

Agenda

Cabinet

Date: Monday 12 December 2016

Time: 10.30 am

Venue: Mezzanine Rooms 1 & 2, County Hall,
Aylesbury

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| Agenda Item | Page No |
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| 1 Apologies for Absence | |
| 2 Declarations of Interest | |
| 3 Minutes | 3 - 8 |
| Of the meeting of the Cabinet held on 14 November to be agreed as a correct record and signed by the Chairman. | |
| 4 Hot Topics | |
| 5 Question Time | |

This provides an opportunity for Members to ask questions to Cabinet Members

| | | |
|-----------|--|------------------|
| 6 | Forward Plan for Cabinet and Cabinet Members For Cabinet to consider the Forward Plan | 9 - 24 |
| 7 | Cabinet Member Decisions To note progress with Cabinet Member Decisions | 25 - 28 |
| 8 | Select Committee Work Programme & Inquiry Work Programme For Cabinet to consider the Select Committee Work Programme | 29 - 40 |
| 9 | HS2 Assurances (Tranche 4) For Cabinet to consider the report. | 41 - 80 |
| 10 | Income Generation Inquiry report For Cabinet to consider the report. | 81 - 108 |
| 11 | Draft Budget For Cabinet to consider the report. | 109 - 160 |
| 12 | Date of the Next Meeting 09 January 2017. | |

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For further information please contact: Nichola Beagle on 01296 382343

Members: Martin Tett (Leader)

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|----------------|---|
| Mike Appleyard | Deputy Leader and Cabinet Member for Health & Wellbeing |
| Lin Hazell | Cabinet Member for Children's Services |
| John Chilver | Cabinet Member for Resources |
| Warren Whyte | Cabinet Member for Planning & Environment |
| Zahir Mohammed | Cabinet Member for Education & Skills |
| Mark Shaw | Cabinet Member for Transportation |

Minutes

Cabinet

Date: 14 November 2016

Venue: Mezzanine Rooms 1 & 2, County Hall, Aylesbury

Time: 10.40 am to 12.10 pm

MEMBERS PRESENT

Mr M Tett (in the Chair).

Mr M Appleyard, Lin Hazell, Mr J Chilver, Mr W Whyte, Mr Z Mohammed, Mr M Shaw and Mrs M Aston

OFFICERS IN ATTENDANCE

Ms N Beagle, Mr R Ambrose, Mrs S Ashmead, Ms R Shimmin, Mr D Johnston and Ms F Gosling-Thomas

1 APOLOGIES FOR ABSENCE

Apologies were received from Mr M Phillips, Mrs M Aston attended as substitute.

2 DECLARATIONS OF INTEREST

None.

3 MINUTES

Minutes of the meeting held on 24 October were agreed to be an accurate record and signed by the Chairman.

4 HOT TOPICS

Silverstone Heritage Experience update



At the meeting of 24 October Cabinet had considered the application for a loan facility of up to £1m, as part of a wider facility offered by the three Councils and two LEPs covering the Silverstone Circuit of up to £8m, in order to secure National Lottery Heritage funding for the Silverstone Heritage Experience and AGREED:

1. That the Cabinet and Director of Assurance review the completion of the due diligence work being left by South Northamptonshire District Council
2. That, subject to the above assessment proving satisfactory, to suitable terms and conditions being agreed by the support Councils and LEPs, and to the success of the Heritage Lottery Fund application, a provision of up to £1m is included within the Capital Programme to make an unsecured loan facility available to Silverstone Heritage Limited.

Members confirmed that they had reviewed the due diligence work, and answers had been provided to some additional questions. It was confirmed that the assessment was considered to be satisfactory and therefore the Cabinet agreed the provision of a loan of up to £1m to Silverstone Heritage Limited. It was advised that at this stage it was uncertain whether the loan would be required.

5 QUESTION TIME

None.

6 FORWARD PLAN FOR CABINET AND CABINET MEMBERS

Cabinet noted the report.

7 CABINET MEMBER DECISIONS

Cabinet noted the report.

8 SELECT COMMITTEE WORK PROGRAMME & INQUIRY WORK PROGRAMME

Cabinet noted the report.

9 BUCKINGHAMSHIRE SAFEGUARDING CHILDREN BOARD 2015/16 ANNUAL REPORT

Mrs F Gosling - Thomas, Chair of Buckinghamshire Safeguarding Board attended the meeting to provide an update. The attached presentation was discussed and key points were raised as follows:

- Previously rated inadequate by Ofsted Summer 2014
- Considerable work had been done during the past two years to vastly improve on this position

- Partnership engagement with schools had made a significant difference; the board now included representation from all the schools sectors, including independent. Young people were also attended from time to time
- Regular audits were undertaken to gather evidence about the quality of services, to identify good practice and take actions where required
- Children's Centre's played a big role as these were often more accessible to younger children and parents
- One of the clear Ofsted recommendations was that the Safeguarding Board was inadequately resourced. Work had been done over the past two years to address this, following a robust budget setting process. This had resulted in a rise in contributions from the Council, Health and the Police to enable all statutory duties to be met and to deliver the Board's improvement plan
- The report had highlighted a drop in the number of foster carers; it was advised reason for this included
 - Related particularly to those children placed outside of Buckinghamshire
 - Some foster cares had moved to a permanent arrangement and we no longer fostering
 - A small number of foster carers had reached retirement
 - Others had gone to independent fostering agencies.
 - It was noted that Children where possible should be kept within the County, as local as possible.
 - The need for a clearer transition between Childrens' and Adult's Social Care was highlighted

Cabinet thanked Mrs Gosling-Thomas for her dedication and steps that have been taken to improve the safeguarding board and the report was formally noted.

10 QUARTER 2 PERFORMANCE REPORT

Mr J Chilver, Cabinet Member for Resources and Mr R Ambrose, Director of Assurance presented the report. During discussion points were raised as follows:

- The overall forecast outturn position for the authority was a small underspend of £421k
- Portfolios budgets were over spending by £4.89m on a budget of £298.9m
- The overspend was offset by an underspend of £5.31m in Corporate Costs and Funding, due to underspends on contingency budgets held against budgetary risks
- The overall forecast outturn position for the Capital programme was slippage of £1.89m, less than 1% of the Capital budget
- Overall finances were good within the overall budget. The areas of concern were those portfolios under significant pressure, Children's Services and Education and Skills. These pressures were reflected nationally
- Capital budget; a gateway process had been introduced with the Asset Strategy Board (ASB), to ensure BCC were confident before funding be released that projects have a robust and deliverable business case in place. So far out of a Capital programme of £311m, £10m was yet to be released

- It was noted that an error had occurred in the capital forecasting table on page 112, with the “new investment properties” having been recorded in the Planning and Environment line instead of within Resources, £42m

Portfolio updates were provided as follows:

Leaders Portfolio

Mr M Tett advised Cabinet the number of new job openings had increased by 7%, although no new jobs had been created during August 2016. This was linked to the European Research Development Funding (ERDF) which had been delayed.

Community Engagement and Public Health

Mrs M Aston advised Cabinet 2016/17 had been the first year in which residents had been invited for their second NHS health check, 100% of the eligible population had been invited to attend however only 41.1% had attended. Work would continue to encourage attendance.

Health & Wellbeing

Mr M Appleyard advised Cabinet the department and officers had worked very assiduously to try to stay within budget, there were at present no red actions. The area also worked hard to ensure the targets are achievable.

- Delayed Transfers of Care; Buckinghamshire were now the highest performing LA nationally. Details suggested that 1.4 people per 1000 are not released on time, with a population of 500k in Buckinghamshire this equated to 6 people having delayed transfer of care at any one point in time
- BCC was working to help the Hospital Trust to reduce their numbers of delayed transfers also
- The two amber actions in the report were very close to reaching their target

Childrens Services

Lin Hazel advised Cabinet that placements and temporary staffing issues were contributing to the significant Revenue budget pressure.

- The team were investigating how reductions to interim staff could be made and a review of children in need teams was underway
- Placement costs were increasing as well as the number of children requiring placements, which was a national issue
- Tough targets had been set to challenge the area to improve

Mr D Johnston provided a brief overview of the issues. During further discussion key points were raised as follows:

- Regular internal audits were carried out; the way information was captured was being investigated

- Pressing targets had been set to challenge the service, reports were being provided on a weekly or twice weekly basis
- Commissioning and other senior officers were exploring ways to improve processes to increase the number of Children placed within the County. At present many were placed more than 20 miles from their home which had a negative impact on the Child.

Education & Skills

Mr Z Mohammed advised Cabinet key performance indicators 2 and 3 in the report were important positives, with the percentage of children exceeding the phonics standard having increased. This had resulted in Buckinghamshire now reaching the national standard.

Mr Mohammed explained that areas of pressure were around looked after children standards of performance below target. This cohort was small in comparison and also variable. Mr Mohammed confirmed that targeted intervention was taking place which would continue.

It was advised that the Revenue and Capital position was concerning with a forecast overspend.

- Revenue overspend of £3m was in relation to home to school transport for special education needs; additional transport was required over the Easter period which had resulted in a 3% increase. Demand had also increased and it was a statutory duty for BCC to provide this transport. There was also significant price inflation for transport contracts. Ways to mitigate the issue were being explored
- Capital overspend of £1m related to school toilet works and £2.2m on schools maintenance. Mr R Ambrose confirmed that the £1m toilet works for schools had been funded through ASB by slippage elsewhere in the programme however work was ongoing to address the £2.2m overspend on school maintenance

Resources

Mr J Chilver advised Cabinet that invest property schemes were making significant contributions to the budget.

Planning & Environment

Mr W Whyte advised Cabinet that teams continued to work hard to stay within budget, the area presently was forecasting a slight underspend.

- 44k megawatt hours had been generated by the Energy for Waste plant so far, which was on target for annual production
- There was an increase in planning applications over the summer which had increased pressure within the area and delayed responses however the area were now back on track to meet the target for the quarter

Transportation

Mr Mark Shaw advised Cabinet that the Revenue budget was reflecting £236k overspend, compared to £450k this time last year. The team were working towards bringing this down to zero.

- There was an influx of work throughout July which had added to existing pressures, as well as an increase in the number of interims. It was confirmed these posts had now been filled by existing BCC employees.

Cabinet noted the report and Members were thanked for updates.

11 RIGHTS OF WAY COMMITTEE DEFINITIVE MAP SCHEDULE

Cabinet noted the report.

12 DATE OF THE NEXT MEETING

12 December 2016.

**MARTIN TETT
LEADER OF THE COUNCIL**

CABINET/CABINET MEMBER FORWARD PLAN

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|----------------------------------|--|-------------------------|--|---|
| Cabinet 12 December 2016 | | | | |
| Draft Budget | To agree the Council's draft budget. The final budget will be agreed in February 2017 | All Electoral Divisions | Cabinet Member for Resources / Richard Ambrose | First notified 21/11/16 This decision will be taken under general exception provisions as it has not had the required 28 days notice on the forward plan |
| HS2 Assurances (Tranche 4) | This Report provides information in relation to the Assurances offered as a result of petitioning the HS2 House of Lords Select Committee. | All Electoral Divisions | Leader of the Council / Ian Boll | First notified 27/10/16 |
| Income Generation Inquiry report | For Cabinet to receive the Income Generation Inquiry report prepared by Members of the Finance, Performance & Resources Select Committee and respond to the recommendations in the report. | | Bill Chapple OBE / Liz Wheaton | First notified 3/11/16 |

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| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|--|---|-------------------------|--|--|
| Cabinet 9 January 2017 | | | | |
| Acquisition of Investment Properties | Potential acquisition of Investment Property - if required | | Cabinet Member for Resources / Oster Milambo | First notified 5/9/16 Likely to include confidential appendices |
| CSC&L Select Committee - Voice of the Child and Young Person Inquiry | For Cabinet to consider the report and recommendations of the Children's Social Care and Learning Select Committee Inquiry into the Voice of the Child and Young Person. | | Dev Dhillon / Kevin Wright | First notified 4/11/16 |
| Pension Investments Pooling | Project Brunel Pension Investments Pooling Business Case | | Cabinet Member for Resources / Mark Preston | First notified 5/10/16 |
| Special Educational Needs and Disability (SEND) Strategy 2016 | An agreed SEND Strategy from August 2016 – 2019 <ul style="list-style-type: none"> • Drive approaches to improve capacity and competence in mainstream schools for more complex SEN. • 5 year special school, ARP and Pupil Referral Units (PRUs) school place planning approach. | | Cabinet Member for Education and Skills / Gillian Shurrock | First notified 9/8/16 |
| Cabinet 6 February 2017 | | | | |
| Final Budget | To recommend the final budget for agreement by full Council | All Electoral Divisions | Cabinet Member for Resources / Richard Ambrose | First notified 22/11/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|--|-------------------------|---|---|
| Cabinet 6 March 2017 | | | | |
| A business case for Buckinghamshire libraries | An options appraisal has been carried out to identify the most appropriate, cost effective and sustainable way to deliver the library service in the future. A detailed business case to include implementation costs, benefits to be realised and the results of public consultation will be considered by Cabinet. | All Electoral Divisions | Cabinet Member for Community Engagement and Public Health / David Jones | First notified 20/1/16 May contain confidential appendices |
| Q3 2016/17 Performance Review | Review of County Council performance measures for quarter 3 2016/17 | | Cabinet Member for Resources / Sarah Ashmead | First notified 15/9/16 |
| Cabinet 27 March 2017 | | | | |
| Better Care Fund 2017-19 | Cabinet will receive the plans for the Better Care Fund and will be asked to approve the funding. | | Deputy Leader and Cabinet Member for Health and Wellbeing / Rajni Cairns | First notified 4/11/16 |
| Safer Bucks Plan 2017-2020 | The Safer Bucks Plan is a core strategy for the council. Although it is a Partnership document, and is approved by the Safer & Stronger Bucks Partnership Board, Cabinet are asked to endorse it. | | Cabinet Member for Community Engagement and Public Health / Cath Marriott | First notified 26/10/16 |
| Cabinet 24 April 2017 | | | | |
| Cabinet 15 May 2017 | | | | |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|--|------------------------|--|------------------------|
| Cabinet 5 June 2017 | | | | |
| Q4 / Year-End 2016/17 Performance Review | Review of County Council performance measures for quarter 4 (year-end) 2016/17 | | Cabinet Member for Resources / Sarah Ashmead | First notified 15/9/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|---|-------------------------|---|-------------------------|
| December 2016 Cabinet Member Decisions | | | | |
| <u>Cabinet Member for Children's Services</u> | | | | |
| Financial support to carers of children leaving care through adoption, special guardianship, or child arrangements orders Policy & Procedures | | | Cabinet Member for Children's Services / Karen Dolton | First notified 8/12/14 |
| <u>Cabinet Member for Children's Services, Cabinet Member for Education and Deputy Leader and Cabinet Member for Health and Wellbeing</u> | | | | |
| Agreement of legal framework S75 for integrated commissioning for adult social care | Sign off of the Statutory framework which underpins the Health and Social care commissioning arrangements across children and adults | | Cabinet Member for Children's Services, Cabinet Member for Education and Skills, Deputy Leader and Cabinet Member for Health and Wellbeing / Susie Yapp | First notified 9/5/16 |
| <u>Cabinet Member for Children's Services and Cabinet Member for Resources</u> | | | | |
| Troubled Families Grants 2016/17 Onwards | Agree to Families First budgets to be set in line with the full allocation of the grants for 2016/17 to support the activities identified in the grant allocation letters and in accordance with the spending plans agreed with the Cabinet Member for Children's Services. | | Cabinet Member for Children's Services, Cabinet Member for Resources / Carol Douch | First notified 24/11/16 |
| <u>Cabinet Member for Community Engagement and Public Health</u> | | | | |
| LAF (Local Area Forum) Review | Amendment of the operating framework for Local Area Forums | All Electoral Divisions | Cabinet Member for Community Engagement and Public Health / Angie Sarchet | First notified 3/2/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|--|--|------------------------|---|---|
| Lifestyle Services Re-commissioning | Review of current lifestyle services commissioned to explore the possible options for future re-commissioning of services and development of business case for decision. | | Cabinet Member for Community Engagement and Public Health / Sarah Mills | First notified 26/7/16 |
| Sustainability & Transformation Plan (STP) | STPs are an opportunity to develop a local route map to an improved, more sustainable health and care system. The Health & Wellbeing Board is overseeing the footprint for the local STP which Bucks Healthy Leaders are developing. | | Cabinet Member for Community Engagement and Public Health / Trevor Boyd | First notified 19/4/16 |
| <u>Cabinet Member for Education and Skills</u> | | | | |
| Adult Learning - future delivery options | Adult Learning - future delivery options | | Cabinet Member for Education and Skills / Zena Sutcliffe | First notified 17/2/16 |
| CSE & Missing Services - Contract Award | Approve project board award recommendation | | Cabinet Member for Education and Skills / Alison Byrne | First notified 15/3/16 May contain confidential appendices |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|---|-------------------------|--|------------------------|
| Ibstone CE School: consultation on proposed expansion of school | <p>Ibstone CE School is undertaking a public consultation until 16 June 2016 on a proposal that from September 2017 the school expands over a 4 year period so that the school's age range will be from 4 to 11 years of age. The school presently takes children up to the age of 7.</p> <p>If there is support for the proposal the governing body will publish a statutory notice, followed by a 4 week representation period for people to comment on, object or support the proposal.</p> <p>The cabinet member for education and skills will then make a decision in September 2016 on whether the proposed increase in age range is implemented.</p> | Chiltern Villages | Cabinet Member for Education and Skills / Paula Campbell-Balcombe | First notified 18/5/16 |
| Mainstream Home to School Consultation Outcome | Consultation on proposals on mainstream home to school transport policy and paid for transport | All Electoral Divisions | Cabinet Member for Education and Skills / Nicholas Wilson | First notified 7/6/16 |
| School Funding 2017/18 | School funding proposals for 2017/18 | | Cabinet Member for Education and Skills / John Huskinson | First notified 25/2/16 |
| <u>Cabinet Member for Education and Skills and Cabinet Member for Children's Services</u> | | | | |
| Looked After Children Strategy | | | Cabinet Member for Children's Services, Cabinet Member for Education and Skills / Karen Dolton | First notified 29/7/15 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|--|--|------------------------|--|-------------------------|
| <u>Cabinet Member for Education and Skills, Cabinet Member for Resources and Cabinet Member for Transportation</u> | | | | |
| Budget Adjustments to the Approved Capital Programme | To approve budget amendments to the Council's Approved Capital Programme in 2016/17 to 2019/20. | | Cabinet Member for Education and Skills, Cabinet Member for Resources, Cabinet Member for Transportation / Richard Schmidt | First notified 12/5/16 |
| <u>Cabinet Member for Planning and Environment</u> | | | | |
| Adoption of updated enforcement policy for Fly-tipping and ancillary offences | Adoption of updated enforcement policy for Fly-tipping and ancillary offences | | Cabinet Member for Planning and Environment / David Sutherland | First notified 27/11/15 |
| Local Flood Risk Management Strategy | Adoption of Local Flood Risk Management Strategy | | Cabinet Member for Planning and Environment / Martin Dickman | First notified 11/1/16 |
| <u>Cabinet Member for Resources</u> | | | | |
| People Strategy | This strategy incorporates the revised People Strategy and the wider Workforce Plan for Council employees and aims to capture all Business Units and the HQ Functions. The People Strategy will be supported by a number of key work streams most of which are already underway. An action plan has been developed to help review and report on the impact/delivery of the Strategy. | | Cabinet Member for Resources / Gillian Quinton | First notified 18/8/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|--|---|---|-------------------------|
| <u>Cabinet Member for Transportation</u> | | | | |
| A355 Improvements Project | Decisions relating to the delivery of the Eastern relief road in Beaconsfield | Amersham & Chesham Bois; Beaconsfield; Gerrards Cross; Little Chalfont & Amersham Common; Penn Wood & Old Amersham | Cabinet Member for Transportation / Ian McGowan | First notified 2/11/16 |
| Allocation of Remaining ALUTS Funds | Report seeking a decision on the allocation of remaining Aylesbury Land Use Transport Strategy Funds to a number of strategic BCC projects. | Aston Clinton & Bierton; Aylesbury East; Aylesbury North; Aylesbury North West; Aylesbury South East; Aylesbury South West; Aylesbury West; Wendover, Halton & Stoke Mandeville | Cabinet Member for Transportation / John Rippon | First notified 21/6/16 |
| Aylesbury Vale Parkway | A report to seek a decision on completing a suite of legal documents. | Stone and Waddesdon | Cabinet Member for Transportation / Ian McGowan | First notified 11/4/16 |
| Carriageway Maintenance Hierarchy | The purpose of this report is to seek approval for the proposed Carriageway Maintenance Hierarchy developed from recommendations contained with the Code of Practice, Well-Maintained Highways and to set out the implications and next steps to adopting the hierarchy for general use. | | Cabinet Member for Transportation / Keith Carpenter | First notified 17/11/16 |
| County-wide Pay & Display project (phase 2) - Cressex Business Park, High Wycombe | Proposed introduction of pay and display machines and waiting restrictions in Cressex Business Park, High Wycombe | Abbey | Cabinet Member for Transportation / Alistair Turk | First notified 28/7/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|--|--|---|---|
| Highways Development Management - Service Charging | Setting fees for pre-application advice and planning performance agreements in line with Buckinghamshire County Council's Corporate Charging Policy. | | Cabinet Member for Transportation / Martin Dickman, Christine Urry | First notified 4/1/16 |
| Princes Risborough & Monks Risborough Waiting Restriction Review | Proposed Waiting Restrictions (Traffic Regulation Order) for Princes Risborough & Monks Risborough Following Formal Public Consultation 2016 | The Risboroughs | Cabinet Member for Transportation / Shaun Pope | First notified 15/9/16 |
| Sustainable Travel South (A4 Taplow: Maidenhead to Slough) Cycleway Scheme | | Cliveden; Farnham Common & Burnham Beeches; Stoke Poges & Wexham | Cabinet Member for Transportation / Ian McGowan | First notified 8/10/15 |
| Deputy Leader and Cabinet Member for Health and Wellbeing | | | | |
| Adult Social Care Charges | The level of service user charges have been reviewed in order to ensure they continue to reflect the cost of services | | Deputy Leader and Cabinet Member for Health and Wellbeing / Adrian Isaacs | First notified 26/10/16 |
| Adult Social Care Prevention Business Case | Decision required on the future of Adult Social Care Prevention Services | | Deputy Leader and Cabinet Member for Health and Wellbeing / Susie Yapp | First notified 19/8/16 May contain confidential appendices |
| Advocacy & User Engagement | Decision for re-tender of a single statutory advocacy service and a single user engagement service. | | Deputy Leader and Cabinet Member for Health and Wellbeing / Anne Cooney | First notified 9/11/16 |
| Award of contract for provision of supported living for adults with learning disabilities Aylesbury | Award of contract for provision of 20 bed supported living for adults with learning disabilities in Aylesbury, Buckinghamshire | | Deputy Leader and Cabinet Member for Health and Wellbeing / Kelly Taylor | First notified 26/7/16 May contain confidential appendices |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|--|---|------------------------|--|---|
| Contract extension for Home from Hospital Service | The service is delivered by the Red Cross involving the use of volunteers and assisted transport to support people in returning home from hospital. It is requested for a contract clause to be utilised by awarding the Red Cross a one year extension | | Deputy Leader and Cabinet Member for Health and Wellbeing / Christopher Reid | First notified 3/11/16 |
| End of consultation report Great Missenden Walled Garden | End of consultation report regarding Bucks Care managed Garden Centre in Great Missenden. | Great Missenden | Deputy Leader and Cabinet Member for Health and Wellbeing / Kelly Taylor | First notified 27/7/16 May contain confidential appendices |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|--|---|------------------------|---|--|
| January 2017 Cabinet Member Decisions | | | | |
| <u>Cabinet Member for Children's Services</u> | | | | |
| Contract Extension - Short Breaks for Disabled Children and Young People | To extend the contract for the Provision of a County Wide Community Short Breaks Service for Disabled Children & Young People Aged 5 – 19 Years (REF: DNWA-95KEWT). The initial term of the contract expires 31/03/17 and the contract allows for up to a 24 month extension. Exercising the extension would bring this contract into line with the ending of another key short breaks contract - The Provision of a Residential Short breaks & Outreach Service (REF: NCC/15/4/56/LFCF0001/49). This would support the re-commissioning & any procurement activity to be undertaken as a joint project. This will fit into the timeline for the SEN/CWD strand of the Children's Strategy & Target Operating Model (TOM), where it is planned to remodel the short break service for Buckinghamshire and in line with LA MTP 2017/18 to 2020/21. Decision to be taken - Extension of this contract until 30/09/18. | | Cabinet Member for Children's Services / Rona Hopwood | First notified 21/11/16 May contain confidential appendices |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|--|---|------------------------|--|-------------------------|
| <u>Cabinet Member for Education and Skills</u> | | | | |
| Ibstone Church of England Infant School | Buckinghamshire County Council is consulting the school's community on a proposal that from the 1 September 2017 the school becomes an all-through primary school by increasing its age range from the present 4-7 years to 4-11 years of age. A statutory notice will be published on 21 October and there will then be a 4 week representation period ending on 18 November, for people to comment on, support or object to the proposed change. Following the end of the representation period all responses will be analysed and the Cabinet Member will make a decision on whether the proposed change goes ahead. | Chiltern Villages | Cabinet Member for Education and Skills / Andrew Tusting | First notified 21/10/16 |
| The Mary Towerton School at Studley Green | Buckinghamshire County Council is consulting the school's community on a proposal that from the 1 September 2017 the school becomes an all-through primary school by increasing its age range from the present 4-7 years to 4-11 years of age. A statutory notice will be published on 21 October and there will then be a 4 week representation period ending on 18 November, for people to comment on, support or object to the proposed change. Following the end of the representation period all responses will be analysed and the Cabinet Member will make a decision on whether the proposed change goes ahead. | West Wycombe | Cabinet Member for Education and Skills / Andrew Tusting | First notified 21/10/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|---|---|---|-------------------------|
| <u>Cabinet Member for Transportation</u> | | | | |
| Aylesbury Transport Strategy | Supporting document for Vale of Aylesbury Local Plan. Outlines strategy for mitigating the impacts of growth on the transport network. | Aston Clinton & Bierton; Aylesbury East; Aylesbury North; Aylesbury North West; Aylesbury South East; Aylesbury South West; Aylesbury West; Stone and Waddesdon; Wendover, Halton & Stoke Mandeville | Cabinet Member for Transportation / Rebecca Dengler | First notified 29/11/16 |
| Buckingham Transport Strategy | Supporting document for the Vale of Aylesbury Local Plan. Outlines the mitigation for the impacts of growth on the transport network | Buckingham East; Buckingham West; Winslow | Cabinet Member for Transportation / Jessica Everett | First notified 29/11/16 |
| <u>Deputy Leader and Cabinet Member for Health and Wellbeing</u> | | | | |
| Community Meals Policy | Community Meals Policy have been revised and modernised to reflect the Care and Support statutory guidance and the Council's financial position | | Deputy Leader and Cabinet Member for Health and Wellbeing / Lee Fermandel | First notified 24/11/16 |
| Outcome of Recommissioning Business Case Adult Social Care Community Services | Outcome of Recommissioning Business Case Adult Social Care Community Services | | Deputy Leader and Cabinet Member for Health and Wellbeing, Deputy Leader and Cabinet Member for Health and Wellbeing / Kelly Taylor | First notified 7/11/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|---|---|-------------------------|--|-------------------------|
| February 2017 Cabinet Member Decisions | | | | |
| <u>Cabinet Member for Education and Skills</u> | | | | |
| 2018 Determined Admissions Scheme and Policy for VC and Community Schools | The 2018 admissions consultation will be held prior to 31 January 2017 and following this then the scheme and rules have to be determined. | All Electoral Divisions | Cabinet Member for Education and Skills / Debbie Munday | First notified 29/2/16 |
| Haddenham St Mary's CE School | A statutory notice was published on 16 November 2016 consulting the local community on a proposal that the school should expand by one form of entry (30 pupils) from 1 September 2017. The community were consulted in November 2015 on a proposal that the school should expand by half-a-form of entry (15 pupils) from 1 September 2017. However subsequent to the original decision being taken, planning permission for an additional 280 houses on the Haddenham Glebe development in Haddenham was granted by the Secretary of State. It is therefore proposed that to ensure Value for Money and to minimise the disruption to pupils the school is expanded by one form of entry from 1 September 2017. This would mean that over a period of time the school would grow to accommodate 180 children. | Bernwood | Cabinet Member for Education and Skills / Andrew Tusting | First notified 14/11/16 |

