skills training, executive Members to receive Contract Management training.
Link to Council Strategic Plan priority	<p>Links to all Strategic Plan priorities directly or indirectly, in particular: Priority 8 - To ensure your local Council and its Councillors protect the interests of Buckinghamshire residents at local, regional and national levels.</p>
Methodology	<ul style="list-style-type: none"> • Review the different Member roles, how these are expected to change and what challenges these changes may present; • Review 'Journey maps' of the different Member roles and their input into democratic processes, now and in future; • Interviews with Cabinet Members and Officers (e.g. Commercial Manager); • Evidence provided to select committees, in reports and through questioning; • 'Future Council – the role of elected members and public service accountability' conference, includes a keynote speech from Professor Copus of the Local Governance Research Unit at De Montfort University, an expert on local governance and the changing role of the councillor; • Member workshops; 'What does it mean to be a Member', 'Accountability and the role of the non-executive' and 'Member skills and support from Officers';

	<ul style="list-style-type: none"> • New Local Government Network 'Future Councillor' roundtable event; • Review relevant publications by Local Government academics, the Commission on the Future of Local Government, The Local Government Association and Parliamentary Select Committees.
Key background papers	<ul style="list-style-type: none"> - BCC Strategic Plan 2013-17; - CfPS Shared Services and Commissioning policy briefing; - 'Repoliticising and redemocratising local democracy and the public realm: why we need councillors and councils' – Prof Copus et al.; - 'Rewiring Public Services' – Local Government Association; - 'Think twice: the role of elected members in commissioning' – UNISON, LGiU; - 'Designing whole-systems commissioning: Lessons from the English experience.
Evidence to be provided by:	<ul style="list-style-type: none"> - Members - Senior Officers - Other County/Unitary local authority representatives - Prof Copus and other Local Government experts
Potential partners	- Centre for Public Scrutiny
Out of scope	The operation, delivery and performance of different services or provider models does not fall within the remit of this inquiry, only how these models could affect decision making, governance and the roles of elected Members.
Resources required	Scrutiny Officer and Member time to arrange and attend evidence gathering sessions. Some management support time.
Outline timetable	<ul style="list-style-type: none"> - 25 September – Future Councillor roundtable event - 30 October – Scrutiny conference, including member workshops - 31 October – proposal to Finance, Performance & Resources select committee - November to February – reviewing and gathering evidence - 29 November – paper deadline for Cabinet - 9 December – information/update report to Cabinet - 25 February 2014 – report to Finance, Performance & Resources select committee - 17 March or 7 April – report to Cabinet - By end April – Cabinet response to recommendations



Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

Roles of Members

Role	Responsibility	Functions	Expected Changes	Possible Challenges
Policy maker	Executive Member	Define outcomes, commissioner, mandate, decisions, accountability	More services are commissioned through different provider models;	Less direct influence over resource; Ceding delivery decisions to contracted bodies; Ensuring contracted services are democratically accountable and responsive to service users; Balancing immediate and long-term outcomes; Whether/how to build 'social value' into commissioning; Whether/how to involve expert providers in determining outcomes; Due diligence of voluntary/unpaid services;
	Non-executive Member	Contribute to defining outcomes, critical friend, scrutiny of decisions, review progress of providers	Priorities and outcomes increasingly defined through contracts; Services directly accountable to commissioners rather than local people;	
Committee Member	Select committee Member	Scrutiny, critical friend, challenger, assessment, policy review and development	More external and contract scrutiny; Pre-decision scrutiny - contributing to desired outcomes; Governance framework may need amending;	Scrutiny of a range of different provider models and contract arrangements; Ensuring robust scrutiny throughout the commissioning cycle, from sought outcomes to reviewing progress; Ensuring the governance framework is fit for a commissioning Council;
	Statutory committee Member	Governance, audit, corporate planning, etc.		
Local Member	Community leader	Building capacity, local champion, etc.	Increased role of community and voluntary sector in local service provision; Less direct influence over service delivery;	How to capture Member's strengths & local knowledge in commissioning cycle; How to increase community involvement in services; Accepting a more hands-off role; Respecting & communicating strategic outcomes & priorities; Managing expectations of electors;
	Council representative	Communicating/explaining Council decisions and local impact		



Place Service

Presentation of proposal for new Property Service

Peter Hardy

1st October 2013



What's happened to date ?

- Property Service is a key part of the management of BCC property assets of buildings and land.
- July 2011 – Cabinet endorsed an in-house transformation
- Before the Place transformation, significant thinking around Property, assessing the appropriate structure and functions and a drive towards a more commissioning model, though minor changes at that time
- The service has gone through several changes in the past, the most recent being the creation of the Place Service
- Revisit Property services post Place implementation to review detail structure

Rationale for Proposal – Why?

- On going requirement for the Council to make efficiency savings
- Communities and Built Environment portfolio transformation target of £1.8m
- PED and Localities achieved £300k
- Place Transformation achieved £500k to date
- Some property change has taken place but further change required
- Internal transformation was committed to a savings target of £185k in MTP prior to Place transformation

Rationale for Property Transformation Programme?

- Further Place transformation savings expected from Property
 - £400k savings expected from Corporate Landlord including area office savings arising from consolidation of Southern Area Offices
 - £185k outstanding from internal transformation commitment
 - £317k further savings committed to from Property
 - Potential to achieve further savings £??? - directly and indirectly

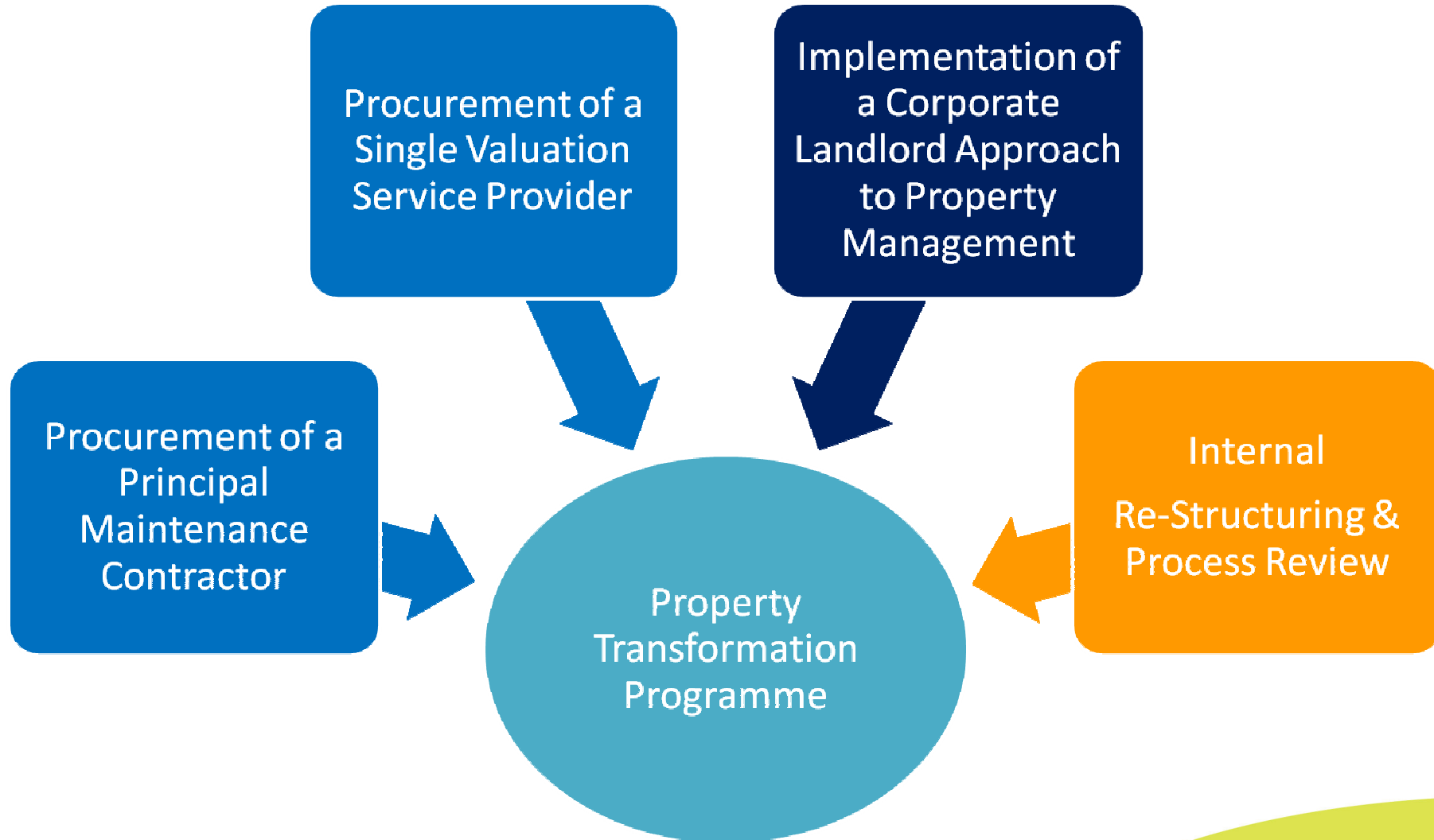
- The Place re-organisation programme Phase 1 has been completed. The need to re-procure Estates and FM services and corporate landlord gives the opportunity to redesign the service to suit future service provision

- The Property Transformation Programme is the next phase of work to realise further benefits and support the wider strategic aims of the Council.

Rationale for Property Transformation Programme

- This transformation is not solely focussing on achieving efficiency savings and budget reductions. The vision for Property is for a component of Place which offers;
 - An enhanced approach to strategic asset management through Corporate Landlord
 - High quality corporate facilities delivering productivity improvements in line with Achieving Outstanding Performance targets
 - Hard FM and property development services aligned to current and future customer base expectations
 - Invests in and develops its assets to provide long term revenue income

Property Transformation Programme

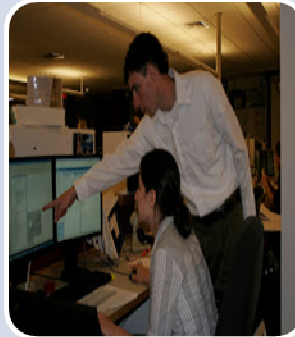
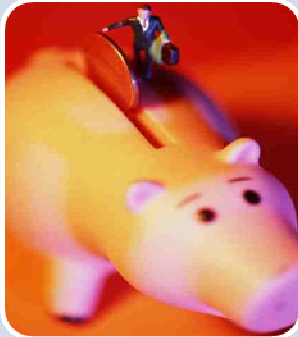


Corporate Landlord Definition

The Council defines Corporate Landlord as:

“Property services, resources and infrastructure are pulled together under a central operating/facilitating unit. A fundamental principle is that that the provision and management of all buildings is handled centrally to maximise building efficiency in use and service provision”

What are we looking to achieve ?



Efficiency Savings

Pro-active and Strategic Approach to Asset Management

Promote Co-location (internally & with partners)

Better Service (Quality & Consistency)

Value for Money to Customers

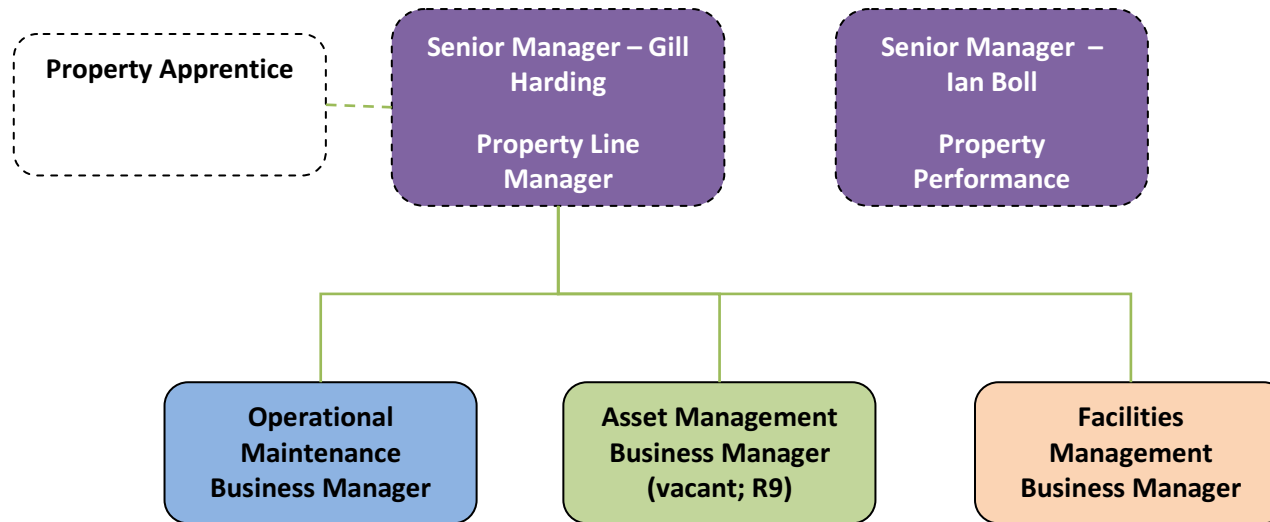
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Property Services – Proposed Operating Model

Property Place Service Functions						External Provider Functions		
Strategy	Programming	Delivery Assurance			Delivery	Delivery		
Strategy	Programme Development	Contract Performance & Improvement	Building Services	Estates Management	Soft Facilities Management	Asset & Estate Management	Design & Construction	Building Maintenance
<ul style="list-style-type: none"> Asset management planning Property policy Define property requirements Act as property Business Partners Lead working with partners Office strategy and space standards Legislative & policy changes Locality reviews Strategic Business cases for capital investment Initial brief Report on property performance 	<ul style="list-style-type: none"> Planning & co-ordinating projects & programmes Client side Project management Strategic option appraisal & outline business cases Project & design briefs Secure capital allocations Commission work from Stage A R&M Programme Development Review & approve annual work programmes Planning & managing technical gateways 	<ul style="list-style-type: none"> Develop procurement strategy Manage procurement process for new procurement Manage existing contracts Contract issue resolution Contract change control Manage contractor performance 	<ul style="list-style-type: none"> Building condition surveys Management of minor works Advice on self funded schemes Advising on sustainability Advising on building conservation Building dilapidations Property legislation and building regulations 	<ul style="list-style-type: none"> Commission and undertake estates management work Oversee the disposals programme and asset valuation programme Manage the lease event diary Manage estate matters relating to school sites and caretaker housing Manage the terrier and core property records Provide information on Council land and buildings <i>Management of the agricultural estate</i> 	<ul style="list-style-type: none"> Management of the Council's offices & FM services Porterage Mail Security Moves management Meeting room management New ways of working standards/ enforcement Surplus property maintenance Grounds maintenance 	<ul style="list-style-type: none"> Strategy & asset management support Property disposal, acquisition, valuations and transfers Landlord & tenant work Ratings Planning advice Capital accounting valuations Property rationalisation 	<ul style="list-style-type: none"> Project management Feasibility studies Outline design Detail design Cost management Project risk management Defects management & resolution Gateway management New build Re-modelling Refurbishment 	<ul style="list-style-type: none"> Minor works CAFM Helpdesk Health & safety Statutory compliance Fire safety & procedures DDA compliance PAT testing

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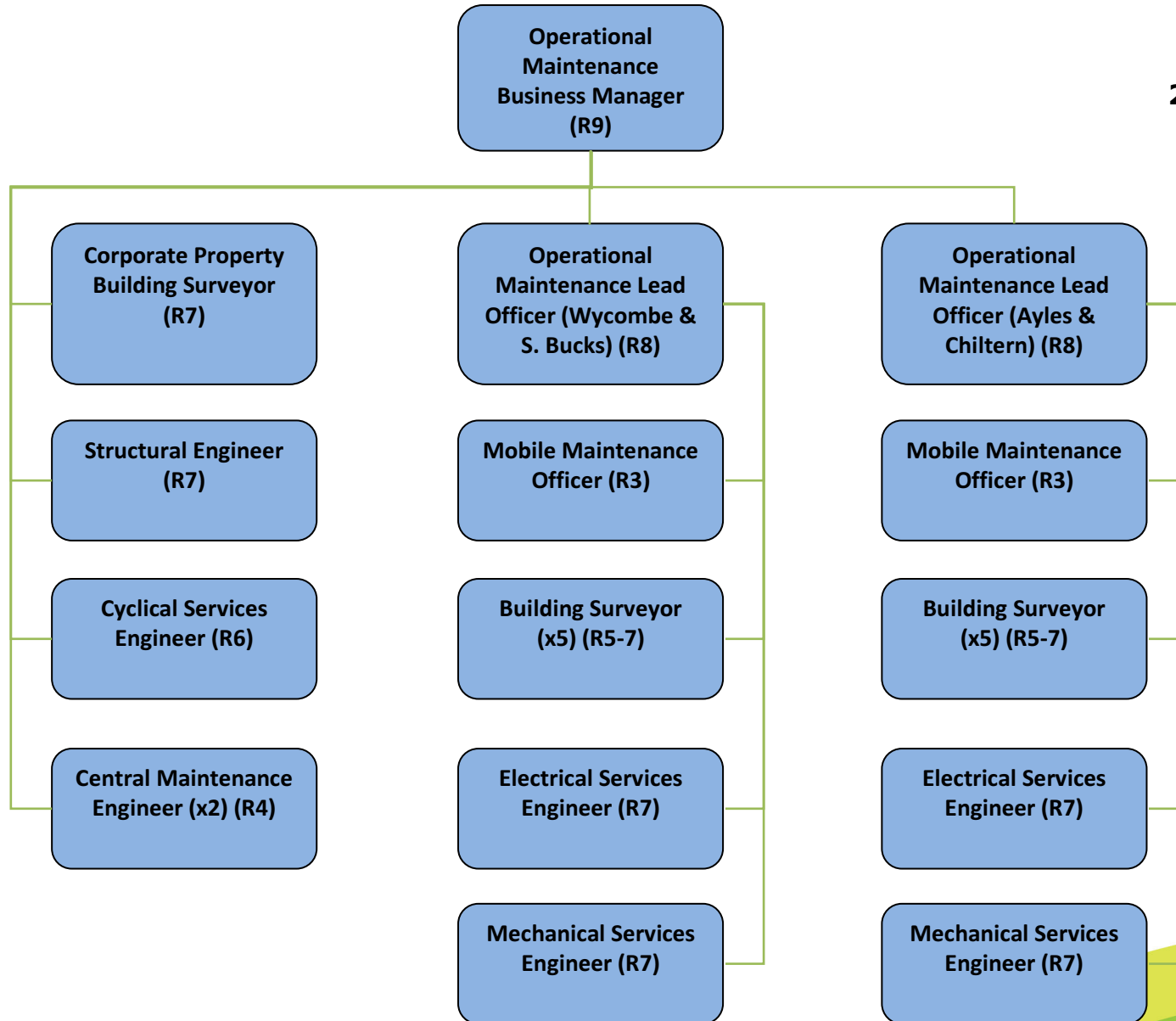
Existing Structure



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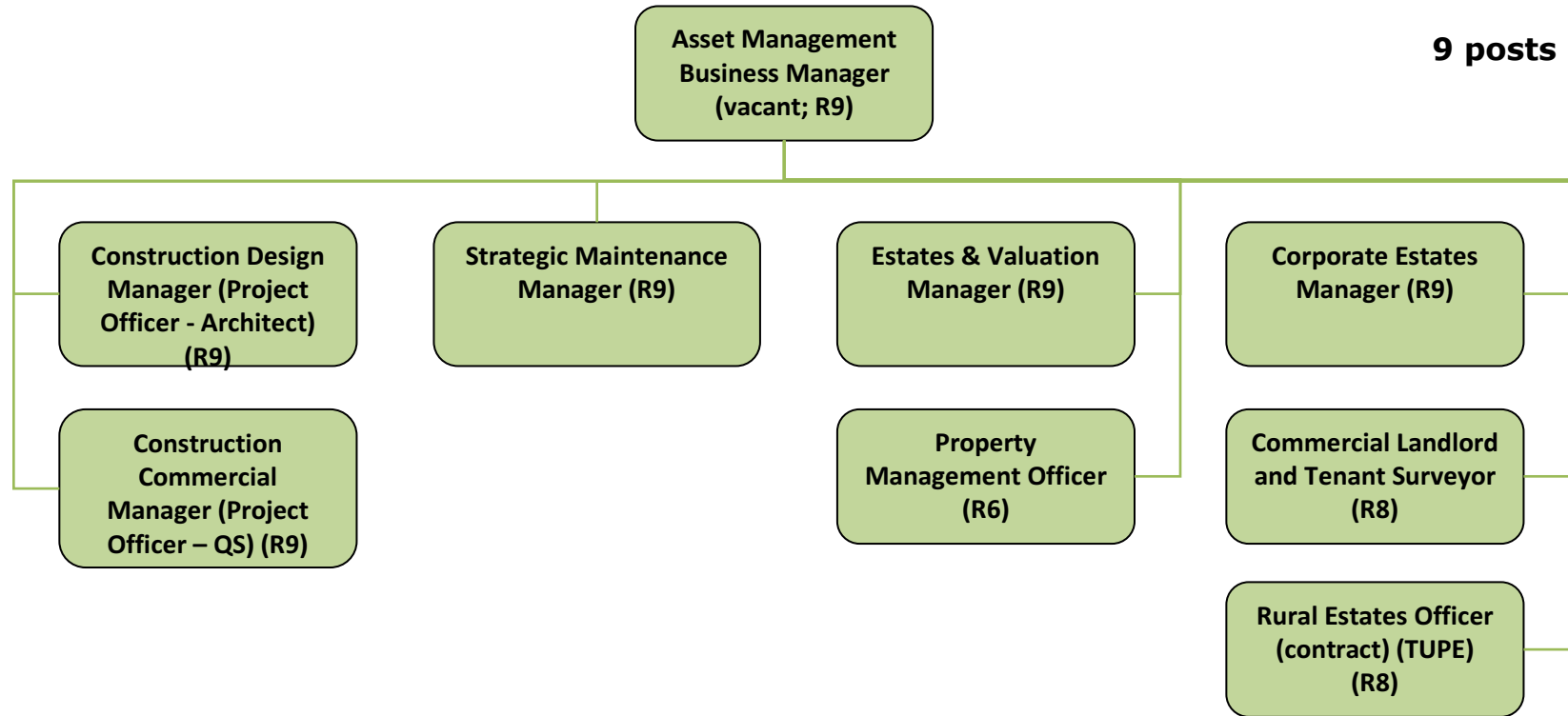
Existing - Operational Maintenance

