



Buckinghamshire County Council

Agenda

OVERVIEW & SCRUTINY COMMITTEE FOR PERFORMANCE AND RESOURCES

Date Friday 5 October 2007
Time 1.30 pm
Venue Mezzanine Room 1, County Hall, Aylesbury

12.30PM - MEMBER DEVELOPMENT - MEDIUM TERM FINANCIAL PLANNING (MTFP) PROCESS (THIS IS A BRIEFING SESSION FOR MEMBERS ONLY)

- Policy approach to MTFP
- MTFP and the Budget

Purpose: To provide members with an overview of the MTFP and Budget setting cycle, principles and practices

Contributor: Jackie Yates

Papers: MTFP Member Development Pack

The Committee will receive an individual member development pack by 1 October 2007

1.30PM - FORMAL PUBLIC MEETING BEGINS (ALL OTHER TIMINGS ARE APPROXIMATE)

1	ELECTION OF CHAIRMAN	1.35pm	
2	APPOINTMENT OF VICE-CHAIRMAN	1.40pm	
3	APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP	1.45pm	
4	DECLARATIONS OF INTEREST	1.50pm	
5	OVERVIEW OF THE INFORMAL MEETING HELD ON 4 JULY 2007	2.30pm	1 - 4

Purpose: To remind members of the Terms of Reference of the new Committee

- Context:** As a newly formed Committee, Members may wish to clarify their Terms Of Reference.
- Papers:** Extract from the Regulatory and Audit Committee Report from the meeting held on 21st September 2007
- 6 SCOPING PAPER FOR MEDIUM TERM PLANNING PROCESS 3.00pm 5 - 50**
- Purpose:** To discuss and agree the Scoping Paper prepared for the Committee's review of the MTFP process
- Context:** The Committee may wish to discuss if the 2006/2007 financial settlement has delivered the outcomes it has set out to achieve. From its investigations, the Committee may also decide what lessons can be learned and what recommendations can be suggested for 2007/2008 and 2008/2009. Following this the Committee may wish to make proposals for the 2008/2009 budget allocation.
- Papers:** Draft Scoping Paper
Council Aims and Objectives
Medium Term Resource Plan
MTFP Timetable 2008/2009 – 2010/2011
Quarter 1 Performance Report
Quarter 1 Monitoring Report
- 7 WORK PROGRAMME 3.45pm 51 - 52**
- Purpose:** To discuss and agree a work programme for the Committee
- Contributor:** All Members of the Performance and Resources Committee
- Context:** As a newly formed Committee it is important that Members establish which topic areas they will focus on in the coming months.
- Papers:** Proposed Work Programme
- Additional documents will be included in the member development pack***
- 8 2007/2008 DATES OF PERFORMANCE AND RESOURCES COMMITTEE 4.15pm**
- Purpose:** Members to note all meeting dates of the Committee

<u>2007:</u>	<u>Venue:</u>
6 November	Large Dining Room
4 December	TBC
<u>2008:</u>	<u>Venue:</u>
8 January	Mezz 2
<i>30th January Examination of the Budget in Public</i>	Mezz 1
<i>31st January Examination of the Budget in Public</i>	TBC
5 February	Mezz 2
4 March	Mezz 2
1 April	Mezz 2
6 May	Mezz 2
3 June	Mezz 2
1 July	Mezz 2
9 September	Large Dining Room
7 October	Mezz 2
4 November	Mezz 2
9 December	Mezz 1

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Members

Mrs M Aston	Mr N Hussain
Mr S Adams	Mr Z Mohammed
Mr M Appleyard	Mr A Oxley
Mrs P Birchley	Mr D Polhill
Mrs A Davies	Mr F Robinson OBE
Mr M Edmonds	Mr P Rogerson
Mr T Egleton	J Wassell

Extract from the Paper to Regulatory & Audit Committee

Proposed changes to the Constitution.

Agenda Item 4: Appendix I, Article 6 – Overview & Scrutiny Committees



Regulatory and Audit Committee

Title: Proposed Changes to the Constitution

Date: 21 September 2007

Author: Head of Legal and Democratic Services

Contact Officer: Anne Davies (01296 383650)

A SUMMARY

- 1 This report sets out proposed changes to the Constitution to create an additional Overview and Scrutiny Committee, to clarify the ability for Chairmen to invite external attendees to Committees, and to address the same, but to clarify that such attendees have no right to vote.

B RECOMMENDATIONS

- 1 **The Committee is asked to approve the proposed changes to the Constitution to implement the new Performance and Resources Overview and Scrutiny Committee;**
- 2 **Recommend to Council that the Constitution be changed to incorporate the description of the role of Director of Adult Services;**
- 3 **To note the clarification relating to external attendees at Committees.**

C NARRATIVE SETTING OUT THE REASONS FOR THE DECISION

- 2 The Monitoring Officer (the Head of Legal and Democratic Services) has a responsibility under the County Council's Constitution to keep the Constitution under continual review. The Monitoring Officer has been asked to draft the appropriate changes to the Constitution to create an Overview and Scrutiny Committee on Performance and Resources. The remit of the Committee will be to consider the Corporate Plan prior to Council agreement and the Medium Term Planning Processes, Budget proposals (both revenue and capital), Transformation, Customer First, Organisational Development, Countywide

partnerships such as the Bucks Strategic Partnership and Support Services covering people, property and financial issues. As a consequence to incorporate this Overview and Scrutiny Committee the Corporate Task Group presently constituted on page 210 of the Constitution, in Article 6, will be deleted.

3 The Head of Legal and Democratic Services is also aware that legislation requiring the County Council to appoint a Director of Children's Services is in force, and as consequence it is therefore necessary to change the Constitution to create the statutory role of Director of Adult Social Care, and the amendments in this report include proposals to create this role.

4 The Committee at its last meeting raised questions about the rights of Councillors of other Councils to attend Overview and Scrutiny Committees, even if not formally coopted. The Head of Legal and Democratic Services has therefore made amendments to Article 6 of the Constitution to confirm that the Chairman has discretion to agree to the attendance of visitors at such meetings, but clarifies that attendees have no right to speak unless invited or vote.

C THE OTHER OPTIONS AVAILABLE

4 It would be possible to make other changes to the Constitution if that was considered appropriate.

D RESOURCE IMPLICATIONS

5 The support of a new Committee will take marginal extra resources, provision for which has been made.

E LEGAL IMPLICATIONS

6 None arising directly from this report, although Scrutiny is a statutory function.

F PROPERTY IMPLICATIONS

7 None arising directly from this report.

G OTHER IMPLICATIONS

8 None arising directly from this report.

H FEEDBACK FROM CONSULTATION AND LOCAL MEMBERS VIEWS

9 Not applicable.

I COMMUNICATION ISSUES

10 Details of the new Overview and Scrutiny Committee will be available for the County Council meeting on 27 September 2007 and the Monitoring Officer will be available to answer any questions thereon.

H PROGRESS MONITORING

11 The Monitoring Officer will make changes if appropriate

Overview and Scrutiny Committee	Partnership and Service Areas
Performance and Resources Overview and Scrutiny Committee	Corporate Plan prior to Council agreement and Medium Term Planning Processes Budget proposals – revenue and capital Transformation Customer First Organisational Development County wide partnerships such as Bucks Strategic Partnership Support services, covering people, property and financial issues

Where a matter overlaps between two or more Overview and Scrutiny Committees or is a corporate issue, this will not limit the area of responsibility of any of the Committees, but the Chairmen of the respective Committees should agree on a programme of work to avoid duplication and may wish to consider a joint time-limited sub group. For the avoidance of doubt:

- i All matters relating to education for children will only be considered by the Children’s Services Overview and Scrutiny Committee.
- ii All matters relating to whole Council service or financial planning and performance should be considered by the Performance and Resources Overview and Scrutiny Committee.