| Item | Description | Local Members Affected | Member(s) / Contact Officer | Comments |
|--|---|------------------------|--|------------------------|
| <u>Deputy Leader and Cabinet Member for Health and Wellbeing</u> | | | | |
| Seeleys Consultation Report 2017 | End of Consultation Report for Seeleys House in regards to the Respite and Day Services | | Deputy Leader and Cabinet Member for Health and Wellbeing / Kelly Taylor | First notified 7/11/16 |

Please note the following information since the report included in the previous Cabinet agenda:-

- 1 decision has been published but not yet taken
- 5 decisions have been taken
- 29 decisions on the forward plan are pending for December

DECISIONS TAKEN

Cabinet Member for Children's Services

29 Nov 2016

CS03.16 - Extension of Barnardo's Support 4 Parents contract (Decision Taken)

The Cabinet Member AGREED that the contract for Tier 2 Family Support, currently supplied by Barnardo's Support 4 Parents, be extended for 9 months until 31st December 2017 to enable its inclusion in the wider review of family support services.

Cabinet Member for Education and Skills

28 Nov 2016

ED14.16 - To confirm the outcome of the School Competition to find a preferred bidder to recommend to the Department for Education, to run the new 210 place primary school and 26 place nursery on the Daws Hill Development, High Wycombe (Decision taken)

The Cabinet Member:

AGREED that as the Local Authority and Department for Education have undertaken Due Diligence analysis on the bid received from Chepping View Academy Trust to run the 210 place primary school and 26 place nursery on the Daws Hill development in High Wycombe, they are Buckinghamshire County Council's recommended bidder and that the Department of Education is informed of the recommendation. The bid from Chepping View Academy Trust and the Local Authority's Due Diligence report will be forwarded to the Department for Education who will make the final decision on the successful bidder to run the new School.



Cabinet Member for Transportation

16 Nov 2016

T27.16 - Little Chalfont Parking Restrictions (Decision taken)

The Cabinet Member:

AGREED: To approve the making and introduction of the Traffic Regulation Order (TRO) comprising various parking restrictions as advertised.

That Legal Services can then be instructed to make the Traffic Regulation Order and bring it into operation.

That all consultees are informed of the decision.

14 Nov 2016

T28.16 - Buckingham parking restriction review (Decision taken)

The Cabinet Member AGREED:

the proposals specified in Table 2

that all respondents to the recent formal consultation be informed of this decision

Deputy Leader and Cabinet Member for Health and Wellbeing

18 Nov 2016

DLHW16.16 - Community Care Income (Decision taken)

The Cabinet Member AGREED:

- to commence charging from the date that services are first provided**
- that the charging policy for community care is revised to reflect this change**

DECISIONS TO BE TAKEN

Cabinet Member for Education and Skills

29 Nov 2016

ED15.16 - CSE & Missing Services - Contract Award (Decision to be taken)

Recommendation

That the Cabinet Member AGREES the contract for Missing and CSE Services should be awarded to Provider A.

For further information please contact: Nichola Beagle on 01296 382662

Select Committee Combined Work Programme

About our Select Committees

This work programme sets out all formal meetings of the Council's Select Committees.

The purpose of Select Committees is to carry out the Council's overview and scrutiny function. Their role is to support public accountability and improve outcomes for residents through scrutinising the work of decision-makers.

Select Committees can carry out this function either through an in-depth Inquiry or one-off item at Committee meetings.

A scrutiny Inquiry is an investigation on a topic that will lead to a report and evidence-based recommendations for change to decision-makers. The key difference between one-off committee items that are not part of an inquiry and scrutiny inquiries is that Select Committees normally only make recommendations to Cabinet as a result of an in-depth Inquiry.

Evidence for scrutiny Inquiries may be gathered in different ways depending on the topic, this includes taking evidence at formal Select Committee meetings and/or informal meetings, visits or external research. Prior to any work commencing the Select Committee will agree an Inquiry scoping document which will outline the terms of reference, the methodology and inquiry timeline.

For more details about Select Committee Inquiries and guidance please see www.bucks.gov.uk/scrutiny

[Finance, Performance & Resources Select Committee](#)

[Children's Social Care & Learning Select Committee](#)

[Health & Adult Social Care Select Committee](#)

[Transport, Environment & Communities Select Committee](#)

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|--|--|---|--|---|
| Finance, Performance & Resources Select Committee | | | | |
| 13 Dec 2016 | Preparation for Budget Scrutiny – Private Briefing | For the Committee to consider the draft budget information available, in preparation for Budget Scrutiny 2017 | Richard Ambrose, Director of Assurance and Chief Finance Officer | Richard Ambrose, Director of Assurance |
| 14 Mar 2017 | Property Review Progress Report | The Committee will receive a further update on the progress of the Property Review. | Jo West, Estates Officer | Mr John Chilver, Cabinet Member for Resources, Ms Jo West, Asset Manager - Strategy & Major Projects |
| Finance, Performance & Resources Select Committee – Budget Scrutiny | | | | |
| 10 th Jan 2017 | Budget Scrutiny 2017 – Finance & Resources | The Committee will question individual Cabinet Members on the proposed budget for their portfolio. | Kelly Sutherland, Committee & Governance Adviser | Mr Martin Tett, Leader, Mr John Chilver, Cabinet Member for Resources |
| 11 th Jan 2017 | Budget Scrutiny 2017 – Social Care and Education | The Committee will question individual Cabinet Members on the proposed budget for their portfolio. | Kelly Sutherland, Committee & Governance Adviser | Lin Hazell, Cabinet Member for Children’s Services, Mr Mike Appleyard, Cabinet Member for Health and Wellbeing, Cabinet Member for Education and Skills |

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|---------------------------|--|--|--|--|
| 12 th Jan 2017 | Budget Scrutiny 2017 – Communities and Place | The Committee will question individual Cabinet Members on the proposed budget for their portfolio. | Kelly Sutherland, Committee & Governance Adviser | Cabinet Member for Community Engagement and Public Health, Mr Warren Whyte, Cabinet Member for Planning & Environment, Mr Mark Shaw, Cabinet Member for Transportation, Mr Martin Tett, Leader |

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|---|---|---|--|---|
| Children's Social Care & Learning Select Committee | | | | |
| 6 Dec 2016 | Educational Psychology Service | The plan for maximising Income Generation within the Educational Psychology Service | Craig Tribe | |
| 6 Dec 2016 | Narrowing the Gap Inquiry. Recommendations Update | A report on how the recommendations from the Narrowing the Gap Inquiry have been implemented and the outcomes achieved. | Katherine Wells, Education Officer | |
| 6 Dec 2016 | Preventing Child Sexual Exploitation Inquiry 12 Month Update | To receive a report on the implementation of the CSE Inquiry agreed recommendations, 12 months on. | David Johnston, Strategic Director (Children and Young People) | Contributors: Ms Lin Hazell - Cabinet Member for Children's Services Mr David Johnston - Managing Director Children's Social Care and Learning, Fran Gosling-Thomas, Chair, Buckinghamshire Safeguarding Children Board |
| 6 Dec 2016 | Quarter 2 2016/17 Children's Services Performance – Exception Reporting | For Members to scrutinise Children's Services performance for quarter 2 2016/17. | Kevin Wright, Committee and Governance Adviser | |

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|-------------|--|---|--|--|
| 31 Jan 2017 | Buckinghamshire Youth Services | To receive an update after the re-structure of the Youth Service. | David Johnston, Strategic Director (Children and Young People) | Contributors: Ms Lin Hazell - Cabinet Member for Children's Services, Mr David Johnston - Managing Director Children's Social Care and Learning and Laura Nankin, Head of Fair Access & Youth Provision. |
| 31 Jan 2017 | NHS England Sustainability and Transformation Plan | Understanding the impacts of integrating Health and Social Care on Children's Services including the NHS England Sustainability and Transformation Plan | David Johnston, Strategic Director (Children and Young People) | |
| 31 Jan 2017 | Permanent Exclusions - Focus on Primary Schools | To inform the Committee on the increase in permanent exclusions from school, an analysis of reasons and actions being taken to address the issue. | Laura Nankin, Youth Service Operations Manager | |
| 31 Jan 2017 | Serious Case Reviews | Learning from Serious Case Reviews. | Matilda Moss, Safeguarding Business Manager | |
| 21 Mar 2017 | Child Sexual Exploitation Service | An update on the re-tendering of the Child Sexual Exploitation Service Contract | Amanda O'Borne | |

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|-------------|--|--|---|-----------|
| 21 Mar 2017 | Independent Reviewing Officer Service | For Members to look at the performance of the IRO service and current resourcing. | Sharon Graham, Interim IRO manager | |
| 21 Mar 2017 | National Youth Advocacy Service (NYAS) | For Members to look at the performance of NYAS following recent management changes in Buckinghamshire. | Sue Butt, Head of Service, Strategic Commissioning, Children's Social Care & Learning | |

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|--|--|---|---|-----------|
| Health & Adult Social Care Select Committee | | | | |
| 24 Jan 2017 | Active Bucks | For Members to review the Active Bucks programme and to hear the plans for future activity, | Sarah Mills, Public Health Principal | |
| 24 Jan 2017 | Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan | For Committee Members to question representatives from the Clinical Commissioning Groups and Buckinghamshire Healthcare Trust on the published plans for BOBW. | Liz Wheaton, Committee and Governance Adviser | |
| 24 Jan 2017 | Inquiry recommendation monitoring | For Members to receive an update on the progress on the recommendations made during the "Accessibility and Promotion of Services for Adults with Learning Disabilities" Inquiry which went to Cabinet in May 2016. | Kelly Taylor, Commissioner | |
| 24 Jan 2017 | Joint Health and Wellbeing Strategy | The joint health and wellbeing strategy 2016-2021 has recently been refreshed and views are currently being sought from the public (deadline for submitting comments is 22 November). Members will receive a report on the feedback from this engagement process. | Liz Wheaton, Committee and Governance Adviser | |
| 24 Jan 2017 | Joint Strategic Needs Assessment | For Members to receive and discuss the refreshed JSNA. | Jane O'Grady, Director of Public Health | |

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|-------------|----------------------------|--|---|---|
| 24 Jan 2017 | Vascular Services - update | For Members to receive a progress report on the research results of the Patient Reported Outcome Measure (PROM) in relation to vascular services. | Liz Wheaton, Committee and Governance Adviser | |
| 28 Mar 2017 | Better Care Fund 2017-19 | For Members to receive the plan for the Better Care Fund 2017-19. | Liz Wheaton, Committee and Governance Adviser | |
| 28 Mar 2017 | Dementia Services | A report went to Cabinet in May 2011 which highlighted the benefits of early diagnosis and services in place to support people with dementia. The Committee will now review how well the original recommendations have been embedded and the progress made to support the increased numbers of people with dementia. | Liz Wheaton, Committee and Governance Adviser | |
| 28 Mar 2017 | Diabetes | For Members to review the services people with diabetes receive across the County and to include a review of podiatry services for patients with diabetes. | Liz Wheaton, Committee and Governance Adviser | |
| 28 Mar 2017 | Musculoskeletal Services | For Committee Members to receive a presentation on the future plans for the musculoskeletal services. | Liz Wheaton, Committee and Governance Adviser | Attendees - Christine Campling and Jacci Shaw from Aylesbury Vale Clinical Commissioning Group. |

| Date | Topic | Description and purpose | Lead Service Officer | Attendees |
|--|--------------------------------------|---|--|--|
| Transport. Environment & Communities Select Committee | | | | |
| 17 Jan 2017 | Country Parks: 10 Year Business Plan | Members will consider the 10 year business plan for the County's Country Parks. | Andrew Fowler, Country Parks and Greenspaces Team Leader | Andrew Fowler, Country Parks and Green Spaces Manager Martin Dickman, Environment Services Director |
| 17 Jan 2017 | Flooding Inquiry; 12 Month Update | To consider the 12-month update on the Committee's Flooding Inquiry and to monitor progress towards completion of the recommendations | Karen Fisher, Strategic Flood Management Team Leader | Warren Whyte, Cabinet Member for Planning & Environment; Karen Fisher, Strategic Flood Management Team Leader |
| 7 Mar 2017 | The Growth Agenda | To consider the strategic overview of the Growth Agenda for Buckinghamshire. | | Warren Whyte, Cabinet Member for Planning & Environment; Mark Shaw, Cabinet Member for Transportation; Rachel Wileman, Head of Strategic Planning & Infrastructure |

SCRUTINY INQUIRY WORK PROGRAMME – OVERVIEW OF SELECT COMMITTEE CURRENT INQUIRIES

| Inquiry Title | Inquiry Chairman | Lead Officer | Dec 16 | Jan 17 | Feb 17 | Mar 17 | Apr 17 | May 17 |
|--|------------------|------------------|--------|--------|--------|--------|--------|--------|
| Finance, Performance, Resources (FPR) | | | | | | | | |
| Income Generation | Bill Chapple | Liz Wheaton | █ | | | | | |
| Budget Scrutiny | Bill Chapple | Kelly Sutherland | █ | █ | █ | | | |
| Children's Social Care & Learning (CSC&L) | | | | | | | | |
| Voice of the Child & Young Person | Dev Dhillon | Kevin Wright | | █ | | | | |
| Health, Adult Social Care (HASC) | | | | | | | | |
| Hospital Discharge | Brian Roberts | Liz Wheaton | █ | █ | █ | █ | █ | |
| Transport, Environment & Communities (TEC) | | | | | | | | |
| TBC | David Carroll | Kama Wager | | █ | █ | █ | █ | |



Scoping



Evidence gathering



Committee Approval Report



Cabinet / NHS

For further information on scrutiny work please contact Sara Turnbull, Head of Member Services on 01296 382876.

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Report to Cabinet

| | |
|----------------------------------|--|
| Title: | HS2 Assurances (Tranche 4) |
| Date: | Monday 12 December 2016 |
| Date can be implemented: | Tuesday 20 December 2016 |
| Author: | Leader of the Council |
| Contact officer: | Laura Martin-Leech (01296 382163) |
| Local members affected: | All Electoral Divisions |
| Portfolio areas affected: | Leader, Planning & Environment, Transportation |

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

In January 2014, the County Council meeting authorised the submission of petitions to Parliament to seek to protect Buckinghamshire's environment, residents and businesses from the impacts of construction and operation of the 65 kilometres of HS2 track which are proposed to run north - south through the county. Negotiations with HS2 Ltd and House of Commons Select Committee appearances have secured a number of Assurances to protect the environment, residents and businesses. These have been previously presented to Cabinet in three previous Reports; Tranche 1 (5 September 2015), Tranche 2 (27 January 2016) and Tranche 3 (11 July 2016).

In April 2016 the authority petitioned the House of Lords to secure additional adequate mitigation of the HS2 project and further compensation for the nine years of construction impacts and the permanent disruption from HS2's operation on behalf of severely impacted communities in the county. In September 2016 ahead of the Leader presenting evidence to the House of Lords Select Committee, HS2 Ltd offered the county council a suite of Assurances to address these significant impacts. The Assurances, summarised in this report and listed in full in Appendix 1, were then finalised through further negotiation.

Recommendation

- 1. Cabinet approves the Assurances set out in Appendix 1.**

2. **Cabinet proposes to report to the County Council meeting after the HS2 Bill receives Royal Assent – in or about January 2017 - the full schedule of Assurances, Agreements and other controls secured from HS2 Ltd to protect the environment and minimise the harm to residents and business in the county from the construction and operation of HS2.**

A. Narrative setting out the reasons for the decision

High Speed 2

- 1.1 Government proposes that High Speed 2 (HS2) will be the UK's new high speed rail link. The proposed network will connect London and the West Midlands (Phase One) including 60 kilometres of track in Buckinghamshire from Denham in the south, through the Chilterns Area of Outstanding Natural Beauty (AONB) only partly in tunnel, and then in cutting, at grade or on viaducts northwards past Aylesbury and through the Vale crossing the Northants border at Turweston. The construction (2017 to 2026) and the subsequent operation the high speed line, will have multiple impacts on the communities, residents, businesses and environmental assets both within the HS2 Bill area and along the construction routes which HS2 and their contractors will use.

Assurances

- 1.2 The authority has submitted four petitions to Parliament over the past eighteen months to seek to change the scheme's design or control its construction and operation to limit and mitigate the worst impacts aspects of the HS2 Proposed Scheme. These petitions provide the framework for the county to negotiate with HS2 Ltd in order to secure Assurances, legally binding Undertakings or clarifications to protect, mitigate and compensate residents from impacts such as construction traffic on the county's roads. HS2 Ltd are resistant to changes to the scheme or providing Assurances as they consider this will unreasonably add to the cost of HS2, extend the time it takes for Parliament to grant approval or constrain contractors such that it increases the price contractors bid or the time that the project will take to complete.

Waddesdon traffic calming measures

- 1.3 HS2 Ltd. have offered to contribute a maximum of £80,000 towards the capital costs of implementing traffic calming measures for the A41 at Waddesdon.

Use of the A40 between the M40 Junction 5 Stokenchurch and the A40/A4010 roundabout at West Wycombe

- 1.4 In response to community concerns HS2 Ltd have proposed an assurance that HS2-related Large Goods Vehicles (vehicles above 7.5 tonnes) will not use the A40 between M40 Junction 5 Stokenchurch and the A40/A4010 roundabout at West Wycombe.
- 1.5 This assurance also stated that as far as reasonably practicable, HS2 will minimise the use of this route for HS2-related Medium Sized Goods Vehicles (vehicles of 3.5 tonnes to 7.5 tonnes).

Paved footway on the A413 London Road

- 1.6 As a result of lobbying by residents of London Road, Wendover, HS2 Ltd have offered an assurance requiring the nominated undertaker to provide a 450m length of paved footway of minimum 1.5m width to join up existing paved footways, on the

grass verge of the A413 London Road between the southern point adjacent to the last house on London Road to the northern point where the paved footway re-appears on the way to the London Road roundabout.

- 1.7 This assurance is subject to the Buckinghamshire County Council:
 - obtaining the necessary powers and planning permission;
 - securing the co-operation and agreement of all affected landowners and occupiers;
 - providing additional funds to cover any shortfall in costs should the Petitioner wish the footway to be greater than 1.5m in width.
- 1.8 HS2 Ltd will supply this footway on condition that the HS2 Ltd will have no obligation to carry out or fund the maintenance of the Footway over and beyond its existing obligations under the Code of Construction Practice.

Wendover - roadside noise barriers

- 1.9 In October 2015 HS2 provided an extension to the Wendover Green Tunnel and additional an assurance to fund (£1.3 million) the installation of two noise roadside barriers one along the A413 bypass past Wendover and along a stretch along London Road. The Council was given no information about how HS2 Ltd would support the Authority or who would maintain, be responsible or bear liability for them.
- 1.10 The Council and its partners have continued to lobby for an extended tunnel and, in parallel, BCC officers negotiate with HS2 officials to explore alternative options to the noise barriers.
- 1.11 HS2 Ltd has subsequently re-issued this assurance with increased funding (£1.5 million) to include maintenance costs.
- 1.12 Depending on the outcome of the House of Lords Select Committee report on an extended tunnel (expected in December 2016) and consequently remains the only option.

Great Missenden Haul Road

- 1.13 Since the Chilterns' Tunnel Extension as promoted by HS2 Ltd, HS2 has also proposed a haul road that joins the A413 at the Great Missenden Link Road roundabout.
- 1.14 HS2 Ltd has modelled the operation of A413 / Link Road and Frith Hill roundabouts and states that the junctions of A413 with B485 Frith Hill and A413 London Road with A4128 Link Road/ new link road are predicted to operate over theoretical capacity during both AM and PM peaks. This indicates that the junctions will experience intermittent traffic congestion and delay during construction. However, both junctions are also forecast to operate over capacity in the 2021 baseline.
- 1.15 In response to lobbying by multiple communities, residents and Action Groups to seek an alternative location to the Haul Road, HS2 Ltd provided Buckinghamshire County Council (via the House of Commons Select Committee process) with an assurance (February 2016) that if we could demonstrate a feasible alternative that could be delivered to the same timescales and costs, using the county council's powers to acquire the land, rather than promoting a further Additional Provision to the Bill, they would agree to relocate the Haul Road.
- 1.16 The HS2 Ltd. Great Missenden Haul Road sift report (August 2016) clearly demonstrated that HS2 do not consider an alternative haul road as a more suitable

option and they have now put pre-conditions on the delivery timescale of any alternative haul road which are different to their preferred option – which means that it is being pushed beyond a timescale to be able to deliver it. i.e. If Buckinghamshire County Council were to deliver the scheme it would need to be brought forward via a Transport and Works Act Order (TWAo). The timescale for completing a TWAo is a minimum of 6 months assuming there are no objections or issues with the proposal. Given the timescale set by HS2 Ltd. to deliver an alternative scheme is not possible by a TWAo.

1.17 The alternative haul road proposal requires land outside the limits of the HS2 hybrid bill.

1.18 If the alternative scheme was to be delivered by HS2 Ltd. this would require an Additional Provision to the bill. The House of Lords has ruled that petition points which require an Additional Provision will not be heard – BCC has sought legal advice which that shows a number of our petition points now will not be heard – this includes the Great Missenden Haul Road.

1.19 On the assumption that the original HS2 Ltd haul road scheme is progressed, HS2 Ltd has provided an assurance for Great Missenden which includes:

Link Road Roundabout safety measures

1.20 An upgrade the Link Road roundabout on the A413 at its junction with the A4128 and the Frith Hill roundabout on the A413 at its junction with the B485 Frith Hill in accordance with plans to be agreed with the Council;

1.21 To provide a safety barrier, of approximately 65m in length, on the corner of the Link Road Roundabout adjoining the A413, the local skate-park and playground

1.22 HS2 will take into account, when designing the temporary haul road approach to the Link Road roundabout on the A413 at the detailed design stage of the Proposed Scheme, the need for any safety measures for the protection of the general public arising such as may be necessary, and implement such measures as are reasonably practicable and can be effected within Bill limits, subject to securing the necessary approvals from the local highway authority under Schedule 17 to the Bill.