24 posts



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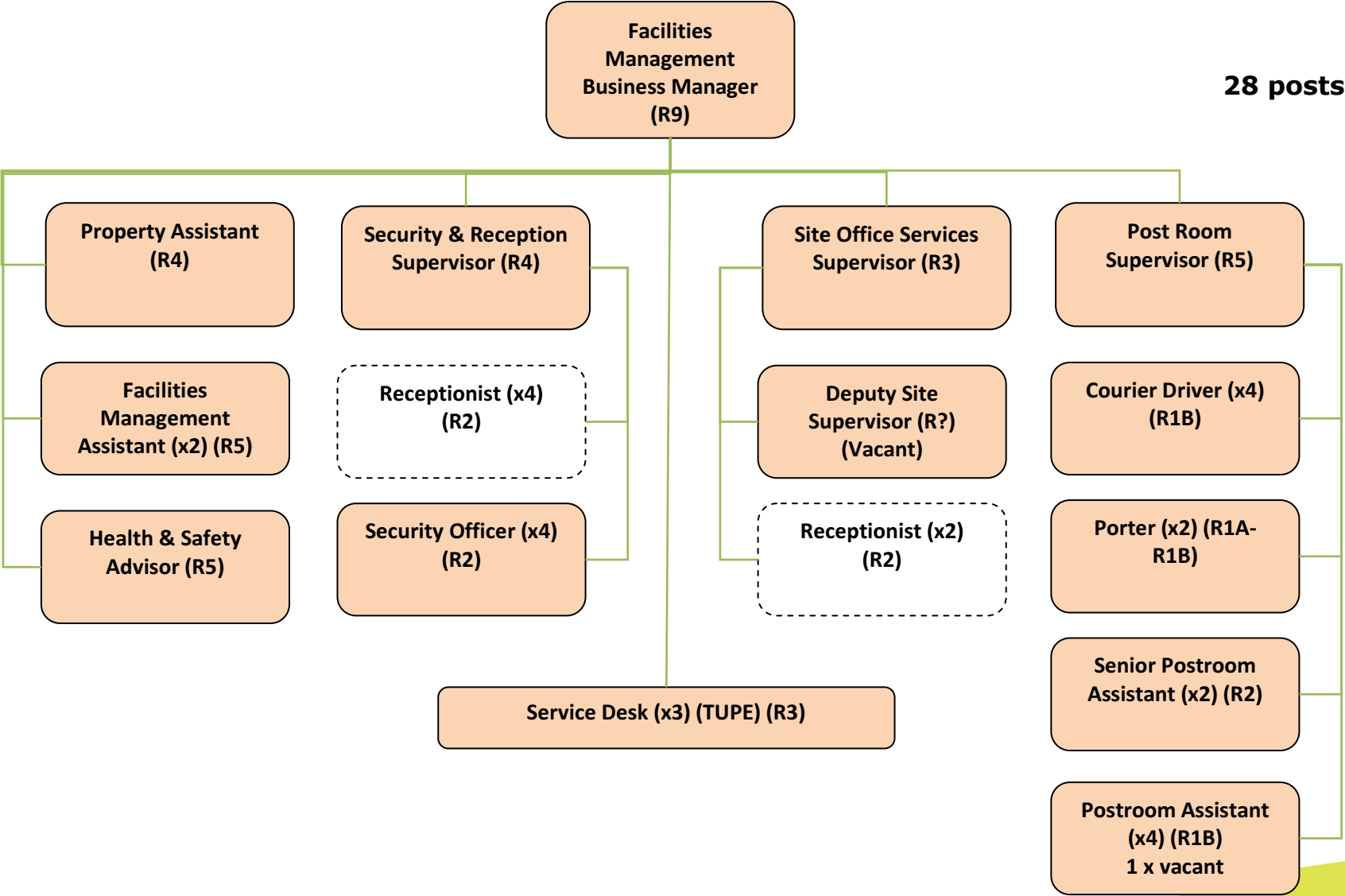
Existing - Asset Management



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Existing - Facilities Management

28 posts

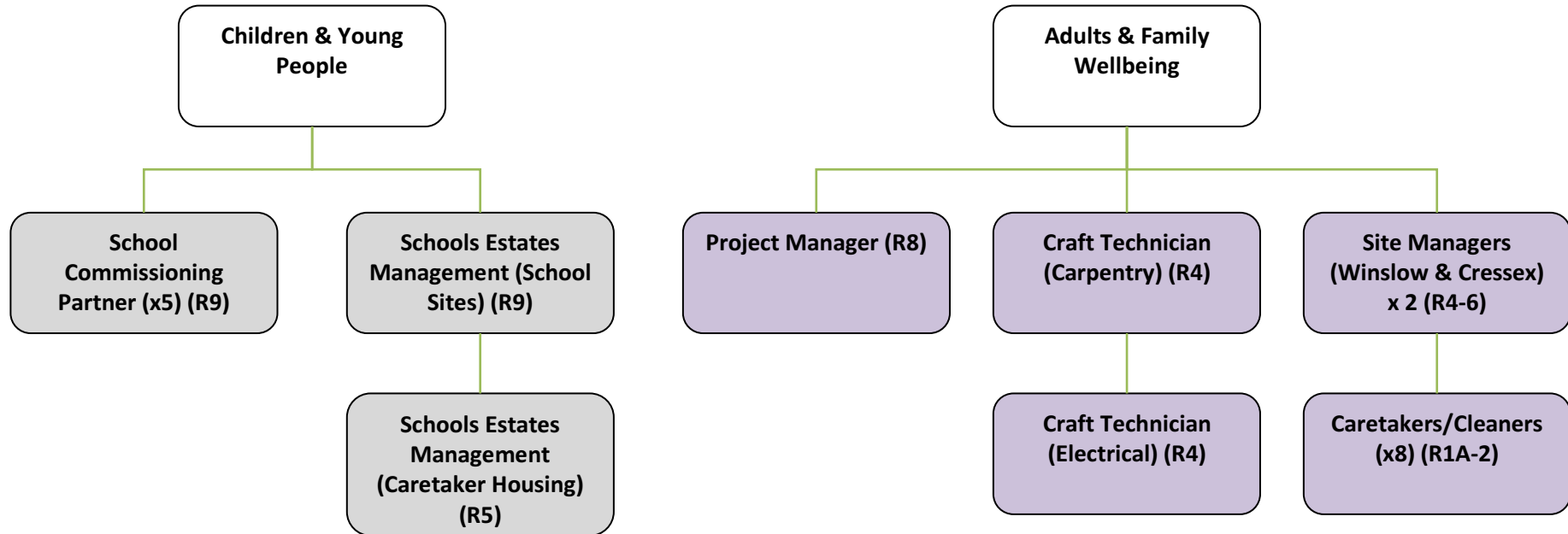


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Existing – C&YP and A&FW property posts



Some roles and responsibilities will be transferred to Property Services

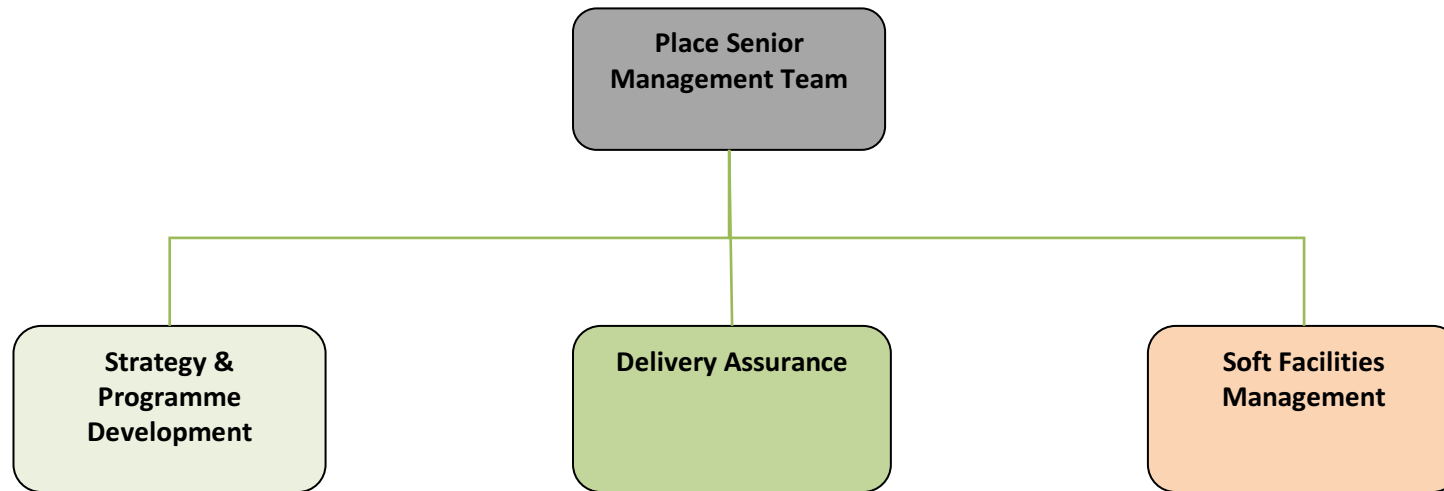
1x Project Manager to transfer to Property Services

2x Craft Technicians to transfer to Property Services Soft FM

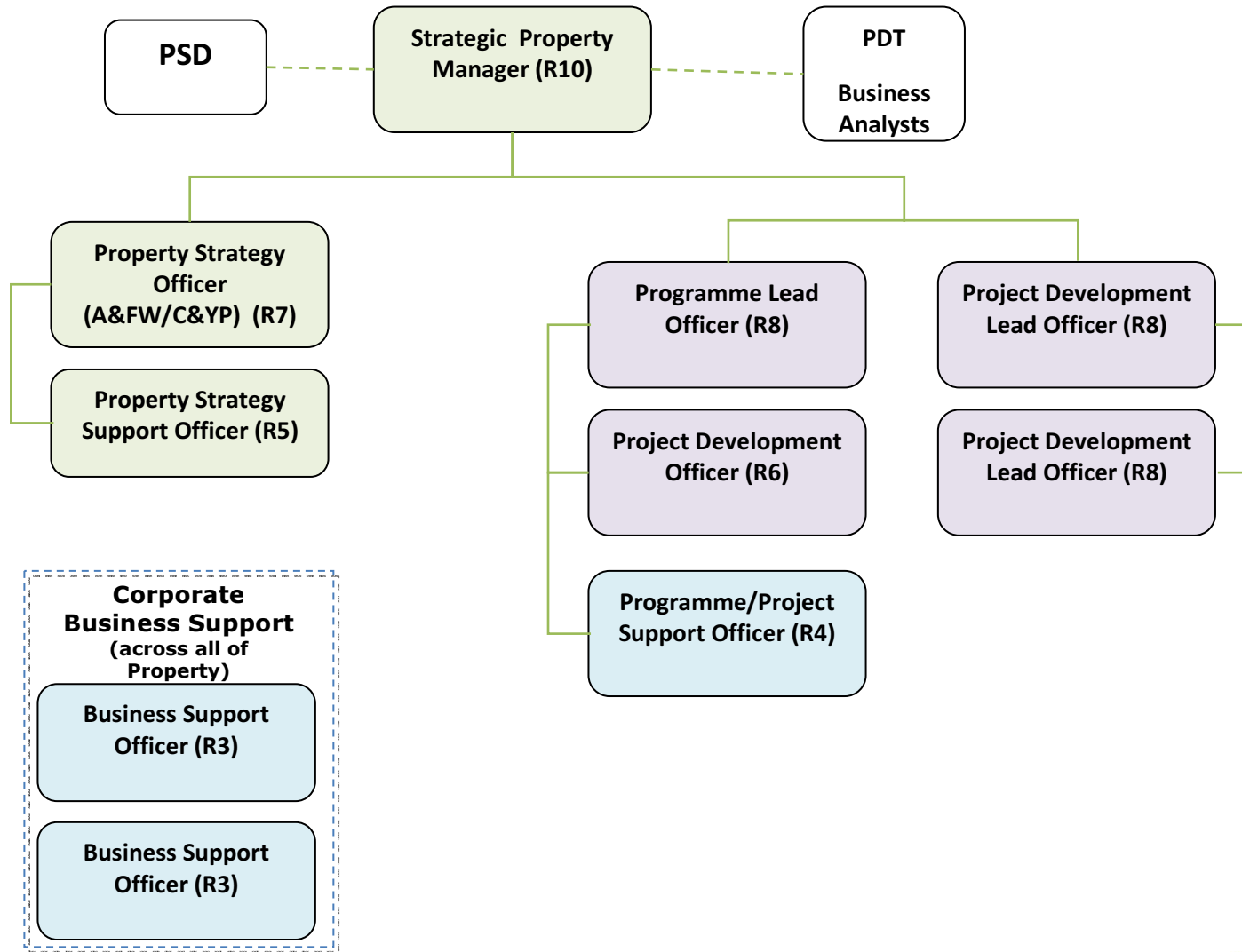
2x Site Managers and 8 x Caretakers/ Cleaners to transfer to Property Services Soft FM

13 posts

Proposed – Property Service Structure



Proposed Strategy & Programme Development Team



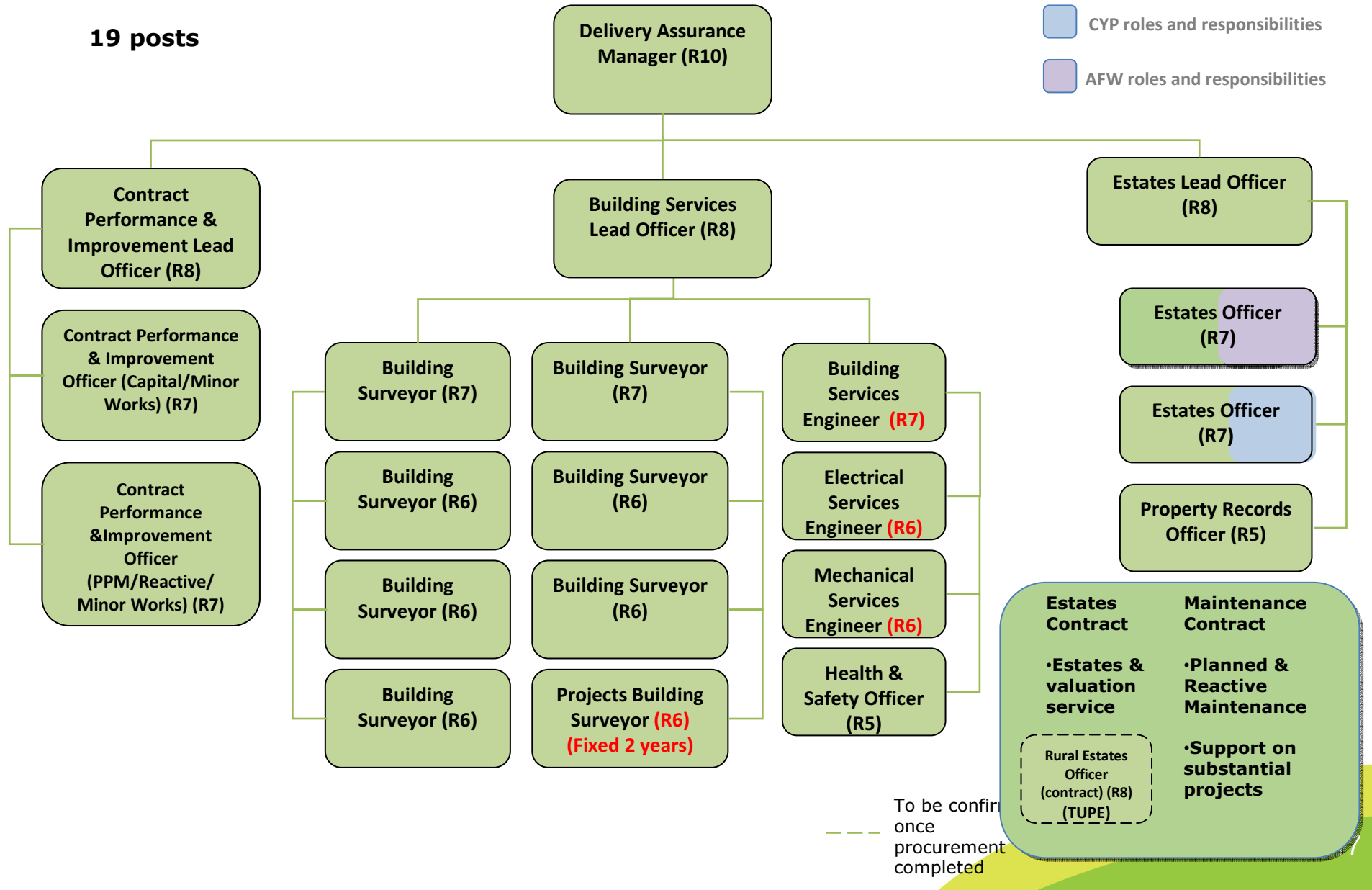
8 posts

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Proposed Delivery Assurance Team

19 posts

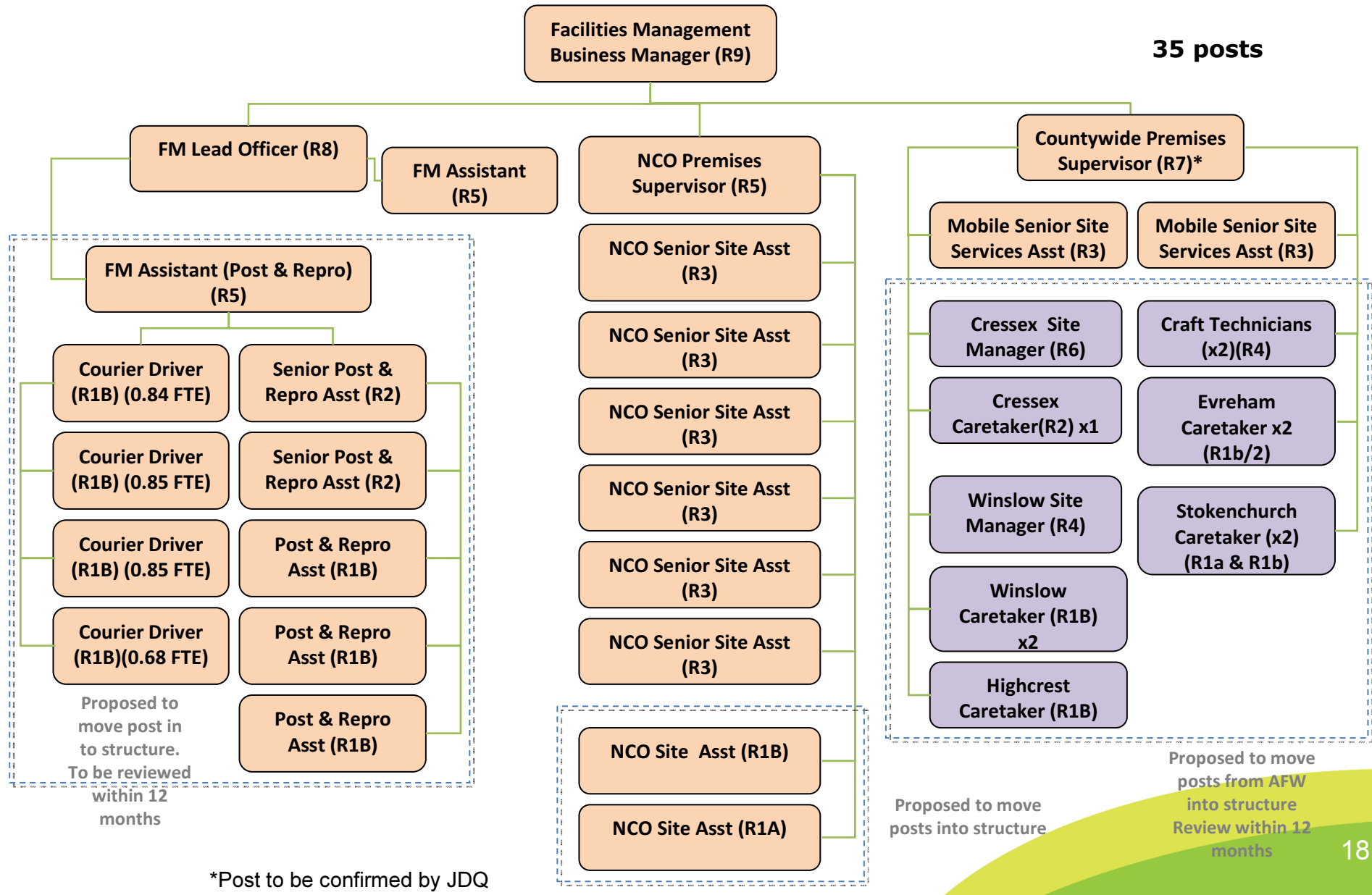
CYP roles and responsibilities
 AFW roles and responsibilities



Buckinghamshire County Council

Proposed Soft Facilities Management

66



*Post to be confirmed by JDQ

Proposed to move posts into structure

Proposed to move posts from AFW into structure Review within 12 months

Buckinghamshire County Council

Posts and impact on individuals

Existing structure = 74 posts (including 13 from A&FW)

BCC individuals impacted = 70

Proposed posts = 62 posts (+ 2 business support/IT post)

- Proposed Strategy and Programme Development Team – 8 posts
- Proposed Delivery Assurance Team – 19 posts
- Proposed Soft Facilities Management – 35 posts

TUPE

- 1 Rural Estates post (currently agency filled) will possibly be TUPE'd to the new provider

Individual impacts

- 17 members of staff have had VR request granted
- 30 members of staff remain at risk from today
- 22 individuals are unaffected by the changes and have been slotted into the new structure

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Procurement Programmes

The Property Transformation Procurement Programme procurement programme is proceeding to timescale.