6.2 Performance and Resources, Community and Environment Services, Adult Services and Children’s Services Overview and Scrutiny Committees

1 General Functions of the Committees

Within their terms of reference, Overview and Scrutiny Committees will:

- a review and/or scrutinise decisions made or to be made such as key decisions, the decision making process for Statutory Committees or formally constituted meetings or actions taken in connection with the discharge of any of the Council’s functions;
- b make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any functions;
- c consider any matter affecting the area or the well being of its inhabitants including the consideration of equality of access for all people in Buckinghamshire and any implications for race equality

- d exercise the right to call-in proposals for consideration, as well as the right to call in for reconsideration, decisions made by the Cabinet or an individual Cabinet Member but not yet implemented.
- e consider any matters referred to them by the Council, Cabinet or individual County Councillors.

Performance and Resources Overview and Scrutiny Committee Scoping Paper Draft

Subject of Review	Medium Term Financial Planning Process (MTFP)
Purpose of the Review	To find out if the 06/07 financial settlement delivered the outcomes it set out to achieve and what lessons can be learnt and recommendations made for 07/08 and 08/09?
Anticipated Outcome of the Project	<ul style="list-style-type: none"> ➤ The key questions outlined below are addressed ➤ An evidence based report is produced with recommendations for improvement (s)/and/or validation of the current processes in place.
Reasons for undertaking the project	<ul style="list-style-type: none"> ➤ The County Council agreed to the formation of the Performance and Resources Overview and Scrutiny Committee in September 2007. Budget scrutiny is a key element within the Committees Terms of Reference. ➤ This review will act as a 'check and balance' on current MTFP processes and will make recommendations intended to inform these processes in 07/08 and 08/09.
What is the potential impact of the review on: Residents Helping the Council achieve its main priorities Adding value to the Organisation Equality Issues	<ul style="list-style-type: none"> ➤ Assurance that the MTFP planning process is robust, that a planned approach is adopted which accords with the achievement of the Councils priorities. ➤ As an inward facing review no equality and diversity issues have been identified.
Key Issues for the review to address	<p>Financial Planning</p> <ul style="list-style-type: none"> ➤ How well is the MTFP integrated with the Corporate Plan ➤ How does the MTFP contribute to the allocation of resources to priority services and issues ➤ How well does the MTFP link to the budget setting process <p>Budget Setting Process</p> <ul style="list-style-type: none"> ➤ Is the budget setting process linked to the overall financial plan or is it an annual process of trimming ➤ How have individual budgets been constructed ➤ How well does the budget link with the expected demand for services in the next financial year

Performance and Resources Overview and Scrutiny Committee Scoping Paper Draft

	<ul style="list-style-type: none"> ➤ What processes are in place to identify risks with regard to the budget and what identified risks are there ➤ What processes are in place to ensure that the Council is providing value for money
Methodology	<ul style="list-style-type: none"> ➤ Written and oral evidence provided at Committee meetings ➤ Desktop examination of financial plans, reports etc. between meetings
Press and Publicity	Press Release of nature of review.
Written/Oral evidence to be provided by	Portfolio Holders & Senior Officers within the Council
Key Background papers/other sources of information	<ul style="list-style-type: none"> ➤ Corporate Plan ➤ Medium Term Financial Plan ➤ Previous Budgets ➤ Budget Outturn ➤ Revenue Provisions and Reserves ➤ External Audit
Potential partners	None identified.
Resources required	Policy Officer/Democratic Services support
Timetable	Start date: to commence October 2007
Reporting Mechanism	Recommendations made to Cabinet or to Council in February 2008

Chapter 4. The Council Aims

Aim 1 - Involve, represent and serve all who live or work in Buckinghamshire

As the only democratic body able to represent the whole County, we are ideally placed to be your representative on issues that concern you. We will make sure that what matters to you is at the top of our agenda and tackled through the design and delivery of flexible, consistent services.

This means we will:	We will use these targets to measure our performance:
1a. Involve you and listen to your concerns and needs	Consult you before we take decisions about major issues such as levels of Council Tax and housing growth Involve 30% more young people in decision making by 2008
1b. Deliver services that are equally accessible and meet the differing needs of our communities	Answer your queries promptly, with 80% of enquiries answered at the first point of contact by 2008 Increase customer satisfaction with Council performance, rising from 49% in 2004 to 60% by 2007
1c. Work with other public and private sector organisations to tackle issues that affect our quality of life	Develop a new three year Community Strategy for the County by October 2005 to improve the quality of life Fully achieve the new 'Public Service Agreement' signed with the Government by December 2008
1d. On your behalf, drive up our own performance and that of other public service providers	Achieve "excellent" rating in the Government's Comprehensive Performance Assessment process by 2008 80% of Overview and Scrutiny recommendations to be implemented by an agreed date
1e. Champion the interests of Buckinghamshire regionally, nationally and in Europe	Secure the Council's objectives for sustainable development of the County at regional and sub-regional level

This means we will:	We will use these targets to measure our performance:
	Improve our success rate in being awarded external funding grants, achieving the target of £2m per annum



Involve communities

Aim 2 - Provide efficient and effective services

Our residents rightly expect value for money for every pound we spend on their behalf. We will continue our stringent approach to keeping costs down by reviewing our processes and making savings wherever possible. Our employees will have the right skills and development to help make sure this is achieved.

This means we will:	We will use these targets to measure our performance:
2a. Keep Council Tax levels down by driving out waste and inefficiency	<p>Set our annual Council Tax at or below the average increase of County Councils in the South East</p> <p>Review the efficiency and effectiveness of all services by 2008</p>
2b. Continually improve the way we operate, using technology, innovation and new sources of funding, whilst minimising risk	<p>Maintain the proportion of income raised through Council Tax equivalent to or less than 30% of gross expenditure</p> <p>Generate at least £5 million savings by 2008 by managing resources more effectively and improved purchasing of supplies</p>
2c. Develop, train and value our employees and elected Members to achieve top performance	<p>Meet the employee training and development needs identified at appraisal that are needed to do the job well</p> <p>Give all Members the opportunity to develop their skills by making available a personal development plan</p>
2d. Develop new and effective ways of delivering services direct to our local communities	<p>Work in partnership with others to bring a wider choice and access to services locally by providing an extended range of services in 24 local community areas</p>

Aim 3 - Give children and young people the best possible life chances

Children and young people represent our future. Working with parents, carers and families, we want to provide a safe healthy and supportive environment for them to flourish academically, practically, emotionally and socially.

This means we will:	We will use these targets to measure our performance:
3a. Increase the achievement of all children in all schools	<p>Improve exam results against a basket of GCSE and Key Stage indicators</p> <p>Narrow the gap in educational achievement for under-achieving groups of pupils</p> <p>Provide 21 hours of alternative tuition for children who have been excluded from school</p>
3b. Provide high-quality pre-school education and care so children are ready for school	<p>Satisfy 100% of demand for free early education places for all three year old children</p> <p>Double the number of childcare providers taking part in the Buckinghamshire Quality Assurance Scheme, from 40 to 80 by 2007</p>
3c. Keep all children as safe as possible in their surroundings	<p>Review all child protection cases within 3 months of the child being placed on the register and subsequently every six months</p> <p>Support schools in combating bullying</p> <p>Reduce the number of children killed or seriously injured in each year in road accidents from 32 in 2004 to 25 in 2008 ⁽ⁱ⁾</p>
3d. Support the improvement of the health and well-being of children and young people so that they can make a positive contribution to local communities	<p>Increase the percentage of schools achieving Healthy Schools Level 3 to 80% by 2008</p> <p>Reduce the harm caused by illegal drugs and alcohol (target is being developed as part of PSA2)</p> <p>By 2008, increase participation of young people in organised youth activities by 11%</p>

i Whilst the Council regrets any loss of life or serious injury to our road-users, it is unlikely that we will ever get to a position of nil casualties.