Great Missenden Church of England Combined School Pick-Up and Drop-Off

1.23 HS2 will make a contribution up to a maximum of £500,000 to the Council towards the provision of a new car and coach park (to include a roadway and pedestrian footway to the Link Road, a shelter for pupils and a barrier to be operated from the school office) for Great Missenden Church of England Combined School, on school grounds, together with any associated improvements required to visibility splays at the junction of the approach road to the car park and the Link Road.

1.24 HS2 Ltd. will supply this contribution for the purposes of the Car Parks, subject to a number of conditions including the Council obtains all the necessary consents and approvals for the Car Parks.

Haul road landscaping scheme

1.25 HS2 will implement a temporary landscaping scheme for the period during which the temporary haul road will be in operation, to provide enhanced mitigation which will screen the haul road, as far as reasonably practicable, when viewed from the direction of the Link Road and Great Missenden, such landscaping scheme not to exceed £500,000 in net costs.

- 1.26 HS2 to liaise appropriately with Great Missenden Parish Council in order that Great Missenden Parish Council reviews the proposed haul road landscaping scheme and provides their reasonable comments.

Loss of on-street parking places

- 1.27 The safety improvements to the Link Road roundabout and the works associated with the provision of off-street parking at the school, will result in the loss of existing free on-street parking places on Link Road. Subject to Buckinghamshire County Council (as highways authority) and Great Missenden Parish Council identifying an equivalent number of alternative spaces on land owned by the Parish Council (on-street or off-street) and securing all necessary approvals and permissions, provide funding of up to £250,000 to Buckinghamshire County Council, for provision of such replacement free car-parking places.

HS2 construction route, Chalfont St Peter

- 1.28 This assurance ensures that HS2 Ltd. engage with the vulnerable users (Robertswood School, the Montessori Nursery the Epilepsy Society and Woodland Manor Care Home) located on the construction route through the village as well as the County Council as the Highways Authority and Chalfont St Peter Parish Council prior to completion of the detailed design of the traffic management associated with the construction work at the Chalfont St Peter ventilation shaft, with a view to reducing as far as reasonably practicable any disruption caused by such works. Such measures shall take into account the needs of vulnerable users from all of these locations, with specific focus on the points at which they use or cross the route.
- 1.29 The assurance also states that HS2 Ltd will give reasonable advance notice of the construction works of the Chalfont St Peter ventilation shaft to the County Council as the Highway Authority, Chalfont St Peter Parish Council, the Robertswood School, the Montessori Nursery, the Epilepsy Society and the Woodland Manor Care Home.

Closure of Roberts Lane, Chalfont St Peter

- 1.30 In response to the concerns raised by Chalfont St Peter Parish Council about use of Roberts Lane for rat-running, HS2 has offered a funding contribution up to a maximum of £185,000 to the County Council, as the Highways Authority, to close Roberts Lane to through traffic for the duration of the closure of Chalfont Lane by HS2 Ltd.

Hawkslade

- 1.31 The County Council reflected the Parish Council's petition point to request additional landscaping mitigation for properties in Hawkslade ward where the route passes less than 200 metres away.
- 1.32 HS2 Ltd has given an assurance to provide additional planting. This is an assurance between Aylesbury Vale District Council as the competent authority for landscape.

Adjustment to the location of Steeple Claydon footbridge for footpaths 7, 8 and 9

- 1.33 The County Council has supported the local communities in the Steeple Claydon / Calvert Green area with their desire to relocate the Steeple Claydon footbridge for which replaces footpaths 7, 8 and 9 approximately 100 metres to the north in line with local preferences for footpath realignment.
- 1.34 HS2 will deliver the relocated footbridge subject to:

- County Council obtaining planning consent (and all other necessary consents and approvals as well as any necessary land) for the relocation
- the revised scheme being within a timescale that is consistent with the detailed design stage of the Proposed Scheme
- do not adversely affect the programme for construction of the Proposed Scheme
- does not materially increase the costs of the Proposed Scheme

1.35 HS2 will fund the planning permission and Public Rights of Way Order expenses to adjustment for location of footpaths up to a maximum of £16,500.

Infrastructure Maintenance Depot Workforce Management Travel Plan

1.36 The Council has petitioned on behalf of residents living in the vicinity of the future Calvert Infrastructure Maintenance Depot (IMD), including residents from the Parishes of Calvert Green, Steeple Claydon, Charndon and Twyford, regarding use of local roads by workers travelling to and from the IMD.

1.37 HS2 has offered the following assurances in relation to Workforce Management Travel Planning in the area:

- HS2 and its relevant contractors are to produce an area specific interim travel plan, final local travel plan and monitoring reports in accordance with Route-wide Traffic Management Plan, subject to the following
- the area specific interim and final travel plans have the aim of encouraging the use of sustainable modes of transport to reduce the impact of workforce travel on local residents and businesses;
- the relevant local Traffic Liaison Group meeting (or relevant travel planning meetings, if established) will be engaged on the development of the interim and final travel plans and monitoring reports;
- the area specific interim and final travel plans will include measures which will reduce the need for single occupancy private car trips, including providing alternative transport options for access to the relevant worksites, where reasonably practicable;
- workforce at the relevant worksites will be provided with information, through site specific induction, or other means, of routes in the local area which are not suitable for worker car traffic;.
- should such alternative transport options be provided through minibus travel from pick up points, the location of such pick-up and drop-off points will be subject to the approval of the relevant highway authority; and
- The workforce traffic will be informed to use approved lorry routes, approved in accordance with Schedule 17 of the Bill. Proposals for additional signage will be included within the interim and full travel plans and submitted for approval to the highway authority in accordance with Schedule 4 of the HS2 Bill.

Views from Steeple Claydon

1.38 The successful lobbying to remove the sustainable placement site at Shepherd's Furze Farm introduced further uncertainty as to the visual impact of HS2 and the IMD on the communities.

1.39 HS2 Ltd have offered an assurance to mitigate impacts to views of the temporary railhead from Calvert as far as reasonably practicable through the provision of mitigation planting and reconfigure a material stockpile within Bill limits to provide screening and planting this with wild meadow-flower seed.

1.40 This is an assurance between Aylesbury Vale District Council as the competent authority for landscape.

Buckinghamshire Golf Club and Denham Country Park – National Grid works

1.41 To ensure that significant construction activities affecting access to the Park and Club avoided the summer and school holiday periods where possible, HS2 Ltd will be required to meet with the Denham Country Park, Buckinghamshire Golf Club and National Grid to discuss ways in which the impact of significant construction activities affecting access to the Denham Country Park and Buckinghamshire Golf Club might be mitigated as far as reasonably practicable, subject to construction programme requirements.

Great Moor Sailing Club access realignment

1.42 The Council has petitioned HS2 Ltd. in respect of the position and visibility of the Great Moor Sailing Club entrance from the re-aligned Perry Hill under the Bill Scheme. As a result, the Promoter has offered the Council and Great Moor Sailing Club the an assurance to provide the relocation of the Sailing Club's entrance some 60m to the north, and for any associated remodelling and re-provision of its car parking places and berths.

Wendover public realm enhancements

1.43 HS2 have provided the following assurances as a result of concerns raised by the County Council and local residents in Wendover.

Early tree planting

1.44 HS2 Ltd, at the detailed design stage, to make provision, where it is prudent and reasonably practicable to do so, for the early planting of trees associated with the Proposed Scheme.

A413 Cycleway Improvements

1.45 HS2 Ltd will provide a contribution up to a maximum of £500,000, as soon as possible after Royal Assent in 2017/18, towards the improvement and repair of the existing cycleways to the north and south of Wendover subject to the County Council meeting the following conditions:

- obtains all the necessary consents and approvals for the cycleways;
- procure to carry out the Cycleway works following discussions with the nominated undertaker regarding the Cycleway works construction programme within the parameters of the HS2 construction programme.

Iver relief road

1.46 HS2 have re-issued their original assurance but with the removed reference to the proposed alignment of the relief road.

An alternative construction route in the Iver area

1.47 Subject to the HS2 Ltd securing any necessary consents or approvals under Schedule 17 to the Bill, from the County council as Qualifying Authority, HS2 will not use the Bangor's Road and Iver High Street Route as a construction traffic route during the construction (save for in unforeseen circumstances out of the control of HS2 Ltd). Instead HS2 Ltd. will use the Western Traffic Route for that construction traffic proposed, in the Environmental Statement, to use the Bangor's Road and Iver High Street Route. This is subject that it would not give rise to any new or different significant environmental effects from those assessed in the Environmental Statement and would be consistent with the Environmental Minimum Requirements.

Calvert

1.48 In February 2016, HS2 Ltd provided an assurance to establish two panels (one technical and second community panel) and make £1 million available (via AVDC) to support further local mitigation for the parishes of Steeple Claydon, Calvert Green, Chardon and Twyford beyond those in the detailed design. A Community Liaison panel (consisting of the four parishes, AVDC and BCC) will be established

discuss proposals to utilise the local fund. HS2 Ltd. will regularly attend these Community Liaison Group meetings to consider mitigation and construction issues in relation to the Infrastructure Maintenance Depot.

1.49 The County Council have subsequently petitioned that HS2 Ltd to cover local authority costs administrating and facilitating these panels and thus establish parity with the Colne Valley and Chiltern AONB Panels.

1.50 HS2 Ltd. have consequently offered an assurance to provide a contribution up to a maximum of £35,000 for the two years that the panels.

Ecology

1.51 In response to the County Council's concerns regarding lack of ecology and biodiversity permeability across the line, HS2 has offered an assurance that they will engage with the Council, as well as the relevant District Councils, on proposals for further mitigating the habitat severance effects of Phase One of HS2 within the County of Buckinghamshire in so far as they are reasonably practicable as part of the detailed design of the Proposed Scheme at six specific locations within Bill limits.

HS2 and East West Rail Public Meetings

1.52 This assurance was provided after the consultation had closed.

1.53 HS2 Ltd is required to hold two public engagement events in Calvert at which HS2 will attend and to which, East West Rail and Network Rail as well as Aylesbury Vale District Council and Buckinghamshire County Council will be invited, to inform local people of progress in integrating the two schemes and receive their feedback.

B. Other options available, and their pros and cons

2.1 Whilst the Assurance process is not enforceable in law, the public register does at least provide for openness and a certain degree of self enforcement by the Secretary of State, through the nominated undertaker and contractually through passing these requirements onto contractors designing and building HS2. A failure to comply with an assurance would therefore be a reputational risk for nominated undertaker and a may involve financial penalties for contractors.

2.2 Other than not seeking to hold HS2 Ltd to account through assurances the only other option open to the authority is to seek to secure Agreements which would be legally binding. The term 'undertaking' is used to describe either a promise given to Parliament (a breach of which would be addressed through recourse to Parliament) or, a bilateral or multilateral commitment which has effect as a legally binding contract (enforceable by the courts). This will include commitments expressed as formal agreements and undertakings given in consideration of withdrawal of a petition that have effect as a legal contract.

2.3 Most arrangements with parties that HS2 Ltd has entered into are Assurances a number of Undertakings with parties along the line have been provided. Most notably Solihull Metropolitan Borough Council has secured two Undertakings one of which relates to highways. The Change Log for the Register of Undertakings and Assurances records that a number of assurances have become an Undertaking. The statutory role of the authority with regards to rights of way and highways matters and particularly where the authority has a property or commercial interest provides a basis on which to secure legally binding agreements.

C. Resource implications

- 3.1 The authority's HS2 project team of four full time officers, has been in place since April 2015. Technical officer and management support on highways, rights of way and ecology matters are also being utilised to take forward the January 2014 County Council meeting's resolution to petition the HS2 Hybrid Bill. Expert consultant and legal specialist legal support is also employed to provide evidence to support "asks" for additional mitigation and compensation.
- 3.2 Resources to progress petition points in 2016/17 and to considered detailed design applications for highways and minerals and waste matters are being considered as part of the authority's four year medium term plan. Assurance and undertaking monitoring and compliance resources for the nine year construction phase of HS2 will be part of this and future years' medium term plan process.
- 3.3 Each assurance and undertaking secured by the authority will be recorded in public schedule to enable public scrutiny of HS2 Ltd's commitments. Where assessed the log will also show the overall cost to Buckinghamshire communities, the environment and economy, for example in road congestion, had that mitigation not have been secured.

D. Value for Money (VfM) Self Assessment

- 4.1 Through working with other organisations the authority is sharing the expense of seeking to secure the best mitigation for Buckinghamshire. Those organisations include districts, parish and town councils, businesses, landowners and farmers as well as amenity and community groups along the 65km of line proposed in the county.

E. Legal implications

- 5.1 As a Hybrid Bill the prospective HS2 Act can and will dis-apply a significant amount of existing legislation. Without additional controls and mitigations secured now the process of detailed approval for highway, waste and mineral and flood consents will only be able to limit the impacts of construction and operation on limited grounds. Sharpe Prichard is employed as the authority's Parliamentary Agents. As set out above legal agreements with HS2 Ltd would provide control through the Courts and not be reliant upon Nominated Undertaker self- enforcement or Secretary of State intervention.

F. Property implications

- 6.1 Whilst some 380 authority assets are potentially affected by HS2 the majority are highways land and verges which will be subject to detailed design applications.

G. Other implications/issues

- 7.1 The project is one being taken forward by HS2 Ltd on behalf of the Secretary of State.
- 7.2 The authority has previously identified failings in the project's Environmental Assessment including the failure to apply techniques, standards and benchmarks which other developments seeking approval must use. The House of Commons Select Committee has also identified project deficiencies including a lack of an appropriate Health Impact Assessment. Whilst not the subject of these assurances,

the impact on the Buckinghamshire economy during construction, for example, in the Chilterns AONB will be significant.

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

- 8.1 Impacted local members and parishes councillors were consulted on the relevant assurances between 1 and 22 November 2016. There was limited response but that may reflect that elected members have been actively engaged throughout the House of Lords process.
- 8.2 The A4010 Petitioners Group (Wycombe District Council, West Wycombe Parish Council, Bradenham Parish Council and Princes Risborough Town Council) response including the acceptance of the Assurance regarding the A40 offered by HS2 Ltd.
- 8.3 Calvert Parish Council wanted the same landscape mitigation as Steeple Claydon.
- 8.4 The Lee Parish Council had no further comment on the Great Missenden Assurances.
- 8.5 Great Missenden Parish Council thanked us for the opportunity to comment.
- 8.6 Chalfont St Peter Parish & Chiltern District Councils requested the closure of the Roberts Lane be referred to as temporary/permanent. BCC officials got the text of this assurance altered to reflect this request.

I. Communication issues

- 9.1 The HS2 team communicate with a wide range of stakeholders through e-updates, site specific meetings and briefings and at the regular Bucks Community Mitigation Panel (BCMP). All members on the route are invited to the BCMP meetings which is chaired by the Leader and also attended by with district, town and parish council and community group representatives.
- 9.2 A wider group of HS2 contacts which includes residents and local action groups is also updated on a three-weekly basis through an e-mail update.

J. Progress Monitoring

- 10.1 Recommendation 2 provides for progress monitoring.

K. Review

- 11.1 Recommendation 2 provides for review of the decision.

Background Papers

[HS2 Bill](#)

[HS2 Information Papers](#)

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 Member Services Team by 5.00pm on Friday 09 December 2016. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Martin Tett
 Leader
 Buckinghamshire County Council
 Walton Street
 Aylesbury
 HP20 1UA

21 October 2016

Dear Mr Tett

High Speed Rail (London – West Midlands) Bill

Buckinghamshire County Council House of Lords Petition 0562 – Assurances regarding Petition Issues

I am the Director of Hybrid Bill Delivery at HS2 Ltd, which is acting on behalf of the Promoter of the High Speed Rail (London – West Midlands) Bill ('the Bill') currently before Parliament. I am writing to you on behalf of the Secretary of State for Transport to set out the assurances that the Secretary of State is willing to give in order to address some of the concerns expressed by Buckinghamshire County Council (the Council) regarding the impact of Phase One of HS2 (known as 'the Proposed Scheme').

With reference to the above petitions, the Promoter and the Council have engaged extensively and sought to resolve the objections raised by the Council. As a result of this engagement I am able to offer assurances in the following areas, the details of which are provided in this letter:

1. A41, Waddesdon – traffic calming measures
2. The A40 between M40 Junction 5 Stokenchurch and the A40/4010 roundabout, West Wycombe
3. Paved footway on the A413 London Road
4. Wendover noise barriers (amendment)
5. Great Missenden mitigation package
6. Chalfont St Peter – road safety assurances
7. Roberts Lane – temporarily stopping up
8. Hawkslade Aylesbury – planting scheme
9. Steeple Claydon footbridge for footpaths 7, 8 and 9
10. IMD – workforce management travel plans
11. Views from Steeple Claydon (amendment)
12. Buckinghamshire Golf Club and Denham Country Park – National Grid works
13. Great Moor Sailing Club – access realignment
14. Wendover public realm enhancements
15. Iver relief road assurance amendment
16. Iver – alternative construction route
17. Calvert Panel – administrative costs contribution
18. Other local community projects
19. Ecology and biodiversity
20. HS2/ East West Rail public meetings in Calvert

These assurances are provided on the understanding that they reflect priority strategic issues as set out in the petition of Buckinghamshire County Council to the House of Lords and in our recent discussions.

I have copied this letter to Alastair Lewis (Sharpe Pritchard), who I understand is acting as your appointed Parliamentary Agent. I also intend to communicate the content of these assurances to the Leader of Aylesbury Vale District Council and Chiltern District Council in so far as they are relevant to their petitions.

Yours sincerely

Roger Hargreaves

Director, Hybrid Bill Delivery
High Speed Two (HS2) Limited

cc. Alastair Lewis (Sharpe Pritchard) alewis@sharpepritchard.co.uk

Enc. Appendix A: the 'M2' roundabout proposal for the A413 Link Road roundabout and Frith Hill roundabout

Appendix B: the A413 Link Road roundabout – safety barrier

Appendix C: Hawkslade planting scheme (Drawings 1 & 2)

Appendix D: IMD views from Steeple Claydon – screening

Appendix E: Iver – alternative construction route

Definitions

In these assurances:

- *the 'Bill' means the High Speed Rail (London – West Midlands) Bill;*
- *"the Council" means Buckinghamshire County Council;*
- *"the HS2 Works" means works to be authorised by the Bill;*
- *"nominated undertaker" means the relevant nominated undertaker appointed under the Bill as enacted and, in the period prior to the Secretary of State appointing a nominated undertaker and imposing the requirements on it referred to in these assurances, HS2 Ltd;*
- *"the Promoter" means the Secretary of State for Transport or any successor Secretary of State or Minister holding the transport portfolio and includes so far as relevant any nominated undertaker exercising the powers or functions under the Bill by virtue of an Order under clause 44 of the Bill; and*
- *"the Proposed Scheme" means Phase One of HS2.*

Where relevant, definitions unique to an assurance are incorporated within that assurance in the remainder of this letter.

1. Waddesdon – A41 traffic calming measures

Recognising the Council's concerns about HS2 traffic on the A41, and request for traffic calming measures, the Promoter is willing to offer the following assurance:

1. *The Promoter will require the nominated undertaker to make a contribution up to a maximum of £80,000 ("the Contribution") to the Council to be paid after Royal Assent, towards the costs of two speed cameras or other traffic calming measures, for the A41 at Waddesdon, subject to the following conditions:*
 - *the Contribution is to be applied solely for the provision of two speed cameras or alternative traffic calming measures at this location; and*
 - *the cameras (as appropriate) link into an existing system operated by the Council;*
 - *the Council will be required to account to the nominated undertaker for all expenditure of the Contribution upon request of the nominated undertaker;*
 - *the Contribution shall be paid on a date agreed following Royal Assent in 2017/18 as a single payment to the Council in full and final settlement of any future claim by the Council in respect of the provision of two speed cameras or alternative traffic calming measures; and*
 - *in the event the Contribution is not applied towards the speed cameras or alternative traffic calming measures within 10 years of receipt of the Contribution, the Council shall and return the Contribution to the Promoter plus interest accrued, but less reasonable expenditure already incurred .*
2. *The nominated undertaker will have no obligation to carry out or fund the maintenance or monitoring of any cameras or alternative traffic calming measures .*
3. *In the event that the Bill gets Royal Assent but the Proposed Scheme is not then proceeded with the Council will repay the Contribution, plus interest accrued, but less reasonable expenditure already incurred (such reasonable expenditure to include any measures already put in place), to the nominated undertaker.*

2. Use of the A40 between the M40 Junction 5 Stokenchurch and the A40/A4010 roundabout at West Wycombe

The Promoter and the Council have engaged on the concerns of local residents in relation to the potential use of the A40 (which is not an HS2 construction route) as a diversion route for HS2 Heavy Goods Vehicles. The Promoter offers the following assurance:

1. The Promoter will require the nominated undertaker:

- not to use the A40 between M40 Junction 5 Stokenchurch and the A40/A4010 roundabout at West Wycombe for the routing of HS2-related vehicles above 7.5 tonnes (Large Goods Vehicles), other than when directed by the Police or local Highway Authority; and*
- to make, as far as reasonably practicable, minimum possible use of the A40 between M40 Junction 5 Stokenchurch and the A40/A4010 roundabout at West Wycombe for the routing of vehicles of 3.5 tonnes to 7.5 tonnes (Medium Sized Goods Vehicles).*

2. In respect of any local businesses which become suppliers of HS2, the terms of this assurance will not apply to Large Goods Vehicles being used by a locally-based business situated in the vicinity of the A40 between its junctions with the A4010 and M40 Junction 5 which needs to travel to or from its base .

3. Paved footway on the A413 London Road

The Council has expressed concerns that the residents of London Road, Wendover, need improvements to the footway along the A413 London Road, recognising that this route will be used by HS2 construction traffic. The Promoter has therefore offered the following assurance:

1. *The Promoter will require the nominated undertaker to provide a 450m length of paved footway of minimum 1.5m width, consistent with HS2's 'Technical Standard – Roads' to join up existing paved footways, on the grass verge of the A413 London Road between the southern point adjacent to the last house on London Road to the northern point where the paved footway re-appears on the way to the London Road roundabout ("the Footway") (see annexed diagram) .*
2. *The Promoter will supply the Footway following construction of the Small Dean Viaduct, subject to the Council: :*
 - a) *obtaining the necessary powers and planning permission;*
 - b) *securing the co-operation and agreement of all affected landowners and occupiers;*
 - c) *providing additional funds to cover any shortfall in costs should the Petitioner wish the footway to be greater than 1.5m in width.*
3. *The Promoter will supply the Footway on condition that the nominated undertaker will have no obligation to carry out or fund the maintenance of the Footway over and beyond its existing obligations under the Code of Construction Practice.*

4. Wendover roadside noise barriers

The Promoter previously wrote to the Chair of the Select Committee in relation to the southern extension to the Green Tunnel at Wendover on 29 October 2015, regarding a package of mitigation measures. This included the following assurance:

'This non-tunnel mitigation proposed would include (...)

Support to the local highway authority to provide noise fence barriers alongside the A413 bypass past Wendover and along a 500m stretch of London Road past the church and school'.

The Promoter was aware of the Council's concerns about whether reasonable project management and other costs are covered by the assurance, and to clarify this point offered an assurance at the House of Commons stage. The Council expressed further concerns about whether maintenance costs were to be included. For the avoidance of doubt, the Promoter is willing to offer the following amended assurance by way of clarification:

1. In relation to the Promoter's proposal to provide 'support to the local highways authority to provide noise fence barriers alongside the A413 bypass past Wendover and along a 500m stretch of London Road past the church and school', the Promoter can clarify that such support would consist of a contribution up to a maximum of £1.51 million and would include reasonable:

- a) related local authority project management costs;*
- b) capital and installation costs;*
- c) costs of any landscape impact study required; and*
- d) maintenance costs.*

2. The Promoter will supply this Contribution for the installation and maintenance of the noise fence barriers and related costs as set out in paragraph 1 above, subject to the following conditions:

- the Council obtaining all the necessary consents and approvals for the barriers ;*
- the Council will be required to account to the nominated undertaker for all expenditure of the Contribution upon request of the nominated undertaker;*
- the Contribution is to be applied solely for the provision of installing and maintaining noise fence barriers as set out in paragraph 1 above;*
- the Contribution shall be paid on a date agreed in 2017/18 following Royal Assent as a single payment to the Council in full and final settlement of any future claim by the Council in respect of installing noise fence barriers; and*
- in the event the Contribution is not applied towards installing noise fence barriers before the commencement of Major Civil Works in the County of Buckinghamshire, the Council shall return the Contribution to the Promoter plus interest accrued, but less reasonable expenditure already incurred.*

5. Great Missenden - mitigation package

The Promoter and Buckinghamshire County Council have engaged extensively on the issues raised by Great Missenden Parish Council. The Promoter acknowledges your concerns regarding the impact of HS2 construction traffic on the Link Road roundabout, mitigation of which, in accordance with the County Council's wishes, will in turn have an effect on free on-street parking on the Link Road.

In addition, the Promoter acknowledges your concerns in respect of safe pick-up and drop-off at Great Missenden Church of England Combined School. The Promoter also recognises the concerns raised by Great Missenden Parish Council in relation to the perceived safety of the playground and skate park adjoining the A413 and Link Road roundabout.