Maintenance Procurement

The specification and ITT documents have been issued to the shortlisted bidders. Bidder conference and site visits have been undertaken in August 2013.

Date	Milestone	
30th July – 9 th Sept	Tender period -	On Target
9th Sept – 29 th November	Stage 2 assessment (tender)	On Target
Mid December	Award of Maintenance contract	
17 th March 2014	Commencement of Maintenance contract	



Buckinghamshire County Council

Estates and Asset Management

The specification and ITT documents have been issued to the shortlisted bidders. A Bidders conference has been undertaken on the 8th August 2013.

Date	Milestone	
1st Aug – 11th Sept	Tender period	On Target
27th August – 25th November	Stage 2 assessment (tender)	On Target
Early Dec	Award of Estates & Asset Management contract	
Mid-January 2014	Commencement of Estates & Asset Management contract	



Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

Report to the Finance, Performance and Resources Select Committee

Title:	Agricultural Estate – Rent Reviews
Committee date:	31 October 2013
Author:	Cabinet Member for Finance & Resources
Contact officer:	Ian Boll, 01296 382113 iboll@buckscc.gov.uk
Report signed off by Cabinet Member:	Peter Hardy, Finance & Resources
Electoral divisions affected:	All

Purpose of Agenda Item

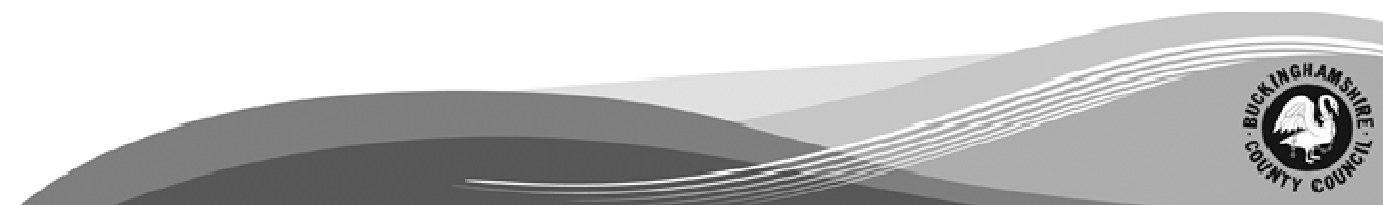
To provide the Committee with further information on the rent reviews currently ongoing on the Agricultural Estate, following the request by the Committee for an update following on from the OSCC meeting on 26 March 2013.

Background

During 2011, there were some 75 agricultural holdings with:

- Some 60 holdings let under agricultural tenancy agreements
- Some 15 holdings let under licences or commercial Landlord and Tenant 1954 Act tenancies

Agricultural tenancy agreements:



- These are governed by either the Agricultural Holdings Act (AHA) 1986 or the Agricultural Tenancies Act 1995 (Farm Business Tenancies) and have entirely separate rent review procedures and mechanisms
- The AHA 1986 sets out the rent formula provisions. This considers productive capacity and related earning capacity of the holding assuming a competent tenant. The rent review procedure requires that the rent is determined by an arbitrator. However, it is often the case that the landlord and tenant seek to negotiate and agree a rent rather than go through the entire statutory arbitration procedure which incurs costs for both landlord and tenant
- The ATA 1995 allows some freedom of contract for the parties to agree the basis of rent review but this must be expressly stated within the tenancy agreement. In the absence of any express agreement, the rent is reviewed in accordance with the 1995 Act to an open market rent. If the parties cannot agree a rent, the matter is referred to an arbitrator
- Under both the 1986 and the 1995 Act, the rent review can also take into account any supplemental agreements, for example, where the landlord has given formal consent to a tenant to sub-let cottages on the holding and/or for some diversification such as DIY horse liveryes
- Generally, the outcome of the rent review will take effect for a three year period unless there is a factor which triggers the three year cycle such as a surrender of part of the holding, the terms of the tenancy are varied eg to permit diversification.

In respect of the 60 holdings let under agricultural tenancy agreements:

- BCC served 44 notices giving 12 months prior notice to the tenants to review the rent. The notice demands that the rent payable in respect of the holding shall be referred to arbitration.
- BCC served 6 notices to quit to bring the tenancy to an end with a view to generating a capital receipt
- No notices were served on some 10 holdings as these holdings are predominantly bare land extending to a few acres with rents generally not exceeding £500 per annum – a commercial view was taken and it was considered that any potential rent increase would be outweighed by the costs associated with negotiations

- For budgetary purposes, BCC forecast the rent review would increase rental income by 40%. This did not take into account diversification
- For budgetary purposes, BCC allocated a budget of £50,000 for the agent's fees associated with the rent reviews which should include costs associated with arbitration where it has not been possible to reach agreement with the tenant. However, further money may need to be allocated to the rent review process if negotiations become protracted and/or a significant number of reviews are referred to arbitration.

As at the end of September 2013:

- 31 rent reviews had been agreed, without referring the matter to arbitration, whereby the necessary Memorandum of Agreement has been signed by both the tenant and BCC as landlord (ie 70% of the total number of holdings whereby rent review notices have been served)
- 3 rent reviews have been agreed in principle (without referring the matter to arbitration) and the Memorandum of Agreement have been sent out for signature by the tenants but have yet to be received back
- BCC's agent is still seeking to reach agreement through negotiations with the tenant / tenant's agent without referring the matter to arbitration although it is likely that 75% of the remainder will be determined by an arbitrator.
- Simultaneous with the rent reviews, BCC has sought to address any breaches of the terms of the tenancy agreements and regularise arrangements whereby a tenant has diversified but where the terms have not been documented. This accords with the recommendations set out within the Asset Management Plan for the Agricultural Estate as approved by Cabinet in June 2012

Of the 31 rent reviews that have been formally documented:

	Total rent prior to review (£ per annum)	Total rent following review (£ per annum)	% change
Holdings with no sub-letting and/or diversification	120,848	169,430	40%
Holdings with sub-letting	102,213	199,850	95%



and/or diversification			
------------------------	--	--	--

BCC's costs associated with the rent reviews:

- Following the drafting of a specification for the work associated with the rent reviews, the matter was put out to external agents to quote via the SouthEast Business Portal, Quick Quote Submission. Quotes were invited on a fixed fee basis for the rent reviews and an hourly basis to address the breaches although agents could also put forward an alternative basis to combining both elements of work. Agents had to also state the basis of charges in the event that the rent review was referred to arbitration
- Quotations were submitted via the Portal in June 2012 and following the evaluation, Bruton Knowles were appointed to deal with the rent reviews (note – there were a few holdings where BCC had already been in discussions and negotiations with tenants on other matters and the agent acting on behalf of BCC on these matters has dealt with the rent reviews)
- Bruton Knowles were appointed on the basis of a fixed fee for the rent reviews up to the appointment of an arbitrator and an hourly basis for dealing with any breaches of the terms of the tenancy agreement

Summary

As at 30 September 2013, the additional rental income arising from the 31 completed rent reviews is **£146,219** per annum. With a budget of £50,000 allocated for BCC's costs associated with the reviews, over the three year cycle that the rents will take effect, this results in a net additional income to BCC of **£388,657**.



Buckinghamshire County Council
Select Committee

Environment, Transport and Locality Services Select Committee

**Report to the Environment, Transport and Locality
Services Select Committee**

Title:	Section 106 - Development Funding
Committee date:	6 November 2013
Author:	John Rippon, Business Manager – Planning Advisory and Compliance Services
Contact officer:	John Rippon, 01296 382066, jripton@buckscc.gov.uk
Report signed off by Cabinet Member:	Janet Blake, Cabinet Member Planning & Transport
Electoral divisions affected:	All

Purpose of Agenda Item

- For information to discuss and clarify the Section 106 process, roles responsibilities of the County and District Councils and summary of financial contributions.
- To consider recommended next steps regarding improvements to the Section 106 process.

Background

Section 106 explained

- **Section 106** agreements are legally binding private agreements made between planning authorities and developers. They are termed planning obligations under Section 106 of the 1990 Town & Country Planning Act.
- They are used to make development acceptable in planning terms. The land itself, rather than the person or organisation that develops the land, is bound by a Section



106 Agreement – so this is something any future owners will need to take into account. The obligations are registered as a local land charge against the piece of land.

- Planning obligations enable a council to secure financial contributions to services, infrastructure and amenities in order to support and facilitate a proposed development.
- S106 obligations must be evidence based and justified in planning terms. Supporting BCC Policies and adopted strategies are a material consideration, such as the Local Transport Plan.
- The Government's policy on the use of planning obligations is set out in Circular 05/05. Planning authorities must take this guidance into account in their decisions on planning applications and must have good reasons for departing from it.
- Planning obligations are used for three purposes:
 - Prescribe the nature of development (for example, requiring a given portion of housing is affordable),
 - Compensate for loss or damage created by a development (for example, loss of open space), or
 - Mitigate a development's impact (for example, through increased public transport provision).

Community Infrastructure Levy (CIL)

- **CIL** – In April 2010 a number of measures within the Community Infrastructure Levy Regulations came into force. These reforms restricted the use of planning obligations and clarified the relationship between planning obligations and the Community Infrastructure Levy – the levy is a new local charge that local authorities in England and Wales can choose to charge on new developments in their area to fund infrastructure.
- The County Council is not a CIL collecting authority under the new scheme, since this role falls to District Council's in two-tier areas. Close collaboration is therefore essential between County and District Councils in order to ensure that the potential for Planning Obligations is utilised effectively.
- There are three key reforms that scale back the use of s106 planning obligations:
 1. CIL Regulation 122 – Planning obligations must meet three new statutory tests from 6 April 2010. These are;
 - a) necessary to make the development acceptable in planning terms;
 - b) directly related to the development; and

c) fairly and reasonably related in scale and kind to the development.

2. Planning obligations cannot be used to double-charge developers for infrastructure. Once an authority has introduced the levy in its local area, it must not use obligations to fund infrastructure they intend to fund via the levy.

3. Planning obligations will no longer be the basis for a tariff. Once a local authority introduces the levy in their area, or if sooner after April 2014, it can no longer pool more than five contributions for infrastructure capable of being funded by the levy.

- However, planning obligations will continue to play an important role in making individual developments acceptable. Affordable housing will continue to be delivered through planning obligations rather than the levy. Local authorities can also continue to pool contributions for measures that cannot be funded through CIL.

Roles and Responsibilities – County / District

- **District Councils** – Local Planning Authorities – planning decisions for housing, commercial, retail and other development. Responsible for leading and developing, local development plans, planning policy, neighbourhood planning, CIL. Responsible for determining planning applications and consulting relevant statutory consultees including the County Council as Highway and Education Authority.
- **Buckinghamshire County Council** – Statutory Highway Authority and Education Authority, Planning Authority for Waste & Minerals, Education and BCC Property. Work with District planning authorities, LEP, BBF in development and delivery of local plans, infrastructure planning, funding, phasing and delivery of Education facilities, highways and transport infrastructure and services. Providing advice and formal responses to District Planning Applications.
- **BCC Education** – Local Authorities (LA) have a statutory responsibility under Section 14 of Education Act 1996 to ensure sufficient school places. The increase in housing planned across Buckinghamshire is projected to put increased pressure on school places and in June 2010 Buckinghamshire County Council (BCC) adopted a policy to secure planning obligations under section 106 of the Town and Country Planning Act 1990 towards education provision. The aim of the policy is to secure a coherent and consistent approach to ensuring that developers provide or make appropriate contributions to meet the costs of additional education infrastructure requirements generated by new housing developments.
- **BCC Highways** – NPPF (National Planning Policy Framework) ‘duty to cooperate’ and responsibility to mitigate the impact of development on the highway and transport network. The District Planning Authority must consult the County Council regarding all planning applications affecting the highway.

S106 Process

- **Basic Principles** – BCC Education and Highways assess the impact of development based on local plans and information submitted by the developer.

Principle considerations are impact on services and infrastructure, access to the development, safety and sustainability.

- **Approach** – infrastructure is identified through development of the District Councils emerging local development plans and adopted core strategies. Holistic approach to Aylesbury and Wycombe Town centres. In the absence of regional and local development frameworks, some previous sites have been assessed on an individual basis, where possible taking account of neighbouring committed development.
- **S106 Negotiations** – Take place between qualified professionals (typically officers and applicant's consultants) since principle disagreements could result in recommendation to refuse a planning application and having to prepare evidence and cross examination at Public Inquiry.
- **S106 Agreements** – can be between BCC and developer or include Districts LPA's and other parties. Cost of legal agreement preparation met by the developer.
- **Triggers and payments** – S106 agreements include schedules of payments and triggers at stages of development when payments have to be made. These are monitored by the County Council and invoices raised when payments are due.
- **S106 Commissioning and delivery** – S106 schemes are reported to Business Investment Group for contributions to be released and fed into annual delivery programmes. Transport schemes are being coordinated through TfB Capital programme.
- Refer to flow diagram, Appendix 1.

Status update on S106

- All S106 agreements are being logged in central area and financial contributions transferred and held by corporate finance to give Business Investment Group visibility of contribution amounts and overview alongside Capital Programme.
- S106 payment triggers are currently being monitored by Education resource for both education and transport. Triggers prompt invoice to developers from Education and Transport respectively.
- Historic S106 contributions are being transferred to the new balance reserve set up by Corporate Finance to bring all S106 together.
- At risk S106 contributions are being prioritised for delivery 2013/14 and 14/15.
- **WTS (Wycombe Transport Strategy) & ALUTS (Aylesbury Land Use Transport Strategy) S106 Contributions** – prior to introduction of CIL, AVDC and WDC adopted their own local S106 Transport levies for development. These contributions are held separately by both Authorities and the County Council makes annual bids to fund capital transport schemes using these funds.

Member role/consultation – Members and public

- This is recognised as an area for improvement; to ensure local issues and concerns are being considered during the pre-planning and planning process.
- For reasons set out above it may not be possible to negotiate and secure infrastructure and services that meet local expectations. However future availability of CIL funds directed to neighbourhood forums may be used to address local aspirations.

Summary

- S106 is a key consideration for the County Council in ensuring that appropriate levels of funding are secured from development to mitigate the additional impact on service provision.

Resource implications

- Loss of resources in Planning and Finance through successive reorganisation and transformation has resulted in need for redesign of systems to ensure that S106 is effectively managed. This involves legal, finance, education and transport services.

Up until June 2012 BCC employed a S106 Officer who worked with services, legal and finance as well as planning policy and development control to coordinate S106 negotiations. In the absence of that post it has become apparent that S106 agreements are not negotiated holistically, but rather on a service by service basis. Similarly, the commencement of development or other triggers for payments is not monitored by BCC and so we are essentially reliant on developers to submit s106 payments on time, or to rely on information from districts.

- **S106 Education Summary of Account**

Total S106 allocated towards education provision in signed agreements	Amount Received to date (Oct 2013)	Amount Spent/Allocated to schemes (Oct 2013)	Balance remaining to be committed to school expansion projects	S106 funding yet to be received
c.£47m	c.£25m	c.£21m	c.£4m	£22m

- **S106 Transport Summary of Account**

Total S106 allocated towards Transport provision in signed agreements	Amount Received to date (Oct 2013)	Amount Spent/Allocated to schemes (Oct 2013)	Balance remaining to be committed to Transport projects	S106 funding yet to be received

C£6.8m	c.£4.8m	c.£3m	c.£2m	£1.9m
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- **CIL Estimate** – The only district so far with an adopted CIL is Wycombe. Using Wycombe CIL charging rates and estimated planned housing figures the range of CIL potentially collectable by each district if all districts had CIL (at the WDC level) and this applied to all new housing is as follows:

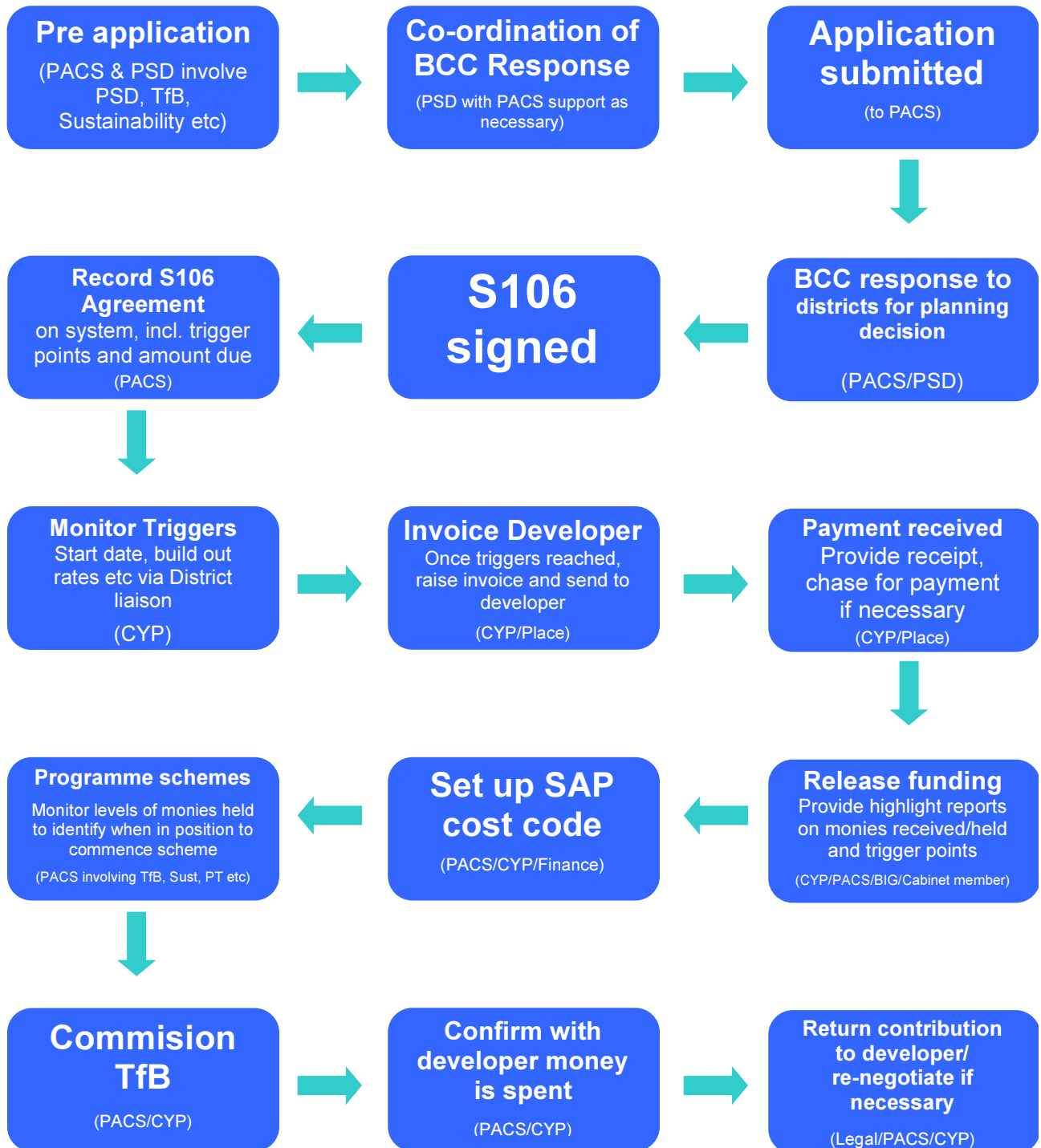
	Average numbers of Planned New Homes (per year)	CIL Range (£m/ pa)	15% Local Allocation & (25% Neighbourhood Plan Allocation) (£m/ pa)
Aylesbury Vale	720	8.6 to 10.4	1.4 (2.4)
Chiltern	210	2.5 to 3.0	0.4 (0.7)
South Bucks	120	1.4 to 5.8	0.2 (0.4)
Wycombe	400	4.8 to 5.8	0.8 (1.3)
Bucks total	1450	17.3 to 20.9	2.8 (4.8)

However, it should be noted that CIL is subject to viability, and hence, land values. As such the levels adopted for CIL in Wycombe are likely to be higher than elsewhere in the county. Thus the table above should be seen within this significant caveat on the estimates.

Next steps

- To complete the redesign of S106 process taking account of organisational change and loss of resources to ensure S106 agreements are effectively monitored and that S106 contributions are paid and committed to scheme delivery in line with BCC Capital programme.
- To consider the creation of a new S106 Coordinator role within the Place Service, funded through the S106 monitoring fees, including a review of S106 monitoring fees and the brokering of internal agreements when viability constrains funding available (at present this is escalated to Service or Strategic Director level).
- To develop a more effective communication strategy during the Pre Application, Planning and S106 negotiation process to consult Local Members and ensure that local concerns and ideas are being considered as part of the process.