Aim 4 - Improve the quality of life for adults

Working together with partners, we want to protect, support and provide opportunity for adults and older people to enjoy a better quality of life

This means we will:	We will use these targets to measure our performance:
4a. In partnership, help adults and older people to maintain their independence and quality of life	<p>By 2008, an average of 88% of clients will be provided with community based services to help maintain their independence</p> <p>By 2008, 94% of new clients will be supported with community-based services</p> <p>By 2008, increase the percentage of equipment and adaptations delivered within seven working days from 79% to 85%</p>
4b. Assist those who need our support to have greater choice and control of their lives	<p>Increase the percentage of clients who receive an annual review of the care they need to 76%</p> <p>Double the number of people who arrange their own care through the Direct Payments Scheme, from 226 in 2005 to 460 by 2008</p>
4c. Improve access to learning and jobs by encouraging people to develop and improve their knowledge and skills	<p>Support at least 1,550 adults to achieve full level 2 qualifications by 2008</p> <p>Increase the number of adults completing level 2 qualifications in skill shortage areas of care and retail from 200 in 2004 to 1,000 in 2008</p>
4d. Widen access to library services, culture, lifelong learning and healthier lifestyles for all	<p>Achieve level 3 national service standards for our libraries by 2008</p> <p>Support at least 2,200 adults to achieve basic skills qualifications by 2008</p> <p>Increase the percentage of people in rural areas with access to an hourly (bus or train) service within 800m of their home, from 58% in 2005 to 72% 2010</p> <p>Improve public transport to major centres as part of the 2005-2010 Local Transport Plan</p>

Aim 5 - Provide support to help families cope with their responsibilities

Parents, families and carers have the prime responsibility for their children's health, wellbeing and safety. It is for them to ensure that their children grow up to be responsible, independent adults, making a positive contribution to the community. We will use our skills and knowledge to provide support to help families to help themselves.

This means we will:	We will use these targets to measure our performance:
5a. With partner agencies, provide support for children and families with specific needs	<p>By 2007, 100% of children who have been looked after for 6 months will have permanency plans</p> <p>By 2008, 65% of Initial Assessments will be completed with 7 working days of referral</p> <p>By 2008 reduce re-registrations on the child protection register to 11%</p>
5b. Increase support for carers	Increase support for carers and families including opportunities for respite care
5c. Support families to achieve independence and well-being	<p>Development of Family Centres</p> <p>Providing parenting groups and classes</p> <p>Supporting parents in later life</p>



Children at play

Aim 6 - Build with you safer, stronger and healthier communities

Local surroundings have a key impact on our quality of life. We want to make people feel safe and valued in their communities and encourage activities which develop and stimulate a sense of well-being for all.

This means we will:	We will use these targets to measure our performance:
<p>6a. Work with others to help reduce crime and the fear of crime</p>	<p>Reduce vehicle crime by 3% by 2008</p> <p>Reduce the number of domestic burglaries per annum by 12% by 2008</p> <p>Increase the reporting of domestic violence and reduction in repeat offending</p> <p>Produce and implement an anti-social behaviour action plan to reduce crime and the fear of crime in targeted communities</p>
<p>6b. Lead the development of safer environments for local people, improve road safety and reduce traffic accidents</p>	<p>Improve the average time taken to repair a street-lighting fault by 7% by 2008</p> <p>Reduce fly tipping and abandoned vehicles</p> <p>Direct Police Community Support Officers to areas of greatest need</p> <p>Reduce the number of people killed or seriously injured in road traffic collisions annually from 401 in 2004 to 260 in 2010. ⁽ⁱⁱⁱ⁾</p>
<p>6c. Identify and remove barriers, both real and perceived, to Council services and foster strong relationships with our diverse communities</p>	<p>Achieve the measures identified by our Best Value Review of Social Inclusion</p> <p>By 2007 achieve level 3 of the Equality Standard regarding equal access to services and fair employment</p> <p>Make 100% of Council buildings accessible to people with a disability by 2007</p>
<p>6d. Support the voluntary and community sectors to maximise their effectiveness in local communities</p>	<p>Identify communities where voluntary sector capacity needs to be enhanced and implement actions to support this</p>

ii Whilst the Council regrets any loss of life or serious injury to our road-users, it is unlikely that we will ever get to a position of nil casualties.

This means we will:	We will use these targets to measure our performance:
	<p>Develop and implement codes of practice on funding, volunteering and consultation by 2008</p> <p>Develop and deliver a support service providing training and advice to voluntary organisations by 2007</p>

Aim 7 - Maintain a vibrant economy whilst protecting the environment

While promoting the economic vitality of the County, we will defend and protect our precious countryside and rural nature. Managing congestion, reducing journey times taking innovative approaches to the disposal of waste will be an important part in achieving this aim.

The Government is also imposing significant growth on the County over the next twenty years, which we are reluctantly having to accept. Using our position, we will campaign for policies that are right for local communities and fight those we believe will have a very adverse effect.

This means we will:	We will use these targets to measure our performance:
7a. Promote our economy and encourage appropriate investment from industry and commerce	Support the rural economy and encourage new business growth into Buckinghamshire Increase job opportunities
7b. Campaign for policies on housing and growth that are right for Buckinghamshire. Any growth should be conditional on the Government fully funding the supporting infrastructure and services.	Increase our success in defending local planning policies at a national level Support partners to achieve 60% of new housing development on previously developed land Increase our success rate when bidding for additional funding for infrastructure investment
7c. To support the motorist by reducing journey times and managing congestion, promoting the free and efficient movement of people and goods	Increase the number of passenger journeys on buses Reduce car use on the school journey by 4,500 car journeys per day by 2008 Maintain the proportion of journeys into urban areas by car below the regional average of 68% Keep traffic moving by improving journey time reliability
7d. Continue to improve our roads and pavements	Carry out major maintenance to the road network to sustain our position in the top 25% of county councils nationally Reduce the percentage of footways requiring structural maintenance from 58.5% in 2005 to 15% in 2010

This means we will:	We will use these targets to measure our performance:
	Increase the percentage of dangerous potholes made safe within 24 hours of reporting from 96% in 2005 to 99% in 2008
7e. Encourage waste reduction and recycling and explore new and innovative methods of disposal	<p>Increase the percentage of waste that is recycled and composted from 29% in 2005 to 38% in 2008</p> <p>Contain increased costs of landfill tax by reducing the amount of waste going to landfill from 71% in 2005 to 62% by 2008</p>
7f. Protect the rural nature of Buckinghamshire, including the Green Belt and AONB and Colne Valley Park	Improve our success in opposing any exceptions to Green Belt policy
7g. Promote the quiet and responsible enjoyment of our countryside and environment	<p>By 2008, increase numbers of country park visitors to 548,000</p> <p>By 2008, ensure that 79% of our rights of way are 'easy to use', using national criteria.</p>



Overview and Scrutiny road safety visit

Chapter 6. Medium Term Resource Plan

6.1 Medium Term Plan

Introduction

The County Council has developed this Corporate Plan within a medium term resource framework to reflect changes both in the way the Council works and the environment in which it operates. Planning over the medium term (three years) will help to align policy to resource availability over the life of the next administration and achieve value for money in the delivery of its services.

Priorities

Whilst the Corporate Plan sets out the policy framework for the next four years to develop Council services that meet national and local requirements, the Council recognises that the demand for more and better services will always outstrip the availability of resources to deliver them.

In order for resources to be allocated to the areas of most priority, reductions from areas of less priority have to be made. Through consultation with members of the public and discussion with partners, Members have identified the services that are most important and therefore those they wish to develop and improve further.

Resource planning over the medium term is the tool that the Council will use to help it manage the competing priorities. Whilst it will cover a three-year period some of these priorities may alter over the life of the Plan. The Plan will therefore be refreshed annually to take account of changing circumstances.