The Promoter is therefore willing to offer the following assurances, subject to Royal Assent and a decision to implement the haul road:

Definitions for the purposes of this assurance

- "the Junction Plan" means the plan attached at Appendix A, subject to local highway authority approvals under Schedule 17;
- "the Barrier Plan" means the plan attached at Appendix B;
- "the Haul Road" means the HS2 haul road leading from the A413 Link Road roundabout to the trace.
- "the Link Road" means the road leading from the A413 Link Road roundabout into the village of Great Missenden.
- "the new Financial Year" means the British tax financial year.

Link Road Roundabout safety measures

1. *Subject to local authority approvals in accordance with Schedule 17 to the Bill, the Promoter will require the nominated undertaker to:*

- *upgrade the Link Road roundabout on the A413 at its junction with the A4128 and the Frith Hill roundabout on the A413 at its junction with the B485 Frith Hill in accordance with plans to be agreed with the Council, up to and including the extent and value of measures in the 'M2' proposal as set out in the Junction Plan; and*
- *as part of the upgrade works, provide a safety barrier, of approximately 65m in length, on the corner of the Link Road Roundabout adjoining the A413, the local skate-park and playground (as indicated on the Barrier Plan).*

2. *The Promoter will require the nominated undertaker to take into account, when designing the temporary haul road approach to the Link Road roundabout on the A413 at the detailed design stage of the Proposed Scheme, the need for any safety measures for the protection of the general public arising such as may be necessary, and implement such measures as are reasonably practicable and can be effected within Bill limits, subject to securing the necessary approvals from the local highway authority under Schedule 17 to the Bill.*

Great Missenden Church of England Combined School Pick-Up and Drop-Off

3. *The Promoter will require the nominated undertaker to make a contribution up to a maximum of £500,000 ("the Contribution") to the Council to be paid after Royal Assent, towards the provision of a new car and coach park (to include a roadway and pedestrian footway to the Link Road, a shelter for pupils and a barrier to be operated from the school office) for Great Missenden Church of England Combined School, on school grounds, together with any associated improvements required to visibility splays at the junction of the approach road to the car park and the Link Road ("the Car Parks").*

4. *The Promoter will supply this Contribution for the purposes of the Car Parks, subject to the following conditions:*

- *the Council obtains all the necessary consents and approvals for the Car Parks ;*
- *the Council will be required to account to the nominated undertaker for all expenditure of the Contribution upon request of the nominated undertaker;*
- *the Contribution is to be applied solely for the provision of the Car Parks;*
- *the Contribution shall be paid on a date agreed as a single payment to the Council in full and final settlement of any future claim by the Council in respect of the Car Parks; and*
- *in the event the Contribution is not applied towards the Car Parks within three years of receipt of the Contribution, the Council shall and return the Contribution to the Promoter plus interest accrued, but less reasonable expenditure already incurred;*

Haul road landscaping scheme

5. *The Promoter will require the nominated undertaker to implement a temporary landscaping scheme for the period during which the temporary haul road will be in operation, to provide enhanced mitigation which will screen the haul road, as far as reasonably practicable, when viewed from the direction of the Link Road and Great Missenden, such landscaping scheme not to exceed £500,000 in net costs.*

6 *The Promoter will require the nominated undertaker, at detailed design stage, to liaise appropriately with Great Missenden Parish Council in order that Great Missenden Parish Council reviews the proposed haul road landscaping scheme and provides their reasonable comments.*

Loss of on-street parking places

The Secretary of State acknowledges that works to the Link Road roundabout and the works associated with the provision of off-street parking at the school, will potentially require the loss of approximately 20 of the existing free on-street parking places on Link Road. The Secretary of State will, subject to Buckinghamshire County Council (as highways authority) and Great Missenden Parish Council identifying an equivalent number of alternative spaces on land owned by the Parish Council (on-street or off-street) and securing all necessary approvals and permissions, provide the following assurance:

7. *Subject to Great Missenden Parish Council being able to identify replacement free-car parking places on-street or off-street, and securing all necessary consents from local landowners and the highways authority, the Promoter will provide funding of up to £250,000 to Buckinghamshire County Council, payable as soon as reasonably possible in the new Financial Year, for provision of such replacement free car-parking places.*

8. *The funding of up to £250,000 referred to in paragraph 7 above is to be spent exclusively on the provision of replacement parking places and, in the event the Bill gets Royal Assent but is not then proceeded with or that local residents decide not, after all, to replace the parking places,*

Buckinghamshire County Council will repay the funds, plus any interest accrued, less reasonable expenditure already incurred, to the nominated undertaker.

6. Chalfont St Peter –road safety assurances

The Petitioner requested a separate haul road for the vent shaft works at Chalfont St Peter, in the light of concerns about HGVs using Chesham Lane, Denham Lane and Joiners Lane. However, peak activity in this period amounts to twelve vehicles a day in each direction (just over one HGV per hour), for a very limited period of three months. Building a separate haul road would create far worse effects. Nonetheless, acknowledging the concerns of the local community in Chalfont St Peter regarding HS2 construction traffic, the Promoter is willing to offer the following specific assurances:

1. The nominated undertaker shall engage with Robertswood School, the Montessorri Nursery, the Epilepsy Society and Woodland Manor Care Home and the Council as the Highways Authority and Chalfont St Peter Parish Council prior to completion of the detailed design of the traffic management associated with the construction work at the Chalfont St Peter ventilation shaft, with a view to reducing as far as reasonably practicable any disruption caused by such works. Such measures shall take into account the needs of vulnerable users from all of these locations, with specific focus on the points at which they use or cross the route.

2. The nominated undertaker shall, in accordance with the Code of Construction Practice, give reasonable advance notice of the construction works of the Chalfont St Peter ventilation shaft to the Council as the Highway Authority, Chalfont St Peter Parish Council, the Robertswood School, the Montessori Nursery, the Epilepsy Society and the Woodland Manor Care Home.

For the purpose of this assurance –

Robertswood school is located at Denham Lane, Chalfont St Peter, Buckinghamshire, SL9 0EW;

The Montessori Nursery is located at Tithe Barn Youth Centre, Sandy Rise Chalfont St Peter; SL9 9TR.

The Epilepsy Society is located at Chesham Lane Chalfont St Peter Buckinghamshire SL9 0RJ;

Woodland Manor Care Home is located at Micholls Avenue, Chalfont St Peter, SL9 0EB.

7. Roberts Lane – temporarily stopping up

In the light of concerns raised with the Council by residents of Roberts Lane concerned about use of the lane for rat-running, the Promoter is willing to offer the following assurance:

1. The Promoter will provide a funding contribution up to a maximum of £185,000 ("the Contribution") to the Council, as the Highways Authority, to close Roberts' Lane to through traffic, subject to the Council entering into an agreement which will include the following terms:

- the Contribution will be used solely for the purposes of the closure of Roberts' Lane to through traffic;*
- the Council will be required to account to the Promoter for all expenditure of the Contribution by submitting to the Promoter invoices of costs incurred on completion of the closure of Roberts' Lane to through traffic;*
- the Contribution shall be paid on a date agreed in 2017 or 2018 following Royal Assent as a single payment to the Council in full and final settlement of any future claim by the Council in respect of the closure of Roberts' Lane to through traffic;*
- the Promoter will not be responsible for any maintenance or traffic modelling associated with the proposed closure; and*
- if following Royal Assent the Proposed Scheme is not proceeded with, local residents decide not to close Roberts' Lane to through traffic, or the Contribution is not applied towards the closure of Roberts' Lane to through traffic within two years of receipt of the Contribution, the Council will refund the Promoter such unexpended Contribution plus interest accrued, less reasonable expenditure already incurred.*

8. Hawkslade Aylesbury- planting scheme

The Council and local residents in the vicinity of the Hawkslade Cutting have sought additional visual screening in the area. Noting that the overhead equipment will be at a height of eight metres at this location, the Promoter is willing to offer the following assurances:

1. *Subject to paragraph 3, the Promoter will require the nominated undertaker to provide a planting scheme ("the development") as shown edged in red on the attached sketches (Appendix C) which is in the ownership of Aylesbury Vale District Council*
2. *The planting scheme is to be provided on the site pursuant to paragraph 1 above will be developed by the nominated undertaker at detailed design stage of the HS2 Works and shall be provided by the nominated undertaker as part of the Proposed Scheme.*
3. *The assurance in paragraph 1 is given subject to the nominated undertaker and Aylesbury Vale District Council entering into an agreement on terms satisfactory to the Promoter that includes but is not limited to:*
 - a) *the securing by Aylesbury Vale District Council of all necessary consents and planning permission (if required) for the development on the site or otherwise the granting of any requisite permission under Schedule 17 to the Bill;*
 - b) *that Aylesbury Vale District Council agrees to the use of the site for the development, including the provisions of vehicular and pedestrian access to the site for the nominated undertaker for construction and future maintenance purposes of the development; and*
 - c) *that Aylesbury Vale District Council secures the requisite land interests of any other affected landowners and occupiers.*

9. Adjustment to the location of Steeple Claydon footbridge for footpaths 7, 8 and 9

The Council has expressed a desire to relocate the Steeple Claydon footbridge for footpaths 7,8 and 9 approximately 100 metres to the north in line with local preferences for footpath realignment. This amendment could be taken forward under the Transport and Works Act Order (TWAO) for the East West Rail Scheme or, in the alternative, by the Council obtaining planning consent (and all other necessary consents and approvals as well as any necessary land) for the relocation. The Promoter is willing to offer the following assurances in relation to the Council taking forward an Alternative Locations Proposal through planning permission:

1. In the event that the Council brings forward the Alternative Locations Proposal, collaborating appropriately with both the nominated undertaker and the promoter of the proposed East West Rail Link, and seeks all necessary consents and permissions to enable the Alternative Locations Proposal to be delivered by the nominated undertaker, the Promoter will require the nominated undertaker to support the Council in its application for planning consent for the alternative location of the SLC/8 footbridge by providing:

- a revised bridge layout plan and General Arrangement for the SLC/8 footbridge, appropriate for the Alternative Location Proposal and compatible with the requirements of the Proposed Scheme;*
- advice on the [extent and value] of any new land required for the Alternative Locations Proposal; and*
- advice on timing to meet the programme and construction requirements of the Proposed Scheme.*

2. In the event that conditions set out in paragraph 3 are satisfied within a timescale that is consistent with the detailed design stage of the Proposed Scheme and do not adversely affect the programme for construction of the Proposed Scheme and in a form that does not materially increase the costs of the Proposed Scheme, the Promoter will require the nominated undertaker in developing the detailed design for, and delivering the proposed SLC/8 footbridge and realignments of Steeple Claydon footpaths 7, 8 and 9, locate them in accordance with the Alternative Locations Proposal, as so consented or authorised.

3. The conditions referred to in paragraph 2 which must be satisfied are:

(i) the Council secures all necessary permissions and consents referred to in paragraph 1; and all necessary interests in land to enable the construction, maintenance, operation and repair of the SLC/8 footbridge; or

(ii) the proposed East West Rail Link, as authorised, incorporates the requisite powers to deliver the Alternative Locations Proposal. 4. For the avoidance of doubt, should the Council be unable to the necessary consents, permissions and proprietary rights necessary for the relocation/ realignment of the SLC/8 footbridge and footpaths SLC/7, 8 and 9 so as to meet the programme for, and construction requirements of, the Proposed Scheme, the Promoter will proceed to build the SLC/8 footbridge and realign footpaths SLC/7, 8 and 9 in accordance with the powers and deemed planning consent to be conferred under the Bill.

Planning permission costs related (as relevant) to adjustment for location of Steeple Claydon footbridge for footpaths 7, 8 and 9

4 Subject to the conditions set out in paragraph 3 above being met in accordance with paragraph 2, the Promoter will, on production of invoices, pay a capped amount towards the Council's planning permission and Public Rights of Way Order expenses in this regard of up to a maximum of £16,500.

10. IMD Workforce Management Travel Plan

The Council has petitioned on behalf of residents living in the vicinity of the future Calvert Infrastructure Maintenance Depot (IMD), including residents from the Parishes of Calvert Green, Steeple Claydon, Charndon and Twyford, regarding use of local roads by workers travelling to and from the IMD. The Promoter is willing to offer the following assurances in relation to Workforce Management Travel Planning in the area:

1 In recognising the concern of the community in the area of the proposed Infrastructure Maintenance Depot and other worksites in the immediate vicinity of Steeple Claydon and Calvert with regard to potential impacts of workforce traffic, the Promoter will require that the nominated undertaker and relevant contractors produce an area specific interim travel plan, final local travel plan and monitoring reports in accordance with Route-wide Traffic Management Plan, subject to the following

- the area specific interim and final travel plans have the aim of encouraging the use of sustainable modes of transport to reduce the impact of workforce travel on local residents and businesses;*
- the relevant local Traffic Liaison Group meeting (or relevant travel planning meetings, if established) will be engaged on the development of the interim and final travel plans and monitoring reports;*
- the area specific interim and final travel plans will include measures which will reduce the need for single occupancy private car trips, including providing alternative transport options for access to the relevant worksites, where reasonably practicable;*
- workforce at the relevant worksites will be provided with information, through site specific induction, or other means, of routes in the local area which are not suitable for worker car traffic;*
- should such alternative transport options be provided through minibus travel from pick up points, the location of such pick-up and drop-off points will be subject to the approval of the relevant highway authority; and*
- The workforce traffic will be informed to use approved lorry routes, approved in accordance with Schedule 17 of the Bill. Proposals for additional signage will be included within the interim and full travel plans and submitted for approval to the highway authority in accordance with Schedule 4 of the HS2 Bill.*

11. Views of the temporary railhead from Steeple Claydon

The Council has expressed concerns in its petition and to the Promoter, regarding views from Steeple Claydon during the construction period, with particular regard to views of the temporary rail-head through a 'gap' in the bunding earthworks being provided to screen the Infrastructure Maintenance Depot. The Promoter is willing to offer the following assurance to address this concern:

1. In considering the impact of the construction phase of the Proposed Scheme on views of the HS2 construction works and temporary railhead from Steeple Claydon, the nominated undertaker will have regard to mitigation measures being put in place under its 'Mitigation Package for Calvert' assurances, and will seek to mitigate impacts to views of the temporary railhead from Calvert as far as reasonably practicable through:

(i) the provision of mitigation planting, and

(ii) reconfiguring a material stockpile within Bill limits to provide screening and planting this with wild meadow-flower seed in the location set out in the attached sketch (Appendix D) and edged in red.

12. Buckinghamshire Golf Club and Denham Country Park – National Grid works

It is acknowledged that Denham Country Park and Buckinghamshire Golf Club would prefer that significant construction activities affecting access to the Park and Club avoided the summer and school holiday periods where possible. The Promoter is willing to offer the following assurance to address this concern:

1. The Promoter will require the nominated undertaker, as the detailed programme of construction works is developed, to meet with the Denham Country Park, Buckinghamshire Golf Club and with National Grid, to discuss ways in which the impact of significant construction activities affecting access to the Denham Country Park and Buckinghamshire Golf Club might be mitigated as far as reasonably practicable, subject to construction programme requirements.

13. Greatmoor Sailing Club – access realignment

The Council has petitioned the Promoter in respect of the Council's concerns, as highway authority, in respect of the position and visibility of the Great Moor Sailing Club entrance from the re-aligned Perry Hill under the Bill Scheme. As a result, the Promoter has offered the Council and Great Moor Sailing Club the following assurance to provide for the relocation of the Sailing Club's entrance some 60m to the north, and for any associated remodelling and re-provision of its car parking places and berths:

1. Subject to the Council, as the highway authority, granting the necessary consents, including in relation to any works required within the highway boundary (such as in relation to landscape management and lines of sight):

1.1 The Promoter will continue to work with Buckinghamshire County Council and Great Moor Sailing Club to relocate the Club's access northwards from its existing position onto Perry Hill by approximately 60m in order to improve visibility, and to take into account the Club's concerns about the re-alignment of Perry Hill under the Proposed Scheme.

1.2. It is the Promoter's assumption that if a new access is opened and another closed this should be able to be done so that there is no net impact on amenity or reduction in the number of available car parking spaces and berths at the club.

14. Wendover public realm enhancements

The Promoter and the Council have engaged on the concerns raised by local residents in Wendover, as well as the concerns raised by the Council. As a result, the Promoter is willing to offer the following assurances to the Council:

Early tree planting

1. *The Promoter will require the nominated undertaker, at the detailed design stage, to make provision, where it is prudent and reasonably practicable to do so, for the early planting of trees associated with the Proposed Scheme, provided that these trees are not required to be removed on completion of the Proposed Scheme.*

A413 Cycleway Improvements

2. *Subject to the conditions in paragraph 2, the Promoter will provide a contribution up to a maximum of £500,000 ('the Contribution'), as soon as possible after Royal Assent in 2017/18, towards the improvement and repair of the existing cycleways to the north and south of Wendover ('the Cycleways').*

:

3. *The Promoter will supply this Contribution to the Council for the purposes of the Cycleways, subject to the following conditions:*

- *the Council obtains all the necessary consents and approvals for the Cycleways;*
- *the Council will procure to carry out the Cycleway works following discussions with the nominated undertaker regarding the Cycleway works construction programme within the parameters of the HS2 construction programme;*
- *the Council will be required to account to the nominated undertaker for all expenditure of the Contribution upon request of the nominated undertaker;*
- *the Contribution is to be applied solely for the provision of the Cycleways;*
- *the nominated undertaker will have no obligation to carry out or fund the maintenance of the Cycleways;*
- *the Contribution shall be paid on a date agreed as a single payment to the Council in full and final settlement of any future claim by the Council in respect of the Cycleways; and*
- *in the event the Contribution is not applied towards the Cycleways within three years of receipt of the Contribution, the Council shall and return the Contribution to the Promoter plus interest accrued, but less reasonable expenditure already incurred;*

15. Iver Relief Road

Recognising the Council's concerns about prescription of the location of any future relief road for Iver Village, the Promoter has agreed to amend the definition of 'Relief Road' in the assurance it issued to the Council at House of Commons stage, as set out below:

1. *The Secretary of State shall within three months of receipt of a written request to the nominated undertaker from the County Council, require the nominated undertaker to pay the Contribution to the County Council PROVIDED THAT:-the nominated undertaker shall only become liable to pay the Contribution if the County Council has:*
 - 1.1.1 *obtained the necessary powers and planning permission; and*
 - 1.1.2 *secured all necessary land interests of affected landowners and occupiers; and*
 - 1.1.3 *proceeds to construct and complete the Relief Road in a timely and economic manner.*
- 1.2 *No Contribution shall be paid by the nominated undertaker to the County Council if the actual cost of the construction of the Enhanced Scheme is less than the agreed estimated cost of construction of the Base Scheme by the County Council.*
2. *The County Council:-*
 - 2.1 *may not make a written request for payment of the Contribution before the Relevant Date; and*
 - 2.2 *may not make a written request for payment of the Contribution after the End Date; and*
 - 2.3 *the County Council may not make a written request unless the Secretary of State and the County Council have reached agreement on the estimated costs of construction of the Base Scheme by the County Council; and*
 - 2.4 *following receipt of the Contribution, shall write to the nominated undertaker confirming that the nominated undertaker is discharged from its obligations under paragraph 1.*
3. *In these Iver Road assurances:-*

| | |
|---------------------------|---|
| <i>"Authorised Works"</i> | <i>means Work no. 4/4 comprised within the HS2 Works;</i> |
| <i>"Base Scheme"</i> | <i>means a specification and cost estimate agreed between the County Council and the Secretary of State for the construction of the Relief Road by the County Council ignoring the presence of the Authorised Works;</i> |
| <i>"Bill"</i> | <i>means the High Speed Rail (London – West Midlands) Bill;</i> |
| <i>"Cap"</i> | <i>means the sum of £1,420,000 (one million four hundred and twenty thousand pounds) as adjusted on each annual anniversary date of this Assurance by such percentage as is equal to the percentage increase in the Building Costs Information Service All in Tender Price Index for the most recent period of 12 consecutive months for which figures are available;</i> |
| <i>"Contribution"</i> | <i>means a financial contribution representing the difference between the estimated cost of the Base Scheme and the actual cost of the Enhanced Scheme but which shall not exceed the Cap;</i> |

| | |
|------------------------|--|
| "End Date" | <i>means the date that HS2 Works are first used for commercial passenger operations;</i> |
| "Enhanced Scheme" | <i>means an agreed specification and cost estimate between the County Council and the Secretary of State for the construction of the Relief Road by the County Council taking account of the presence of the Authorised Works;</i> |
| "HS2 Works" | <i>means the works proposed to be authorised under the Bill;</i> |
| "nominated undertaker" | <i>means the relevant nominated undertaker appointed under clause 43 of the Bill as enacted and, in the period prior to the Secretary of State appointing a nominated undertaker and imposing the requirements on it referred to in these assurances, HS2 Ltd;</i> |
| "Relevant Date" | <i>means the date of Royal Assent of the Bill;</i> |
| "Relief Road" | <i>means a relief road forming part of a general road scheme proposed by the County Council which is proposed to be constructed between Market Lane, North Park and Mansion Lane to serve Iver, Iver Heath and Richings Park; and</i> |
| "Secretary of State" | <i>means the Secretary of State for Transport or any successor Secretary of State or Minister holding the Transport portfolio.</i> |

16. Iver – alternative construction route

Recognising the Council's concerns about HS2 construction traffic in relation to Iver, the Promoter is willing to offer the following assurance:

- 1. Subject to the Promoter securing any necessary consents or approvals under Schedule 17 to the Bill, the Promoter will require the nominated undertaker to not use the Bangor's Road and Iver High Street Route as a construction traffic route during the construction of the Proposed Scheme, save for in unforeseen circumstances out of the control of the nominated undertaker, and instead will use the Western Traffic Route for that construction traffic proposed, in the Environmental Statement, to use the Bangor's Road and Iver High Street Route, provided that it would not give rise to any new or different significant environmental effects from those assessed in the Environmental Statement and would be consistent with the Environmental Minimum Requirements.*
- 2. The assurance in paragraph 1 supersedes and replaces those assurances in the Register of Assurances and Undertakings numbered 1538 and 1539.*

In this assurance:

"the Bangor's Road and Iver High Street Route" means that part of the construction route, identified in the Environmental Statement, to/ from the Heathrow Express Depot East Connection Satellite Compound along Bangor's Road (North and South), Iver High Street, and Thorney Lane (north and South), as shown highlighted yellow on the plan at Appendix E;

"Environmental Minimum Requirements" means the environmental requirements set out in Section 3 of the Draft Environmental Minimum Requirements Draft General Principles, published in March 2016 or as may be updated from time to time;

"The nominated undertaker" means a person whose name appears in an order made under Clause 44 of the Bill;

"The Promoter" means the Secretary of State for Transport or any successor of the Secretary of State or Minister holding the Transport portfolio and includes so far as relevant any nominated undertaker exercising the powers or functions under the Bill by virtue of an order under Clause 44 of the Bill;

"The Proposed Scheme" means Phase One of HS2;

"the Register of Assurances and Undertakings" means a register recording the binding commitments given by the Promoter during the passage of the Bill which are held by the Department of Transport and which will be finalised at Royal Assent of the Bill;

"the Western Traffic Route" means the construction route, identified in the Environmental Statement, to/ from the A40 from the Heathrow Express Depot East along Langley Park Road, Wood Lane, Church Road, Denham Road and Southlands Road.

17. Contribution to administrative costs for £1m Calvert Fund and detailed design panel

1. The Secretary of State Promoter will require the nominated undertaker to fund provide a contribution up to a maximum of £35,000 ("the Contribution") to Aylesbury Vale District Council or Buckinghamshire County Council (as appropriate) for the costs of administering the £1m additional mitigation fund ("the Mitigation Fund") in the Calvert and Steeple Claydon area, over a period of two years subject to the following conditions:

1.2 the Contribution is to be applied solely to the administrative costs of managing the Mitigation Fund and attending the local panel and design panel;

1.3 the Contribution shall be paid on a date agreed following Royal Assent, in 2017/18, as a single payment to either the Aylesbury Vale District Council or Buckinghamshire County Council (as appropriate) in full and final settlement of any future claim by Aylesbury Vale District Council or Buckinghamshire County Council in respect of the administrative costs of managing the Mitigation Fund;

1.4 in the event the Contribution has not been applied towards the administrative costs outlined in paragraph 1 during the detailed design period for the Proposed Scheme in the IMD area, Aylesbury Vale District Council or Buckinghamshire County Council shall return the Contribution to the Promoter plus interest accrued, but less reasonable expenditure already incurred .

18. Other local community projects

Regarding other local community projects, as HS2 Information Paper C12 sets out, in October 2014 the Government announced that there would be a Community and Environment Fund (CEF) and Business and Local Economy Fund (BLEF) associated with the Proposed Scheme. Originally, a total of £30m was made available for these two funds (exclusive of administration costs). However, in response to the House of Commons Select Committee's Second special report, published on 22nd February 2016, the Government announced on 10 March 2016 that an additional £10m of funding was to be provided, making the available total £40m. The aim of the Funds is to support good quality bids, therefore the drawdown of the full £40m will depend on enough good quality bids coming forward.