Appendix 1 – S106 Process (Transport)



SELECT COMMITTEE WORK PROGRAMME – 21 OCTOBER 2013

Committee	Date	Topic	Description and Purpose	Attendees
Finance, Performance & Resources	31 Oct 2013	Section 106 monies (Town and Country Planning Act 1990)	For members to receive a briefing on the allocation of section 106 monies and to review the current status i.e. monies spent, outstanding and earmarked.	N/A discussion item prior to Environment, Transport and Locality Services select committee item on 6 November
	31 Oct 2013	Property Update: Transformation and Rent Reviews	For members to receive a briefing on the management of the Council's property Transformation and rent review programmes.	Gill Harding - Senior Manager, Place Service Rachel Howes – Rural Estates Officer
	31 Oct 2013	Transformation Phase 2 / Target Operating Model	For members to receive a quarterly update on plans being developed to enable the Council to meet future challenges.	Peter Hardy - Cabinet Member for Finance & Resources; Nick Cave - Service Director, Service Transformation
	31 Oct 2013	Balanced scorecard and joint monitoring report – quarter 2	Paper for information	N/A
	5 Dec 2013	Local Emergency Support (formerly administered by DWP as the 'Social Fund')	For members to have an initial examination of the Council's approach to allocating funding (from April 2013) and to explore how this offering could be developed or improved from April 2014	Peter Hardy - Cabinet Member for Finance & Resources
	5 Dec 2013	Consultant spend by BCC and use of interim staff	For Members to examine BCC use of and spend on consultants, including comparisons with other authorities	Gill Hibberd – Strategic Director, Resources and Business Transformation
	5 Dec 2013	Customer Contact update	For Members to receive a briefing on how services are being re-organised around customers (including customer insight and corporate complaints)	Margaret Aston – Deputy Cabinet Member, Community Engagement; Amanda Brooke-Webb – Service Director, Customer Contact
	5 Dec 2013	Draft budgets	For Members to review the draft budget proposals for the Leadership, Finance & Resources and Community Engagement (Customer Services) portfolios	N/A discussion item prior to budget scrutiny sessions

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Agenda Item 9

SELECT COMMITTEE WORK PROGRAMME – 21 OCTOBER 2013

Committee	Date	Topic	Description and Purpose	Attendees
	17 Dec 2013	Budget Scrutiny (day 1)	For Members to question the Cabinet Member for Health & Wellbeing on the draft spending plans and priorities for Adults & Family Wellbeing and Public Health.	Patricia Birchley – Cabinet Member for Health & Wellbeing; Trevor Boyd – Strategic Director, Adults and Family Wellbeing; Jane O’Grady – Director of Public Health
	7, 8 & 9 Jan 2014	Budget Scrutiny (days 2-4)	For Members to question Cabinet Members on their draft spending plans and priorities.	Cabinet Members and lead officers
	25 Feb 14	Transformation Phase 2 / Target Operating Model	For members to receive a quarterly update on plans being developed to enable the Council to meet future challenges.	Peter Hardy - Cabinet Member for Finance & Resources; Nick Cave – Service Director, Service Transformation
	25 Feb 14	Resourcing	For Members to receive a briefing on staffing levels and the Pertemps resourcing contract.	Chris Daltry – Service Director, Human Resources
	25 Feb 14	Property Update: Corporate Landlord and Asset Management	For Members to receive a briefing on the Council’s Corporate Landlord programme and Asset Management Strategy	Peter Hardy – Cabinet Member, Finance and Resources Ian Boll – Senior Manager, Place Service
	25 Feb 14	Commercial activity update	For Members to receive a bi-annual commercial activity update.	Rose Younger – Commercial Manager
	25 Feb 14	Balanced scorecard and joint monitoring report – quarter 3	Paper for information	N/A

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Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

Outline of Budget Scrutiny sessions

Day 1 – Tuesday 17 December 2013			
<i>Time</i>	<i>Event</i>	<i>Invited</i>	<i>Room</i>
11.30am	Budget briefing	Richard Ambrose, Lin Hazel, Val Letheren, Warren Whyte, Ben Cahill, James Povey, Michael Carr, Kama Wager	Mezz 3
12.30am	Consultation briefing / Lunch	Marcus Grupp, Lin Hazel, Val Letheren, Warren Whyte, Ben Cahill, James Povey, Michael Carr, Kama Wager	Mezz 3
1.30pm	Closed session		Mezz 2
2.00pm	Tricia Birchley - Adults & Family Wellbeing	Tricia Birchley, Trevor Boyd, Lin Hazel	Mezz 2
3.30pm	Tricia Birchley – Public Health	Tricia Birchley, Noel Brown, Jane O’Grady, Lin Hazel	Mezz 2
4.30pm	Closed session	Lin Hazel	Mezz 2

Day 2 – Tuesday 7 January 2014			
<i>Time</i>	<i>Event</i>	<i>Invited</i>	<i>Room</i>
9.30am	Closed session		Mezz 2
10am	Martin Tett – Leadership	Martin Tett, Richard Ambrose	Mezz 2
11.15am	Peter Hardy – Finance & Resources	Peter Hardy, Richard Ambrose	Mezz 2
12.30pm	Lunch		Drawing room
1.30pm	External witnesses	Diane Rutter (Community Impact Bucks), Michelle Kukielka (Barnardo’s)	Mezz 2
4pm	Closed session		Mezz 2



Day 3 – Wednesday 8 January 2014

<i>Time</i>	<i>Event</i>	<i>Invited</i>	<i>Room</i>
9.30am	Closed session	Warren Whyte	Mezz 2
10am	Leslie Clarke – Environment	Leslie Clarke, Netta Glover, Martin Dickman, Warren Whyte	Mezz 2
11.15am	Martin Phillips – Community Engagement	Martin Phillips, Margaret Aston, Susie Yapp, Warren Whyte	Mezz 2
12.30pm	Lunch	Warren Whyte	Drawing room
1.30pm	Janet Blake – Planning & Transportation	Janet Blake, Sean Rooney, Warren Whyte	Mezz 2
3pm	John Chilver – Capital	John Chilver, Richard Schmidt, Warren Whyte	Mezz 2
4pm	Closed session	Warren Whyte	Mezz 2

Day 4 – Thursday 9 January 2014

<i>Time</i>	<i>Event</i>	<i>Invited</i>	<i>Room</i>
9.30am	Closed session	Val Letheren	Mezz 2
10am	Angela Macpherson – Children's Services	Angela Macpherson, Stephen Bagnall, Val Letheren	Mezz 2
11.15am	Mike Appleyard – Education & Skills	Mike Appleyard, Chris Munday/Rachael Rothero, Val Letheren	Mezz 2
12.30pm	Lunch	Val Letheren	Drawing room
1.30pm	Martin Tett – Sum up	Martin Tett	Mezz 2
2.30pm	Closed session		Mezz 2

Report to Cabinet

Title:	Balanced Performance Scorecard and Joint Budget Monitoring Report – Quarter 2
Date:	21 st October 2013
Date can be implemented:	n/a
Author:	Leader of the Council Cabinet Member for Finance & Resources
Contact officer:	Matt Strevens, Corporate Finance Business Partner, 01296 38 (3181) Marcus Grupp, Performance Team Leader, 01296 38 (3373)
Electoral divisions affected:	All
Portfolio areas affected:	All

Purpose of the Report

This report provides information on four key elements of performance for the council, covering Finance, Business Improvement, Customer and HR indicators

An overview of each element appears in the summary below along with a series of summary graphs detailing key information for each quadrant within the Balanced Performance Scorecard – the scorecard also appears as a printed version in the Cabinet papers.

<http://democracy.buckscc.gov.uk/documents/s44405/colour%20link%20scorecard.pdf>

The Financial information informs Cabinet of the quarter 2 revenue and capital outturn position for the financial year 2013/2014. A full analysis of the forecast outturn of Portfolios and the Council as a whole is contained in the appendices to this report.




Business Improvement (Performance Indicators) information informs Cabinet of the progress in achieving the Council's priorities as detailed in the 2013-17 Strategic Plan. The performance indicators identified to monitor achievement of the priorities and performance against these indicators is shown in the tables and graphs in **Appendix 2** of this report

Background

This report has produced the budget monitoring position as forecast by Budget Holders on SAP.

Non-financial performance is provided based on the latest data available.

As well as narrative information, finance and performance against target is shown visually as follows:

	<p>Green Performance is on or above target.</p> <p>(Revenue under spends against budget and overspends up to +0.1% are shown as green) (Capital slippages are shown as green)</p>
	<p>Amber Performance is below target</p> <p>(+0.1% to +1%) for financial performance (-0.1% to 5%) for non financial performance</p>
	<p>Red Performance is well below target</p> <p>(worse than +1%) for financial performance (worse than 5%) for non financial performance</p>

Summary

1. Managing Resources (Finance) – scorecard quadrant 1

Revenue

Table 1 of **Appendix 1** show Portfolios are forecasting revenue spend which is £3.1m (1.1%) above the net portfolio revenue budget of £295.1m, according to the forecasts entered on SAP for the end of September 2013.

There is a significant pressure of £2.9m within Children's Services which largely relates to the growth in numbers (10% over 6-8 months) of Looked After Children, specifically in higher cost placements.

Corporate Costs is currently forecasting a break-even position. This includes assumptions that all current contingencies will be required. It is likely that some contingencies will be required, especially to address pressures within Children's Services, however it is likely that approximately £3m will not be required. This would amend the reported variance across the authority to break-even.

Further details on the revenue budgets are set out in the Portfolio tables in **Appendix 2** of this report.

Capital

Overall the Capital Programme shows a net underspend of £14.0m against planned budgets for the year, according to the forecasts for the end of September 2013.

Significant variances are reported in Health and Wellbeing (£4.0m) relating to slippage in the Day Care Strategy, Education and Skills (£4.0m) due to slippage in delivery of the Furzedown School Project, Finance and Resources (£6.9m) slippage relating to the Southern Area Office and Aylesbury Town Centre Regeneration projects, Environment (£3.8m) slippage relating to Waste Transfer Stations, and an overspend of £4.7m within Planning and Transportation which relates to the use of slippage within the programme to fund £4m additional member scheme costs and previously carried forward overspends.

Further details on the capital budgets are set out in the Portfolio tables in **Appendix 2** of this report.

Other Financial Issues

Details of the monitoring of general fund reserves and payment performance are reported in **Appendix 3** of this report.

Please also refer to quadrant 1 of the corporate balanced scorecard

2. Business Improvement (Performance Indicators) – scorecard quadrant 2

Performance results are summarised in the pie charts in quadrant 2 of the Corporate Balanced Scorecard for discussion.

Further details on the position of specific indicators, commentary, currently available benchmarking data and previous year outturns can be found in the tables at **Appendix 2**

3. Service to customer indicators – scorecard quadrant 3

A new range of indicators showing information relating to the level of service that customers receive have been introduced to this report based on the information currently available. Further detail is available in **appendix 4** for specific council services.

4. Colleagues, self and partner (HR) indicators – scorecard quadrant 4

A new range of indicators showing information relating to employees, 'agency, interims and specialist contractors' and related costs have been introduced to this report. Further detail is available in **appendix 5** by officer portfolio.

Recommendation

Cabinet is asked to:

1. **Comment and discuss the overall issues raised in the Corporate Balanced Scorecard, and provide feedback on how the Scorecard should be developed.**
2. **Note the forecast outturn position for revenue and capital budgets and discuss areas requiring attention.**
3. **Scrutinise the performance data in this report, discuss the areas of significant underperformance and the actions necessary to address any such underperformance.**

A. **Narrative setting out the reasons for the decision**

A full analysis of the forecast outturn, financial performance and non-financial performance for the Council for the financial year 2013/14 is contained in **the attached appendices**.

B. **Other options available, and their pros and cons**

None arising directly from this report.

C. **Resource implications**

Actions resulting from consideration of this report may influence future expenditure in areas of concern / interest.

D. **Value For Money (VFM) Self Assessment**

All decisions involving finances are scrutinised to ensure that the best value for money is achieved.

E. Legal implications

None arising directly from this report

F. Property implications

None arising directly from this report

G. Other implications/issues

None arising directly from this report

H. Feedback from consultation, Local Area Forums and Local Member views

This reports delivery against the Strategic Plan 2013-17. The content of the Strategic Plan was agreed and published taking into account views of all local members.

I. Communication issues

Quarterly monitoring reports on budget and performance position are published on the Council's website.

J. Progress Monitoring

The budget and performance monitoring report is updated on a monthly basis.

K. Review

Not applicable.

Background Papers

Previous Monitoring reports.

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Democratic Services Team by 5.00pm on 18 October 2013. This can be done by telephone (to 01296 383627 or 383610), Fax (to 01296 382538), or e-mail to cabinet@buckscc.gov.uk

Managing Resources (Finance) – scorecard quadrant 1

1. Revenue Budget issues

- 1.1. The revenue budgets are summarised in Table 1 below. The significant variances are detailed in the relevant Portfolio tables that follow.
- 1.2. The forecasts shown in the Table 1 are the current forecasted outturn position on SAP for each Portfolio including carry forwards from 2012/13 and with the assumption that all corporate contingencies will be called upon, however it is likely that approximately £3m will not be required, which would result in a break-even position for the authority as a whole.

Table 1 – Summary of Council revenue budget forecast

Original Budget for Year £000	Portfolio Area	Budget for year £000	Forecast Outturn £000	Forecast variance £000	Forecast variance %
	Portfolio				
4,844	Leader	4,851	4,991	140	2.9%
13,726	Community Engagement	13,782	13,688	(94)	(0.7%)
114,409	Health and Wellbeing	114,424	114,533	109	0.1%
38,611	Children's Services	38,860	41,742	2,882	7.4%
19,168	Education and Skills	24,888	23,896	(992)	(4.0%)
29,169	Finance & Resources	29,096	29,109	13	0.0%
21,988	Environment	22,087	21,950	(137)	(0.6%)
29,661	Planning and Transportation	29,766	30,138	372	1.2%
17,862	Client Transport	17,862	18,473	611	3.4%
(624)	Transformation Savings	(495)	(298)	197	0.0%
288,814	Subtotal - Portfolios	295,121	298,222	3,101	1.1%
	Corporate Costs (Non Portfolio)				
34,576	Treasury Management & Capital Financing	37,571	37,560	(11)	(0.0%)
5,284	Contingencies	5,179	5,179	0	0.0%
1,321	Other Corporate Costs	1,320	1,316	(4)	(0.3%)
41,181	Subtotal - Corporate Costs	44,070	44,055	(15)	(0.0%)
329,995	Overall BCC	339,191	342,277	3,086	0.9%
	Financing				
(216,369)	Council Tax	(216,369)	(216,369)	0	0.0%
(2,339)	Council Tax Grant	(2,339)	(2,322)	17	(0.7%)
(58,444)	Revenue Support Grant	(58,444)	(58,444)	0	0.0%
(14,720)	Business Rates Retention	(14,720)	(14,720)	0	0.0%
(24,237)	Top Up Grant	(24,237)	(24,237)	0	0.0%
(6,809)	Education Service Grant	(6,809)	(6,809)	0	0.0%
(3,882)	Other Unringfenced Grants	(3,882)	(4,445)	(563)	14.5%
(3,300)	Contrib to/(Use of) Earmarked Reserves	(3,300)	(3,300)	0	0.0%
(5,509)	Contrib to/(Use of) General Reserves	(9,091)	(11,631)	(2,540)	27.9%
(335,609)	Subtotal Financing	(339,191)	(342,277)	(3,086)	0.9%
-5614	Net Budget	0	0	0	0%

2. Capital Budget Issues




- 2.1 The capital budgets are summarised in Table 2 below. The significant variances are detailed in the relevant Portfolio tables that follow.
- 2.2 The forecasts shown in the table are the current forecasted outturn position for each portfolio.
- 2.3 The table below shows a forecast overspend on Planning & Transportation of £4.7m. This is overwhelmingly due to the expanded activity on structural roads maintenance. However as can be seen in the table the overall capital programme is showing a net underspend, despite the overspend in Planning & Transportation. This is predominantly due to planning delays causing slippage on the Hughenden Quarter Project and the Waste Transfer Station, and other unspecified delays in delivery of the Aylesbury Town Centre Regeneration project, the Day Centre project in Health and Wellbeing, and Furzedown School within Education and Skills
- 2.4 To facilitate the progress of the member priority roads maintenance schemes it is proposed to temporarily vire budget from slipped schemes into the Highways Maintenance budget. Specifically it is proposed to vire £4m from the Hughenden Quarter Project (£3m Southern Area Office and £1m Day Care Centre) in 2013/14 and reverse this virement in 2014/15.

Table 2 - Capital Budget Table

Portfolio	Current Year Outturn		
	Forecast	Approved Budget	In-Year Variance
	£000	£000	£000
Education & Skills Spend	62,990	69,480	-6,489
Education & Skills Funding	-38,370	-40,870	2,500
Educn & Skills Net	24,620	28,610	-3,990
Community Engagement Spend	254	249	5
Community Engagement Funding	-37	-36	-1
Comm Eng'mt Net	217	213	4
Environment Spend	1,629	5,316	-3,686
Environment Funding	-306	-209	-97
Environment Net	1,323	5,106	-3,783
Finance & Resources Spend	15,973	22,808	-6,836
Finance & Resources Funding	-2,516	-2,419	-97
F & R Net	13,456	20,389	-6,933
Health & Wellbeing Spend	5,175	9,161	-3,986
Health & Wellbeing Funding	0	-4	4
H & W Net	5,175	9,157	-3,982
Planning & Transport Spend	27,717	22,641	5,076
Planning & Transport Funding	-1,851	-1,466	-386
P & T Net	25,866	21,176	4,690
Leader Spend	2,000	4,500	-2,500
Leader Funding	0	-2,500	2,500
Leader Net	2,000	2,000	0
Spend	115,739	134,156	-18,417
Funding	-43,081	-47,504	4,423
Net	72,658	86,651	-13,994



Appendix 2 - Managing Resources (Finance) and business improvement (performance)– scorecard quadrants 1 and 2

Cllr. Martin Tett, Leader of the Council



<div style="display: flex; align-items: flex-start;"> <div style="margin-right: 10px;">    </div> <div> <p><u>Link to Strategic Plan 2013-17 priorities and outcomes.</u></p> <p>Priority 1. To ensure Buckinghamshire has a thriving economy that is creating jobs.</p> <p>Key Outcome Sought:-</p> <ul style="list-style-type: none"> An increase in new businesses An increase in the number of existing businesses thriving in Buckinghamshire More residents will be in work Access to reliable, high speed broadband will have increased across the County. <p>Priority 8. To ensure your local Council and its Councillors protect the interests of Buckinghamshire residents at local, regional and national levels.</p> <p>Key outcome Sought:-</p> <ul style="list-style-type: none"> Opportunities have been taken to lobby on issues important to Buckinghamshire </div> </div>	<p>Cabinet Member Priority Projects</p> <ul style="list-style-type: none"> BDUK broadband project delivered via Bucks Business First Development and implementation of a programme of transformational change which continues to drive efficiencies in the running of the organisation Develop Strategic Alliances with other upper tier councils Development and implementation of a public affairs plan that increases the influence and profile of Buckinghamshire at a national level, including providing opportunities for Members and senior officers to resolve key issues of local concern and promoting examples of the Council’s achievements, innovation and best practice.
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The Leader Portfolio includes budgets for Economic Development; Communications; Organisational Development and Policy & Performance

Financial Performance – Leader Portfolio

Type	Budget for year £000	Provisional Outturn £000	Year end Variance		Performance	Comments
			£000	%		
Revenue	4,851	4,991	140	2.9%		Minor overspend predicted at present. Service looking to review their position and identify ways to manage pressures.
Capital	2,000	2,000	0	0		Although breakeven is reported, reports to BIG suggest a slippage of approximately £900k in the current year, which has not yet been forecast.