The Cabinet has expressed its aspirations into three categories:

Services or Areas for Investment

The Council has decided that the following services need to be developed and improved and therefore need to be allocated additional resources:

Portfolio	Service or Area
Adult Social Care	<ul style="list-style-type: none"> Supported Living Nursing and Residential Care Assessment and Care Management Implementing the joint Audit Commission/ Social Services Inspectorate Action Plan (including the Vision for Adult Social Care)
Strategic Planning	<ul style="list-style-type: none"> Strategic Planning Waste and Recycling
Transportation	<ul style="list-style-type: none"> Improving Public Transport
Resources	<ul style="list-style-type: none"> Improving repairs and maintenance of buildings
Schools	<ul style="list-style-type: none"> Establish the Children's Services Portfolio Implement the Ofsted action plan
Children and Young People	<ul style="list-style-type: none"> Adoption and Fostering Establish the Children's Services Portfolio

Portfolio	Service or Area
Community Services	<ul style="list-style-type: none"> Community Safety
Leader/Deputy Leader	<ul style="list-style-type: none"> Raising the profile of Buckinghamshire

Services or Areas for Protection

Whilst the service areas listed above will be given priority in the allocation of available resources those listed below will be protected to maintain the current service level. Unlike

areas of lower priority, they will receive a limited increase year on year to cover inflationary cost as well as some provision to meet predicted service demand through growth in the number of people requiring the service in the future. These services or areas that are to be protected are as follows:

Portfolio	Service or Area
Adult Social Care	<ul style="list-style-type: none"> Respite and Domiciliary Care for Adults and Older People
Transportation	<ul style="list-style-type: none"> Maintaining road and pavements as determined by customer feedback
Resources	<ul style="list-style-type: none"> Implementing Sapphire Delivering the Payroll project
Schools	<ul style="list-style-type: none"> Maintain funding to Schools at the FSS level Maintaining the Link Advisory role
Children and Young People	<ul style="list-style-type: none"> Child Protection
Community Services	<ul style="list-style-type: none"> Youth Services
Leader/Deputy Leader	<ul style="list-style-type: none"> Democratic representation including support to Members

Services or Areas of Lower priority

By definition all other Council activities not identified in the two categories above are of lower priority.

All service areas will be subject to a performance review that will identify whether the service or function is needed and if so whether it is delivered in the most economic,

efficient and effective way. It is assumed that in areas of lower priority, resources will be reduced.

Financial Strategy

The Council has achieved sustainable revenue and capital budgets and a prudent level of reserves. This strategy assumes that the sale of surplus assets will be used to finance long-term investment in services,

while annual revenue savings will deal with expenditure pressures and investment in improvement of services.

The overall predicted Council revenue position for the three years is as follows:

Table 1

		2005/06	2006/07	2007/08
		£m	£m	£m
Resources				
	Formula Grant	280	47	49
	Income from fees and specific grants	102	354	372
	Council Tax Increase - 3.7%(05/06), 5% (06/07), 4.5% (07/08)	183	192	201
	Total Council Resources	565	593	622
Spending				
	Current Spend	538	565	593
	Pressures in areas for improvement	30	32	28
	Pressures in areas to be protected	3	1	1
	Pressures in low priority services	5	3	3
	Total Spending	576	601	625
Funding Gap		11	8	3
Gap Funded by				
	Efficiencies/Income/Service Reductions	6	8	3
	Use of earmarked reserves	5		
		11	8	3

The financial strategy has been developed in order to manage both revenue and capital expenditure and to ensure that resources are

directly linked to the Council's priorities. The key elements of the financial strategy are as follows:

Low Council Tax Levels

This Council has made a strong commitment to keep Council Tax levels at or below that of the average of all South East Counties. To maintain Council Tax at this level, the Council must exercise the strongest control over performance and expenditure. There are specific corporate processes designed to ensure that this control exists, ranging from the corporate planning process to the corporate assurance framework. Based on current known assumptions, indicative Council Tax Increase levels of 5% (06/07) and 4.5% (07/08) have been agreed as a planning guideline for the next two years and these assumed Council Tax levels have been built into the figures in Table 1. However, the Council will aim to set Council Tax below this level if possible.

Bridging the Funding Gap

Sustainable funding provides a firm base for delivering consistently high quality services. It is also important, however, to ensure that the Council spends its money on the services that our community tell us they most need. It is vital that we are able to disinvest from services that are not important to our communities and invest in and protect those services that are.

To do this, the Council is committed to working in a more efficient and effective way and is embarking on a Change and Performance Review Programme that will release the necessary resources to be reinvested in to front line services. It is expected that sufficient savings will be identified to bridge the funding gap and, if possible, provide flexibility for investment in higher priority services.

The main elements of the Change and Performance Review Programme are:

- "Customer First" – a wide ranging change programme that ensures that the Council is available to the community to answer their questions and to solve their issues at the first point of contact

wherever possible. The first step is the development of a countywide contact centre and one-stop-shops around the County

- Realising the benefits from investments in information technology – the provision of a much more consistent mechanism for our back office activities requiring less manpower to operate more efficient processes thereby creating real savings
- Performance Review Programme – a series of fundamental service reviews across the Council designed to ascertain whether services are being delivered in the most economic, efficient and effective way
- Procurement Strategy – improving corporate procurement across the whole of the council's goods and services and achieving maximum benefit from economies of scale
- Accommodation Strategy - reviewing property assets in line with service priorities and using accommodation more innovatively and efficiently.

There are a number of uncertainties which may have an impact on the Council's financial strategy and for which no accurate estimates of future resource needs are yet known, including:

- From 2005/06, additional employer's pensions contributions of around £0.8m will be needed to reduce the funding gap that exists nationally on all Local Government Pensions Funds. There is also a risk that we may have to fund the gap opened by the revocation of the 2005 pensions changes.
- Waste disposal costs are set to rise by an average of £1.3m per annum and it is likely that the Council will have to spend significant amounts of money in the future on new and innovative ways of reducing and disposing of the County's waste. The Council are currently analysing the implications of the Children's Act and the proposed Government changes in the area of Adult Social Care. As yet we are

unsure of the additional resources that will be needed to implement the changes.

Prudent levels of reserves, contingencies and balances

As recommended by our external auditors, the Council has built up its balances to a level of 3% of annual general revenue expenditure.

These balances allow the Council to deal with very unexpected financial shocks in a planned way reducing the risk of service failure and reducing the cost of such shocks to the organisation. Balances at this level will be maintained throughout the medium term. The Council also has a process for managing risk through the use of contingencies.

Table 2

	2005/06	2006/07	2007/08
	£m	£m	£m
Contingencies	2.5	0.3	0.3
Reserves	22.0	19.0	19.0
Non Earmarked Reserves (3% net revenue budget)	13.8	13.8	13.8

Prudential borrowing

The Council can borrow money for capital projects by using their Prudential Borrowing powers, however, there is a tangible revenue cost to this type of borrowing. This Council has decided that in order that the maximum

amount of revenue money is used for direct service delivery, Prudential Borrowing will only be used where there is enough of a pay back on the project that it will pay for the revenue cost of borrowing. This is termed "Invest to Save" and these projects are expected to be of benefit to the Council and in most instances to create significant efficiency gains.

Table 3

	2005/06	2006/07	2007/08
	£'000	£'000	£'000
Leader			
Chief Executive's Team	3,183	2,975	3,089
Deputy Leader			
Democratic Representation	1,740	1,480	1,512
Economic Development and Europe	285	292	299
	2,025	1,772	1,811

Chapter 6. Medium Term Resource Plan

	2005/06	2006/07	2007/08
	£'000	£'000	£'000
Schools			
Early Years - Schools FSS	7,975	0	0
Home to School Transport - LEA FSS	10,329	10,789	11,489
School Improvement - LEA FSS	5,903	6,104	6,303
School Improvement - Schools FSS	6,364	0	0
Policy, Planning & Performance - Schools FSS	1,871	0	0
Policy, Planning & Performance - LEA FSS	1,659	1,728	1,799
Schools ISB - Schools FSS	176,747	0	0
	210,848	18,621	19,591
Children and Young People			
Social Care for Children & Families	20,260	21,123	21,891
Special Education - LEA FSS	3,365	3,510	3,644
Special Education - Schools FSS	17,881	0	0
Special - Home to School Transport	6,731	7,162	7,619
Special Schools ISB - Schools FSS	13,475	0	0
Policy, Planning, Commissioning & Performance	3,527	3,632	3,740
Youth Offending Service	607	625	644
	65,846	36,052	37,538
Adult Social Care			
Learning Disability	21,327	22,692	23,375
Mental Health	12,736	13,140	13,544
Older People	31,667	32,703	33,851
Supporting People		330	330
Commissioning	995	1,031	1,067