The objective of the CEF is

To add benefit over and above committed mitigation and statutory compensation to communities along the route that are demonstrably disrupted by the construction of HS2. The CEF Local will focus on quality of life and environment in individual communities, whilst the CEF Strategic will focus on large projects across several communities and address strategic rather than purely local concerns.

Both revenue and capital grants will be available. Initiatives the CEF may support, as set out in Information Paper C12 might include:

- Improved pedestrian, equestrian or cycle access;
- Landscape and nature conservation enhancement projects which increase biodiversity;
- Enhancement or replacement of sports and recreational facilities;
- Improved access and enhancements to public open space;
- Provision of enhanced or new community facilities; and
- Refurbishment/ re-use of historic buildings and monuments.

The objective of the BLEF is:

To add benefit over and above committed mitigation and statutory compensation to support local economies that are demonstrably disrupted by the construction of HS2.

Initiatives the BLEF may support might include:

- Schemes to improve the local public realm, especially in retail and tourist areas;
- Improved local cycling and pedestrian access to local economic centres;
- General promotional activity;
- Creating and running events that increase footfall or promote business activity during seasonal periods; and
- Projects that aim to increase tourist visits to an area.

Full details of the funds and how it envisaged these will operate are available in HS2 Information Paper C12.

On 12 October 2016, indicative regional allocations were announced for the two funds. The Phase One route was divided into three broad areas for the purposes of the regional indicative allocations. £15m was allocated for the Central Area. The Central area includes Buckinghamshire, as well as Warwickshire, Northamptonshire, Oxfordshire and Hertfordshire.

Allocation of funding in this way gives communities a degree of certainty about the level of funding available, while maintaining some flexibility on the allocation of funding. The three defined areas have been developed in this way to attract best quality bids, but reduce the pool of competition that the groups will face in each area. These indicative allocations will be used to guide the decision makers when assessing grant applications.

For communities experiencing demonstrable disruption from construction works which are considered 'off-route,' but are contained within the High Speed Rail Bill, successful projects will receive funding from the unallocated £10 million element of the funds.

19. Ecology and biodiversity

Accepting the concerns the Council has about ecology and biodiversity, the Promoter is willing to offer the following assurance:

As part of the detailed design of the Proposed Scheme at six specific locations within Bill limits, to be agreed by the Council with the Promoter and the relevant District Councils, the nominated undertaker will engage with the Council, as well as the relevant District Councils, on proposals for further mitigating the habitat severance effects of Phase One of HS2 within the County of Buckinghamshire in so far as they are reasonably practicable.

20. Calvert – HS2 and East West Rail Public Meetings

Acknowledging the interest of the local community at Calvert in both the East West Rail and HS2 schemes, the Promoter is willing to offer the following assurance regarding sections of the Network Rail infrastructure that will be relocated or realigned to construct HS2, and elements of HS2 infrastructure that provide passive provision for East West Rail (please note that this assurance does not preclude local residents from taking part in any East West Rail Transport and Works Act Order consultation process in due course):

The Promoter will require HS2 Ltd/ the nominated undertaker to hold two public engagement events in Calvert at which HS2 will attend and to which, East West Rail and Network Rail as well as Aylesbury Vale District Council and Buckinghamshire County Council will be invited, to inform local people of progress in integrating the two schemes and receive their feedback.

Report to Cabinet

| | |
|---------------------------------|--|
| Title: | Income Generation |
| Date: | Monday 12 December 2016 |
| Date can be implemented: | 20 December 2016 |
| Author: | Bill Chapple OBE |
| Contact officer: | Liz Wheaton x 3856 ewheaton@buckscc.gov.uk |
| Local members affected: | All areas |

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

During the 2015/16 budget scrutiny, the Inquiry Group was told that the Future Shape programme aimed to make savings of £7.6m. The programme was designed around the principle that the Business Units would be self-funding. The Group heard that creating and maximising the opportunities for income generation would be the bedrock of the success of this strategy. During the 2016/17 budget scrutiny, the Inquiry Group asked all portfolios about their plans for income generation and asked them to provide examples where additional income had been made. The Group felt that there was a lack of consistency across the portfolios in terms of their approach towards income generation and a more strategic approach would help to identify possible areas for increased income generation activity.

As a result of the budget scrutiny work, the Finance, Performance and Resources Select Committee set-up an Inquiry to review the Council's approach to income generation and review the existing pathways for income generation activity across the Council as well as identifying possible areas for further income generation.

Evidence gathering took place during June, July and August. The Committee met with the Managing Directors and Finance Directors of the Business Units and a number of senior officers from within the Business Units. Desk top research was also undertaken to provide



INVESTOR IN PEOPLE



some national context, including examples of income generation activities from other local authorities.

The attached report (Appendix 1) presents the Committee's key findings and recommendations.

Recommendations

- 1. That governance arrangements are put in place to ensure oversight and delivery of Income Generation targets across the Council. The Inquiry Group recommends that this includes:**
 - a. The establishment of a One Council Board sponsor for income generation – to be identified by the Leader and the Chief Executive**
 - b. The regular consideration of the Council's income generation activity by One Council Board**
 - c. The establishment of Income Generation champions within Business Units to encourage innovative thinking and to report on activity (see slide 20 – highlighted green text from Hammersmith & Fulham)**
 - d. Plans to deliver the Income Generation Strategy are specified as part of Business Unit Plans**
 - e. Income Generation plans are reported to Business Unit Boards on a regular basis**
- 2. That a mechanism is established by which income generation information, best practice and support can be shared across all Business Units, including skills development resources.**
- 3. That the Council maximises income from external funding by:**
 - a. Establishing and adopting the most effective and efficient model for identifying external funding for all Business Units, and**
 - b. Developing a central register of bids to avoid duplication of work, enable oversight of activity and early identification of support needed to realise opportunities.**
- 4. That the “investing for income generation” section in the Income Generation Strategy be widely publicised to enable ‘pump priming’ activities to be considered by the Business Units to deliver income generation projects which require initial funding.**
- 5. That the speed of culture change in relation to Income Generation be improved by:**
 - a. Exploring every opportunity to maximise income generation activities, such as developing a corporate policy for credit card payment charges**
 - b. Ensuring income generation targets are specified in the objectives for Managing Directors, and**
 - c. Exploring the potential for incentivising staff who have identified income generation activity and whose ideas have be realised.**

A. Narrative setting out the reasons for the decision

See report attached as Appendix 1.

B. Other options available, and their pros and cons

See report as above.

C. Resource implications

The resource implications of all recommendations are to be considered as part of the Cabinet's response to the Inquiry Report.

D. Value for Money (VfM) Self-Assessment

See above.

E. Legal implications

N/A

F. Property implications

N/A

G. Other implications/issues

N/A

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

N/A

I. Communication issues

The communication of Cabinet's decisions will be considered by the relevant Business Units following the Cabinet's decision on whether to accept the Select Committee's recommendations.

J. Progress Monitoring

Where recommendations are agreed by Cabinet, the lead officer for each recommendation will be asked to provide a written progress update to the lead Cabinet Member. The Cabinet Member and relevant officers will be invited to the Select Committee to follow-up on the progress of the recommendations at 6 & 12 months.

K. Review

As above.

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 Member Services Team by 5.00pm on Friday 09 December 2016 This can be done by telephone (to 01296 387969), or e-mail to democracy@buckscc.gov.uk

Report to Cabinet

Income Generation

A Report of the Finance, Resources and Performance
Select Committee

Contact Officer: Liz Wheaton, Committee & Governance Adviser



Purpose of Report

To seek the agreement of Cabinet to the report and recommendations of the Finance, Performance and Resources Select Committee

Contents

Inquiry Purpose
Inquiry Methodology
Background
Key Findings & Evidence
Recommendations



Inquiry Purpose

Council driver to become more self-financing

Budget Scrutiny 2016 – through questioning Members:

- Felt more could be done on Income Generation
- Considered potential inconsistency across portfolios
- Heard not enough people with commercial skills to drive strategy

Inquiry set up to:

- Explore whether enough is being done to identify opportunities and increase income across the Council, and
- Identify what, if anything, needed to be put into place to maximise income generation opportunities



Methodology

- Scope agreed by FPR Select Committee on 3 May 2016
- Inquiry conducted by Bill Chapple OBC (Chairman), Steven Lambert, David Martin, Richard Scott and Netta Glover
- Summer 2016 – evidence gathering meetings with:
 - Business Unit Managing Directors
 - Business Unit Finance Directors
 - Richard Schmidt, Head of Strategic Finance
 - Matt Strevens, Corporate Finance Business Partner
 - Jonathon Noble, Commercial Director, BSP
 - Frances Mills, Head of People & Organisational Development
 - Gill Harding, Commercial Development Director, TEE
 - Joe Nethercoat, Head of Strategic Assets
 - Oster Milambo, Deputy Head of Strategic Assets
 - Andrew Fowler, Head of Country Parks & Green Spaces
 - Michelle Granat, Head of Strategy & Innovation
- Desk top research to provide national context alongside local intelligence and examples of income generation from other authorities



Background – the Context

National context

- Local Government Acts 2000 & 2003 created ‘Power of Wellbeing’, allowing the trading of Council functions
- Localism Act 2011 provided ‘General Power of Competence’
- Changes to Business Rate retention
- Limitations to Council Tax rises

Local context

- Income from traditional sources is rapidly reducing
- Revenue Support Grant removal by end of Parliament
- Continuing demand for services, particularly demographic
- Would need to increase net income by 15% per annum over next five years to recompense the loss of Government funding
- The aim of the Future Shape strategy was for BCC to be more “commercial”
- Parallel strategies to address the financial gap include:
 - Council Tax
 - Business Rates, and
 - Income Generation (agreed by Cabinet, February 2016)



Background – the Committee

In 2014 the Environment, Transport and Locality Select Committee looked at external funding opportunities in the light of Future Shape proposals.

- The Select Committee identified the need for sharing of information to avoid an ad-hoc approach to bids
- The Cabinet Member explained that Business Unit Plans would include a section on external funding opportunities & how these were being pursued
- The Budget Scrutiny 2016/17 report highlighted :
 - In 2015 Budget Scrutiny was told Future Shape aimed to make £7.6m savings and that creating and maximising income generation opportunities was critical in delivering the strategy
 - In 2016 Budget Scrutiny heard from two portfolios who said opportunities were limited as they were demand-led services



Key Findings – Income Generation Strategy

The organisation has agreed an Income Generation Strategy which provides a good, clear statement of intent.

We recognise that income generation is not necessarily about fees and charges for services and that the Council's general power of competency gives the organisation new opportunities for income generation activity.



Key Findings – the Strategy

| Evidence | Conclusion |
|---|---|
| <p>The Head of Strategic Finance told us of the offer made to Business Units to promote the Income Generation Strategy to Business Units but that take-up had not been universal.</p> | <p>We are concerned that the Strategy has not yet been embedded within the organisation. Although the Strategy document is the responsibility of HQ Finance, we remain unclear about how well the Strategy is being driven and where the ownership lies within Business Units.</p> |
| <p>In the meeting with Finance Directors we heard that for some Business Units, the statutory nature of services meant that income generation activity was not possible. The Head of Strategy & Innovation told us of a team within one of these Business Units who had asked for help with exploring income ideas for the service.</p> | <p>All Business Units need to be clear about their approach to income generation and to articulate this to all staff. We think this could result in the identification of more income generation opportunities. For example, could some of our outstanding services or expertise, even in statutory care situations, be sold to other authorities to create income.</p> |



Key Findings – Being more Commercial

There is recognition across the organisation that BCC is a ‘commercial’ organisation.

| Evidence | Conclusion |
|---|--|
| <p>We explored what ‘being more commercial’ meant and found that it is commonly articulated in terms of making savings and being more efficient in delivering our services. It did not always include exploring opportunities for additional income through selling our services. It was recognised that this requires a different skill set.</p> | <p>The organisation could benefit from clarity around what we mean by “being more commercial” and what we mean by “additional income through selling our services” and these should be promoted to all staff to aid understanding. We feel there needs to be more clarity around how income generation is reported so that savings made through efficiencies are separate to additional income made through selling our services. See slides 9 & 10 for “financial reporting on additional income” – for example, whilst laundry reimbursement from the Bucks Care Contract is additional income, it hasn’t derived from selling a service. By contrast, bidding for additional income to support some children in education is additional income.</p> |



Financial Reporting on Additional Income (1)

| BU | Portfolio | Activity | MTP Reason | Description | MTFP Target | | | | Savings class |
|-------|-------------------------|---|-------------------|---|------------------|------------------|------------------|------------------|----------------|
| | | | | | 2016/17 £,000 | 2017/18 £,000 | 2018/19 £,000 | 2019/20 £,000 | |
| BSP | Resources | Business Services Plus Transform Saving | Additional Income | Shared Services | (65) | (111) | (111) | (111) | Current |
| BSP | Resources | Facilities Management | Additional Income | Property rental income | (30) | (60) | (60) | (60) | Current |
| CHASC | Community Engagement | Trading Standards | Additional Income | Trading Standards, additional income | (17) | (17) | (32) | (32) | Less than £50k |
| CHASC | Community Engagement | Registrars | Additional Income | Registrars - Fee Increase | 0 | (20) | (40) | (60) | Due in 17/18 |
| CHASC | Community Engagement | Wellbeing Centre | Additional Income | Chesham Wellbeing Centre | (26) | (26) | (26) | (26) | Less than £50k |
| CHASC | Health & Wellbeing | LD Residential Care | Additional Income | Joint funding of packages with NHS | (125) | (125) | (125) | (799) | Current |
| CHASC | Health & Wellbeing | Buckinghamshire Care Contract | Additional Income | Laundry reimbursement | (100) | (100) | (100) | (100) | Current |
| CHASC | Health & Wellbeing | OP/OPMH Residential Care | Additional Income | Joint funding of packages with NHS | (125) | (125) | (125) | (125) | Current |
| CSCL | Children's Services | LA Children in Care | Additional Income | Bidding for external funding to support some children in further education. | (25) | (25) | (25) | (25) | Less than £50k |
| CSCL | Education & Skills (LA) | Home to School Transport | Additional Income | Home to School Transport - further income | (250) | (250) | (250) | (250) | Current |
| CSCL | Education & Skills (LA) | LA Learning Trust | Additional Income | Additional Income generation | (97) | (97) | (97) | (97) | Current |
| CSCL | Education & Skills (LA) | LA Prevention & Commissioning | Additional Income | Clinical Commission Group Income | (100) | (100) | (100) | (100) | Current |



Financial Reporting on Additional Income (2)

| BU | Portfolio | Activity | MTP Reason | Description | MTFP Target | | | | Savings class |
|-----|------------------------|-----------------------------------|-------------------|--|------------------|------------------|------------------|------------------|----------------------|
| | | | | | 2016/17 £,000 | 2017/18 £,000 | 2018/19 £,000 | 2019/20 £,000 | |
| HQ | Resources | Strategic Assets | Additional Income | Property Asset income generation | (350) | (850) | (1,100) | (1,350) | Current |
| TEE | Planning & Environment | Waste | Additional Income | Energy from waste income | (80) | (108) | (80) | (80) | Current |
| TEE | Planning & Environment | Waste | Additional Income | Recycling credit recharge | 0 | (120) | (120) | (120) | Due in 17/18 |
| TEE | Planning & Environment | Waste | Additional Income | Trade waste recharges | 0 | (230) | (230) | (230) | Due in 17/18 |
| TEE | Planning & Environment | Waste | Additional Income | Waste re-use - Income from waste re-use storage/ Cleaning Facility | (50) | (50) | (50) | (50) | Current |
| TEE | Planning & Environment | Waste | Additional Income | Additional bulky waste income from capital investment | 0 | (175) | (175) | (175) | Due in 17/18 |
| TEE | Planning & Environment | Waste | Additional Income | Feasibility study and outline business case for an energy company | 0 | 0 | (570) | (570) | Not due for 2+ years |
| TEE | Planning & Environment | Resource Strategy | Additional Income | Roof mounted solar panels - income | (20) | (20) | (20) | (20) | Less than £50k |
| TEE | Planning & Environment | Unallocated budget | Additional Income | Small increases in income across teams | (58) | (58) | (58) | (58) | Current |
| TEE | Transportation | Highways Development Control | Additional Income | Highways Development Management increased income | (75) | (75) | (75) | (75) | Current |
| TEE | Transportation | Contract | Additional Income | Advertising & sponsorship income | (50) | (100) | (100) | (100) | Current |
| TEE | Transportation | Contract | Additional Income | Green Claims - 3rd party recovery | (80) | (80) | (80) | (80) | Current |
| TEE | Transportation | Contract | Additional Income | third party damage, improved recovery | 0 | (50) | (75) | (100) | Due in 17/18 |
| TEE | Transportation | Contract | Additional Income | Pay & Display Revised Income | (8) | (66) | (124) | (182) | Current |
| TEE | Transportation | Contract | Additional Income | License fees additional income | (70) | (80) | (95) | (110) | Current |
| TEE | Transportation | Transportation Unallocated Budget | Additional Income | Car park at Winslow - Income form capital investment | 0 | 0 | 0 | (155) | Not due for 2+ years |

Key Findings – the Organisation

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| Evidence | Conclusion |
|---|---|
| <p>We learned that there is no central co-ordination of funding bids, and that on one occasion BCC applied twice for the same funding stream (different Business Units).</p> <p>We heard from the Commercial Director that there was no mechanism for sharing practice around income generation and although there was a willingness to meet Business Units, capacity was an issue.</p> | <p>The organisation needs a way of sharing information about income generation activity, including external bids which are being developed. There could also be benefit in sharing information about successful bids and good practice guidance. We have concerns that by not sharing information, the Council could be missing out on opportunities.</p> |



Key Findings – the Workforce (1)

We found that there is a difference in approach between Business Units, perhaps understandably because of the nature of the services they deliver. We heard about Business Units who are ahead in their thinking, for example the Country Parks’ use of a hackathon, and who proactively seek income generation opportunities.

| Evidence | Conclusion |
|--|---|
| The indicative budget target/achievement figures shared with us by the Head of Strategic Finance showed that some Business Units were not achieving their income generation targets. | Combining this evidence with evidence from the meeting with Finance Directors about statutory services (slide 12), we question whether all Business Units have the right support, skills and capacity in place to drive the maximum benefit from income generation opportunities. |
| We heard that a Risk Management Champions Group has recently been established whereby each Business Unit has a nominated Risk Champion. | We feel that the Business Units could benefit from a dedicated income generation champion who would be responsible for co-ordinating and reporting on the income generation activity, as well as developing best practice across the organisation. |

Key Findings – the Workforce (2)

We asked about the skills of the workforce in relation to creating and making the most of income opportunities.

Bid-writing training courses have been provided for staff, which is an excellent way to improve skills provided the trainee is able to put theory into practice in a timely manner.

| Evidence | Conclusion |
|---|---|
| The Head of People and Organisational Development (OD) told us that Business Units are currently identifying skills gaps and that the analysis will be used to inform an organisational OD programme. | Combining this with earlier evidence, we are keen to ensure that income generation skills are included in the OD programme. Where Business Units have not identified such skills, we would like to see work done with the BU to increase understanding of the need for such skills. |



Key Findings – Culture and Behaviour (1)

Given the speed of change in the organisation’s financial environment, we are concerned that our culture and behaviour are not changing quickly enough to adopt the mind-set necessary to meet the financial challenges ahead.

| Evidence | Conclusion |
|--|--|
| We heard that there is no corporate policy around charging for credit card payments. | Whilst acknowledging that, in some cases, the workload involved outweighs the cost benefit, we felt that this issue should be reviewed again to see how many people across the Council are paying for our services by credit card. The Council is now in a different position & we would like everyone in the organisation to consider all possibilities, even those tried before, with a new perspective. |



Key Findings – Culture and Behaviour (2)

100

| Evidence | Conclusion |
|--|---|
| <p>The Head of Strategic Finance is the lead for the Income Generation Strategy although we understand that limitations on capacity meant that he is unable to do much more than promote the strategy. The Managing Directors are responsible for driving the Strategy forward and for monitoring the income generation activities within their Business Unit.</p> | <p>The Income Generation Strategy provides a valuable tool by which change in behaviour and culture can be effected.</p> <p>We believe that the income generation activities in each Business Unit need to be reviewed and action plans developed for each activity to be shared amongst the Managing Directors’.</p> |



Key Findings – the Successes

We heard from the Head of Strategic Finance that although work was underway to establish accurate reporting of income generated, indications were that income targets were exceeded in 2015/16.

Throughout our evidence gathering, we learned of excellent work already taking place within the organisation, including:

- Evidence of working with partners to identify new opportunities e.g. TEE exploring the possibility of Bucks Business First alerting the authority to external funding opportunities
- The possibility of selling to other local authorities the CMA tool developed in-house
- Country parks considering creative ways to maximise income e.g. filming location, leasing properties, Go Ape, investing in car parking & cafe
- Using capital funds to create revenue income for the organisation through the Council's investment portfolio



Key Findings – Celebrating the Successes

We felt that the income generation successes should be publicised across the Organisation so that Members and Officers are made aware of what has been achieved.

We also felt that key messages around what the Organisation is doing to create additional income opportunities should be publicised to all so that everyone is part of this and can play a collective role in moving any income generation activity forward.



Potential Income Generation ideas (1)

In discussions with officers, and our own research, we would like to suggest the following ideas which we believe offer additional potential around income generation:

- Exploiting the “Buckinghamshire” brand – is there more we could be doing in terms of tourism and sponsorship?
- TfB – could we offer services to private roads & estates?
- Economy – could we provide start-up incubator units for businesses or pop-up retail units for local businesses through our property assets?
- Increased income from capital – could we better use our property assets to generate income?
- Partners – foster partnership working and provide a better experience for communities - for example through a hub model?



Potential Income Generation ideas (2)

- Innovation – use a pump-priming pot of money (which could be recycled) for services to use to explore opportunities? The mechanism for this is outlined in the Income Generation Strategy but remains under-utilised.
- Developing a corporate policy for credit card payment charges.
- Charging for pre-application planning advice and enforcement fees.

We understand the resource pressures facing Senior Managers and recognise that capacity within the Business Units to oversee income generation activities can be limited. Whilst we appreciate the challenges of the current financial climate, we feel that the organisation would benefit from recruiting someone to be a dedicated resource to oversee and drive forward the income generation activities.



Examples of Income Generation activity from other authorities

- Wolverhampton City Council – set-up “YOO Recruit” as a wholly owned recruitment company. YOO is currently providing 10% of all temporary workers into the Council.
- Portsmouth City Council – advertising and sponsorship opportunities are now generating more than £200,000 per year and have become a key consideration when planning new projects and events.
- Hammersmith & Fulham – staff are being trained and encouraged to cross-sell other services to customers. For example, the marriage registrar offering details of the ceremonial rooms at the council to hold the ceremony as well. **The importance of engaging with heads of services rather than just the finance team, as was traditionally the case with income generation work, has been a key lesson learnt by the Council.**



Recommendations (1)

1. That governance arrangements are put in place to ensure oversight and delivery of Income Generation targets across the Council. The Inquiry Group recommends that this includes:

- **The establishment of a One Council Board sponsor for income generation – to be identified by the Leader and the Chief Executive**
- **The regular consideration of the Council’s income generation activity by One Council Board**
- **The establishment of Income Generation champions within Business Units to encourage innovative thinking and to report on activity (see slide 20 – highlighted green text from Hammersmith & Fulham)**
- **Plans to deliver the Income Generation Strategy are specified as part of Business Unit Plans**
- **Income Generation plans are reported to Business Unit Boards on a regular basis**


2. That a mechanism is established by which income generation information, best practice and support can be shared across all Business Units, including skills development resources.



Recommendations (2)

3. That the Council maximises income from external funding by:
 - a. Establishing and adopting the most effective and efficient model for identifying external funding for all Business Units, and
 - b. Developing a central register of bids to avoid duplication of work, enable oversight of activity and early identification of support needed to realise opportunities.

 4. That the “investing for income generation” section in the Income Generation Strategy be widely publicised to enable ‘pump priming’ activities to be considered by the Business Units to deliver income generation projects which require initial funding.

 5. That the speed of culture change in relation to Income Generation be improved by:
 - a. Exploring every opportunity to maximise income generation activities, such as developing a corporate policy for credit card payment charges
 - b. Ensuring income generation targets are specified in the objectives for Managing Directors, and
 - c. Exploring the potential for incentivising staff who have identified income generation activity and whose ideas have be realised.
- 

Report to Cabinet

| | |
|----------------------------------|---|
| Title: | Draft Revenue & Capital Budgets for 2017/18 to 2020/21 |
| Date: | 12 December 2016 |
| Date can be implemented: | 20 December 2016 |
| Author: | Cabinet Member for Resources |
| Contact officer: | Matt Strevens, Corporate Finance Business Partner, 01296 383181 |
| Local members affected: | All |
| Portfolio areas affected: | All |

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

The report sets out the draft revenue and capital budgets for 2017/18 to 2020/21.

Recommendation

Cabinet are asked to approve the draft Revenue and Capital budgets for wider consideration by the Finance, Performance and Resources Select Committee and other interested parties such as the business community and partner agencies in Buckinghamshire.