Non Financial Performance – Leader Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Q1 Performance	Narrative
Outcome: An increase in new businesses						
1. Increase the rate of new businesses registering within Bucks (Higher rates are better)	72.5 per 10,000 residents (2011)	GB 51.6 S. East 58.2	72.5 per 10,000 residents	Data due December 2013	N/A	Data for this indicator is published in December each year for the previous 12 months. The next data will be available in December 2013 for the period Jan-Dec 2012. ** A recent survey by BBF has shown that in the year to June 13, 5467 business bank accounts were opened across Bucks. This is the 3 rd highest level per 10,000 population compared to other LEP areas.
Outcome: An increase in the number of existing businesses thriving in Buckinghamshire						
2. Survival rate of businesses within Bucks (Higher percentages are better)	50% of firms surviving 5 years or more	GB 47.8% S East 44.9%	Non set	Data due December 2013	N/A	Data for this indicator is published in December each year for the previous 12 months. The next data will be available in December 2013 for the period Jan-Dec 2012.
3. Decrease the number of businesses ceasing to trade (Lower rates are better)	(2011) 66.3 per 10,000 residents. (2680 actual no.)	GB 45.0 S. East 51.2	Non set	Data due December 2013	N/A	Data for this indicator is published in December each year for the previous 12 months. The next data will be available in December 2013 for the period Jan-Dec 2012.
4. Percentage of invoices from small and medium providers paid within 10 days. (Higher percentages are better) (All portfolios)	86.4%		85.0%	86.2% Year to end of Sept.	 See narrative	Whilst the overall performance for the whole council is above target for the year to the end of September, the Community Engagement and Children's Services portfolios are currently behind target at 84% and 81.9% respectively for the year to date figures. Community Engagement: - The service is improving on its poor start and is getting closer to the target. The target was met for September. Children's Services: - Performance has improved during the year and has met target in September. The Year to Date figure is still below target as a result of poor performance at the beginning of the financial year.
Outcome: More residents will be in work						
5. Decrease the percentage of year 12-14 cohort not in education, employment or training. (NEET) (Lower percentages are better)	3.8% (Apr-Mar figure) 4.1% (Nov/Dec /Jan – figure used by Government for national benchmark)	S. East 5.4% County Council average 5.1%	3.9%	3.6% Year to end of June (Q1)		

Indicators used for monitoring only. No targets set. (These are not included in quadrant 3 of the Corporate Scorecard)

Monitoring indicators	2012/13 Final	Latest data	Narrative
Outcome: More residents will be in work			
Bucks employment rate age 16-64 (Higher percentages are better)	76.5% (Oct-Dec 2012) <u>Benchmark</u> S East 74.7% GB 70.7%	76.1% (Jan 13 – Mar 13) <u>Benchmark</u> S East 74.4% GB 70.9%	The employment rate has fallen slightly compared to the Oct-Dec figure
Claimant count in Bucks (No. of people claiming Job Seekers Allowance age 16-64) (Lower percentages are better)	6118 (June 2012) <u>Benchmark</u> S. East 2.5% GB 3.8%	5437 (June 2013) <u>Benchmark</u> S. East 2.1% GB 3.3%	The claimant count has decreased by 604 since April 2013 when there were 6041 people claiming JSA. There are also less people claiming in June 2013 compared to June 2012 when there were 6112 claimants The 18 -24 year old claimant rate has also decreased to 1254 in June. This compares to 140018-24 year olds claiming in April. There are also less people aged 18-24 claiming in June 2013 compared to June 2012, when there were 1670 claimants.
Percentage of land available for development	New measure	Data still being collated	
Outcome: Access to reliable, high speed broadband will have increased across the County			
Increase superfast broadband coverage	Key milestone and targets for broadband projects were met.		The county will have 18 superfast enabled exchanges by 2014 (approximately 72% of premises covered across both Bucks and Herts) with many locations already benefitting from a superfast service. Exchanges that have recently been superfast enabled include Buckingham and Princes Risborough, with Chalfont St Giles expected to go 'live' during 2013. Upgrade announcements are expected this year as part of the Bucks-Herts Broadband Project and we will continue to work to extend the reach of market investments to those areas that demonstrate tangible demand. A contract has now been signed with BT that means that over 90% of premises in Bucks will get fibre Broadband and the remaining premises will be guaranteed at least 2Mbps. The ground works will be undertaken using a phased approaching starting toward the end of 2013 and be completed by early 2016.

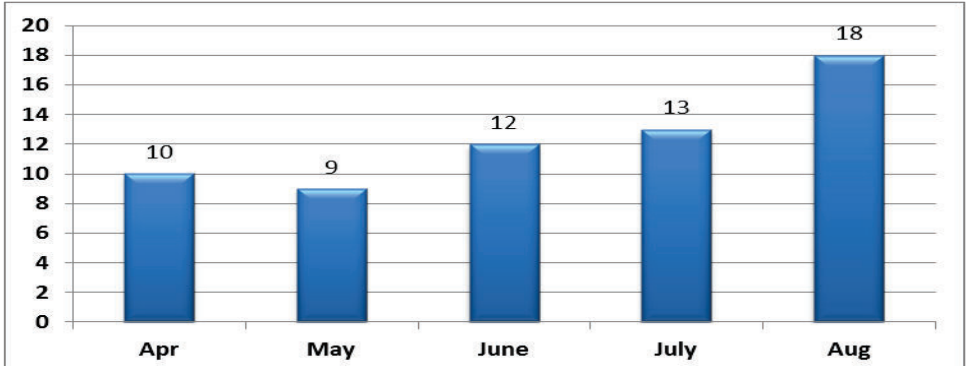
Outcome: Opportunities have been taken to lobby on issues important to Buckinghamshire

Increase the number of positive articles featuring BCC in the national media

New measure for 13/14

62
(Year to end of August)

Monthly count. Includes positive articles also in specialist national media.



Cllr. Martin Phillips, Cabinet Member for Community Engagement



Link to Strategic Plan 2013-17 priorities and outcomes.

Priority 4. To encourage people and communities to be actively involved in their local area and services.

Key Outcome Sought:-

- An increase in volunteering across the County
- Involvement of communities in their local areas leading to stronger, more sustainable communities.
- More communities will be running and making a success of local assets
- Voluntary and community sector is more resilient in the face of financial constraints
- The voluntary and community sector will continue to thrive

Priority 8. To ensure your local Council and its Councillors protect the interests of Buckinghamshire residents at local, regional and national levels.

Key outcome Sought:-

- The needs of Buckinghamshire communities have been taken into account by the Police and Crime Commissioner

Cabinet Member Priority Projects

- Support the objectives of and ensure delivery of the partnership Safer Bucks Plan
- Provide support via the Young Civic Futures Programme to help communities involve and engage young people in their local democratic groups and decision making processes.
- Deploy the customer insight software package, Insight360 to high volume contact areas across the council
- Implement the Buckinghamshire Museum Trust to ensure the sustainability of the County Museum







The Community Engagement Portfolio includes budgets for Culture & Learning Coroners & Registrars; Localities and Safer Communities; Customer Contact; Universal Youth Services



Financial Performance – Community Engagement Portfolio

Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
Revenue	13,782	13,688	-94	-0.7%	★	The following variances should be noted; Culture & Learning predict a £33k overspend mainly in Museums, Customer Contact forecast a £54k underspend, largely due to staffing vacancies, and Localities & Safer Communities forecast a £74k underspend, due to grant income received with expenditure plans not yet forecast. The proposed move of Resilience to the portfolio (Pending Cabinet Member decision) would reduce the forecast underspend by £29k.
Capital	213	217	4	1.8%	▲	The small overspend (£4k) related to the High Wycombe Library.

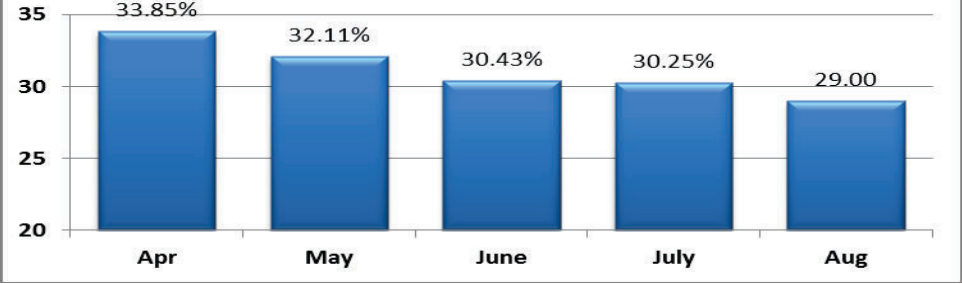
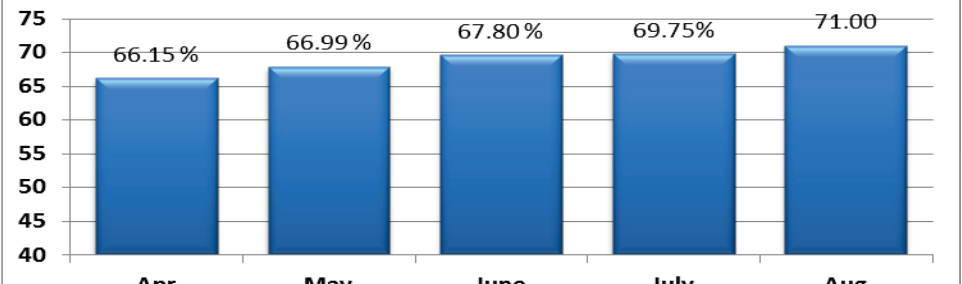
Non Financial Performance – Community Engagement Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
Outcome: An increase in volunteering across the County						
1. Number of volunteer enquiries at Community Impact Bucks.	590 Oct 12- Mar 13		Setting benchmark during 13/14	590 Oct 12 – Mar 13	N/A	Data is available every six months. Apr to Sept data should be available during October 13
Outcome: More communities will be running and making a success of local assets						
2. Number of sessions provided for young people at community leased BCC youth centres	New indicator for 13/14		Q1 271 Q2 542 Q3 813 13/14 1084	377		
3. Number of visitors to community run libraries	335,211		Setting benchmark figure during 13/14	137,498 (Year to end of Aug) 143,000 (Year to end of Aug 2012)	N/A	Figures do not include data from Chalfont St. Giles, Little Chalfont and W. Wycombe. These were the original 3 community libraries that were set up and historically have not reported visitor numbers. Work is being undertaken to get visitor data from these libraries to include in the figures presented in this report.
Outcome: The voluntary and community sector will continue to thrive						
4. Maintain the number of council owned universal youth centres being managed by and used by the Voluntary and Community Sector to deliver activities	16 centres		16	16		
5. Number of young people accessing community leased BCC youth centres	New indicator for 13/14		1500 (Average for the year)	1943 (Q1 – Apr-Jun)		The numbers for Q1 are well above the average target for the year, however the target is an average across the whole year. The numbers across each quarter of the year will vary due to seasonal factors e.g. holidays etc.
Outcome: The needs of Buckinghamshire communities have been taken into account by the Police and Crime Commissioner						
6. Percentage reduction in acquisitive crime, especially domestic burglary	17% reduction		2% reduction	5% Reduction (YTD Apr-Sept)		<u>Local Policing Area – YTD comparison</u> Aylesbury - decrease of 4% (6 fewer burglaries) Chiltern & South Bucks - increase of 11% (31 more burglaries) Wycombe - decrease of 31% (59 fewer burglaries) Bucks as a whole - decrease of 5% (34 fewer burglaries) Comparing quarter 2 (Jun-Sept) 13/14 with Quarter 2 12/13, there has been a 10% reduction in burglaries within Buckinghamshire,


Non Financial Performance – Community Engagement Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
7. Amount of money saved from loss or recovered for the client by Trading Standards	£191,664		To be agreed	£9,100 (YTD Apr – Sept)	N/A	The current figure is lower than for the same period last year which was £151,777. However, the figure can vary significantly month to month so it's not necessarily an indication of what the outturn at the end of the year will be.
8. Improvement in risk category for those clients working with the Independent Domestic Violence Adviser from initial assessment to close of case	56%		55%	48% Q1 – Apr-Jun		<p>Performance for quarter 1 has not met with stretching target that we have set. Further analysis of the data is being done to try to determine any particular issues that are affecting the result</p> <p>It should be noted that the risk reduction is based on the risk factor at the point the client starts with the service compared to that when they leave. The risk is fluid and whilst the quarterly figure may give an indication of success in meeting the target, a full years data is needed to get a better average picture. This is because some clients are engaged with the service longer than the monitored quarter and/or may join the service in one quarter and leave in another quarter.</p>
Outcome: Residents will have found it easier to access services and information						
9. Increase the percentage of calls resolved at first point of contact	81%		85%	81% (YTD – Apr - Aug)		<p>Performance slightly behind target. Performance has improved each month since April.</p> <p>Given the varying complexity and volume of enquiries across all Council services, work is being done to identify how we can increase the range of queries that the contact centre can deal with, without having to pass on the query to be resolved by another area .</p>

Indicators used for monitoring only. No targets set. (These are not included in quadrant 3 of the Corporate Scorecard)

Monitoring indicators	2012/13 Final	Latest data	Narrative												
Outcome: Residents will have found it easier to access services and information															
Decrease in the number of people who phoned the Council when they could have used the website	33.85% (APR 13)	31.16% (Year to end of August)	 <table border="1"> <caption>Percentage of people who phoned the Council when they could have used the website</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Apr</td> <td>33.85%</td> </tr> <tr> <td>May</td> <td>32.11%</td> </tr> <tr> <td>June</td> <td>30.43%</td> </tr> <tr> <td>July</td> <td>30.25%</td> </tr> <tr> <td>Aug</td> <td>29.00%</td> </tr> </tbody> </table>	Month	Percentage	Apr	33.85%	May	32.11%	June	30.43%	July	30.25%	Aug	29.00%
Month	Percentage														
Apr	33.85%														
May	32.11%														
June	30.43%														
July	30.25%														
Aug	29.00%														
Decrease the number of people who phone the Council because information is not provided on-line.	66.15% (APR 13)	68.84% (Year to end of August)	 <table border="1"> <caption>Percentage of people who phone the Council because information is not provided on-line</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Apr</td> <td>66.15%</td> </tr> <tr> <td>May</td> <td>66.99%</td> </tr> <tr> <td>June</td> <td>67.80%</td> </tr> <tr> <td>July</td> <td>69.75%</td> </tr> <tr> <td>Aug</td> <td>71.00%</td> </tr> </tbody> </table>	Month	Percentage	Apr	66.15%	May	66.99%	June	67.80%	July	69.75%	Aug	71.00%
Month	Percentage														
Apr	66.15%														
May	66.99%														
June	67.80%														
July	69.75%														
Aug	71.00%														


Cllr. Patricia Birchley, Cabinet Member for Health and Wellbeing

 <p><u>Link to Strategic Plan 2013-17 priorities and outcomes.</u></p> <p>Priority 6. To encourage people to do more for themselves whilst providing a safety net for the most vulnerable members of the population</p> <p>Key Outcome Sought:-</p> <ul style="list-style-type: none"> In the long-term we will see a decrease in the number of people needing intensive support Vulnerable adults are able to live safely at home More people will have control over their care needs and be able to support they need within the local area <p>Priority 8. To ensure your local Council and its Councillors protect the interests of Buckinghamshire residents at local, regional and national levels</p> <p>Key Outcome Sought:-</p> <ul style="list-style-type: none"> An increase in the health and wellbeing of our residents in the long-term. 	<p>Cabinet Member Priority Projects</p> <ul style="list-style-type: none"> My Life My Home – adult accommodation and support project Ongoing implementation of the Day Opportunities programme Local Authority Trading Company – new delivery model for in-house services Falls prevention pilot Implementation of Prevention Matters to support people with lower level support needs Embed the public health team and the commissioning of public health services into the Council following the transfer from the NHS
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The Health & Wellbeing Portfolio includes Adult Social Care services and the Drugs and Alcohol Action Team

103





Financial Performance – Health & Wellbeing Portfolio

Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
Revenue	114,424	114,533	109	0.1%		<p>SAP forecasts have been updated during September and the Portfolio is forecasting a small overspend of £109k. This consists of a £140k overspend against Adult Social Care services and a £30k underspend against the Drugs and Alcohol Action Team.</p> <p>On the 1st October the Buckinghamshire Local Authority Trading Account went live for the provision of Adult Social Care services, including day centres and the Reablement service.</p> <p>Forecasts are continually being reviewed and updated. The highest risk areas relate to Older People (OP) and People with Learning Disabilities. These areas both contain significant MTP savings targets and in the case of OP are linked to the projected outcomes of the new Reablement service.</p> <p>Within OP there is a significant risk of under delivery against the Category Review efficiency savings target (£620k.) This is reflected in the forecast.</p> <p>Buckinghamshire has been notified by the Department Of Health that we will not be allocated Winter Pressures money in 2013/14. This is a risk to the Portfolio as in 2012/13 we received £1m to offset activity related to Winter Pressures.</p> <p>Potential pressure around the use of the Section 256 Health funding, as the NHS area teams are</p>




Financial Performance – Health & Wellbeing Portfolio

Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
						<p>challenging the profile of the 256 allocation. This is despite having signed off an agreement with the two Clinical Commissioning Group's for the social care transfer in 2013/14 and 2014/15.</p> <p>The 2013/14 budget includes £1m for SWIFT development work on a one off basis. The project will span more than one year and corporate agreement will be required to carry forward £700k into 2014/15.</p> <p>Any underlying risks are being identified and fed into the upcoming Medium Term Planning process.</p>
Capital	9,157	5,175	-3,982	-43.5%		<p>SAP position shows a forecast of £5.2m against a budget of £9.2m, resulting in a forecast in year slippage of £4m.</p> <p>Slippage relates to the re-phasing of works within the Day Care project.</p>

Non Financial Performance – Health & Wellbeing Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
Outcome: In the long-term we will see a decrease in the number of people needing intensive support						
1. Permanent admissions to residential care. (Older people). Per 100,000 of population Lower figures are better	686.3 per 100,000	<u>12/13</u> Counties 697.4 S. East 745.8 England 708.8	290.4 August 697 per 100,000 13/14	251.3 August		
2. Permanent admissions to residential care. (18-64 yr. old) Per 100,000 of population Lower figures are better	16.4 per 100,000	<u>12/13</u> Counties 15.8 S. East 14.7 England 14.9	4.6 August 11 per 100,000 13/14	6.2 August		This rate represents 19 adults being admitted against a target of 14 and includes 2 people for whom we have accepted responsibility without prejudice from Health services.
Outcome: Vulnerable adults are able to live safely at home						
3. Percentage of Safeguarding Vulnerable Adult assessments starting within 2 days of contact	New indicator for 13/14		92%	90.1% August		
4. Percentage of adult protection plans developed for those that need them	New indicator for 13/14		100%	No data	N/A	Data is currently being audited and will be available in September/October.
5. Proportion of people who use services who feel safe Higher percentages are better	58.1%	<u>12/13</u> Counties 65.1% S. East 66% England 65%	68%	No data	N/A	The results of this indicator are based on client surveys. Surveys are scheduled to start in September.
Outcome: More people will have control over their care needs and be able to support they need within their local area						
6. Proportion of people receiving direct payments Higher percentages are better	16.2%	<u>12/13</u> Counties 15.9% S. East 16.3% England 16.4%	15.5% (August) 20% 13/14	13.8% (August)		For direct payments (DPs) there have been 1443 DP's against a target of 1619, representing a shortfall of 176 clients. We know that when our Reablement Service commences on 1 September that the numbers of people receiving Direct Payments will increase. Additionally we have re-launched our DP website and have developed an e-learning module and face to face training for all Care Managers to enable them to be more confident in discussing DPs with Service users and their families
7. Proportion of people who use services who say they have control over their daily life.	76.7%	<u>12/13</u> Counties 77.3% S. East 78% England 75.9%	80%	No data	N/A	The results of this indicator are based on client surveys. Surveys are scheduled to start in September.
8. Users and carers satisfaction with adult social care services	45%	<u>12/13</u> Counties S. East	63%	No data	N/A	The results of this indicator are based on client surveys. Surveys are scheduled to start in September.

Non Financial Performance – Health & Wellbeing Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
		England				
Outcome: An increase in the health and of wellbeing of our residents in the long-term						
9. Percentage of people who were offered a NHS Health Check (There are 155,842 eligible people in Bucks. It is a 5 year programme so we invite 1/5th of this population each year and measure this as an annual target – 31,168)	100%		Q1 7,792 (25%) Q2 15,584 (50%) Q3 23,376 (75%) 13/14 31,168 (100%)	7075 (22.7%) Q1 – Apr-June		People are invited to health checks through GP practices. There are a small number of GP practices who are still working to fully implement the programme and the public health team is currently working with these practices to increase invites for the remainder of the year.
10. Percentage of people that received a NHS Health Check	53%		Q1 3506 (11.25%) Q2 7013 (22.5%) Q3 10519 (33.75%) Q4 14026 (45%)	2714 (8.7%) Q1 – Apr-June		We have analysed the data to identify if any specific groups are not engaging with the health check. This has demonstrated that men, smokers and people from the Asian community are less likely to take up the NHS Health Check. In response to this an alternative provider is being commissioned to deliver NHS Health Checks in community settings to increase uptake of those groups who are not booking in for a health check at their GP practice and increase overall uptake.
11. Number of people achieving a four week smoking quit	2107		Q1 564 Q2 1060 Q3 1511 12/13 2255	453 Q1 – Apr-June		It is anticipated that the performance for this quarter will increase as GPs & and community pharmacists often submit data in subsequent quarters. However it is unlikely to deliver the full 111 quitters. Two key factors have influenced performance. The advent of e-cigarettes is having an impact on cessation services eg smokers converting to e-cigarettes as a form of harm reduction rather than quitting through NHS services. We are awaiting national data to benchmark the reduction in Bucks quitters to see if this is occurring in other areas. Performance has also dropped in GP Practices. In response to this the BCC commissioner has met with the two commissioned NHS services and an action plan is in place to address this across both commissioned services, general practice and community pharmacy too. It has been raised at the Bucks Alliance meeting where all partner agencies are represented.

Non Financial Performance – Health & Wellbeing Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
						Comprehensive plans are in place to support the national Stoptober campaign which runs across all of October to increase the number of smokers to NHS smokefree services .
12. Successful completion of drug treatment.	162		Q1 35 Q2 70 Q3 105 12/13 140	23 (Q1 Apr- Jun)	▲	A check has shown that data has not been recorded correctly by some of the external agencies leading to some potential underreporting in Q1. Work is being undertaken to resolve the issue. Q2 will show the corrected picture.
13. Successful completion of alcohol treatment.	306		Q1 74 Q2 148 Q3 222 12/13 296	57 (Q1 Apr – Jun)	▲	A check has shown that data has not been recorded correctly by some of the external agencies leading to some potential underreporting in Q1. Work is being undertaken to resolve the issue. Q2 will show the corrected picture.
14. Maintain a total footfall of 25,200 people per year involved in health walks	24,612		25,500	6679 (Q1 Apr-Jun)	★	
15. Maintain an average of 750 engaged walkers per quarter involved with health walks (Engaged walkers are people walking at least 3 times per quarter)	New indicator for 13/14		750	784 (Q1 Apr-Jun)	★	

Indicators used for monitoring only. No targets set. (These are not included in quadrant 3 of the Corporate Scorecard)

Monitoring indicators	2012/13 Final	Benchmark	Q1 data	Narrative
Outcome: An increase in the health and of wellbeing of our residents in the long-term				
Monitor the County's premature death rate. (Deaths before age 75) Rate per 100,000 pop.	223 2008-2010	Bucks 13 th lowest out of 150 councils.	223 2009-11	Using Public Health England comparator data, Bucks' premature death rate for the period 2009-11 is one of the lowest in the Country. The lowest is Wokingham at 200.3 premature deaths per 100,000, the highest is Manchester at 455. Bucks ranks 9 th out of 15 compared to similar local authorities in the same socioeconomic deprivation bracket. The lowest is Wokingham (200.3), the highest Bracknell Forest (241)

Period	Rate
2005-7	245.1
2006-8	231.43
2007-09	229.01
2008-10	222.99
2009-11	222.84

Cllr. Angela Macpherson, Cabinet Member for Children's Services



Link to Strategic Plan 2013-17 priorities and outcomes.