Chapter 6. Medium Term Resource Plan

	2005/06	2006/07	2007/08
	£'000	£'000	£'000
Policy, Performance & Information	965	1,003	1,041
Physical & Sensory Disabilities	11,416	11,899	12,311
	79,106	82,798	85,519
Resources			
Communications	688	712	737
Finance	6,172	6,501	6,850
HR / OD	2,769	2,906	3,043
ICT	5,219	5,475	6,264
Legal and Admin	863	889	915
Property Services	5,913	6,187	6,564
	21,624	22,670	24,373
Planning and Transportation			
Planning Services	1,639	1,881	1,915
Transportation	19,160	21,171	23,949
	20,799	23,052	25,864
Community Services			
Adult Learning	740	784	829
Libraries and Heritage	7,548	7,996	8,707
Trading Standards and Regulatory	2,384	2,525	2,646
Environment Services - Waste	10,890	12,987	14,274
Environment Services - excluding Waste	1,331	1,416	1,450
Youth & Community	3,516	3,698	3,886
	26,409	29,406	31,792
Portfolio Totals	429,840	217,346	229,577

	2005/06	2006/07	2007/08
	£'000	£'000	£'000
Amounts to be allocated			
Social Services Improvement Plan	2,500	5,200	5,200
Allocation to meet Schools FSS	4,000	0	0
Savings to be allocated		-7,700	-10,300
	6,500	-2,500	-5,100
Service Area Totals	436,340	214,846	224,477
Grants and other Corporate Activity	139,660	386,154	400,553
Total	576,000	601,000	625,030

6.2 Value for Money

Introduction

The County Council has been successful in recent years in dealing effectively with increasing demands for key services whilst at the same time driving up performance in its key services.

The allocation of resources towards meeting these demands is constrained by the ring fencing of the budget for Education services that represents half of our total net revenue spending. It is against this backdrop of increasing demands for services in the context of a constrained budget that the Council has worked creatively to secure "Value for Money".

Whilst the Council believes that delivering high quality services which are recognised by local residents as Value for Money, the Government also requires the council to make 2.5% efficiency gains annually for the period of this Plan. This is represented in the Annual Statement of Efficiency and this year the

Council had the seventh highest efficiency gains out of all 147 county and unitary authorities.

What do we mean by value for money?

The County Council has a statutory duty to deliver "Best Value" in the provision of its services by continually improving the *Economy, Efficiency and Effectiveness* of their service delivery.

We need to demonstrate that our services:

- Meet the needs of local people
- Are being provided to the level and quality desired by the community
- Are at a price local people are willing to pay
- Are competitive with other potential suppliers
- Are capable of securing continuous improvement over time.

We also work hard to ensure that our services are fit for purpose and that our perceptions of fitness for purpose and service quality are influenced by feedback from service users, carers and families, partner organisations and other interested parties.

Objectives

To achieve value for money, the County Council has the following objectives:

- To target resources towards meeting the needs of local people
- To integrate Best Value principles within existing management, planning, review and scrutiny processes
- To provide services that meet local people's needs through the most economic, efficient and effective means
- To undertake structured performance reviews of service areas on a targeted basis and to act on review findings to improve future performance and efficiency
- To benchmark the County Council's performance against that of organisations in the public, private and voluntary sector where appropriate and against industry standard benchmarks
- To adopt recognised good practice where this is appropriate for meeting the needs of people in Buckinghamshire
- To promote a culture of continuous improvement
- To train and develop managers and help them fulfil their obligation to achieve value for money for the County Council as an integral part of their work.

Delivering Value for Money

The Council has developed a comprehensive Change and Performance Review Programme which will be the main vehicle for delivering Value for Money.

In addition the Council has a number of organisational structures and internal processes which provide a degree of challenge and ensure that Value for Money is at the forefront of everything that we do. This includes:

- The wide role of Overview and Scrutiny Committees in assessing performance
- The service investigations carried out by Internal Audit

- The monitoring of staffing levels by the Cabinet Member for Resources
- The Corporate Performance Task Group providing Member challenge as a part of the annual budget cycle.

Responsibilities

The responsibility for delivering Value for Money lies with all Members and employees and is not restricted to those with resource or financial management responsibilities. The particular roles of each are set out in guidance notes and in the Constitution.

The Corporate Management Team has the responsibility to put in place and revise the Value for Money strategy and the methodologies to be used. The Strategic Director of Resources is responsible for reviewing the Value for Money Strategy on a 12 month basis.

MTP TIMETABLE 2008/9 – 2010/11

Month	Key Dates	Forum	Activity	Objective	Owner
June	20 th	EMT	Briefing	Brief EMT proposed planning assumptions.	JY
	25 th	LAG	Briefing	Brief LAG on proposed planning assumptions	JY
	27 th	COMT	Briefing	To consider feedback from EMT and agree planning assumptions	JY
	28 th	Finance key contacts	Briefing	To ensure finance teams are clear about requirements and their role in supporting HOS.	MP
July	2 nd		Service Planning & MTP guidance sent to HOS, together with templates for review and completion.	To provide guidance documents and issue templates for completion.	MP/JE
	3 rd	Key Service Contacts	Briefing	To ensure key contacts in service areas are clear about requirements and their role.	MP
August	4 th		Team Brief Information Item (or 1 st August?)	To communicate the process to staff on how they can engage with the process.	JY/CW
	24 th		Activity Mapping Templates & Capital Business Cases returned to Financial Service Managers & Capital Accountant.	Gather information from Services re resource implications going forward.	HoS
	27 th – 31 st		Financial Services Managers to review and collate templates and forward to Financial Strategy and Projects Team.	To facilitate QA of process and production of summary position.	FSM's

MTP TIMETABLE 2008/9 – 2010/11

Month	Key Dates	Forum	Activity	Objective	Owner
September	3 rd – 14 th	Financial Strategy and Projects Team	QA of returned templates and Business Cases & production of initial summary position statement.	To ensure consistency of treatment across and between service areas and verify base position. Capital Accountant to review & manage schemes in accordance with Capital Investment Strategy	MP/JH/ Capital Accountant
	13 th	LG	Update on progress	Report progress & issues.	JY
	19 th	COMT	Update on progress	Report initial summary position & issues arising.	JY
	TBA	Property Review Group & ICT Review Group	Property Review Group & ICT Review Group to consider respective capital bids	To ensure compliance with AMP, ICT Strategy & robustness of business cases	DS/KB
	TBA	BIB	Business Investment Board	To determine proposed Capital Programme based on data presented by Capital Accountant	JY
October	1 st	LAG	Update on progress	Report initial summary position & issues arising.	JY
	2 nd – 18 th	Officer Challenge	Activity Mapping Challenge	To challenge the robustness and appropriateness of the MTP template submissions	JY/ Policy
	3 rd		Team Brief	To update staff on progress and the consultation process	JY/CW
	11 th	LG	Update on progress	Report progress & issues arising from Officer challenge.	JY
	TBA		Member Briefing on Challenge process	To ensure Members are fully aware of the process and their role.	JY
	17 th	COMT	Update on progress	Update on outcome of officer challenge and issues arising	JY

MTP TIMETABLE 2008/9 – 2010/11

Month	Key Dates	Forum	Activity	Objective	Owner
	22nd	LAG	Update on progress	Update on outcome of officer challenge and issues arising	JY
November	1 st – 9 th	Member Challenge	Member Challenge of Revenue and Capital MTP	To make recommendations on investment and savings proposals	DS/JY
	7 th		Team Brief	To update staff on outcome of consultation process & progress to date	CW
	14 th	COMT	Update on progress	To review the implications of Member Challenge process.	JY
	15 th	LG	Update on progress	To review the implications of Member Challenge process.	JY
	TBA	LAG	Update on progress	To consider outcome & implications of Member Challenge and draft settlement	JY
	Mid		Draft settlement figures due		
	19 th – 30 th		Public/Partner consultation on priorities, including Bucks Business Group.	To inform Member decision making process	KP
	December	TBA		Draft Service Plans completed	To set service outcomes within the context of the MTP, having involved customers and included their views
12 th		COMT	COMT review draft Service Plans (presentation format)	To review the impact of resource allocation on service performance	Policy
17 th		Cabinet	MTP and Direction of Travel Cabinet report	Define implications of draft medium term plan decisions on corporate performance and level of Council Tax increase	JY/JE