A. Narrative setting out the reasons for the decision

Strategic Plan

1. The County Council is conducting an annual review of the Strategic Plan in parallel with the budget process to take account of developments in Council Services, the Government's policy programme and the significant financial challenges on the horizon. The Councils current strategic priorities focus around three key themes:



INVESTOR IN PEOPLE



- Safeguarding the vulnerable
- Creating Opportunities and Building Self-Reliance
- Keeping Bucks Thriving and Attractive

These Strategic Plan priorities have been used by the Cabinet in developing its budget proposals, both in terms of identifying areas of service delivery that it wishes to protect and identifying options for delivering savings.

Autumn Statement and Local Government Finance Settlement

2. On 23 November 2016 the Chancellor announced the results of the Spending Review and gave his Autumn Statement. This will be followed in mid-December by a statement from the Secretary of State for Communities and Local Government along with the release of the Provisional Local Government Finance Settlement.
3. As part of the 2016 Local Government Finance Settlement the Secretary of State offered all local authorities the opportunity to accept a 4 year settlement, guaranteeing a minimum level of funding across key areas of Central Government funding. Buckinghamshire applied to accept this 4 year settlement, and has received confirmation from the Department for Communities and Local Government that this application has been accepted. As such it is expected that the provisional Local Government Finance Settlement will contain the figures from the previous settlement, and will be in line with our planning assumptions.
4. The Autumn Statement contained little of any significance to local government in terms of revenue implications. The key statement of relevance to Local Government was that the question of dealing with our demographic pressures would be delayed until the next statement from the Secretary for State. In addition it was confirmed that the National Living Wage would increase to £7.50 per hour, as per previous announcements.

Rates Pooling

5. This Council has an existing agreement to a rates pool arrangement with Aylesbury Vale District Council, Chiltern District Council, South Buckinghamshire District Council and Buckinghamshire Fire & Rescue Service which will remain in force for the financial year 2017/18. The current agreement is on course to deliver the £500k of additional income projected. An application will be made to extend this pooling agreement for the financial year 2018/19, and it is expected that the benefit will remain at approximately £500k for the next 2 years.

Methodology

6. Each Cabinet Member has developed revised budget proposals for both revenue and capital. This has enabled a greater focus to be maintained on corporate and Member priorities, as set out in the Strategic Plan.
7. The capital proposals from each Portfolio have been assessed by the Asset Strategy Board (ASB) and the proposals presented here are the recommendations from Cabinet Members following advice from the ASB to fit within available resources.

8. The Council is currently running a general public consultation on budget priorities. This consultation runs until 17 December. A latest update on the results of this exercise are summarised in **Appendix 6**.
9. In these difficult financial times, with significant demand pressures upon services, it is inevitable that some difficult decisions will have to be made about a range of services. It is, therefore, important that the Council sets a balanced budget with due regard to the impact that its decisions will have to individuals and communities. To this end, risk and impact assessments have been undertaken in agreement with Cabinet Members and will be published on the Council's website. Risk and impact assessments are required for all decisions over the minimum threshold of £50,000.

Draft Revenue Budget

10. The starting point for the Revenue budget is that there was a broadly balanced Medium Term Plan when it was set by Council last February. However, during the process of reviewing the current position a number of significant pressures on existing budgets were identified.
11. The detailed revenue budget proposals are set out in **Appendices 1, 2, and 3**. These are too detailed and too numerous to set out fully within this report itself. However, it is worth drawing out a few key issues.
12. As agreed last year, and in light of the expenditure pressures identified, it is proposed to **increase Council Tax at 3.99%** for all years of the Draft Budget. We expect the Secretary of State to set the **Council Tax Referendum limit at 2%**, and for the additional flexibility for authorities with Adult Social Care responsibilities to increase Council Tax by a further 2%, i.e. 4% to remain as well.
13. There has been some evidence of economic growth in Buckinghamshire which as well as the obvious community benefits, brings an increase in the income to the Council generated from local taxation. Indications received from district councils suggest a small increase in Council Tax income, and a small surplus on collection from the current year, which have been reflected in these draft budget proposals.
14. The impact of the **National Living Wage** is still not anticipated to be significant in terms of a direct impact on Council salary costs. There will need to be some adjustment to pay scales affecting a relatively small group of employees and this matter has been considered by the relevant council committee. There is likely to be a much larger impact in respect of support assistants, etc. working in schools which will impact on the Dedicated Schools Budget. More significant still is the potential impact on care workers in residential establishments and domiciliary services and the consequent impact on contracts the council holds with care providers. The impact through the supply chain of this has not been as significant in 2016/17 as initially expected, however there are likely to be cost increases in future years. Within these budget proposals some contingency provision has been made for these potential costs.
15. The Government continues to reconsider the future of Schools funding. It is expected that **Education Services Grant (ESG)** will reduce by £3.8m p.a. from September 2017, but that the Council is only able to avoid costs to the value of

£1.1m, thus creating a **net pressure of £2.7m in a full year**. It is also expected that there will be changes within the Dedicated Schools Grant (DSG), however the Governments intentions here are currently unclear.

16. In the current financial year **demand pressures continue to increase for both adults and children's social care**. In line with this real life evidence a contingency for demographic increases is included within the proposals equal to an additional 1% growth for all years.
17. In order to mitigate these pressures a number of significant measures are proposed. Most significant is a technical change to the Minimum Revenue Provision policy. This policy defines how we repay debt for pre 2008 borrowing. The change recently agreed by Full council saves approximately £3.3m in 2017/18, and provides a reducing saving for the next 15 years.
18. Corporate Costs increase year on year in the draft budget. Pay costs show a steady increase over the period, but will be allocated out to Portfolios in due course. There are a number of additional contingencies such as for Care cost pressures including demography and the Care Act as well as the impact of the National Living Wage.
19. In addition to the specific points drawn out above each Portfolio have revisited the budget assumptions reflecting challenges to the delivery of previous plans, new demand pressures as well as the need to find further savings to address the Council's overall position. The details of these proposals are set out in **Appendix 3**.
20. **Appendix 4** contains details on the planned expenditure on Public Health over the current planning period.

Draft Capital Programme

21. The details of the draft Capital Programme are set out in **Appendix 5**. A review of the assumed level of capital receipts and developer contributions has been undertaken, and available capital resources increased as a result of this. The assumptions include developer contributions which will be received after the expenditure has been incurred. The agreements allow for the expenditure to be forward-funded though short-term borrowing. Announcements in respect of non-ring-fenced schools basic need and schools maintenance have not yet been made for later years in the programme, so estimates are still used at present.
22. The Government continues not to provide specific capital resources for Early Years Provision, so no new allocations have been made to the programme. Similarly Primary and Secondary provision has had to be slightly reduced to fit within the available resources. This is likely to present the authority with challenges in meeting its statutory duties in terms of ensuring provision is available for children and young people, particularly with the increase in free nursery provision to 30 hours. The Council will need to work closely with the private and voluntary sectors to ensure that sufficient provision is available.
23. A number of schemes have been included in the draft capital programme on the basis that the full business case will demonstrate a suitable financial return and thus can be funded by prudential borrowing. These schemes are: Winslow Station Car Park; Re-tasking of the Winslow Centre; Bio-waste Treatment; Reconfiguration of the Southern Depots; Conversion of Old Wycombe Library

and Waterside North Development. Should these schemes not be able to demonstrate a suitable rate of return then they will not proceed.

24. The Highways Maintenance budget for 2017/18 is £15m. On top of this allocation is the anticipated grant of £546k from the pothole fund which is included for all years. In subsequent years the funding of this activity falls back to the £10m p.a. required to maintain the roads in their current condition, but not deliver any improvements.

B. Other options available, and their pros and cons

25. All relevant options and priorities have been considered as part of the Medium Term Financial Planning process.

C. Resource implications

26. This report is inherently about resource allocations and priorities of the Council. The issue is, therefore, covered in the main body of the report.

D. Value for Money (VfM) Self-Assessment

27. The Council's Medium Term Financial Planning process is designed to provide value for money and to maximise efficiency savings.

E. Legal implications

28. The Council is required to set a balanced budget before 10th March in accordance with Section 32 (10) of the Local Government Finance Act 1992. Some savings proposals may need individual detailed consultation and this will be carried out before decisions on those proposals are made. If the responses to those consultations in the context of equality impact assessments are such that an individual proposal is not progressed, then alternative proposals will be considered including the use of reserves/contingencies.

F. Property implications

29. The capital elements of this report and its appendices include investment in new property as well as upgrading and extending the useful life of existing assets.

G. Other implications/issues

30. Inevitably the impact of changes to financial resources is wide-ranging. The individual implications have been considered as part of working up the detailed proposals; most particularly an Equality Impact Analysis has been carried out on the relevant draft proposals, as reported.

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

31. The Council carried out an on-line Budget Consultation exercise during November / December.
32. Stakeholders will have a further opportunity to comment on the draft budget following Cabinet on 12 December 2016 through the councils 'have your say' webpage
33. The budget proposals contained within this report will undergo review by Budget Scrutiny by the Finance, Performance & Resources Select Committee in January

34. Businesses within Bucks will be consulted on the proposals within this report through Bucks Business Group in the new year.
35. Dependent on the nature of the individual changes proposed in Appendix 3 there will be specific consultations undertaken as part of the projects to implement the changes.

I. Communication issues

36. Once Council has agreed the budget and amendments to the Strategic Plan it will be communicated to both residents and staff.
37. Communications on specific proposals within Appendix 3 will be undertaken as part of the projects to deliver the proposed changes.

J. Progress Monitoring

38. Once the budget has been set, delivery will be monitored as part of the Council's normal performance monitoring arrangements.

K. Review

39. The Medium Term Financial Plan is reviewed on an annual basis.

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 Friday 09 December. This can be done by telephone (to 01296 383627 or 383610), Fax (to 01296 382538), or e-mail to cabinet@buckscc.gov.uk

| Portfolio | Service | Total 2016-17 | | Total 2017-18 | | Total 2018-19 | | Total 2019-20 | | Total 2020-21 | |
|---|--|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total |
| Children's Services | Digital and Strategic Options Appraisals | 255 | 0.1% | 582 | 0.2% | 582 | 0.2% | 582 | 0.2% | 582 | 0.2% |
| | LA Care Services | 8,485 | 2.6% | 8,765 | 2.7% | 8,765 | 2.7% | 8,765 | 2.7% | 8,765 | 2.6% |
| | LA Children in Care | 3,740 | 1.1% | 5,767 | 1.8% | 6,089 | 1.9% | 6,458 | 2.0% | 7,061 | 2.1% |
| | LA Children in Need | 10,149 | 3.1% | 12,344 | 3.8% | 11,953 | 3.7% | 11,953 | 3.6% | 11,953 | 3.5% |
| | LA Family Resilience | 2,017 | 0.6% | 2,015 | 0.6% | 1,325 | 0.4% | 1,325 | 0.4% | 1,325 | 0.4% |
| | LA Management & Overheads - C & F | 4,719 | 1.4% | 4,433 | 1.4% | 4,623 | 1.4% | 4,833 | 1.5% | 4,250 | 1.2% |
| | LA Prevention & Commissioning | 22,267 | 6.8% | 22,314 | 6.9% | 22,314 | 6.9% | 22,314 | 6.8% | 22,314 | 6.5% |
| | LA Quality, Standards & Performance | 2,429 | 0.7% | 2,417 | 0.7% | 2,417 | 0.7% | 2,417 | 0.7% | 2,417 | 0.7% |
| Children's Services Total | | 54,061 | 16.4% | 58,637 | 18.1% | 58,068 | 18.0% | 58,647 | 17.8% | 58,667 | 17.2% |
| Community Engagement | Community Cohesion | 16 | 0.0% | 16 | 0.0% | 16 | 0.0% | 16 | 0.0% | 16 | 0.0% |
| | Community Engagement & Development | 1,100 | 0.3% | 1,030 | 0.3% | 1,030 | 0.3% | 1,030 | 0.3% | 1,030 | 0.3% |
| | Digital and Strategic Options Appraisals | 20 | 0.0% | (73) | 0.0% | (73) | 0.0% | (73) | 0.0% | (146) | 0.0% |
| | Community Safety | 570 | 0.2% | 469 | 0.1% | 469 | 0.1% | 469 | 0.1% | 0 | 0.0% |
| | Culture & Leisure | 1,253 | 0.4% | 1,199 | 0.4% | 1,179 | 0.4% | 1,159 | 0.4% | 1,159 | 0.3% |
| | LA Universal Youth Services | 198 | 0.1% | 198 | 0.1% | 198 | 0.1% | 198 | 0.1% | 198 | 0.1% |
| | Libraries & Information Services | 3,682 | 1.1% | 3,584 | 1.1% | 3,294 | 1.0% | 3,044 | 0.9% | 3,044 | 0.9% |
| | Operations | 1,156 | 0.4% | 886 | 0.3% | 841 | 0.3% | 841 | 0.3% | 841 | 0.2% |
| | Public Health | 8 | 0.0% | 8 | 0.0% | 8 | 0.0% | 8 | 0.0% | 8 | 0.0% |
| | Resilience | 109 | 0.0% | 109 | 0.0% | 109 | 0.0% | 109 | 0.0% | 109 | 0.0% |
| | SMT | 514 | 0.2% | 514 | 0.2% | 514 | 0.2% | 514 | 0.2% | 514 | 0.2% |
| | Trading Standards | 982 | 0.3% | 981 | 0.3% | 966 | 0.3% | 966 | 0.3% | 966 | 0.3% |
| | Voluntary & Community Sector | 171 | 0.1% | 169 | 0.1% | 169 | 0.1% | 169 | 0.1% | 169 | 0.0% |
| | Wellbeing | 196 | 0.1% | 199 | 0.1% | 199 | 0.1% | 199 | 0.1% | 199 | 0.1% |
| Community Engagement Total | | 9,973 | 3.0% | 9,287 | 2.9% | 8,917 | 2.8% | 8,647 | 2.6% | 8,105 | 2.4% |
| Education & Skills (LA) | Client Transport Central Costs | 2 | 0.0% | 2,317 | 0.7% | 2,447 | 0.8% | 2,377 | 0.7% | 2,507 | 0.7% |
| | Culture & Lrng - Adult Lrng (Ext Funded) | (82) | 0.0% | (86) | 0.0% | (86) | 0.0% | (86) | 0.0% | (86) | 0.0% |
| | Culture & Lrng - Student Support | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | Digital and Strategic Options Appraisals | (689) | -0.2% | (760) | -0.2% | (1,110) | -0.3% | (1,460) | -0.4% | (1,460) | -0.4% |
| | Home to School Transport | 12,256 | 3.7% | 11,928 | 3.7% | 11,928 | 3.7% | 11,928 | 3.6% | 11,928 | 3.5% |
| | Joint Commissioning | 2,613 | 0.8% | 2,676 | 0.8% | 2,676 | 0.8% | 2,676 | 0.8% | 2,676 | 0.8% |
| | LA Children's Partnerships | 169 | 0.1% | 105 | 0.0% | 105 | 0.0% | 105 | 0.0% | 105 | 0.0% |
| | LA Fair Access & Youth Provision | 1,784 | 0.5% | 1,662 | 0.5% | 1,662 | 0.5% | 1,662 | 0.5% | 1,662 | 0.5% |
| | LA Learning Trust | 2,672 | 0.8% | 1,276 | 0.4% | 1,176 | 0.4% | 1,081 | 0.3% | 1,081 | 0.3% |
| | LA Management (Learning Skills & Dev) | 3,310 | 1.0% | 3,229 | 1.0% | 3,229 | 1.0% | 3,229 | 1.0% | 3,229 | 0.9% |
| | LA Prevention & Commissioning | 9,307 | 2.8% | 8,333 | 2.6% | 7,008 | 2.2% | 6,823 | 2.1% | 6,823 | 2.0% |
| | LA SEN | 1,507 | 0.5% | 540 | 0.2% | (287) | -0.1% | (287) | -0.1% | (287) | -0.1% |
| | Skills Agenda | 31 | 0.0% | 31 | 0.0% | 31 | 0.0% | 31 | 0.0% | 31 | 0.0% |
| | Strategy & Policy | 479 | 0.1% | 479 | 0.1% | 479 | 0.1% | 479 | 0.1% | 479 | 0.1% |
| Education & Skills (LA) Total | | 33,359 | 10.1% | 31,730 | 9.8% | 29,258 | 9.0% | 28,558 | 8.7% | 28,688 | 8.4% |
| Education & Skills (DSG) | DSG Children & Families | 1,117 | 0.3% | 1,117 | 0.3% | 1,117 | 0.3% | 1,117 | 0.3% | 1,117 | 0.3% |
| | DSG LSP Schools ISB | 307,528 | 93.4% | 307,528 | 95.0% | 307,528 | 95.1% | 307,528 | 93.2% | 307,528 | 90.2% |
| | Fair Access & Youth Provision | 793 | 0.2% | 793 | 0.2% | 793 | 0.2% | 793 | 0.2% | 793 | 0.2% |
| | Learning Trust | 4,416 | 1.3% | 4,416 | 1.4% | 4,416 | 1.4% | 4,416 | 1.3% | 4,416 | 1.3% |
| | Management (DSG Lrn, Skills & Prevntn) | (395,912) | -120.2% | (395,912) | -122.4% | (395,912) | -122.4% | (395,912) | -120.0% | (395,912) | -116.1% |
| | Prevention & Commissioning | 31,182 | 9.5% | 31,182 | 9.6% | 31,182 | 9.6% | 31,182 | 9.5% | 31,182 | 9.1% |
| | School & Academy Relationships | 2,833 | 0.9% | 2,833 | 0.9% | 2,833 | 0.9% | 2,833 | 0.9% | 2,833 | 0.8% |
| | SEN | 45,808 | 13.9% | 45,808 | 14.2% | 45,808 | 14.2% | 45,808 | 13.9% | 45,808 | 13.4% |
| Strategy & Policy | 3 | 0.0% | 3 | 0.0% | 3 | 0.0% | 3 | 0.0% | 3 | 0.0% | |
| Education & Skills (DSG) Total | | (2,232) | -0.7% | (2,232) | -0.7% | (2,232) | -0.7% | (2,232) | -0.7% | (2,232) | -0.7% |
| Health & Wellbeing | Adult Mental Health Needs | 5,360 | 1.6% | 5,753 | 1.8% | 5,753 | 1.8% | 5,753 | 1.7% | 5,753 | 1.7% |
| | Assessment & Care Management | 12,533 | 3.8% | 11,648 | 3.6% | 11,648 | 3.6% | 11,648 | 3.5% | 11,648 | 3.4% |
| | Business Intelligence | 1,229 | 0.4% | 1,229 | 0.4% | 1,229 | 0.4% | 1,229 | 0.4% | 1,229 | 0.4% |
| | Centrally Managed Budgets | (0) | 0.0% | 1,460 | 0.5% | 410 | 0.1% | (160) | 0.0% | (160) | 0.0% |

| Portfolio | Service | Total 2016-17 | | Total 2017-18 | | Total 2018-19 | | Total 2019-20 | | Total 2020-21 | |
|---|---|----------------|--------------|----------------|---------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total |
| | Commissioning & Service Improvement | 3,334 | 1.0% | 1,342 | 0.4% | 1,342 | 0.4% | 1,342 | 0.4% | 1,342 | 0.4% |
| | Digital and Strategic Options Appraisals | 0 | 0.0% | (958) | -0.3% | (958) | -0.3% | (958) | -0.3% | (958) | -0.3% |
| | Internally Provided Services | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | Joint Commissioning | 6 | 0.0% | 6 | 0.0% | 6 | 0.0% | 6 | 0.0% | 6 | 0.0% |
| | Learning Disabilities | 40,109 | 12.2% | 40,229 | 12.4% | 41,024 | 12.7% | 43,426 | 13.2% | 43,176 | 12.7% |
| | Localities & Safer Communities | (0) | 0.0% | (0) | 0.0% | (0) | 0.0% | (0) | 0.0% | (0) | 0.0% |
| | Older People (inc Older People Mental Health) | 47,492 | 14.4% | 47,304 | 14.6% | 48,609 | 15.0% | 50,302 | 15.2% | 55,753 | 16.3% |
| | Physical & Sensory Disabilities | 10,322 | 3.1% | 10,596 | 3.3% | 11,141 | 3.4% | 11,676 | 3.5% | 11,676 | 3.4% |
| | Social Isolation | 57 | 0.0% | 57 | 0.0% | 57 | 0.0% | 57 | 0.0% | 57 | 0.0% |
| | Specialist Services | 3,381 | 1.0% | 3,380 | 1.0% | 3,380 | 1.0% | 3,380 | 1.0% | 3,380 | 1.0% |
| | Strategic Commissioning ASC | 1,304 | 0.4% | 1,304 | 0.4% | 1,304 | 0.4% | 1,304 | 0.4% | 1,304 | 0.4% |
| | Supporting People | 1,410 | 0.4% | 1,410 | 0.4% | 106 | 0.0% | 106 | 0.0% | 106 | 0.0% |
| Health & Wellbeing Total | | 126,538 | 38.4% | 124,761 | 38.6% | 125,052 | 38.7% | 129,112 | 39.1% | 134,313 | 39.4% |
| Leader | Chief Executives Office | 582 | 0.2% | 532 | 0.2% | 521 | 0.2% | 521 | 0.2% | 521 | 0.2% |
| | Enterprise | 569 | 0.2% | 594 | 0.2% | 594 | 0.2% | 594 | 0.2% | 594 | 0.2% |
| | Digital and Strategic Options Appraisals | (4) | 0.0% | (4) | 0.0% | (4) | 0.0% | (4) | 0.0% | (4) | 0.0% |
| | Growth & Strategy | 519 | 0.2% | 502 | 0.2% | 522 | 0.2% | 522 | 0.2% | 522 | 0.2% |
| | TEE Corporate and Finance | 34 | 0.0% | 67 | 0.0% | 67 | 0.0% | 67 | 0.0% | 67 | 0.0% |
| | Strategy & Policy | 4,894 | 1.5% | 4,954 | 1.5% | 4,913 | 1.5% | 4,913 | 1.5% | 4,913 | 1.4% |
| Leader Total | | 6,594 | 2.0% | 6,645 | 2.1% | 6,613 | 2.0% | 6,613 | 2.0% | 6,613 | 1.9% |
| Planning & Environment | Assurance | (534) | -0.2% | (551) | -0.2% | (551) | -0.2% | (551) | -0.2% | (551) | -0.2% |
| | Environment Services | 10,107 | 3.1% | 9,263 | 2.9% | 9,120 | 2.8% | 9,022 | 2.7% | 9,022 | 2.6% |
| | Digital and Strategic Options Appraisals | 81 | 0.0% | 81 | 0.0% | 81 | 0.0% | 81 | 0.0% | 81 | 0.0% |
| | Growth & Strategy | 260 | 0.1% | 323 | 0.1% | 260 | 0.1% | 260 | 0.1% | 260 | 0.1% |
| | Regeneration & Infrastructure | 90 | 0.0% | 90 | 0.0% | 90 | 0.0% | 90 | 0.0% | 90 | 0.0% |
| | TEE Corporate and Finance | 818 | 0.2% | 657 | 0.2% | 545 | 0.2% | 545 | 0.2% | 545 | 0.2% |
| Planning & Environment Total | | 10,820 | 3.3% | 9,861 | 3.0% | 9,543 | 3.0% | 9,445 | 2.9% | 9,445 | 2.8% |
| Resources | Assurance | 4,012 | 1.2% | 3,302 | 1.0% | 3,045 | 0.9% | 2,592 | 0.8% | 2,676 | 0.8% |
| | Commercial | 581 | 0.2% | 581 | 0.2% | 581 | 0.2% | 581 | 0.2% | 581 | 0.2% |
| | Consultancy Services | 7,458 | 2.3% | 7,727 | 2.4% | 7,741 | 2.4% | 7,741 | 2.3% | 7,741 | 2.3% |
| | Digital and Strategic Options Appraisals | (280) | -0.1% | (398) | -0.1% | (598) | -0.2% | (698) | -0.2% | (698) | -0.2% |
| | Enterprise | 106 | 0.0% | 106 | 0.0% | 106 | 0.0% | 106 | 0.0% | 106 | 0.0% |
| | Operations | 10,294 | 3.1% | 9,553 | 3.0% | 9,362 | 2.9% | 9,362 | 2.8% | 9,362 | 2.7% |
| | Regeneration and Infrastructure | 180 | 0.1% | 180 | 0.1% | 180 | 0.1% | 180 | 0.1% | 180 | 0.1% |
| | Strategy & Policy | 659 | 0.2% | 636 | 0.2% | 593 | 0.2% | 593 | 0.2% | 593 | 0.2% |
| Resources Total | | 23,009 | 7.0% | 21,686 | 6.7% | 21,009 | 6.5% | 20,456 | 6.2% | 20,540 | 6.0% |
| Transportation | Digital and Strategic Options Appraisals | (626) | -0.2% | (626) | -0.2% | (626) | -0.2% | (626) | -0.2% | (626) | -0.2% |
| | Environment Services | 182 | 0.1% | 98 | 0.0% | 18 | 0.0% | 18 | 0.0% | 18 | 0.0% |
| | Growth & Strategy | 836 | 0.3% | 901 | 0.3% | 901 | 0.3% | 901 | 0.3% | 877 | 0.3% |
| | Regeneration & Infrastructure | 112 | 0.0% | 112 | 0.0% | 112 | 0.0% | 112 | 0.0% | 112 | 0.0% |
| | TEE Corporate and Finance | (211) | -0.1% | (546) | -0.2% | (696) | -0.2% | (846) | -0.3% | (846) | -0.2% |
| | Transport Services | 26,691 | 8.1% | 27,140 | 8.4% | 27,221 | 8.4% | 27,316 | 8.3% | 27,724 | 8.1% |
| Transportation Total | | 26,983 | 8.2% | 27,078 | 8.4% | 26,929 | 8.3% | 26,874 | 8.1% | 27,258 | 8.0% |
| Total Net Portfolio Budget | | 289,106 | 87.8% | 287,454 | 88.8% | 283,158 | 87.6% | 286,121 | 86.7% | 291,398 | 85.4% |
| Corporate Costs | Corporate Costs | 10,493 | 3.2% | 15,208 | 4.7% | 20,601 | 6.4% | 27,042 | 8.2% | 33,441 | 9.8% |
| | Treasury Mgt & Capital Financing | 26,024 | 7.9% | 21,372 | 6.6% | 18,328 | 5.7% | 15,054 | 4.6% | 14,534 | 4.3% |
| Corporate Costs Total | | 36,517 | 11.1% | 36,580 | 11.3% | 38,929 | 12.0% | 42,096 | 12.8% | 47,975 | 14.1% |
| Net Operating Budget | | 325,623 | 98.9% | 324,034 | 100.1% | 322,087 | 99.6% | 328,217 | 99.5% | 339,373 | 99.5% |
| Use of Reserves | Earmarked Reserves | (1,500) | -0.5% | (582) | -0.2% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |

| Portfolio | Service | Total 2016-17 | | Total 2017-18 | | Total 2018-19 | | Total 2019-20 | | Total 2020-21 | |
|--------------------------------|---------------------------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|
| | | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total | £,000 | % of Total |
| | Non-Earmarked Reserves | 5,150 | 1.6% | 103 | 0.0% | 1,330 | 0.4% | 1,737 | 0.5% | 1,709 | 0.5% |
| Use of Reserves Total | | 3,650 | 1.1% | (479) | -0.1% | 1,330 | 0.4% | 1,737 | 0.5% | 1,709 | 0.5% |
| Net Budget Requirement | | 329,273 | 100.0% | 323,555 | 100.0% | 323,417 | 100.0% | 329,954 | 100.0% | 341,082 | 100.0% |
| Financed By | Council Tax Surplus | (2,657) | -0.8% | (500) | -0.2% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | Education Service Grant | (5,075) | -1.5% | (1,627) | -0.5% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | Locally Retained Business Rates | (16,588) | -5.0% | (17,971) | -5.6% | (18,426) | -5.7% | (18,517) | -5.6% | (19,110) | -5.6% |
| | New Homes Bonus | (3,616) | -1.1% | (3,641) | -1.1% | (2,288) | -0.7% | (2,195) | -0.7% | (2,205) | -0.6% |
| | Other Un-Ringfenced Grants | (2,415) | -0.7% | (2,029) | -0.6% | (1,977) | -0.6% | (2,802) | -0.8% | (2,802) | -0.8% |
| | RSG | (23,713) | -7.2% | (8,078) | -2.5% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | Transition Grant | (4,635) | -1.4% | (4,586) | -1.4% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | Top Up Grant | (25,391) | -7.7% | (25,822) | -8.0% | (26,494) | -8.2% | (16,419) | -5.0% | (10,244) | -3.0% |
| Financed By Total | | (84,090) | -25.5% | (64,254) | -19.9% | (49,185) | -15.2% | (39,933) | -12.1% | (34,361) | -10.1% |
| Council Tax Requirement | | (245,183) | -74.5% | (259,300) | -80.1% | (274,231) | -84.8% | (290,021) | -87.9% | (306,720) | -89.9% |
| Net Budget Requirement | | (329,273) | -100.0% | (323,554) | -100.0% | (323,416) | -100.0% | (329,954) | -100.0% | (341,081) | -100.0% |
| Over/(Under) Budget | | (1) | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|--|--|---------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2017/18 |
| Children's Services | Digital and Strategic Options Appraisals | -721 | 976 | 255 | 327 | 0 | 0 | 0 | 0 | 0 | 582 | 0 | 582 |
| | LA Care Services | 7,809 | 676 | 8,485 | 0 | 0 | 0 | 0 | 280 | 0 | 8,765 | 0 | 8,765 |
| | LA Children in Care | 3,239 | 501 | 3,740 | -1,597 | 0 | -1 | 0 | 3,625 | 0 | 5,767 | 0 | 5,767 |
| | LA Children in Need | 6,998 | 3,151 | 10,149 | -109 | 0 | 0 | 0 | 0 | 0 | 10,040 | 2,304 | 12,344 |
| | LA Family Resilience | 1,714 | 303 | 2,017 | 0 | 0 | -2 | 0 | 0 | 0 | 2,015 | 0 | 2,015 |
| | LA Management & Overheads - C & F | 10,849 | -6,130 | 4,719 | -1,115 | 0 | -1 | 200 | 630 | 0 | 4,433 | 0 | 4,433 |
| | LA Prevention & Commissioning | 21,309 | 958 | 22,267 | 0 | -113 | 0 | 0 | 160 | 0 | 22,314 | 0 | 22,314 |
| | LA Quality, Standards & Performance | 2,068 | 361 | 2,429 | -12 | 0 | 0 | 0 | 0 | 0 | 2,417 | 0 | 2,417 |
| Children's Services Total | | 53,265 | 796 | 54,061 | -2,506 | -113 | -4 | 200 | 4,695 | 0 | 56,333 | 2,304 | 58,637 |
| Community Engagement | Community Cohesion | 70 | -54 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 16 |
| | Community Engagement & Development | 1,007 | 93 | 1,100 | -70 | 0 | 0 | 0 | 0 | 0 | 1,030 | 0 | 1,030 |
| | Digital and Strategic Options Appraisals | -369 | 389 | 20 | -93 | 0 | 0 | 0 | 0 | 0 | -73 | 0 | -73 |
| | Community Safety | 591 | -21 | 570 | -40 | -61 | 0 | 0 | 0 | 0 | 469 | 0 | 469 |
| | Culture & Leisure | 1,174 | 79 | 1,253 | 0 | 0 | -54 | 0 | 0 | 0 | 1,199 | 0 | 1,199 |
| | LA Universal Youth Services | 199 | -1 | 198 | 0 | 0 | 0 | 0 | 0 | 0 | 198 | 0 | 198 |
| | Libraries & Information Services | 4,286 | -604 | 3,682 | -13 | -58 | -27 | 0 | 0 | 0 | 3,584 | 0 | 3,584 |
| | Operations | 1,400 | -244 | 1,156 | -270 | 0 | 0 | 0 | 0 | 0 | 886 | 0 | 886 |
| | Public Health | -1 | 9 | 8 | -752 | 0 | 0 | 0 | 0 | 752 | 8 | 0 | 8 |
| | Resilience | 179 | -70 | 109 | 0 | 0 | 0 | 0 | 0 | 0 | 109 | 0 | 109 |
| | SMT | 124 | 390 | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 514 | 0 | 514 |
| | Trading Standards | 982 | 0 | 982 | 0 | 0 | -1 | 0 | 0 | 0 | 981 | 0 | 981 |
| | Voluntary & Community Sector | 224 | -53 | 171 | 0 | 0 | -2 | 0 | 0 | 0 | 169 | 0 | 169 |
| | Wellbeing | 294 | -98 | 196 | 0 | 0 | 0 | 3 | 0 | 0 | 199 | 0 | 199 |
| Community Engagement Total | | 10,160 | -187 | 9,973 | -1,238 | -119 | -84 | 3 | 0 | 752 | 9,287 | 0 | 9,287 |
| Education & Skills (LA) | Client Transport Central Costs | 1,600 | -1,598 | 2 | 0 | 0 | 0 | 0 | 2,315 | 0 | 2,317 | 0 | 2,317 |
| | Culture & Lrng - Adult Lrng (Ext Funded) | -43 | -39 | -82 | 0 | 0 | -4 | 0 | 0 | 0 | -86 | 0 | -86 |
| | Culture & Lrng - Student Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Digital and Strategic Options Appraisals | -606 | -83 | -689 | -521 | 0 | 0 | 0 | 450 | 0 | -760 | 0 | -760 |
| | Home to School Transport | 11,796 | 460 | 12,256 | -276 | 0 | -52 | 0 | 0 | 0 | 11,928 | 0 | 11,928 |
| | Joint Commissioning | 0 | 2,613 | 2,613 | 0 | 0 | 0 | 0 | 63 | 0 | 2,676 | 0 | 2,676 |
| | LA Children's Partnerships | 683 | -514 | 169 | 0 | -64 | 0 | 0 | 0 | 0 | 105 | 0 | 105 |
| | LA Fair Access & Youth Provision | 1,662 | 122 | 1,784 | -40 | -65 | -17 | 0 | 0 | 0 | 1,662 | 0 | 1,662 |
| | LA Learning Trust | 2,672 | 0 | 2,672 | 0 | 0 | -71 | 0 | 0 | -1,325 | 1,276 | 0 | 1,276 |
| | LA Management (Learning Skills & Dev) | 3,302 | 8 | 3,310 | -80 | 0 | -1 | 0 | 0 | 0 | 3,229 | 0 | 3,229 |
| | LA Prevention & Commissioning | 11,974 | -2,667 | 9,307 | -840 | -130 | -4 | 0 | 0 | 0 | 8,333 | 0 | 8,333 |
| | LA SEN | 1,490 | 17 | 1,507 | -474 | 0 | -8 | 90 | 0 | -575 | 540 | 0 | 540 |
| | Skills Agenda | 27 | 4 | 31 | 0 | 0 | 0 | 0 | 0 | 0 | 31 | 0 | 31 |
| | Strategy & Policy | 358 | 121 | 479 | 0 | 0 | 0 | 0 | 0 | 0 | 479 | 0 | 479 |
| Education & Skills (LA) Total | | 34,915 | -1,556 | 33,359 | -2,231 | -259 | -157 | 90 | 2,828 | -1,900 | 31,730 | 0 | 31,730 |
| Education & Skills (DSG) | DSG Children & Families | 1,117 | 0 | 1,117 | 0 | 0 | 0 | 0 | 0 | 0 | 1,117 | 0 | 1,117 |
| | DSG LSP Schools ISB | 290,198 | 17,330 | 307,528 | 0 | 0 | 0 | 0 | 0 | 0 | 307,528 | 0 | 307,528 |
| | Fair Access & Youth Provision | 793 | 0 | 793 | 0 | 0 | 0 | 0 | 0 | 0 | 793 | 0 | 793 |
| | Learning Trust | 4,416 | 0 | 4,416 | 0 | 0 | 0 | 0 | 0 | 0 | 4,416 | 0 | 4,416 |

| Portfolio | Service | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2017/18 |
|---|---|----------------|--------------------|----------------------|--------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|---------------|--------------------|
| | Management (DSG Lrn, Skills & Prevntn) | -395,763 | -149 | -395,912 | 0 | 0 | 0 | 0 | 0 | 0 | -395,912 | 0 | -395,912 |
| | Prevention & Commissioning | 30,953 | 229 | 31,182 | 0 | 0 | 0 | 0 | 0 | 0 | 31,182 | 0 | 31,182 |
| | School & Academy Relationships | 2,833 | 0 | 2,833 | 0 | 0 | 0 | 0 | 0 | 0 | 2,833 | 0 | 2,833 |
| | SEN | 63,218 | -17,410 | 45,808 | 0 | 0 | 0 | 0 | 0 | 0 | 45,808 | 0 | 45,808 |
| | Strategy & Policy | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Education & Skills (DSG) Total | | -2,232 | 0 | -2,232 | 0 | 0 | 0 | 0 | 0 | 0 | -2,232 | 0 | -2,232 |
| Health & Wellbeing | Adult Mental Health Needs | 5,699 | -339 | 5,360 | 0 | 0 | -7 | 0 | 400 | 0 | 5,753 | 0 | 5,753 |
| | Assessment & Care Management | 11,458 | 1,075 | 12,533 | -1,000 | 0 | 0 | 0 | 115 | 0 | 11,648 | 0 | 11,648 |
| | Business Intelligence | 1,596 | -367 | 1,229 | 0 | 0 | 0 | 0 | 0 | 0 | 1,229 | 0 | 1,229 |
| | Centrally Managed Budgets | 215 | -215 | 0 | -150 | 0 | -1,500 | 0 | 3,110 | 0 | 1,460 | 0 | 1,460 |
| | Commissioning & Service Improvement | 1,491 | 1,843 | 3,334 | 0 | 0 | -2,000 | 0 | 8 | 0 | 1,342 | 0 | 1,342 |
| | Digital and Strategic Options Appraisals | -416 | 416 | 0 | -958 | 0 | 0 | 0 | 0 | 0 | -958 | 0 | -958 |
| | Internally Provided Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Joint Commissioning | 0 | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 6 |
| | Learning Disabilities | 41,157 | -1,048 | 40,109 | -2,241 | 0 | -44 | 0 | 2,405 | 0 | 40,229 | 0 | 40,229 |
| | Localities & Safer Communities | 1 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Older People (inc Older People Mental Health) | 48,510 | -1,018 | 47,492 | -3,118 | 0 | -556 | 230 | 3,256 | 0 | 47,304 | 0 | 47,304 |
| | Physical & Sensory Disabilities | 9,936 | 386 | 10,322 | -148 | -37 | -17 | 0 | 476 | 0 | 10,596 | 0 | 10,596 |
| | Social Isolation | 0 | 57 | 57 | 0 | 0 | 0 | 0 | 0 | 0 | 57 | 0 | 57 |
| | Specialist Services | 3,512 | -131 | 3,381 | -70 | 0 | 0 | 0 | 69 | 0 | 3,380 | 0 | 3,380 |
| | Strategic Commissioning ASC | 1,352 | -48 | 1,304 | 0 | 0 | 0 | 0 | 0 | 0 | 1,304 | 0 | 1,304 |
| | Supporting People | 1,816 | -406 | 1,410 | 0 | 0 | 0 | 0 | 0 | 0 | 1,410 | 0 | 1,410 |
| Health & Wellbeing Total | | 126,327 | 211 | 126,538 | -7,685 | -37 | -4,124 | 230 | 9,839 | 0 | 124,761 | 0 | 124,761 |
| Leader | Chief Executives Office | 580 | 2 | 582 | -50 | 0 | 0 | 0 | 0 | 0 | 532 | 0 | 532 |
| | Enterprise | 544 | 25 | 569 | 0 | 0 | 0 | 0 | 25 | 0 | 594 | 0 | 594 |
| | Growth & Strategy | 561 | -42 | 519 | -200 | -37 | -80 | 100 | 200 | 0 | 502 | 0 | 502 |
| | Digital and Strategic Options Appraisals | -8 | 4 | -4 | 0 | 0 | 0 | 0 | 0 | 0 | -4 | 0 | -4 |
| | TEE Corporate and Finance | -16 | 50 | 34 | -17 | 0 | 0 | 0 | 50 | 0 | 67 | 0 | 67 |
| | Strategy & Policy | 4,084 | 810 | 4,894 | 0 | 0 | 0 | 0 | 74 | 0 | 4,968 | -14 | 4,954 |
| Leader Total | | 5,745 | 849 | 6,594 | -267 | -37 | -80 | 100 | 349 | 0 | 6,659 | -14 | 6,645 |
| Planning & Environment | Assurance | -534 | 0 | -534 | 0 | 0 | -17 | 0 | 0 | 0 | -551 | 0 | -551 |
| | Environment Services | 10,398 | -291 | 10,107 | -969 | 0 | -357 | 0 | 478 | 0 | 9,259 | 4 | 9,263 |
| | Digital and Strategic Options Appraisals | -11 | 92 | 81 | 0 | 0 | 0 | 0 | 0 | 0 | 81 | 0 | 81 |
| | Growth & Strategy | 253 | 7 | 260 | 0 | 0 | 0 | 0 | 0 | 0 | 260 | 63 | 323 |
| | Regeneration & Infrastructure | 77 | 13 | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 90 | 0 | 90 |
| | TEE Corporate and Finance | 681 | 137 | 818 | -161 | 0 | 0 | 0 | 0 | 0 | 657 | 0 | 657 |
| Planning & Environment Total | | 10,864 | -44 | 10,820 | -1,130 | 0 | -374 | 0 | 478 | 0 | 9,794 | 67 | 9,861 |
| Resources | Assurance | 2,100 | 1,912 | 4,012 | -600 | 0 | -506 | 5 | 91 | 0 | 3,002 | 300 | 3,302 |
| | Commercial | 442 | 139 | 581 | 0 | 0 | 0 | 0 | 0 | 0 | 581 | 0 | 581 |
| | Consultancy Services | 8,345 | -887 | 7,458 | -138 | 0 | -31 | 238 | 100 | 0 | 7,627 | 100 | 7,727 |
| | Digital and Strategic Options Appraisals | -552 | 272 | -280 | -118 | 0 | 0 | 0 | 0 | 0 | -398 | 0 | -398 |
| | Enterprise | 105 | 1 | 106 | 0 | 0 | 0 | 0 | 0 | 0 | 106 | 0 | 106 |
| | Operations | 11,286 | -992 | 10,294 | -276 | -52 | -413 | 0 | 0 | 0 | 9,553 | 0 | 9,553 |
| | Regeneration and Infrastructure | 169 | 11 | 180 | 0 | 0 | 0 | 0 | 0 | 0 | 180 | 0 | 180 |
| | Strategy & Policy | 421 | 238 | 659 | 0 | -23 | 0 | 0 | 0 | 0 | 636 | 0 | 636 |