Priority 6. To encourage people to do more for themselves whilst providing a safety net for the most vulnerable members of the population.

Key Outcome Sought:-

- An increase in vulnerable children in long-term family settings
- In the long-term we will see a decrease in the number of people needing intensive support

Cabinet Member Priority Projects

- Develop First Response Service for families to access the right services at the first opportunity
- Develop Family Resilience Service for families to access help more effectively
- Implement the Prevention and Early Intervention Strategy
- Deliver the Families First Programme
- Communications campaign to increase the number of BCC foster carers







The Children's Services Portfolio includes Children and Families; and Learning, Skills and Prevention

Financial Performance – Children's Services Portfolio


Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
108 Revenue	38,860	41,742	2,882	7.4%	▲	<p>The forecast is made up of an overspend of £2.612m on external placement costs and £270k across the Children & Families Service.</p> <p>The pressure on external placements is due to a higher than predicted level of children requiring care and lack of availability or suitability of places with BCC placements.</p> <p>In the first quarter of 2013/14 - 43 children entered care and 18 left. The total number of looked after children was 444 at week-ending 6.9.13. Current trends are seeing higher numbers than average coming into care: children under 1; increase of 11 compared to an average of 6; young people over 16; increase of 9 compared to average of 3 or less.</p> <p>Growth in the child population is a factor, alongside more children living in areas of deprivation with much higher LAC rates. Care is a last, not a first resort for keeping these young people safe, and the County continues to prioritise the basic safety of its children and young people.</p> <p>Early identification of the need for care increases the prospect of successful adoption but those entering the care system aged 16 plus are more likely to need expensive residential placements. The increase in care numbers for 16 plus is linked to upward trends widely reported in the national press including mental ill health, self-harm and risk of sexual exploitation.</p>

						<p>2 young people required court orders for secure accommodation in 12/13. So far this year 5 young people have required this. There also has been a significant increase of unaccompanied asylum seeking children needing care in 2013/14.</p> <p>The Children & Families service are reporting pressures in allowance payments, some staffing costs and unachievable income targets in Education Welfare and Children with Disabilities respite.</p>
Capital	0					

Non Financial Performance – Children’s Services Portfolio

Performance Measure.	Benchmark	2012/13 Final	13/14 Target	13/14 Latest result	Q1 Performance	Narrative
Outcome: An increase in vulnerable children in long-term family settings						
1. Ratio of BCC foster carers to private sector		0.72:1	1:1	0.75 : 1 (June)		Work is on-going to recruit in-house foster carers.
2. Increase numbers of BCC in-house foster carers		109	+30	No data	N/A	Data being collated. Should be available during September/October.
3. Increase the percentage of statutory assessments carried out within 45 days		New indicator for 13/14	80%	82.3% (June)		
4. Increase the number of adoptions	2011/12 Percentage of children adopted BCC 13% (20 children) Counties 13% S East 11% England 13%	23	Q1 6 Q2 13 Q3 19 13/14 25	6 (June)		
5. Decrease the length of time to achieve permanence (E.g. adoption or special guardianship)			550 days	485 days (June)		Figure is for adoptions only.
6. Proportionate percentage of disabled children in and entering care		New indicator for 13/14	Non set. Establish baseline	13% (June)	N/A	13% is the proportionate number of children with disabilities in care as a percentage of the total number of children in care.
7. Increase numbers of families worked with in the Family Resilience Service		New indicator for 13/14	Q1 200 Q2 200 Q3 200 (13/14) 800	223 (June)		
Outcome: In the long-term we will see a decrease in the number of people needing intensive support						
8. Decrease the percentage of children on a protection plan for 2 years or more (Lower percentages are better)	2011/12 BCC 12.4% Counties 4.3% S. East 3.8% England 3.6%		5%	2.9% (June)		

Non Financial Performance – Children’s Services Portfolio

Performance Measure.	Benchmark	2012/13 Final	13/14 Target	13/14 Latest result	Q1 Performance	Narrative
9. Decrease the percentage of children returning to a protection plan	<u>2011/12</u> BCC 14.6% Counties S. East 14.3% England 13.8%		15%	18% (June)		Performance is being regularly monitored and reported to the head of service and safeguarding board.
10. Decrease repeat referrals needing social care intervention as assessed by the First Response Service		New indicators for 13/14	Establish baseline	No data	N/A	Work is still ongoing to determine the data that should be included in this indicator. The baseline target has not yet been set within the new structure. The capacity of the units to work intensively with families to bring about change has been restricted due to staffing levels. This may mean that the % of repeat referrals is higher than we would like to achieve. Once the units are staffed appropriately and any unit boundary issues resolved then the capacity to undertake meaningful work will steadily increase which should see the % of repeat referrals decline. In addition once Family Resilience is embedded there will be an impact on the work coming through to social care, in that it will be appropriate, this will increase the capacity of the units to undertake meaningful intervention with families.

Cllr. Mike Appleyard, Deputy Leader and Cabinet Member for Education and Skills



Link to Strategic Plan 2013-17 priorities and outcomes.

Priority 5. To help our children and young people reach their full potential.

Key Outcome Sought:-

- The achievement gap has narrowed between the highest and lowest achieving pupils
- More children have reached a good level of development by the time they are five
- Fewer children under-perform throughout their school years
- A rise in the number of young people employed or in apprenticeships



Priority 1. To ensure Buckinghamshire has a thriving economy that is creating jobs.

Key Outcome Sought:-

- More residents will be in work



Cabinet Member priority projects



- Establish the Buckinghamshire Learning Trust
- Develop the Duke of Edinburgh Award scheme to be a more targeted service working with young people to equip them with employability skills
- Deliver a range of communications to Buckinghamshire residents to support the Raising of the Participation Age. Introduce and explain new educational organisations and opportunities for children and young people impartially and clearly (e.g. University Technical Colleges, Free Schools, new schools and Academies) at a central point on the website.
- Work with Children's Centres to support parents/carers to equip their children with the skills they need for school such as reading, learning through play and listening to others and to support their children's language development

The Education & Skills Portfolio LA includes Adult Learning and Learning, Skills and Prevention plus services funded by Dedicated Schools Grant (DSG). DSG funded expenditure includes Learning, Skills and Prevention, Children and Families, overheads and direct to Schools.


Financial Performance – Education & Skills Portfolio

Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
Revenue – Education & Skills LA	27,135	26,143	-992	-4.0%	★	The Education & Skills Portfolio is forecasting a net underspend of £992k. £344k of this is unallocated carry forward from 12/13, the balance of £648k is due to unfilled vacancies (£290k), some additional income (£112k) and savings in children's centres and children's centres commissioning team (£182k), with the remainder being smaller under and overspends.
Revenue – Client Transport	17,862	18,473	611	3.4%	▲	There is an estimated pressure of £420k due to unachievable MTP savings. This continues to be an area of debate as to the cause of this position and how it is to be addressed. The further £190k pressure is due to the increased cost of the provision of Home to School transport compared to this period in the previous financial year, an explanation and further information is being requested from Amey. Home to School transport income forecasts are based on the income received to date

Financial Performance – Education & Skills Portfolio


Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments										
			£000	%												
						adjusted for prepayments for the summer term. It is too early in the academic year to forecast accurately both the income and the expenditure so these forecasts reflect the worst case and out-turn may improve later in the year.										
Revenue – Education & Skills DSG	-2,247	-2,247	0	0.0%		<p>The Dedicated Schools Grant (DSG) budget has now been realigned to reflect final allocations and recoupment from the Department of Education (DfE).</p> <p>Additional funding for 2 year old places cannot yet all be allocated as capacity is still being built in this area. This will result in £967k underspend. However, this is offset by a £683k pressure for 3 and 4 year old places due to a change in government funding reducing the budget.</p> <p>Further changes to hospital education funding recoupment have resulted in a pressure of £230k. Schools Forum has agreed for this to be top-sliced from Schools budget from 2014/15.</p> <p>Any underspend on DSG in the current year will be transferred to the reserve. The forecast position on the reserve at the end of Quarter 2 is:</p> <table border="0" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td align="right">£000s</td> </tr> <tr> <td><i>Balance on DSG reserve at 1.04.13</i></td> <td align="right">11,947</td> </tr> <tr> <td><i>Forecast use of the reserve to date</i></td> <td align="right">(4,265)</td> </tr> <tr> <td><i>Transfer back to reserve (based on Q2 forecast)</i></td> <td align="right"><u>525</u></td> </tr> <tr> <td><i>Forecast balance on DSG reserve 31.03.14</i></td> <td align="right">8,207</td> </tr> </table>		£000s	<i>Balance on DSG reserve at 1.04.13</i>	11,947	<i>Forecast use of the reserve to date</i>	(4,265)	<i>Transfer back to reserve (based on Q2 forecast)</i>	<u>525</u>	<i>Forecast balance on DSG reserve 31.03.14</i>	8,207
	£000s															
<i>Balance on DSG reserve at 1.04.13</i>	11,947															
<i>Forecast use of the reserve to date</i>	(4,265)															
<i>Transfer back to reserve (based on Q2 forecast)</i>	<u>525</u>															
<i>Forecast balance on DSG reserve 31.03.14</i>	8,207															
Capital	28,610	24,620	-3,990	13.9%		The main cause of the slippage is the delayed start to the Furzedown school project.										

Non Financial Performance – Education & Skills Portfolio



Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
Outcome: The achievement gap has narrowed between the highest and the lowest achieving pupils						
1. Improve performance at Key Stage 2 Level 4+ in Reading, Writing and Maths of pupils on free school meals Higher percentages are better	New indicator for 13/14		To be set	Annual measure		Data available Autumn 2013
2. Improve the performance at Key Stage 4 (5 or more A*-C grades at GCSE or equivalent including English and Maths) of pupils on free school meals Higher percentages are better	29.6% (2012 school year)	England 36.4% S. East 29.9% County Council range 35.7% to 23.8% (2012 school year)	40%	Annual measure		Data available Autumn 2013
Outcome: More children have reached a good level of development by the time they are five						
3. Increase the percentage of young people who are attending Children's Centres from within their catchment area	New indicator for 13/14		30%	Data available end of September		We are currently moving to a new database for recording this information. There has been some delay in the development of the new database but Q1 reporting should be available during September or October.
4. Increase the proportion of disadvantaged 2 year old children taking up early education paid for by the local authority	285		Q1 330 Q2 500 Q3 585 12/13 687 (20%)	318 (Q1 Apr-Jun)		
5. Percentage of children that are prepared for pre-school/nursery/school as a result of attending a Children's Centre. (Based on parent perception)	95.2%		96%	Data available end of September		We are currently moving to a new database for recording this information. There has been some delay in the development of the new database but Q1 reporting should be available during September or October.
6. Percentage of children benefiting from their parent/carer participating and engaging in play activities with them. (Based on parent perception)	97.2%		97%	Data available end of September		We are currently moving to a new database for recording this information. There has been some delay in the development of the new database but Q1 reporting should be available during September or October.

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Non Financial Performance – Education & Skills Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
7. Percentage of children benefiting from their parent/carer reading or sharing books / stories with them (Based on parent perception)	96.92%		98%	Data available end of September		We are currently moving to a new database for recording this information. There has been some delay in the development of the new database but Q1 reporting should be available during September or October.
Outcome: Fewer children under performance throughout their school years						
8. Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	69.7% (2012 school year)	England 59.4% S. East 60.2% County Council range 69.7% to 50.5% (2012 school year)	73%		Annual measure	Data available Autumn 2013
9. Children in care achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths	20% (2012 school year)	England 14.6% S. East 10.9% County Council range 25% to 9.2% (2012 school year)	25%		Annual measure	Data available Autumn 2013
10. Percentage of children in care reaching level 4 in Reading, Writing and Maths at Key Stage 2. Higher percentages are better	New indicators for 13/14		37.5%		Annual measure	Data available Autumn 2013
Outcome: A rise in the number of young people employed or in apprenticeships						
11. No of apprentices employed by the Council	30		28	32 (Q1 – Apr-June)		The maximum number of apprentices during Q1.
12. Increase the take up of the Gold Duke of Edinburgh Award scheme by identified vulnerable groups	New indicator for 13/14		12		Annual measure	

Non Financial Performance – Education & Skills Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
13. Increase the completion of the Duke of Edinburgh Award Scheme by upper schools	New indicator for 13/14		230	Annual measure		
14. Increase the percentage of post 16 year old students who are in employment with recognised training or apprenticeships.	7.3%		8%	8.2% (June)		
Outcome: More residents will be in work						
15. Number of adults on Adult Learning provision.	New indicator for 13/14		To be set	Data available December 2013	 This is final performance for the previous measures – see narrative.	This is a new indicator to be measured in line with the academic year. The previous two corporate measures of adult learning still being measured up to the end of this academic year in June are:- <ul style="list-style-type: none"> • Number of parents/carers with below level 2 qualifications involved in learning. The target of 450 has been achieved with a final outturn of 499 parents/carers. • Increase the number of residents aged over 55 who take part in learning.

Cllr. Peter Hardy, Cabinet Member for Finance and Resources



Strategic Plan
2013 - 17

Link to Strategic Plan 2013-17 priorities and outcomes.

Priority 7. To provide high quality services and excellent value for money

Key Outcome Sought:-

- Improve value for money by reducing costs whilst maintaining quality
- Maintaining or improving residents' satisfaction with the services we provide
- Residents will have found it easier to access services and information



Cabinet Member Priority Projects









- Property Transformation - corporate landlord implementation and approach
- Embed Contract Management Framework to ensure continuous improvement and delivery of savings
- Deliver web transformation to enable more residents to self-serve
- Implement Contribution Based Pay
- Explore all avenues for income generation to counter the reduction in Central Government Funding

The Finance & Resources Portfolio includes Resources & Business Transformation budgets; Communities & Built Environment budgets.

Financial Performance – Finance & Resources Portfolio

Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
Revenue	29,096	29,189	13	0.0%		<p>The Portfolio forecast outturn in SAP currently reports a £13k overspend. The likely outturn is breakeven as Resilience forecast overspend will become a pressure within Community Engagement if the decision to move Portfolio is ratified. There remains an element of risk with regard to containing the Corporate Business Support forecast overspend and assumes underspends forecast for other services within the Portfolio can be utilised. The total variances within the Portfolio in SAP are:</p> <p>Underspends: Finance & Commercial Services £113k, Support Services £28k, Property £24k, Service Improvement £10k (there are no significant individual items within these underspends)</p> <p>Overspends: Business Support £161k & Resilience £29k</p>
Capital	20,389	13,456	-6,933	-34.0%		<p>The portfolio is forecasting £6.933m slippage against budget. The Property capital programme is expected to slip for Southern Area Office and Town Centre Regeneration projects as both were awarded funds in the MTP process without detailed profiles. Only £280k is likely to be utilised in this year of the £4.405m relating to the Southern Office Project as the project spans multiple years.</p>

Non Financial Performance – Finance and Resources Portfolio

Performance Measure.	Benchmark	2012/13 Final	13/14 Target	13/14 Latest result	Latest Performance	Narrative
Outcome: Improve value for money by reducing costs whilst maintaining quality						
Expenditure keeps within budget both for 1. revenue 2. capital.		(£-3.0m)	Break even	£3.4m overspend revenue £14m slippage capital	 	See financial tables/commentary
Reduce revenue through:- 3. Service Efficiencies 4. Additional Income 5. Service Reductions		New measure for 13/14	£14.08m £2.35m £2.04m	£14m £2.1m £2.1m	  	
6. Reduce the total cost of the workforce.		£92,564,493	2% reduction	£22,437,250 (Q1. Apr – Jun)		The figure includes BCC employees and also agency, interim and specialist contractors.
7. Remain in the bottom 50% of County Councils for the level of Council Tax.	11/12 12 th lowest 10/11 12 th lowest 09/10 11 th lowest Out of 27.	11 th lowest out of 27	bottom 50%	11th lowest out of 27		
Outcome: Maintaining or improving residents' satisfaction with the services we provide						
8. Resident Satisfaction based on data from the twice yearly residents' tracker survey	LGA (Jan 13) 72%	70% (Oct 2012 survey)	70%	71% (April 2013 survey)		71% of people are satisfied with the way the County Council runs things. Based on twice yearly telephone survey of 1000 people.

Cllr. Lesley Clarke, Cabinet Member for Environment



Strategic Plan
2013 - 17

Link to Strategic Plan 2013-17 priorities and outcomes.

Priority 3. To protect the County's special environment and ensure that it continues to be recognised nationally as one of the best places to live and work.



Key Outcome Sought:-

- A reduction in the amount of energy used
- A reduction in the amount of waste produced by the County
- Towns and village centres will be more prosperous and well used
- The environment continues to be valued by residents





Cabinet Member key projects

- Fully implement the Buckinghamshire Landscape Information System (BLIS)
- Energy from Waste procurement project delivers against key milestones
- Procure a Bio-waste Treatment solution to reduce amount of waste going to landfill and to reduce costs
- Work with volunteer partners, such as the Chiltern Society and the Ramblers' Association to increase the amount of volunteers involved in surveying and maintaining the rights of way network

Financial Performance – Environment Portfolio

Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
Revenue	22,087	21,950	-137	-0.6%		The overall expected position of £137k underspend is due mainly to the underspend in Waste of £321k offset by £114k of pressure resulting from additional legal and maintenance costs associated with the divestment strategy for green spaces.
Capital	5,106	1,323	-3,783	-74.1%		The Waste Transfer Station project despite delays is now progressing but still requires to be formally re-profiled by Finance which will be undertaken following a report to BIG in November. Until that time there will appear to be an under spend, currently in the region of £2.6m. Biomass boiler schemes and the heating scheme at Black Park have been combined for procurement leading to a delay and an underspend variance of £696k.

Non Financial Performance – Environment Portfolio

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
Outcome: A reduction in the amount of energy used						
1. Decrease the Council's energy use per m2 based on 2011/12 baseline	15.7% increase		2.5% reduction	2.5% estimated outturn	N/A	Data for 2013/14 will not be available until June 2014
2. Decrease car use to work by BCC employees	38%		36%	No data	N/A	Data will be available for October reporting.
Outcome: A reduction in the amount of waste produced by the County						
3. Increase re-use, recycling, composting and diversion from landfill for waste delivered to our Household Waste Recycling Centres. (HWRC)	76% (Provisional – awaiting final sign off from waste data flow)		77%	76% (August provisional data) 77% (Year to end of August provisional data)	 (YTD)	Data is subject to audit and therefore the results may change
4.Reduce waste going to landfill at our HWRCs	24% (Provisional – awaiting final sign off from waste data flow)		23%	24% (August provisional data) 23% (Year to end of August provisional data)	 (YTD)	Data is subject to audit and therefore the results may change
Outcome: The environment continues to be valued by residents						
5. Satisfaction with Country Parks	98%		85%	100% (August) 99% (Year to end of August)		
6. Increase visitor numbers to Country Parks	606,045		August target 71113 April to August target 400343 13/14 target 685,755	94,790 (August) 408,479 (Year to end of August)		Visitor numbers still increasing with car park often reaching capacity during the summer. Visitor numbers up by 73,000 on same period last year

Cllr. Janet Blake, Cabinet Member for Planning and Transportation



Link to Strategic Plan 2013-17 priorities and outcomes.

Priority 2. To improve transport networks within Buckinghamshire and the surrounding areas.