MTP TIMETABLE 2008/9 – 2010/11

Month	Key Dates	Forum	Activity	Objective	Owner
	TBA		Public Consultation on CTax	To inform Member decision making process in light of available resources	KP
January	Mid		Financial settlement announced		
	TBA	Corporate Planning and Performance Scrutiny Committee	Scrutiny	To review the Capital Programme and Revenue Budget process.	Policy/JY
	TBA	COMT	Report on recommended MTP	To review the recommended Medium Term Plan in the context of the consultation & Scrutiny outcome.	JY
	TBA	LAG	Report on recommended MTP	To consider the recommended Medium Term Plan in the context of the consultation & Scrutiny outcome.	JY
	TBA	LG	Verbal update.		JY
	TBA	Cabinet	Draft Medium Term Financial Plan 08/09	To review MTP in light of Corporate review & recommend 2008-9 budget and indicative budgets for following two years	JY
February	TBA	Council	Draft Medium Term Financial Plan 08/09	Agree 2008-9 budget and indicative budgets for following two years	JY
March	5 th		Team Brief	To update staff on Budget Position	CW
	TBA	Regulatory and Audit Committee	Corporate Planning and Performance Scrutiny Committee to report to Regulatory and Audit Committee	To review process and make recommendations	Policy
	By 30 th		Cabinet Members' approval of Service Plans	Take decisions to agree Service Plans and resource allocation	JE
	30 th		Review MTP approach	To determine lessons learnt	JY



Report to Cabinet

AGENDA ITEM [Number]

Title: 2007/08 Corporate Performance Report: Quarter One

Date: 17th August 2007

Author: Leader of the Council

Contact Officer: Sarah Ashmead, Corporate Manager, Policy (01296 383649)

Electoral Divisions Affected: All

Portfolio Areas Affected: All

Relevant Overview and Scrutiny Committee: All

Summary

This report will inform Cabinet about progress towards the achievement of the Council Aims set out in the Corporate Plan 2005-2009 for the first quarter of 2007-2008 (1st April to 30th June). Only those indicators that are performing below target are included in the data tables in this report.

Recommendation

Cabinet is recommended to scrutinise the performance data attached and to comment on any particular areas that it thinks merit further consideration.

1. This new look Corporate Performance Report has been produced using our new performance management system 'PerformancePlus', which is to be used to monitor and manage performance data both within the County Council and within our partnerships.
2. Previous Corporate Performance Reports relied on 'predicted end of year' data to give us the performance levels so that in quarter 1 services were able to take an optimistic view of the year ahead. The new software has meant a change in the monitoring process and the results shown within the tables below are the **actual** results or outcomes from the period April to June 2007.

3. The performance of a particular indicator is calculated by the percentage variance from target. It has therefore been necessary to split some of the annual targets within the Corporate Plan into quarterly targets, to enable the software to calculate performance. Where it is not suitable to use numerical targets to measure an objective, tasks have been set up and are monitored by giving them a Good, Fair or Poor progress rating.

To show this performance calculation visually, PerformancePlus uses a series of symbols as follows:



Performance is on or above target

Performance is below target (-0.1% to -5%)

Performance is well below target (worse than -5%)




Report Headlines

4. There are a total of 120 indicators in the Corporate Plan this year and of these 79 are measurable this quarter (i.e. data could be collected between April and June to monitor against the target). Of these indicators:
 - 67% have achieved or exceeded the target
 - 10% are just below the target level (within 5% of the target) and are included further on in the report
 - 23% are well below target (worse than 5%) and are also included in this report
5. The tables that follow show those indicators that are either Amber or Red. The comments section on the right hand side will explain the under-performance and also give any actions being taken to improve. The tables also include any tasks that have been rated either Fair or Poor and the comments section on the right hand side will state the 'milestone progress' for that particular task and assess whether the final deadline will be met.






Portfolio Performance Review

6. Cabinet Members regularly review Portfolio performance and have been asked by the Deputy Leader to identify any concerns that arise. No issues were highlighted for this report this quarter.





Aim One – Involve, represent and serve all who live and work in Buckinghamshire

CP1a Involve you and listen to your concerns and needs							
CP1b Deliver services that are equally accessible and meet the differing needs of our communities							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP1.b3 Complete a needs assessment	This is a task	N/A	Assessment complete by 30 September 2007				Milestone progress An assessment of the demand for a range of services has been completed and will be compared to the supply for each service where is appropriate to do so - getting services to provide supply data and sense check results may impact on the September deadline
CP1.b5 Complete project plan for increasing number of Information Points	This is a task	N/A	Plan complete by 31 March 2008				Milestone progress Appointment of a Local Access Project Officer will be made shortly. We are piloting, with Early Years, 4 information kiosks in libraries and a Local Access Working Group has agreed outline project plans to deliver the Local Access Strategy.
CP1d On your behalf, drive up our own performance and that of other public service providers							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP1.d1 Status in Comprehensive Performance	Bigger is Better	3.00	4*	4.00	3.99		Under-performance explanation Awaiting results of judicial review.
CP1e Champion the interests of Buckinghamshire regionally, nationally and in Europe							







Aim Two – Provide efficient and effective services

CP2a Keep Council Tax levels down by driving out waste and inefficiency							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP2.a2 Set up the publication of a single Council Tax leaflet	This is a task		Complete by January 2008				Milestone progress The idea in principle has been agreed with officers working on the practicalities of delivery within the context of fixed timescales and a need to reduce the cost of production.
CP2b Be efficient and continually improve all aspects of our work							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP2.b1 Secure MTP savings through procurement & commissioning	Bigger is Better		£2million	£2,000,000	£1,425,000		Under-performance explanation This estimated outturn for the end of year also includes schools savings. Procurement & Commissioning are currently working on ways to proactively manage these savings and can only support and advise services in making these efficiency savings.
CP2.b2 Annual savings as per the efficiency statement	Bigger is Better	£6,800,000	£7million	£7,021,000	£6,835,000		Estimated data This is the estimated outturn for savings in 2007/08 and incorporates the MTP procurement savings above.
CP2.b4 Employee appraisals	Bigger is Better		95%	95%	79.58%		Under-performance explanation Without an automatic SAP facility, data collection is very problematic. High turnover and rates of employment of agency staff has lowered statistics significantly in one large Service area.
CP2.b8 Produce business case for a single 'back office' service	This is a task		Complete by December 2007				Milestone progress The authority to begin work has been delayed by the Joint Improvement Board for two months following a request for more detailed financial information. Currently work is being done to re-plan in order to make up time. There is a risk that the business case may be delayed for up to 2 months.
CP2c Be effective and listen to our residents and use their views to help us deliver services							



Aim Three – Give children and young people the best possible life chances

CP3a Every Child Matters Outcome: Be Healthy							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP3.a1 No. of schools achieving Healthy Schools Status	Bigger is Better	75.00	149.00	80.00	78.00		
CP3b Every Child Matters Outcome: Stay Safe							
CP3c Every Child Matters Outcome: Enjoy & Achieve							
CP3d Every Child Matters Outcome: Make a Positive Contribution							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP3.d1 Number of Children's Centres	Bigger is Better	9.00	24.00	10.00	9.00		Under-performance explanation There are a number of measures relating to Children's Centres. Although we missed this target, the key indicator is 'reach' which is performing well.
CP3.d3 Percentage of excluded children receiving 21+hrs alt. tuition	Bigger is Better	65%	100%	100%	76%		Under-performance explanation This is due to children with Statements of SEN being more difficult to place due to the need for specialist provision.
CP3e Every Child Matters Outcome: Achieve Economic Well-being							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP3.e1 Percentage of 16-19yrs who are Not in Education, Employment or Training	Smaller is Better	3.4%	2.8%	2.8%	3.3%		Under-performance explanation NEET changes throughout the year and has traditionally been measured by DCSF (DfES) in November and the targets are set to be measured as a three month average of the November, December and January NEET figures. Progress against targets is currently very good with NEET 0.7% lower than June 2006.