Key Outcome Sought:-

- The condition of roads improves
- Residents' satisfaction with the condition of roads improves
- People and businesses will find it easier to travel between major towns in and surrounding Buckinghamshire



Cabinet Member Priority Projects



- Delivery of 2013/14 Capital maintenance programme
- Utilise innovative communication means to ensure the public and Members are kept informed e.g. Transport for Buckinghamshire Service Information Centre (SIC), Twitter, online consultations
- Implement the "Travel Bucks" strategy encouraging community led transport initiatives
- Design and delivery of transport improvements to mitigate the impact of new development in Aylesbury, Wycombe, South Bucks, and Chiltern

The Planning & Transportation Portfolio includes Transportation budgets; Client Transport and Planning

Financial Performance – Planning & Transportation Portfolio

Type	Budget for year £000	Forecast Outturn £000	Year end Variance		Performance	Comments
			£000	%		
Revenue	29,766	30,338	372	1.2%		<p>Transportation – forecast £346k overspend.</p> <p>The Transportation forecast comprises a number of under- and over-spends, as detailed below. Options have been or are being finalised to address these through efficiency savings and Service changes. The contractor has been tasked by the client to provide an action plan to address the overspend. This will be reported in more detail in next month's report.</p> <p>The overspend comprises an overspend of £63k in Strategic Client, a £333k overspend in Road Maintenance (This is an increase from last month and reflects costs associated with removal of fly-tipping. Savings are being developed in Road Maintenance to partly cover the brought forward capital overspend, with the intention that the capital Plane and Patch preventative work project will reduce costs in reactive maintenance, Public Transport and Streetworks forecasting an underspend of £30k, as a result of efficiency savings in Traffic Signals, and a forecast underspend of £20k in Strategic Highway Maintenance as a result of resource efficiencies.</p> <p>Planning – forecast £28k overspend.</p> <p>The Planning overspend is largely due to increased spend on ecology advice and IDOX (software application) fees; though additional income in-year is anticipated to offset the forecast overspend</p>
Capital	21,176	25,866	4,690	22.1%		<p>There is a forecast overspend of £4.7m on SAP, mainly due to the additional funding agreed for further Member schemes (£4.6m) which has been agreed by BIG but is not yet reflected in the budget.</p>

Non Financial Performance – Planning and Transportation

Performance Measure.	2012/13 Final	Benchmark	13/14 Target	13/14 Latest result	Latest Performance	Narrative
Outcome: The condition of the roads improves						
1. Increase the percentage of dangerous potholes reported by the public made safe in accordance with policy.	97.72%		98%	99.83% (August) 98.93% (Year to end August)		The result is based on the current policy of repairing CAT1 potholes reported by the public by the next working day. The policy may change during this year.
2. Percentage of classified roads where maintenance should be considered	Main roads 5.6% Non principal roads 10.6%		6.5%	Annual Measure due Q4		This is an annual survey
Outcome: Residents' satisfaction with the condition of roads improves						
3. Satisfaction with highway condition (TfB) NHT survey	New indicator for 13/14		22.69	Annual Measure due Q3		This is an annual survey. The NHT survey has been undertaken in July and results will be available early in October.
4. Satisfaction with highway maintenance (TfB) NHT survey	New indicator for 13/14		44	Annual Measure due Q3		This is an annual survey. The NHT survey has been undertaken in July and results will be available early in October.
Outcome: People and businesses will find it easier to travel between major towns in and surrounding Buckinghamshire						
5. Journey time reliability for Aylesbury						Now that the methodology has been agreed data is being analysed and the results will be reported for the year to date in October
6. Journey time reliability for High Wycombe						Now that the methodology has been agreed data is being analysed and the results will be reported for the year to date in October
7. Bus services running on time	78%		79%	81% (July) 81% (Year to end of July)		This data is commercially sensitive and often received two months in arrears
8. Decrease the number of children travelling to school by car	32.1%		33.5%	Annual Measure Due Q4		Data will be available January 2014 and reported in February 2014.

Indicators used for monitoring only. No targets set. (These are not included in quadrant 3 of the Corporate Scorecard)

Monitoring indicators	2012/13 Final	Latest data	Narrative
Outcome: Residents' satisfaction with the condition of roads improves			
Residents' satisfaction with maintain the roads. (Based on the corporate twice yearly residents' tracker survey)	31% (October 2012 survey)	12% (April 2013 survey)	Based on the twice yearly telephone survey of 1000 people. The April 2013 survey showed that 12% of people were very or fairly satisfied with the condition of Bucks roads compared to 26% in the October 2012 survey.

1. **Transformation Savings – £197k under-achievement**

Transformation Savings shown here are those that cross Portfolios, e.g. Business Support, Terms & Conditions, and which have yet to be allocated to Portfolios.

- 1.1. There are a number of savings to be realised relating to Managed Print and other 3rd Party supply savings, which have not been forecast. Although some uncertainty exists it is expected that break-even will be achieved within the year.

2. **Corporate Costs – £15k underspend**

Corporate Costs includes Treasury Management & Capital Financing, Contingencies and other Corporate budgets.

- 2.1. At present Corporate Costs are expected to largely break even, however a number of variances have been identified, which require movement of budget across reported activities to better reflect anticipated income and expenditure.

3. **Contingencies Table**

- 3.1. Approval is required to utilise a contingency, and any Portfolio wishing to bid needs to demonstrate that they are mitigating the risk that it was set aside to meet. At present it is likely that contingency will be required to address pressures with Children's Services, however it is estimated at present that approximately £3m is likely not to be required.

- 3.2. Inflation contingency of £188k has been agreed for the Concessionary Fares budget to address a budgetary error from 2012/13 (£105k) and to address excess inflation within 2013/14 (£83k).

	Original Budget £'000	Allocated £'000	Revised Budget £'000	Spend £'000	Underspend £'000
Budget Risk Contingency	£'000	£'000	£'000	£'000	£'000
Transformation savings delayed/rephased	300		300		-300
Transformation pension strain	500		500		-500
Inflation	250	-188	62		-62
Investment Returns	200		200		-200
Total	1,250	-188	1,062	0	-1,062
Service Risk Contingency					
NSE / Ordinary Residence Orders	500		500		-500
Older People Care Package Choices	500		500		-500
Winter Maintenance	500		500		-500
Childrens Safeguarding	1,000		1,000		-1,000
Inflation on Client Transport Contracts	117		117		-117
Total	2,617	0	2,617	0	-2,617
Redundancy Contingency	1,500		1,500	0	-1,500
Total Contingencies	5,367	-188	5,179	0	-5,179

Managing Resources (Finance) – scorecard quadrant 1

1. Payment targets

1.1. The target of 85% for payments within 10 days for smaller providers is being met overall. Comments relating to individual Portfolio performance are shown below and in the Portfolio non-financial performance template.

1.2. Payments to smaller providers (terms = 10 days) – Target 85%

Portfolio Target 85%	Invoices this month	Late invoices this month	% made on time	Invoices this year to date	Late invoices this year to date	% made on time YTD
Leader	15	3	80.0%	74	8	89.2%
Community Engagement	38	4	89.5%	405	65	84.0%
Health and Wellbeing	223	31	86.1%	1,455	214	85.3%
Children's Services	55	5	90.9%	415	75	81.9%
Education and Skills	166	29	82.5%	1,133	159	86.0%
Environment	42	8	81.0%	221	33	85.1%
Finance & Resources	113	5	95.6%	814	73	91.0%
Planning and Transportation	13	0	100.0%	158	16	89.9%
Below The Line	0	0	0.0%	0	0	0.0%
Overall BCC	665	85	87.2%	4,675	643	86.2%

1.3. **Community Engagement**

The service is improving on its poor start and is getting closer to the target

1.4. **Children's Services**

Performance has improved during the year and has met target this month. The Year to Date figure is still below target as a result of poor performance at the beginning of the financial year.

2. **General Reserves**

2.1 General fund reserves as at 1st April 2013 were £39.7m, prior to agreement of carry forward revenue budgets to portfolios. Increases in reserves have resulted from the receipt of un-ring fenced grant income of £0.563m which exceeds the forecast position in the MTP, with a reduction in reserves due to the overall BCC overspend of £3.366m forecast in this report. The statement below summarises the position.

	£'m	£'m
General Fund reserves @ 1 April 2013		39.675
Plus Additional unringfenced grants	0.563	0.563
Less Budget Roll Forwards	(0.581)	
Shortfall on Council Tax Freeze Grant	(0.017)	
Net forecast overspend	(3.101)	
Planned use of reserves in MTP	(5.509)	
Cabinet agreed supplementary estimates	(3.050)	(12.243)
Latest Estimate of General Fund Reserves @31/03/14		27.995

3. **Capital Reserves**

The table below reports the current reserves held against the capital programme.

Capital Reserves as at 30th September 2013

Capital reserves as at 1st April 2013 were £92.3m. The forecast corporate income and contributions for the year are anticipated to add a further £58.8m to reserves, including the plan to increase the Waste Reserve by £8.9m in advance of need in respect of the EfW project. Capital receipts include £3m of receipts that were not competed from last year, and a re-profiling of receipts from Property which have combined to increase receipts to £13.4m. A summary of the Reserves position is provided below;

		£m	£m
	Capital reserves at 1 April 2013		-92,342
Plus	Forecast corporate funding for year		
	- Unringfenced Capital Grants	-25,655	
	- Capital Receipts & Denham Lease Rent	-13,352	
	- Waste Reserve	-8,935	
	- Revenue Contribution to Capital Reserve (RCCR)	-10,900	
			-58,842
Less	Forecast net capital programme for year		72,657
	Estimate of Capital reserves as at 31 March 2014		-78,527

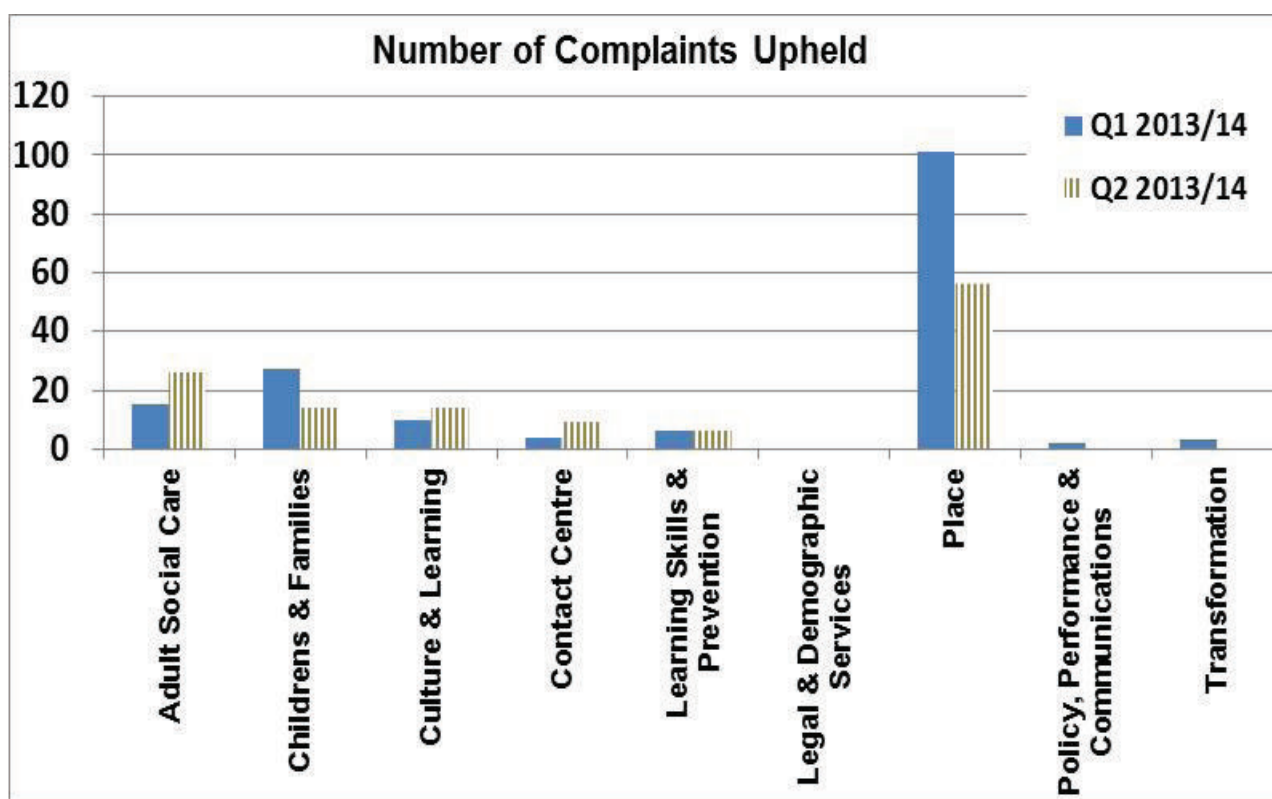
Service to customer indicators – scorecard quadrant 3

Corporate Complaints – stage 1 and stage 2

Complaints about the council are dealt with by the corporate complaints team. There is a corporate standard to deal with stage 1 and 2 complaints within 28 days. However, adult social care complaints are dealt with differently using only a 1 stage process.

Numbers of complaints are detailed below for those Service Areas where a complaint was received during Quarter 1 and Quarter 2 2013-14.

Total upheld complaints received during 2013/14¹

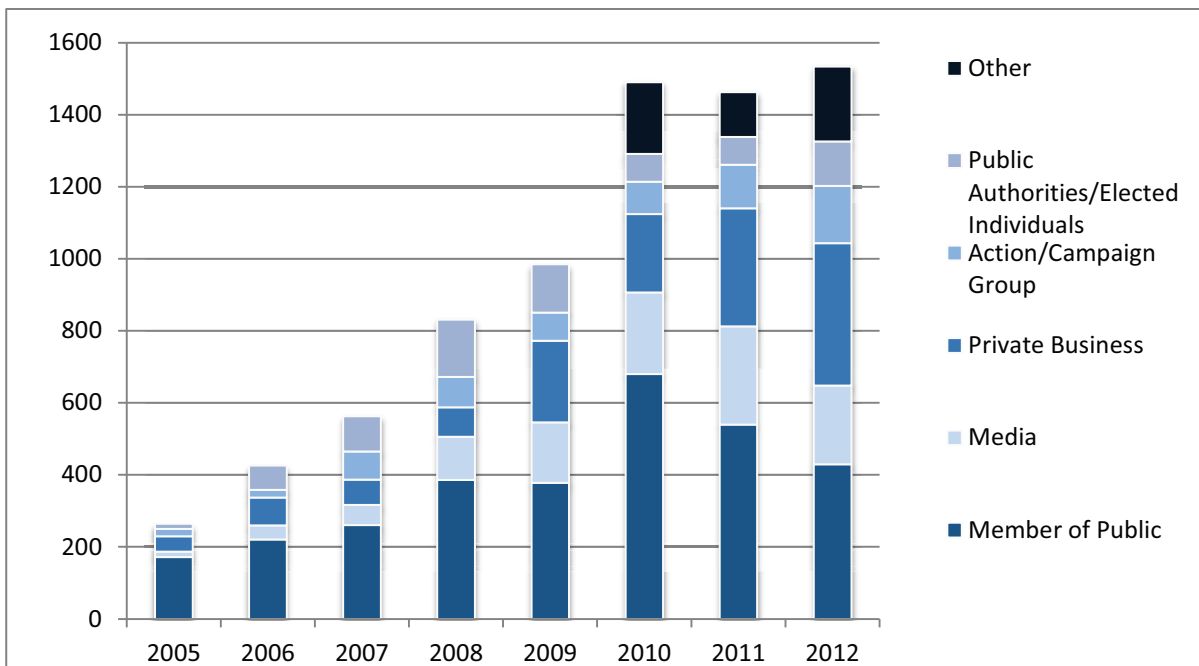


¹ Includes complaints where the outcome is not recorded

FREEDOM OF INFORMATION 2012 SUMMARY

Buckinghamshire County Council received 1534 requests for information under the Data Protection Act 1998, Environmental Information Regulations 2004 and Freedom of Information Act 2000 in 2012.

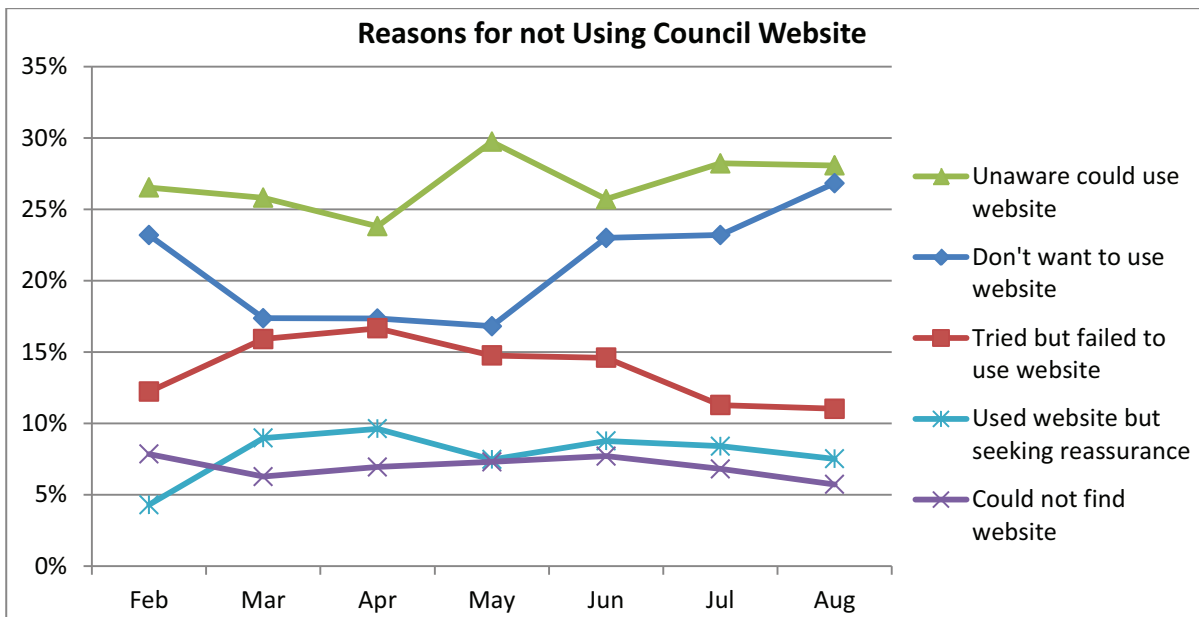
The graph below illustrates the annual number of requests since 2005 and shows that, after steady and rapid growth initially, the total volume of requests has levelled off. This is mainly due to a fall in the number of requests from the general public being counter-balanced by increasing requests from the media and private businesses.



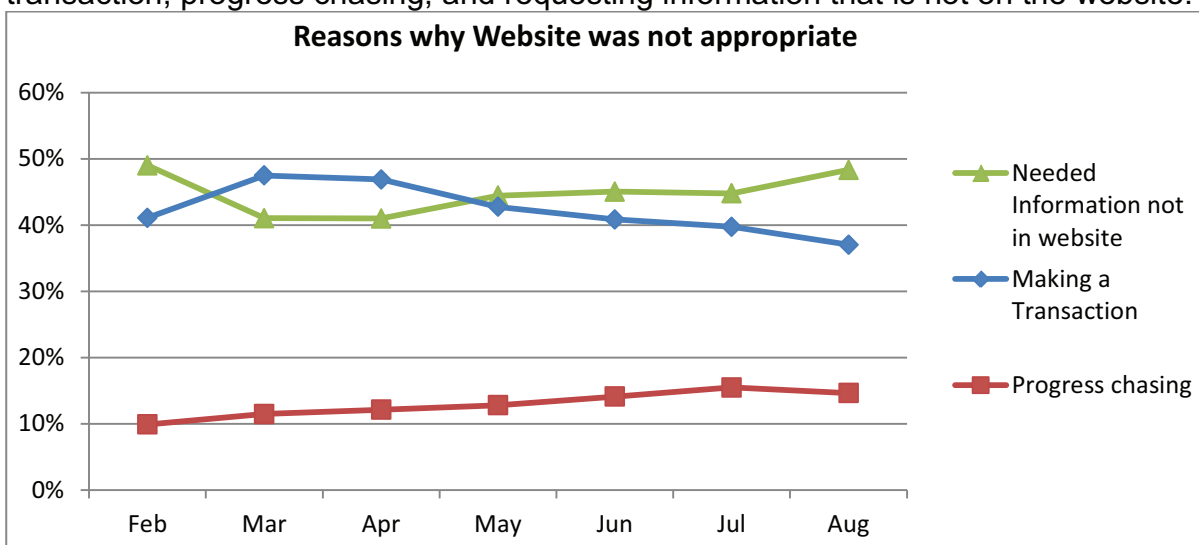
INSIGHT 360

All customers of the Contact Centre are given an opportunity to answer a couple of questions around whether they could have used the Council's website as an alternative (self-served). Approximately half of all customers do respond. The responses can be split in to 2 parts: those who could have self-served but didn't, and those whose query could not have been resolved via the website.

For part 1, the main reasons for people not self-serving are that they were either unaware that they could, or they specifically didn't want to use the website for their query. From the graph below it is noticeable that all the reasons related to the usability of the website are showing a downward trend in recent months.



Those who could not have self-served can be split in to 3 categories: those that were making a transaction, progress chasing, and requesting information that is not on the website.

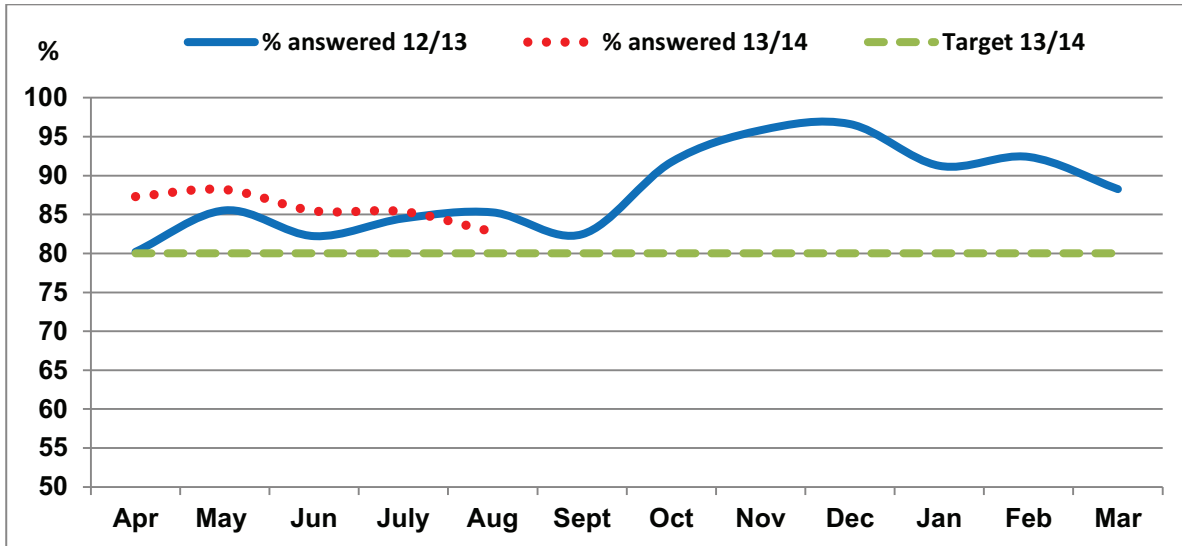


The graph above shows a definite downward trend in people making a transaction, with a steady increase in the proportion of people who are progress chasing.

CONTACT CENTRE

Percentage of Incoming Calls Answered²

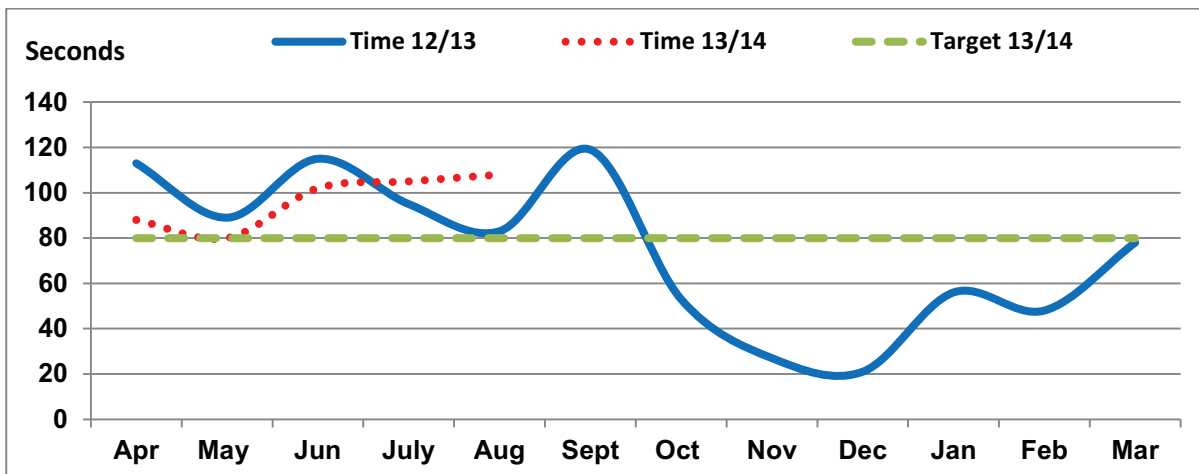
Since a peak performance of nearly 97% last December there has been a steady fall in performance, although still consistently above target:



Average Time Spent Queuing³

While there is enormous variation in queuing times, from almost 2 minutes in September last year down to 20 seconds in December, the queuing time does coincide with the percentage of calls answered. The longer you are queuing the more likely you are to hang up before being answered.

Performance this year has been better than last year, although August is an exception, but is still longer than target (80 seconds).

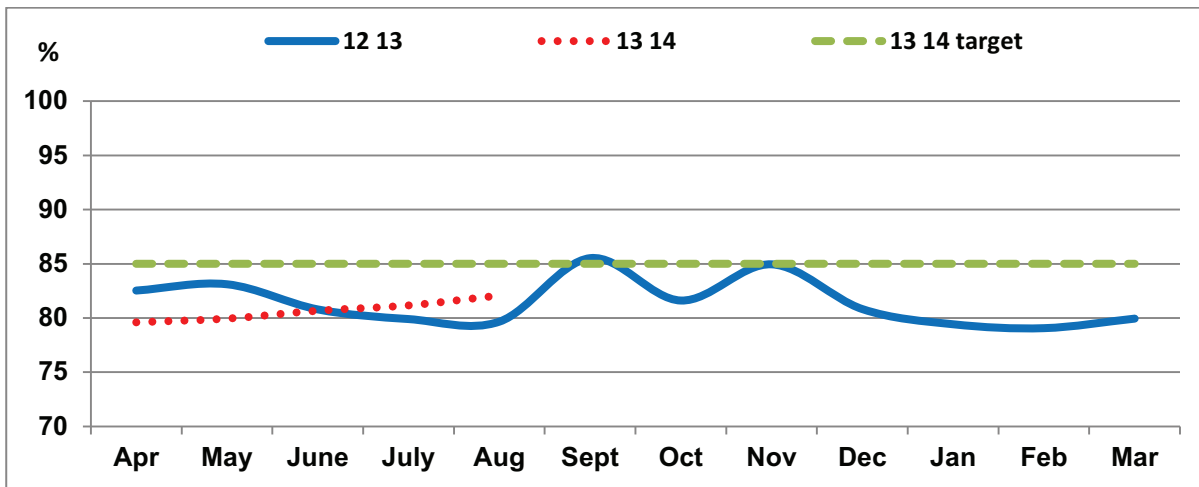


² Total number of calls to the Call Centre actually answered by an advisor.

³ The average queuing time of all calls, including those not actually answered.

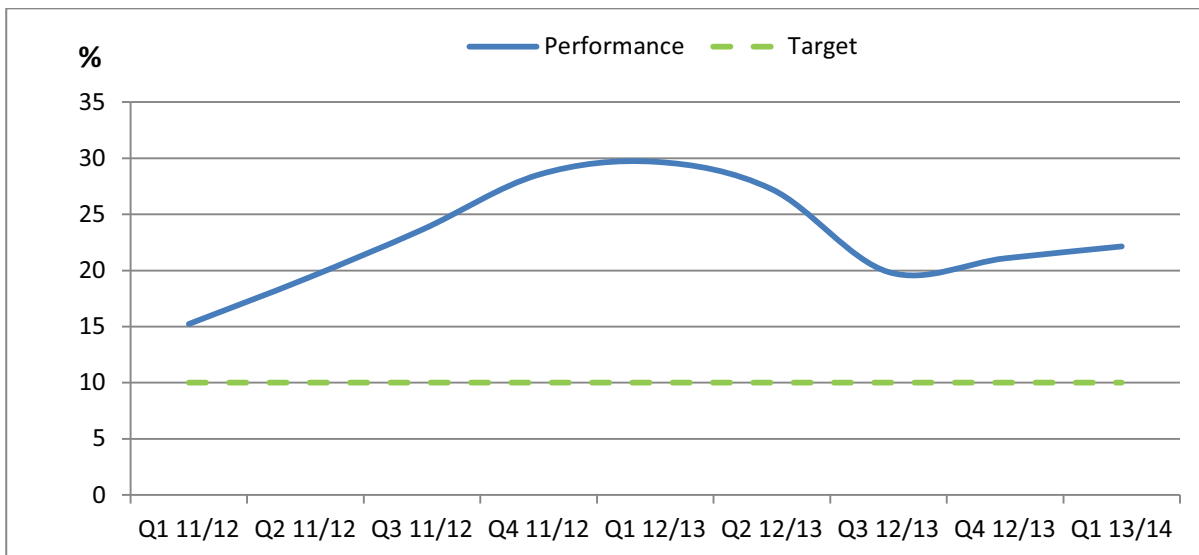
Enquiries Resolved on First Contact⁴

Performance has been very consistent over the last 17 months, generally ranging between 80-85%. However, since a low of 79.1% in February there has been a steady improvement up to the August figure of 82.1%, although this is still below the target of 85%.



Avoidable Contact⁵

This data is reported on a quarterly basis, and measures the percentage of calls that were avoidable. Since a peak at the beginning of 2012-13, performance has significantly improved, although currently has a slight upward trend away from the target.



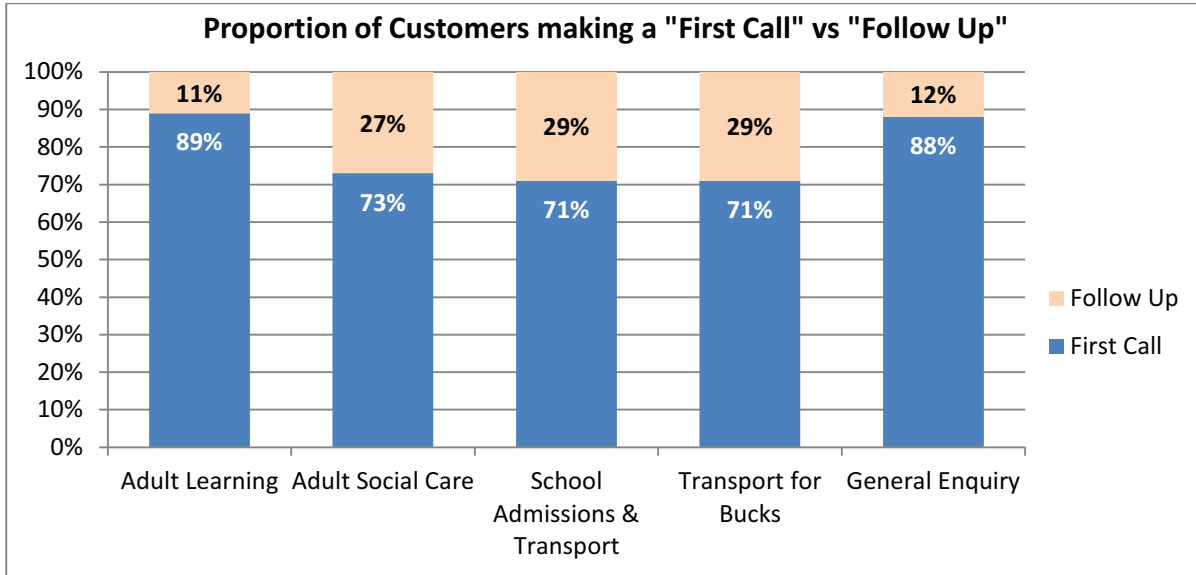
⁴ To be Resolved at First Contact a call must be resolved by the Contact Centre Advisor taking the call. Any call that needs further intervention (e.g. reporting a pothole) is NOT resolved at first contact.

⁵ Avoidable Contact is defined as 1 of the following: Poor Signposting (e.g. couldn't find info on website), Unnecessary Clarification (e.g. querying letter content), Progress Chasing (e.g. no response to previous call).

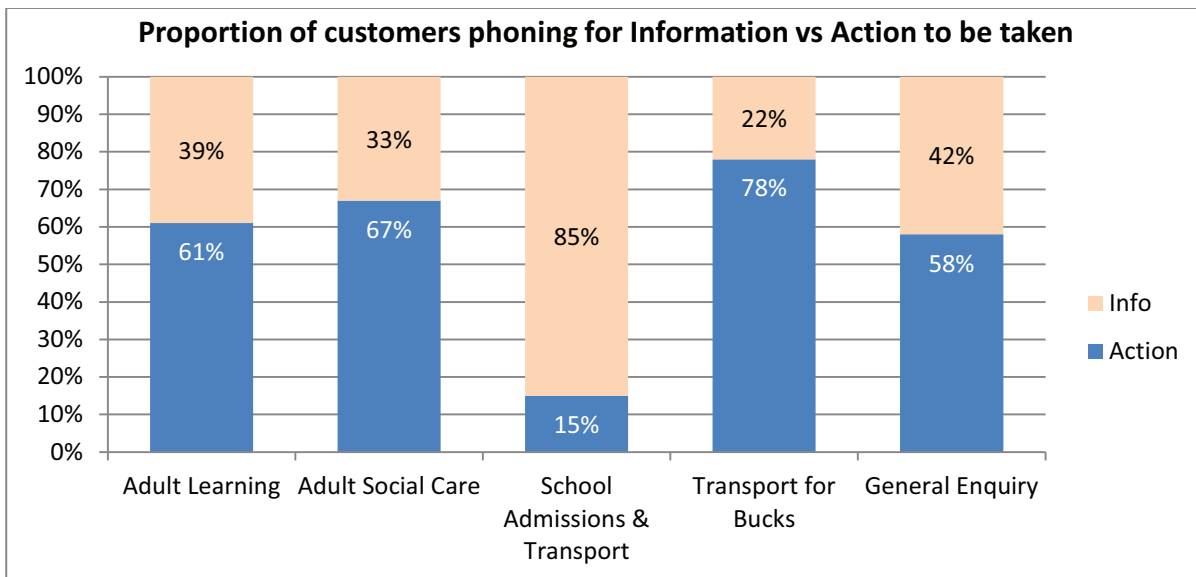
CONTACT CENTRE USER SURVEY

In August 529 customers (out of 21,364 contacts) agreed to take part in a short satisfaction survey.

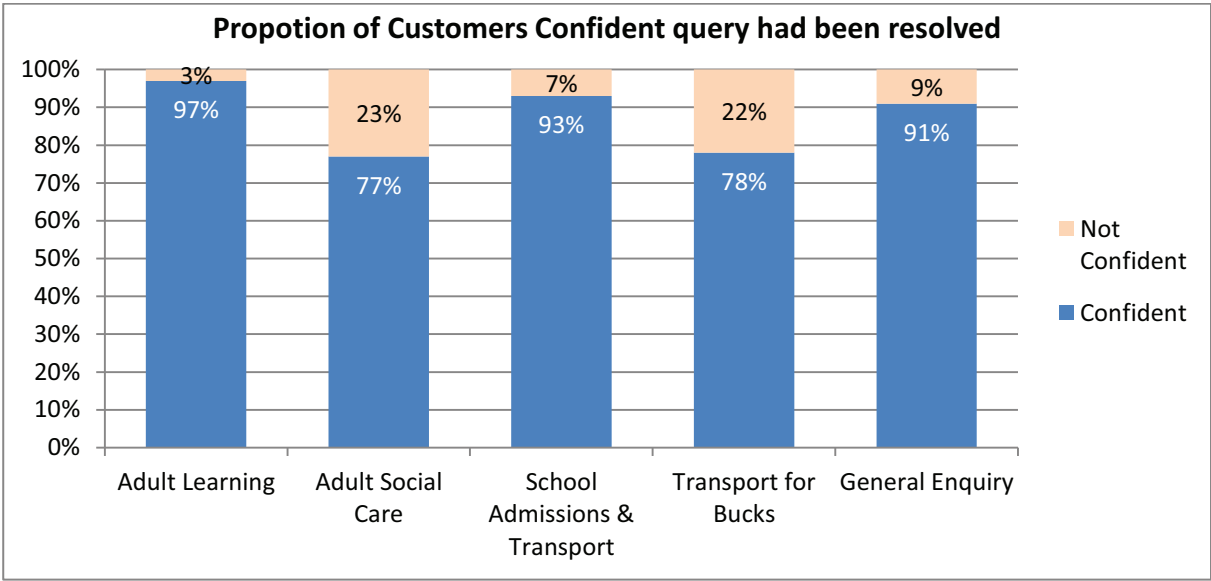
Almost 9 out of 10 of those people making General or Adult Learning Enquiries were making their first call concerning their particular issue. However over a quarter of all Adult Social Care, School Admissions & Transport, and Transport for Bucks callers were following up on a previous call.



Over 5 out of every 6 calls about School Admissions and Transport were requests for information only, compared to around 4 in 10 or less on all other subjects, where the majority of calls were asking for some form of action to be taken.



Generally over 9 out of 10 people were confident that their enquiry had been resolved. However for nearly a quarter of Adult Social Care and Transport for Bucks queries this was not the case.



Colleagues, self and partner (HR) indicators – scorecard quadrant 4

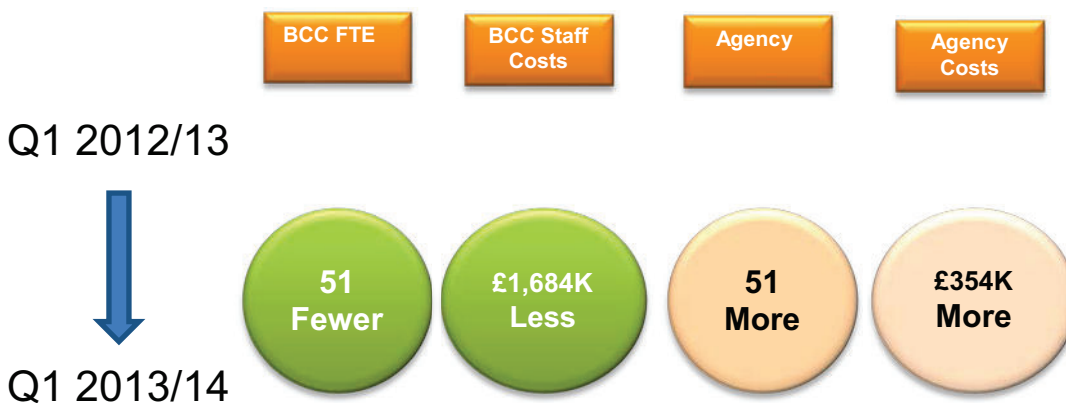
Breakdown of Staff Numbers and Salary Costs

While Full Time Equivalent (FTE) numbers have fluctuated over recent quarters, the overall trend is down. This is more noticeable in the Salary figure which has fallen over 7% since Q1 last year.

Agency numbers have also fluctuated over the last year, however Agency Costs have increased by 33% since Q1 last year, and is now nearly 7% of Salary Costs.

The following chart shows a breakdown of numbers and costs for the last 5 quarters.

Quarter	Number of BCC FTE	Agency, Interim & Specialist Contractor Numbers	BCC Staff Salary Costs '000	Agency, Interim & Specialist Contractor Costs '000	% of Agency v FTE	% of Agency Costs v Salary
Q1 2012/13	2,605	210	£22,684	£1,083	8.1%	4.8%
Q2 2012/13	2,604 ↓	270 ↑	£21,464 ↓	£1,303 ↑	10.4% ↑	6.1% ↑
Q3 2012/13	2,628 ↑	239 ↓	£22,511 ↑	£1,206 ↓	9.1% ↓	5.4% ↓
Q4 2012/13	2,621 ↓	284 ↑	£20,962 ↓	£1,351 ↑	10.8% ↑	6.4% ↑
Q1 2013/14	2,554 ↓	261 ↓	£21,000 ↑	£1,437 ↑	10.2% ↓	6.8% ↑



Source - At a Glance Q1 2013-2014 report produced by BCC HR Service

Number of BCC FTE: Equivalent number of staff if all employees were full-time.

Agency, Interim & Specialist Contractor Numbers: This is actual numbers rather than FTE.

BCC Staff Salary Costs: Includes overtime, expenses, one-off payments (redundancy, honorariums, etc).

Definitions:

Agency: An agency worker will generally hold a post at a low to medium grade.

Interim: An interim member of staff will generally hold a senior post and be employed for a longer period of time than a specialist contractor.

Specialist Contractor: A specialist contractor is defined as filling a post at a middle to senior grade. They are used to provide expertise that is not available in-house, fulfilling functional or senior positions within the organisational structure and are ideally engaged on a short term basis.

While it is generally preferable on cost grounds to use directly employed staff, in some cases it makes more financial sense to use agency, interim or specialist contractor staff.

Total number of BCC FTE's employed

Portfolio	Adults & Family Wellbeing	Children & Young People	Communities & Build Environment	Policy, Performance & Communications	Resources & Business Transformation	Public Health
Q1 2012/13	700	917	280	50	657	
Q2 2012/13	642 ↓	940 ↑	289 ↑	57 ↑	677 ↑	
Q3 2012/13	668 ↑	938 ↓	290 ↑	55 ↓	677 ↔	
Q4 2012/13	664 ↓	932 ↓	296 ↑	56 ↑	673 ↓	
Q1 2013/14	679 ↑	830 ↓	290 ↓	54 ↓	685 ↑	15

Source - At a Glance Q1 2013-2014 report produced by BCC HR Service

The Children and Young People Portfolio has seen a 10% fall in FTE numbers for the latest quarter. This was mainly due to the Pupil Referral Units transferring to Schools.

BCC Staff Salary Costs ('000)

Portfolio	Adults & Family Wellbeing	Children & Young People	Communities & Build Environment	Policy, Performance & Communications	Resources & Business Transformation	Public Health
Q1 2012/13	£6,023	£8,689	£2,469	£597	£4,906	
Q2 2012/13	£5,460 ↓	£8,165 ↓	£2,423 ↓	£676 ↑	£4,739 ↑	
Q3 2012/13	£5,360 ↓	£8,597 ↑	£2,602 ↑	£690 ↑	£5,262 ↑	
Q4 2012/13	£4,947 ↓	£8,083 ↓	£2,443 ↓	£664 ↓	£4,824 ↓	
Q1 2013/14	£5,222 ↑	£7,394 ↓	£2,521 ↑	£662 ↓	£4,980 ↑	£221

Source - At a Glance Q1 2013-2014 report produced by BCC HR Service

The transfer of the Pupil Referral Units contributed to the 9% reduction in salary costs for Children & Young People's.

Number of Agency, Interim & Specialist Contractors

Portfolio	Adults & Family Wellbeing	Children & Young People	Communities & Build Environment	Policy, Performance & Communications	Resources & Business Transformation	Public Health
Q1 2012/13	96	50	16	1	47	
Q2 2012/13	139 ↑	58 ↑	19 ↑	1 ↔	53 ↑	
Q3 2012/13	108 ↓	45 ↓	17 ↓	1 ↔	68 ↑	
Q4 2012/13	137 ↑	45 ↔	15 ↓	1 ↔	86 ↑	
Q1 2013/14	103 ↓	42 ↓	13 ↓	3 ↑	100 ↑	0

Source - At a Glance Q1 2013-2014 report produced by BCC HR Service

Cost of Agency, Interim & Specialist Contractors ('000)

Portfolio	Adults & Family Wellbeing	Children & Young People	Communities & Build Environment	Policy, Performance & Communications	Resources & Business Transformation	Public Health
Q1 2012/13	£339	£348	£139	£11	£245	
Q2 2012/13	£473 ↑	£386 ↑	£149 ↑	£14 ↑	£281 ↑	
Q3 2012/13	£385 ↓	£351 ↓	£147 ↓	£5 ↓	£319 ↑	
Q4 2012/13	£426 ↑	£353 ↑	£121 ↓	£2 ↓	£449 ↑	
Q1 2013/14	£482 ↑	£339 ↓	£125 ↑	£14 ↑	£477 ↑	£0

Source - At a Glance Q1 2013-2014 report produced by BCC HR Service