Aim Four – Improve the quality of life for adults

CP4a In partnership, help adults and older people to maintain their independence and quality of life							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP4.a2 Intensive home care per 1000 65 or over	Bigger is Better	7.67	12.01	12.01	8.19		Under-performance explanation A number of projects have been developed for the 'helped to live at home' measures. These projects are at different stages of implementation and development. The results of these projects will not be seen until later in the year.
CP4.a3 Adults physical disability helped to live at home	Bigger is Better	2.92	5.02	5.02	2.01		
CP4.a4 Adults learning disabilities helped to live at home	Bigger is Better	1.88	3.10	3.10	1.90		
CP4.a5 Adults with mental health problems helped to live at home	Bigger is Better	1.87	3.26	3.26	1.92		
CP4.a6 Older people helped to live at home	Bigger is Better	56.77	80.01	80.01	41.60		
CP4b Assist those who need our support to have greater choice and control of their lives							
CP4c Widen access to transport, culture and learning to improve mental and physical well being							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP4.c1 Adults obtaining Qual. care and retail sectors	Bigger is Better	301.00	1000.00	775.00	307.00		Under-performance explanation As data is for April to June, examination results are not in, full figures will follow next quarter.




Aim Five – Provide support to help families cope with their responsibilities

CP5a With partner agencies, provide support for children and families with specific needs							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP5.a2 Initial assessments complete within 7 days	Bigger is Better	58%	61%	61%	38%		Under-performance explanation Reporting problems have prevented a complete analysis of assessments and this has had an effect on data quality.
CP5.a4 LAC fostered by friends or relatives	Bigger is Better	17%	14%	14%	13%		Under-performance explanation The target has been revised from 15% as printed in Corporate Plan to 14% for 2007/08. Although not on target this quarter, we are on track to achieve the annual target.
CP5b Increase support for carers							
CP5c Support families to achieve independence and well-being							

Aim Six – Build with you safer, stronger and healthier communities

CP6a Work with others to help reduce crime and the fear of crime							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP6.a3 Percentage of domestic violence incidents which are repeat offences	Smaller is Better		20%	20.7%	24.5%		Under-performance explanation Operation garland has been introduced to tackle repeat offending which involves police drive-by's to known properties at key times to head off re-offending.
CP6b Lead the development of safer env. for local people, improve road safety, reduce traffic accidents							
CP6c Identify and remove barriers to Council services and foster strong relationships with community							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP6.c6b Number of voluntary and community organisations accessing training	Bigger is Better		250.00	62.00	0.00		Under-performance explanation The 1st qtr 07-08 has seen a significant change in the way Voluntary Impact collate performance data. Analysis is currently being undertaken around data consistency which may have led to an over-reporting of Target a. (i.e. advice to individuals vs organisations) and an under-reporting of Target b. (under-reporting of training brokerage). Targets will be reviewed next quarter.
CP6d Work with others to promote healthier communities							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP6.d1 Number of people engaged in health walks	Bigger is Better	451.75	542.00	489.00	476.00		Under-performance explanation Monitoring of the numbers of walkers has changed from being monitored by District Councils to BCC - different monitoring methods have led to a reduction in the number of engaged walkers but a more robust countywide monitoring method.

Aim Seven – Maintain a vibrant economy whilst protecting the environment

CP7a Sustain thriving economy and tackle pockets of deprivation by promoting appropriate investment							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP7.a1 Number of businesses moved up the e-adoption ladder	Bigger is Better	130.00	150.00	33.00	7.00		Under-performance explanation There has been a lack of marketing due to a member of staff leaving the team, hence the reduction in numbers. At the moment a Service Level Agreement is being developed with Bucks Enterprise, who will be helping to deliver the project.
CP7.a2 Exceed minimum level matched funding where maximum SEEDA grant secured - Market Town Inity	Bigger is Better	£279,309	£236,500	£79,247	£71,835		
CP7b Sustain our high quality environment and green infrastructure							
CP7c Deliver our Local Transport Plan for Bucks							
Measure Name	Tolerance	2006/07 Result	Target 2007/08	Target Quarter 1	Actual Quarter 1	Performance Quarter 1	Comments
CP7.c2 Number of passengers on the inter-urban bus networks	Bigger is Better	5002868	5120000	1326056	1250000		Estimated data 33% of total has been estimated due to lack of data; this is based on last year's figure of a 9% increase. We are confident of achieving the end of year target of 5.3 million.

C. Resource implications

None

D. Value For Money (VFM) Self Assessment

Effectiveness: A – statutory requirement

Efficiency: C – reporting framework in line with good practice

Economy: A – supports Council's vision to have unit costs in the lowest quartile

E. Legal implications

None

F. Property implications

None

G. Other implications/issues

None

H. Feedback from consultation and Local Member views

None

I. Communication issues

The Corporate Performance Report will be published on the Internet.

J. Progress Monitoring

Regular performance monitoring of all Council indicators takes place at Portfolio and Service level and at Policy Advisory Group meetings.

K. Review

None

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 [Date]. This can be done by telephone (to 01296 383604 or 383610), Fax (to 01296 382538), or e-mail to cabinet@buckscc.gov.uk



Report to Cabinet

Title:	Quarterly Budget Monitoring Report – June 2007
Date:	3rd September 2007
Date Decision can be implemented:	11 September 2007
Author:	Cabinet Member for Resources
Contact Officer:	Deputy Head of Finance – Mark Preston x3107
Electoral Divisions Affected:	All
Portfolio Areas Affected:	All
Relevant Overview and Scrutiny Committee:	All

Summary

This report sets out the Council's revenue and capital spending position as at the end of June 2007 (Quarter 1), together with the projected outturn position for the financial year. The report also sets out recommendations for the use of some of the residual revenue underspend from 2006/07.

Currently the projected revenue outturn is a £2.9m overspend at portfolio level, largely as a consequence of overspends carried forward from 2006/07.

The Capital Programme is forecast to have a minor underspend £38k in year.

Officers are working on a number of fronts to ensure revenue budgets are brought back into balance.

Recommendations

1. **Note the report and the actions being taken to address the pressures within the revenue and capital budgets.**
2. **Approve the use of residual underspend from 2006/07 to fund the following items (Paragraph 5):**
 - (a) **Home to School Policy changes assumed in the MTP budget setting process but not politically acceptable - £200k;**
 - (b) **School Placement Planning costs - £35k;**
 - (c) **Support for the new Overview and Scrutiny Committee for Performance and Resources - £25k;**
3. **Delegate to the Leader, in conjunction with the Chief Executive, authority to allocate the balance of the residual underspend from 2006/07 of £3.496m, taking into account any in-year and MTP budget pressures (Paragraph 5).**

A. Narrative setting out the reasons for the decision

1. Revenue Forecasts

Table 1 compares the profiled budget with actual expenditure as at the end of June 2007 and the budget of £517m with the forecast outturn.

Table 1 – Revenue Forecasts as at 30/6/07

Revenue Budgets	Profiled budget £'000	Actual to date £'000	Annual budget £'000	Forecast outturn £'000	Over / (under) spend £'000	Over / (under) spend %
Portfolios:						
Leader	1,224	783	4,264	4,114	(150)	(3.5%)
Deputy Leader	398	(1,163)	2,239	2,239	0	0.0%
Children's Services - DSG	(39,868)	14,391	258,670	258,670	0	0.0%
Children's Services - non DSG	14,915	12,683	59,924	61,510	1,587	2.6%
Adult Social Care	19,992	15,585	88,278	88,278	0	0.0%
Resources	6,292	4,564	24,195	25,582	1,387	5.7%
Strategic Planning & Waste	4,031	2,066	16,372	16,372	0	0.0%
Transportation	4,011	3,735	19,176	19,291	115	0.6%
Community Services	4,037	2,041	16,497	16,497	0	0.0%
Subtotal Portfolio	15,032	54,684	489,615	492,553	2,939	0.6%
Below the line:						
Debt Financing	3,949	(862)	31,811	31,811	0	0.0%
Other below the line items	418	23	(4,656)	(4,656)	0	0.0%
Subtotal Below the line	4,366	(839)	27,155	27,155	0	0.0%
Total Revenue Budgets	19,398	53,845	516,770	519,708	2,939	0.6%

The key variations are as follows:

Children's Services (non DSG) +£1,587k 2.6%

An overspend of £1.587m is forecast, largely due to the Home to School Transport overspend of £1.528m carried forward from 2006/07. An action plan will be developed to recover this position, once the current restructuring of Children's Services is complete. However, it is unlikely to be recovered from within Home to School Transport budgets due to the challenging MTP saving assumptions already assumed within the 2007/08 budget and future years.

Resources +£1,387k 5.7%

Resources portfolio is similarly reporting a £1.387m overspend, largely as a result of the under achievement of corporate efficiencies in 2006/07 carried forward. There is already a challenging £2m savings target for corporate procurement efficiencies in 2007/08, so it is highly unlikely that additional corporate efficiencies will be found to cover the overspend. The £1.387m therefore requires an action plan and a report is being prepared on the options available.

Below the Line

There is the expectation of below the line items being under budget, particularly with higher interest rates affecting treasury income positively. It is too early to say at this point exactly what this figure will be, but detailed work is being undertaken to provide an estimate.

2. Efficiency Savings

Progress in delivering the efficiency savings included within portfolio revenue budgets and the Council's 'forward look' efficiency statement is set out in Appendix 1 attached. The forecast for delivery of cashable efficiency savings is currently £6.8m against the planned £7.0m. This assumes the £2.0m of procurement efficiencies will be achieved and a detailed schedule of work and savings will be required to determine which service areas they are within. This position would still mean that the County Council will have exceeded its 3 year Gershon Efficiency target by £1.766m.

3. Debt Written off During the Period

In accordance with the Council's Debt Management Strategy, any debts in excess of £5k written off during the period must be reported to Cabinet. Between the end of March and the end of June, 23 debts under £5k (totalling £17,059.71) have been written off with the agreement of the appropriate Head of Service. No debts over £5k were written off.

4. Capital

Table 2 shows the capital programme budgets on a gross and net basis.

TABLE 2 – Capital Forecast As At 30/06/2007

Portfolio	Expenditure & Funding	Profiled budget £000	Actual to date £000	Annual budget £000	Forecast outturn £000	Variation £000
Children's Services	Expenditure	0	337	4,210	18,235	14,025
	Funding	0	(1,478)	(4,210)	(18,235)	(14,025)
	Net Expenditure	0	(1,141)	0	0	0
Adult Social Care	Expenditure	2,726	2,726	5,272	5,242	(30)
	Funding	(425)	(425)	(542)	(542)	0
	Net Expenditure	2,301	2,301	4,730	4,700	(30)
Resources	Expenditure	0	1,357	10,482	11,097	615
	Funding	0	(123)	0	(738)	(738)
	Net Expenditure	0	1,234	10,482	10,359	(123)
Strategic Planning & Waste	Expenditure	0	18	9,101	4,420	(4,681)
	Funding	0	0	0	0	0
	Net Expenditure	0	18	9,101	4,420	(4,681)
Transportation	Expenditure	0	4,093	35,934	37,349	1,415
	Funding	0	(1,669)	(30,065)	(26,674)	3,391
	Net Expenditure	0	2,424	5,869	10,675	4,806
Community Services	Expenditure	289	289	10,343	10,333	(10)
	Funding	(400)	(400)	(3,663)	(3,663)	0
	Net Expenditure	(111)	(111)	6,660	6,650	(10)
Total	Expenditure	3,015	8,820	75,342	86,676	11,334
	Funding	(825)	(4,095)	(38,500)	(49,872)	(11,372)
	Net Expenditure	2,190	4,725	36,842	36,804	(38)

The forecast outturn for Children's Services includes expenditure on schemes for which there is grant funding. These schemes have yet to be approved by the Business Investment Board and therefore are not reflected in the annual budget.

The key variations are as follows:

There are 2 main portfolio variations that virtually compensate each other:

Strategic Planning and Waste (-£4.7m)

- High Heavens Green Hub (-£2.1m) – A successful mediation process has been completed and should mean that vacant possession is expected by September 2007 and that the previous court date was not needed. Following mediation a compensation payment will be made to the tenant; however this is less than would be expected if a court action had proceeded. These issues will result in a significant amount of spend on this project slipping into 2008/09. As a result of some unforeseen design changes and the higher than expected mediation costs it is likely that this project will be in an overspend position at completion. Additional forecasting work is being undertaken to establish the best course of action and will be reported back over the next 2 months.
- Aylesbury HWRC (-£3.0m) - The draft Heads of terms for the land purchase in respect of the new Aylesbury HWRC are in the process of being agreed. The current programme for construction currently aims for works starting no earlier than March 2008 with completion achieved by December 2008. Consequently the majority of expenditure on this scheme will slip into 2008/09.
- Beaconsfield Household Waste Site (+£0.465m) – The site opened on 23rd February. Additional costs were incurred as a result of a delayed start which meant that construction costs rose and unforeseen costs were experienced in constructing the highway central island and the need for a 'step down' electricity transformer. In addition a claim has been submitted by the contractor. The likely overspend will be met by a virement from the Aylesbury scheme, which will manage within the reduced funding limit.

Transportation (+£4.8m)

The Stoke Hammond and Linslade Western Bypass scheme is now expected to overspend by approximately £5m due to unforeseen ground conditions encountered on site causing a delay to the original programme. DfT/GOSE and SEERA have been informed of this cost increase and a request has been formally made for additional funding. Discussions with the DfT are continuing, but if the funding is not agreed, then this will cause a significant pressure on the Transportation capital programme.

5. Use of the Residual 2006/7 Underspend

Following consideration by the Leader and the Chief Officer the following items are being recommended to be funded from the residual carry forward from 2006/07:

- a) £200k for assumed MTP savings from Home to School Policy changes that are not politically acceptable;**
- b) £35k for School Placement Planning costs;**
- c) £25k to support the new Overview and Scrutiny Committee for Performance and Resources.**

This leaves a balance from the residual underspend from 2006/07 of £3.496m. It is further recommended that:

Responsibility for allocating the balance of the residual 2006/07 underspend be delegated to the Leader, in conjunction with the Chief Executive, taking into account in-year and MTP budget pressures.

B. Other options available, and their pros and cons

None arising from this report.

C. Resource implications

Action Plans are being developed to contain the identified revenue pressures. Failure to contain the pressures may impact on reserves in year.

D. Legal implications

None arising directly from this report.

E. Property implications

None arising directly from this report.

F. Other implications/issues

None arising directly from this report.

G. Feedback from consultation and Local Member views

COMT and Cabinet Members review monthly monitoring data.

H. Communication issues

None arising directly from this report.

I. Progress Monitoring

This report forms part of a sequence of reports to COMT and Cabinet.

J. Review

None arising directly from this report.

Background Papers

None

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 31 August 2007 This can be done by telephone (to 01296 383604 or 383610), Fax (to 01296 382538), or e-mail to cabinet@buckscc.gov.uk

Cashable efficiency savings as at 30/6/2007

The table below outlines progress in delivering the cashable efficiency savings identified as part of the Council's MTP process and included within the Council's Annual Efficiency Statement. All efficiencies identified in 2007-8 MTP have been cashable efficiencies.

Portfolio	MTP savings with in Forward Look £'000	MTP efficiencies Saved to date £'000	Additional Efficiencies Identified £'000	Forecast outturn £'000	Variation (Under)/ Over £'000	Comments
Deputy Leader	11	3	0	11	0	
Children's Services	957	354	0	771	(186)	Safeguarding - re contact centre. Delayed until 2008-9
Adult Social Care	2,161	191	0	2,161	0	
Resources	2,617	1,910	0	2,617	0	
Transportation	547	137	0	547	0	
Strategic Planning and Waste	572	144	0	572	0	
Community Services	156	77	0	156	0	
Total	7,021	2,816	0	6,835	(186)	

Cumulative efficiency savings forecast for 3 years ending 31/3/2008

Annual Efficiency Statement	2005-06 £000	2006-07 £000	2007-08 £000	Total £000
AES Outturn / Forecast (07-08)	4,917	6,566	6,835	18,318
Target (£'000) @ 2.5%	5,783	5,252	5,517	16,552
Cumulative Over / (under) performance	(866)	1,314	1,318	1,766