| Portfolio | Service | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2017/18 |
|-----------------------------------|--|----------------|--------------------|----------------------|--------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|---------------|--------------------|
| Resources Total | | 22,316 | 693 | 23,009 | -1,132 | -75 | -950 | 243 | 191 | 0 | 21,286 | 400 | 21,686 |
| Transportation | Digital and Strategic Options Appraisals | -626 | 0 | -626 | 0 | 0 | 0 | 0 | 0 | 0 | -626 | 0 | -626 |
| | Environment Services | 168 | 14 | 182 | -5 | 0 | -18 | 0 | -79 | 0 | 80 | 18 | 98 |
| | Growth & Strategy | 822 | 14 | 836 | 0 | 0 | 0 | 0 | 65 | 0 | 901 | 0 | 901 |
| | Regeneration & Infrastructure | 103 | 9 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 | 0 | 112 |
| | TEE Corporate and Finance | -325 | 114 | -211 | -335 | 0 | 0 | 0 | 0 | 0 | -546 | 0 | -546 |
| | Transport Services | 25,884 | 807 | 26,691 | -862 | -51 | -247 | 0 | 1,223 | 0 | 26,754 | 386 | 27,140 |
| Transportation Total | | 26,026 | 957 | 26,983 | -1,202 | -51 | -265 | 0 | 1,209 | 0 | 26,674 | 404 | 27,078 |
| Total Net Portfolio Budget | | 287,386 | 1,720 | 289,106 | -17,391 | -691 | -6,038 | 866 | 19,589 | -1,148 | 284,293 | 3,161 | 287,454 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|--|--|---------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2018/19 |
| Children's Services | Digital and Strategic Options Appraisals | -721 | 976 | 255 | 327 | 0 | 0 | 0 | 0 | 0 | 582 | 0 | 582 |
| | LA Care Services | 7,809 | 676 | 8,485 | 0 | 0 | 0 | 0 | 280 | 0 | 8,765 | 0 | 8,765 |
| | LA Children in Care | 3,239 | 501 | 3,740 | -2,871 | 0 | -1 | 0 | 5,221 | 0 | 6,089 | 0 | 6,089 |
| | LA Children in Need | 6,998 | 3,151 | 10,149 | -500 | 0 | 0 | 0 | 0 | 0 | 9,649 | 2,304 | 11,953 |
| | LA Family Resilience | 1,714 | 303 | 2,017 | -690 | 0 | -2 | 0 | 0 | 0 | 1,325 | 0 | 1,325 |
| | LA Management & Overheads - C & F | 10,849 | -6,130 | 4,719 | -945 | 0 | -1 | 200 | 650 | 0 | 4,623 | 0 | 4,623 |
| | LA Prevention & Commissioning | 21,309 | 958 | 22,267 | -312 | -113 | 0 | 0 | 472 | 0 | 22,314 | 0 | 22,314 |
| | LA Quality, Standards & Performance | 2,068 | 361 | 2,429 | -12 | 0 | 0 | 0 | 0 | 0 | 2,417 | 0 | 2,417 |
| Children's Services Total | | 53,265 | 796 | 54,061 | -5,003 | -113 | -4 | 200 | 6,623 | 0 | 55,764 | 2,304 | 58,068 |
| Community Engagement | Community Cohesion | 70 | -54 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 16 |
| | Community Engagement & Development | 1,007 | 93 | 1,100 | -70 | 0 | 0 | 0 | 0 | 0 | 1,030 | 0 | 1,030 |
| | Digital and Strategic Options Appraisals | -369 | 389 | 20 | -93 | 0 | 0 | 0 | 0 | 0 | -73 | 0 | -73 |
| | Community Safety | 591 | -21 | 570 | -40 | -61 | 0 | 0 | 0 | 0 | 469 | 0 | 469 |
| | Culture & Leisure | 1,174 | 79 | 1,253 | 0 | 0 | -74 | 0 | 0 | 0 | 1,179 | 0 | 1,179 |
| | LA Universal Youth Services | 199 | -1 | 198 | 0 | 0 | 0 | 0 | 0 | 0 | 198 | 0 | 198 |
| | Libraries & Information Services | 4,286 | -604 | 3,682 | -263 | -98 | -27 | 0 | 0 | 0 | 3,294 | 0 | 3,294 |
| | Operations | 1,400 | -244 | 1,156 | -315 | 0 | 0 | 0 | 0 | 0 | 841 | 0 | 841 |
| | Public Health | -1 | 9 | 8 | -1,201 | 0 | 0 | 0 | 0 | 1,201 | 8 | 0 | 8 |
| | Resilience | 179 | -70 | 109 | 0 | 0 | 0 | 0 | 0 | 0 | 109 | 0 | 109 |
| | SMT | 124 | 390 | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 514 | 0 | 514 |
| | Trading Standards | 982 | 0 | 982 | 0 | 0 | -16 | 0 | 0 | 0 | 966 | 0 | 966 |
| | Voluntary & Community Sector | 224 | -53 | 171 | 0 | 0 | -2 | 0 | 0 | 0 | 169 | 0 | 169 |
| | Wellbeing | 294 | -98 | 196 | 0 | 0 | 0 | 3 | 0 | 0 | 199 | 0 | 199 |
| Community Engagement Total | | 10,160 | -187 | 9,973 | -1,982 | -159 | -119 | 3 | 0 | 1,201 | 8,917 | 0 | 8,917 |
| Education & Skills (LA) | Client Transport Central Costs | 1,600 | -1,598 | 2 | -350 | 0 | 0 | 0 | 2,795 | 0 | 2,447 | 0 | 2,447 |
| | Culture & Lrng - Adult Lrng (Ext Funded) | -43 | -39 | -82 | 0 | 0 | -4 | 0 | 0 | 0 | -86 | 0 | -86 |
| | Culture & Lrng - Student Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Digital and Strategic Options Appraisals | -606 | -83 | -689 | -871 | 0 | 0 | 0 | 450 | 0 | -1,110 | 0 | -1,110 |
| | Home to School Transport | 11,796 | 460 | 12,256 | -276 | 0 | -52 | 0 | 0 | 0 | 11,928 | 0 | 11,928 |
| | Joint Commissioning | 0 | 2,613 | 2,613 | 0 | 0 | 0 | 0 | 63 | 0 | 2,676 | 0 | 2,676 |
| | LA Children's Partnerships | 683 | -514 | 169 | 0 | -64 | 0 | 0 | 0 | 0 | 105 | 0 | 105 |
| | LA Fair Access & Youth Provision | 1,662 | 122 | 1,784 | -40 | -65 | -17 | 0 | 0 | 0 | 1,662 | 0 | 1,662 |
| | LA Learning Trust | 2,672 | 0 | 2,672 | 0 | 0 | -71 | 0 | 0 | -1,425 | 1,176 | 0 | 1,176 |
| | LA Management (Learning Skills & Dev) | 3,302 | 8 | 3,310 | -80 | 0 | -1 | 0 | 0 | 0 | 3,229 | 0 | 3,229 |
| | LA Prevention & Commissioning | 11,974 | -2,667 | 9,307 | -2,100 | -195 | -4 | 0 | 0 | 0 | 7,008 | 0 | 7,008 |
| | LA SEN | 1,490 | 17 | 1,507 | -734 | 0 | -8 | 90 | 0 | -1,142 | -287 | 0 | -287 |
| | Skills Agenda | 27 | 4 | 31 | 0 | 0 | 0 | 0 | 0 | 0 | 31 | 0 | 31 |
| | Strategy & Policy | 358 | 121 | 479 | 0 | 0 | 0 | 0 | 0 | 0 | 479 | 0 | 479 |
| Education & Skills (LA) Total | | 34,915 | -1,556 | 33,359 | -4,451 | -324 | -157 | 90 | 3,308 | -2,567 | 29,258 | 0 | 29,258 |
| Education & Skills (DSG) | DSG Children & Families | 1,117 | 0 | 1,117 | 0 | 0 | 0 | 0 | 0 | 0 | 1,117 | 0 | 1,117 |
| | DSG LSP Schools ISB | 290,198 | 17,330 | 307,528 | 0 | 0 | 0 | 0 | 0 | 0 | 307,528 | 0 | 307,528 |
| | Fair Access & Youth Provision | 793 | 0 | 793 | 0 | 0 | 0 | 0 | 0 | 0 | 793 | 0 | 793 |
| | Learning Trust | 4,416 | 0 | 4,416 | 0 | 0 | 0 | 0 | 0 | 0 | 4,416 | 0 | 4,416 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|---|---|----------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2018/19 |
| | Management (DSG Lrn, Skills & Prevntn) | -395,763 | -149 | -395,912 | 0 | 0 | 0 | 0 | 0 | 0 | -395,912 | 0 | -395,912 |
| | Prevention & Commissioning | 30,953 | 229 | 31,182 | 0 | 0 | 0 | 0 | 0 | 0 | 31,182 | 0 | 31,182 |
| | School & Academy Relationships | 2,833 | 0 | 2,833 | 0 | 0 | 0 | 0 | 0 | 0 | 2,833 | 0 | 2,833 |
| | SEN | 63,218 | -17,410 | 45,808 | 0 | 0 | 0 | 0 | 0 | 0 | 45,808 | 0 | 45,808 |
| | Strategy & Policy | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Education & Skills (DSG) Total | | -2,232 | 0 | -2,232 | 0 | 0 | 0 | 0 | 0 | 0 | -2,232 | 0 | -2,232 |
| Health & Wellbeing | Adult Mental Health Needs | 5,699 | -339 | 5,360 | 0 | 0 | -7 | 0 | 400 | 0 | 5,753 | 0 | 5,753 |
| | Assessment & Care Management | 11,458 | 1,075 | 12,533 | -1,000 | 0 | 0 | 0 | 115 | 0 | 11,648 | 0 | 11,648 |
| | Business Intelligence | 1,596 | -367 | 1,229 | 0 | 0 | 0 | 0 | 0 | 0 | 1,229 | 0 | 1,229 |
| | Centrally Managed Budgets | 215 | -215 | 0 | -1,200 | 0 | -1,500 | 0 | 3,110 | 0 | 410 | 0 | 410 |
| | Commissioning & Service Improvement | 1,491 | 1,843 | 3,334 | 0 | 0 | -2,000 | 0 | 8 | 0 | 1,342 | 0 | 1,342 |
| | Digital and Strategic Options Appraisals | -416 | 416 | 0 | -958 | 0 | 0 | 0 | 0 | 0 | -958 | 0 | -958 |
| | Internally Provided Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Joint Commissioning | 0 | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 6 |
| | Learning Disabilities | 41,157 | -1,048 | 40,109 | -3,771 | 0 | -44 | 0 | 4,730 | 0 | 41,024 | 0 | 41,024 |
| | Localities & Safer Communities | 1 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Older People (inc Older People Mental Health) | 48,510 | -1,018 | 47,492 | -3,988 | 0 | -706 | 230 | 5,581 | 0 | 48,609 | 0 | 48,609 |
| | Physical & Sensory Disabilities | 9,936 | 386 | 10,322 | -148 | -72 | -17 | 0 | 1,056 | 0 | 11,141 | 0 | 11,141 |
| | Social Isolation | 0 | 57 | 57 | 0 | 0 | 0 | 0 | 0 | 0 | 57 | 0 | 57 |
| | Specialist Services | 3,512 | -131 | 3,381 | -70 | 0 | 0 | 0 | 69 | 0 | 3,380 | 0 | 3,380 |
| | Strategic Commissioning ASC | 1,352 | -48 | 1,304 | 0 | 0 | 0 | 0 | 0 | 0 | 1,304 | 0 | 1,304 |
| | Supporting People | 1,816 | -406 | 1,410 | 0 | -2,000 | 0 | 0 | 696 | 0 | 106 | 0 | 106 |
| Health & Wellbeing Total | | 126,327 | 211 | 126,538 | -11,135 | -2,072 | -4,274 | 230 | 15,765 | 0 | 125,052 | 0 | 125,052 |
| Leader | Chief Executives Office | 580 | 2 | 582 | -61 | 0 | 0 | 0 | 0 | 0 | 521 | 0 | 521 |
| | Enterprise | 544 | 25 | 569 | 0 | 0 | 0 | 0 | 25 | 0 | 594 | 0 | 594 |
| | Growth & Strategy | 561 | -42 | 519 | -200 | -17 | -80 | 100 | 200 | 0 | 522 | 0 | 522 |
| | Digital and Strategic Options Appraisals | -8 | 4 | -4 | 0 | 0 | 0 | 0 | 0 | 0 | -4 | 0 | -4 |
| | TEE Corporate and Finance | -16 | 50 | 34 | -17 | 0 | 0 | 0 | 50 | 0 | 67 | 0 | 67 |
| | Strategy & Policy | 4,084 | 810 | 4,894 | -55 | 0 | 0 | 0 | 74 | 0 | 4,913 | 0 | 4,913 |
| Leader Total | | 5,745 | 849 | 6,594 | -333 | -17 | -80 | 100 | 349 | 0 | 6,613 | 0 | 6,613 |
| Planning & Environment | Assurance | -534 | 0 | -534 | 0 | 0 | -17 | 0 | 0 | 0 | -551 | 0 | -551 |
| | Environment Services | 10,398 | -291 | 10,107 | -863 | 0 | -1,053 | 0 | 1,340 | 0 | 9,531 | -411 | 9,120 |
| | Digital and Strategic Options Appraisals | -11 | 92 | 81 | 0 | 0 | 0 | 0 | 0 | 0 | 81 | 0 | 81 |
| | Growth & Strategy | 253 | 7 | 260 | 0 | 0 | 0 | 0 | 0 | 0 | 260 | 0 | 260 |
| | Regeneration & Infrastructure | 77 | 13 | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 90 | 0 | 90 |
| | TEE Corporate and Finance | 681 | 137 | 818 | -273 | 0 | 0 | 0 | 0 | 0 | 545 | 0 | 545 |
| Planning & Environment Total | | 10,864 | -44 | 10,820 | -1,136 | 0 | -1,070 | 0 | 1,340 | 0 | 9,954 | -411 | 9,543 |
| Resources | Assurance | 2,100 | 1,912 | 4,012 | -600 | -41 | -756 | 5 | 175 | 0 | 2,795 | 250 | 3,045 |
| | Commercial | 442 | 139 | 581 | 0 | 0 | 0 | 0 | 0 | 0 | 581 | 0 | 581 |
| | Consultancy Services | 8,345 | -887 | 7,458 | -138 | 0 | -31 | 238 | 214 | 0 | 7,741 | 0 | 7,741 |
| | Digital and Strategic Options Appraisals | -552 | 272 | -280 | -318 | 0 | 0 | 0 | 0 | 0 | -598 | 0 | -598 |
| | Enterprise | 105 | 1 | 106 | 0 | 0 | 0 | 0 | 0 | 0 | 106 | 0 | 106 |
| | Operations | 11,286 | -992 | 10,294 | -326 | -52 | -554 | 0 | 0 | 0 | 9,362 | 0 | 9,362 |
| | Regeneration and Infrastructure | 169 | 11 | 180 | 0 | 0 | 0 | 0 | 0 | 0 | 180 | 0 | 180 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|-----------------------------------|--|----------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2018/19 |
| | Strategy & Policy | 421 | 238 | 659 | 0 | -66 | 0 | 0 | 0 | 0 | 593 | 0 | 593 |
| Resources Total | | 22,316 | 693 | 23,009 | -1,382 | -159 | -1,341 | 243 | 389 | 0 | 20,759 | 250 | 21,009 |
| Transportation | Environment Services | 168 | 14 | 182 | -5 | 0 | -18 | 0 | -141 | 0 | 18 | 0 | 18 |
| | Growth & Strategy | 822 | 14 | 836 | 0 | 0 | 0 | 0 | 65 | 0 | 901 | 0 | 901 |
| | Digital and Strategic Options Appraisals | -626 | 0 | -626 | 0 | 0 | 0 | 0 | 0 | 0 | -626 | 0 | -626 |
| | Regeneration & Infrastructure | 103 | 9 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 | 0 | 112 |
| | TEE Corporate and Finance | -325 | 114 | -211 | -485 | 0 | 0 | 0 | 0 | 0 | -696 | 0 | -696 |
| | Transport Services | 25,884 | 807 | 26,691 | -1,103 | -51 | -345 | 0 | 2,331 | 0 | 27,523 | -302 | 27,221 |
| Transportation Total | | 26,026 | 957 | 26,983 | -1,593 | -51 | -363 | 0 | 2,255 | 0 | 27,231 | -302 | 26,929 |
| Total Net Portfolio Budget | | 287,386 | 1,720 | 289,106 | -27,015 | -2,895 | -7,408 | 866 | 30,029 | -1,366 | 281,317 | 1,841 | 283,158 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|--|--|---------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2019/20 |
| Children's Services | Digital and Strategic Options Appraisals | -721 | 976 | 255 | 327 | 0 | 0 | 0 | 0 | 0 | 582 | 0 | 582 |
| | LA Care Services | 7,809 | 676 | 8,485 | 0 | 0 | 0 | 0 | 280 | 0 | 8,765 | 0 | 8,765 |
| | LA Children in Care | 3,239 | 501 | 3,740 | -4,168 | 0 | -1 | 0 | 6,887 | 0 | 6,458 | 0 | 6,458 |
| | LA Children in Need | 6,998 | 3,151 | 10,149 | -500 | 0 | 0 | 0 | 0 | 0 | 9,649 | 2,304 | 11,953 |
| | LA Family Resilience | 1,714 | 303 | 2,017 | -690 | 0 | -2 | 0 | 0 | 0 | 1,325 | 0 | 1,325 |
| | LA Management & Overheads - C & F | 10,849 | -6,130 | 4,719 | -945 | 0 | -1 | 200 | 860 | 0 | 4,833 | 0 | 4,833 |
| | LA Prevention & Commissioning | 21,309 | 958 | 22,267 | -312 | -113 | 0 | 0 | 472 | 0 | 22,314 | 0 | 22,314 |
| | LA Quality, Standards & Performance | 2,068 | 361 | 2,429 | -12 | 0 | 0 | 0 | 0 | 0 | 2,417 | 0 | 2,417 |
| Children's Services Total | | 53,265 | 796 | 54,061 | -6,300 | -113 | -4 | 200 | 8,499 | 0 | 56,343 | 2,304 | 58,647 |
| Community Engagement | Community Cohesion | 70 | -54 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 16 |
| | Community Engagement & Development | 1,007 | 93 | 1,100 | -70 | 0 | 0 | 0 | 0 | 0 | 1,030 | 0 | 1,030 |
| | Digital and Strategic Options Appraisals | -369 | 389 | 20 | -93 | 0 | 0 | 0 | 0 | 0 | -73 | 0 | -73 |
| | Community Safety | 591 | -21 | 570 | -40 | -61 | 0 | 0 | 0 | 0 | 469 | 0 | 469 |
| | Culture & Leisure | 1,174 | 79 | 1,253 | 0 | 0 | -94 | 0 | 0 | 0 | 1,159 | 0 | 1,159 |
| | LA Universal Youth Services | 199 | -1 | 198 | 0 | 0 | 0 | 0 | 0 | 0 | 198 | 0 | 198 |
| | Libraries & Information Services | 4,286 | -604 | 3,682 | -513 | -98 | -27 | 0 | 0 | 0 | 3,044 | 0 | 3,044 |
| | Operations | 1,400 | -244 | 1,156 | -315 | 0 | 0 | 0 | 0 | 0 | 841 | 0 | 841 |
| | Public Health | -1 | 9 | 8 | -1,836 | 0 | 0 | 0 | 0 | 1,836 | 8 | 0 | 8 |
| | Resilience | 179 | -70 | 109 | 0 | 0 | 0 | 0 | 0 | 0 | 109 | 0 | 109 |
| | SMT | 124 | 390 | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 514 | 0 | 514 |
| | Trading Standards | 982 | 0 | 982 | 0 | 0 | -16 | 0 | 0 | 0 | 966 | 0 | 966 |
| | Voluntary & Community Sector | 224 | -53 | 171 | 0 | 0 | -2 | 0 | 0 | 0 | 169 | 0 | 169 |
| | Wellbeing | 294 | -98 | 196 | 0 | 0 | 0 | 3 | 0 | 0 | 199 | 0 | 199 |
| Community Engagement Total | | 10,160 | -187 | 9,973 | -2,867 | -159 | -139 | 3 | 0 | 1,836 | 8,647 | 0 | 8,647 |
| Education & Skills (LA) | Client Transport Central Costs | 1,600 | -1,598 | 2 | -700 | 0 | 0 | 0 | 3,075 | 0 | 2,377 | 0 | 2,377 |
| | Culture & Lrng - Adult Lrng (Ext Funded) | -43 | -39 | -82 | 0 | 0 | -4 | 0 | 0 | 0 | -86 | 0 | -86 |
| | Culture & Lrng - Student Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Digital and Strategic Options Appraisals | -606 | -83 | -689 | -1,221 | 0 | 0 | 0 | 450 | 0 | -1,460 | 0 | -1,460 |
| | Home to School Transport | 11,796 | 460 | 12,256 | -276 | 0 | -52 | 0 | 0 | 0 | 11,928 | 0 | 11,928 |
| | Joint Commissioning | 0 | 2,613 | 2,613 | 0 | 0 | 0 | 0 | 63 | 0 | 2,676 | 0 | 2,676 |
| | LA Children's Partnerships | 683 | -514 | 169 | 0 | -64 | 0 | 0 | 0 | 0 | 105 | 0 | 105 |
| | LA Fair Access & Youth Provision | 1,662 | 122 | 1,784 | -40 | -65 | -17 | 0 | 0 | 0 | 1,662 | 0 | 1,662 |
| | LA Learning Trust | 2,672 | 0 | 2,672 | 0 | 0 | -71 | 0 | 0 | -1,520 | 1,081 | 0 | 1,081 |
| | LA Management (Learning Skills & Dev) | 3,302 | 8 | 3,310 | -80 | 0 | -1 | 0 | 0 | 0 | 3,229 | 0 | 3,229 |
| | LA Prevention & Commissioning | 11,974 | -2,667 | 9,307 | -2,150 | -330 | -4 | 0 | 0 | 0 | 6,823 | 0 | 6,823 |
| | LA SEN | 1,490 | 17 | 1,507 | -734 | 0 | -8 | 90 | 0 | -1,142 | -287 | 0 | -287 |
| | Skills Agenda | 27 | 4 | 31 | 0 | 0 | 0 | 0 | 0 | 0 | 31 | 0 | 31 |
| | Strategy & Policy | 358 | 121 | 479 | 0 | 0 | 0 | 0 | 0 | 0 | 479 | 0 | 479 |
| Education & Skills (LA) Total | | 34,915 | -1,556 | 33,359 | -5,201 | -459 | -157 | 90 | 3,588 | -2,662 | 28,558 | 0 | 28,558 |
| Education & Skills (DSG) | DSG Children & Families | 1,117 | 0 | 1,117 | 0 | 0 | 0 | 0 | 0 | 0 | 1,117 | 0 | 1,117 |
| | DSG LSP Schools ISB | 290,198 | 17,330 | 307,528 | 0 | 0 | 0 | 0 | 0 | 0 | 307,528 | 0 | 307,528 |
| | Fair Access & Youth Provision | 793 | 0 | 793 | 0 | 0 | 0 | 0 | 0 | 0 | 793 | 0 | 793 |
| | Learning Trust | 4,416 | 0 | 4,416 | 0 | 0 | 0 | 0 | 0 | 0 | 4,416 | 0 | 4,416 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | Working Budget | | |
|---|---|----------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|---------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2019/20 |
| | Management (DSG Lrn, Skills & Prevntn) | -395,763 | -149 | -395,912 | 0 | 0 | 0 | 0 | 0 | 0 | -395,912 | 0 | -395,912 |
| | Prevention & Commissioning | 30,953 | 229 | 31,182 | 0 | 0 | 0 | 0 | 0 | 0 | 31,182 | 0 | 31,182 |
| | School & Academy Relationships | 2,833 | 0 | 2,833 | 0 | 0 | 0 | 0 | 0 | 0 | 2,833 | 0 | 2,833 |
| | SEN | 63,218 | -17,410 | 45,808 | 0 | 0 | 0 | 0 | 0 | 0 | 45,808 | 0 | 45,808 |
| | Strategy & Policy | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Education & Skills (DSG) Total | | -2,232 | 0 | -2,232 | 0 | 0 | 0 | 0 | 0 | 0 | -2,232 | 0 | -2,232 |
| Health & Wellbeing | Adult Mental Health Needs | 5,699 | -339 | 5,360 | 0 | 0 | -7 | 0 | 400 | 0 | 5,753 | 0 | 5,753 |
| | Assessment & Care Management | 11,458 | 1,075 | 12,533 | -1,000 | 0 | 0 | 0 | 115 | 0 | 11,648 | 0 | 11,648 |
| | Business Intelligence | 1,596 | -367 | 1,229 | 0 | 0 | 0 | 0 | 0 | 0 | 1,229 | 0 | 1,229 |
| | Centrally Managed Budgets | 215 | -215 | 0 | -1,770 | 0 | -1,500 | 0 | 3,110 | 0 | -160 | 0 | -160 |
| | Commissioning & Service Improvement | 1,491 | 1,843 | 3,334 | 0 | 0 | -2,000 | 0 | 8 | 0 | 1,342 | 0 | 1,342 |
| | Digital and Strategic Options Appraisals | -416 | 416 | 0 | -958 | 0 | 0 | 0 | 0 | 0 | -958 | 0 | -958 |
| | Internally Provided Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Joint Commissioning | 0 | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 6 |
| | Learning Disabilities | 41,157 | -1,048 | 40,109 | -4,021 | 0 | -718 | 0 | 8,056 | 0 | 43,426 | 0 | 43,426 |
| | Localities & Safer Communities | 1 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Older People (inc Older People Mental Health) | 48,510 | -1,018 | 47,492 | -4,258 | 0 | -806 | 230 | 7,644 | 0 | 50,302 | 0 | 50,302 |
| | Physical & Sensory Disabilities | 9,936 | 386 | 10,322 | -148 | -104 | -17 | 0 | 1,623 | 0 | 11,676 | 0 | 11,676 |
| | Social Isolation | 0 | 57 | 57 | 0 | 0 | 0 | 0 | 0 | 0 | 57 | 0 | 57 |
| | Specialist Services | 3,512 | -131 | 3,381 | -70 | 0 | 0 | 0 | 69 | 0 | 3,380 | 0 | 3,380 |
| | Strategic Commissioning ASC | 1,352 | -48 | 1,304 | 0 | 0 | 0 | 0 | 0 | 0 | 1,304 | 0 | 1,304 |
| | Supporting People | 1,816 | -406 | 1,410 | 0 | -2,000 | 0 | 0 | 696 | 0 | 106 | 0 | 106 |
| Health & Wellbeing Total | | 126,327 | 211 | 126,538 | -12,225 | -2,104 | -5,048 | 230 | 21,721 | 0 | 129,112 | 0 | 129,112 |
| Leader | Chief Executives Office | 580 | 2 | 582 | -61 | 0 | 0 | 0 | 0 | 0 | 521 | 0 | 521 |
| | Enterprise | 544 | 25 | 569 | 0 | 0 | 0 | 0 | 25 | 0 | 594 | 0 | 594 |
| | Growth & Strategy | 561 | -42 | 519 | -200 | -17 | -80 | 100 | 200 | 0 | 522 | 0 | 522 |
| | Digital and Strategic Options Appraisals | -8 | 4 | -4 | 0 | 0 | 0 | 0 | 0 | 0 | -4 | 0 | -4 |
| | TEE Corporate and Finance | -16 | 50 | 34 | -17 | 0 | 0 | 0 | 50 | 0 | 67 | 0 | 67 |
| | Strategy & Policy | 4,084 | 810 | 4,894 | -55 | 0 | 0 | 0 | 74 | 0 | 4,913 | 0 | 4,913 |
| Leader Total | | 5,745 | 849 | 6,594 | -333 | -17 | -80 | 100 | 349 | 0 | 6,613 | 0 | 6,613 |
| Planning & Environment | Assurance | -534 | 0 | -534 | 0 | 0 | -17 | 0 | 0 | 0 | -551 | 0 | -551 |
| | Digital and Strategic Options Appraisals | -11 | 92 | 81 | 0 | 0 | 0 | 0 | 0 | 0 | 81 | 0 | 81 |
| | Environment Services | 10,398 | -291 | 10,107 | -1,486 | 0 | -1,072 | 0 | 1,668 | 0 | 9,217 | -195 | 9,022 |
| | Growth & Strategy | 253 | 7 | 260 | 0 | 0 | 0 | 0 | 0 | 0 | 260 | 0 | 260 |
| | Regeneration & Infrastructure | 77 | 13 | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 90 | 0 | 90 |
| | TEE Corporate and Finance | 681 | 137 | 818 | -273 | 0 | 0 | 0 | 0 | 0 | 545 | 0 | 545 |
| Planning & Environment Total | | 10,864 | -44 | 10,820 | -1,759 | 0 | -1,089 | 0 | 1,668 | 0 | 9,640 | -195 | 9,445 |
| Resources | Assurance | 2,100 | 1,912 | 4,012 | -600 | -41 | -1,006 | 5 | 172 | 0 | 2,542 | 50 | 2,592 |
| | Commercial | 442 | 139 | 581 | 0 | 0 | 0 | 0 | 0 | 0 | 581 | 0 | 581 |
| | Consultancy Services | 8,345 | -887 | 7,458 | -138 | 0 | -31 | 238 | 214 | 0 | 7,741 | 0 | 7,741 |
| | Digital and Strategic Options Appraisals | -552 | 272 | -280 | -418 | 0 | 0 | 0 | 0 | 0 | -698 | 0 | -698 |
| | Enterprise | 105 | 1 | 106 | 0 | 0 | 0 | 0 | 0 | 0 | 106 | 0 | 106 |
| | Operations | 11,286 | -992 | 10,294 | -326 | -52 | -554 | 0 | 0 | 0 | 9,362 | 0 | 9,362 |
| | Regeneration and Infrastructure | 169 | 11 | 180 | 0 | 0 | 0 | 0 | 0 | 0 | 180 | 0 | 180 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|-----------------------------------|--|----------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2019/20 |
| | Strategy & Policy | 421 | 238 | 659 | 0 | -66 | 0 | 0 | 0 | 0 | 593 | 0 | 593 |
| Resources Total | | 22,316 | 693 | 23,009 | -1,482 | -159 | -1,591 | 243 | 386 | 0 | 20,406 | 50 | 20,456 |
| Transportation | Environment Services | 168 | 14 | 182 | -5 | 0 | -18 | 0 | -141 | 0 | 18 | 0 | 18 |
| | Growth & Strategy | 822 | 14 | 836 | 0 | 0 | 0 | 0 | 65 | 0 | 901 | 0 | 901 |
| | Digital and Strategic Options Appraisals | -626 | 0 | -626 | 0 | 0 | 0 | 0 | 0 | 0 | -626 | 0 | -626 |
| | Regeneration & Infrastructure | 103 | 9 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 | 0 | 112 |
| | TEE Corporate and Finance | -325 | 114 | -211 | -635 | 0 | 0 | 0 | 0 | 0 | -846 | 0 | -846 |
| | Transport Services | 25,884 | 807 | 26,691 | -1,903 | -51 | -443 | 0 | 3,287 | 0 | 27,581 | -265 | 27,316 |
| Transportation Total | | 26,026 | 957 | 26,983 | -2,543 | -51 | -461 | 0 | 3,211 | 0 | 27,139 | -265 | 26,874 |
| Total Net Portfolio Budget | | 287,386 | 1,720 | 289,106 | -32,710 | -3,062 | -8,569 | 866 | 39,422 | -826 | 284,227 | 1,894 | 286,121 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|--|--|---------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2020/21 |
| Children's Services | Digital and Strategic Options Appraisals | -721 | 976 | 255 | 327 | 0 | 0 | 0 | 0 | 0 | 582 | 0 | 582 |
| | LA Care Services | 7,809 | 676 | 8,485 | 0 | 0 | 0 | 0 | 280 | 0 | 8,765 | 0 | 8,765 |
| | LA Children in Care | 3,239 | 501 | 3,740 | -5,320 | 0 | -1 | 0 | 8,642 | 0 | 7,061 | 0 | 7,061 |
| | LA Children in Need | 6,998 | 3,151 | 10,149 | -500 | 0 | 0 | 0 | 0 | 0 | 9,649 | 2,304 | 11,953 |
| | LA Family Resilience | 1,714 | 303 | 2,017 | -690 | 0 | -2 | 0 | 0 | 0 | 1,325 | 0 | 1,325 |
| | LA Management & Overheads - C & F | 10,849 | -6,130 | 4,719 | -945 | 0 | -1 | 200 | 277 | 0 | 4,250 | 0 | 4,250 |
| | LA Prevention & Commissioning | 21,309 | 958 | 22,267 | -312 | -113 | 0 | 0 | 472 | 0 | 22,314 | 0 | 22,314 |
| | LA Quality, Standards & Performance | 2,068 | 361 | 2,429 | -12 | 0 | 0 | 0 | 0 | 0 | 2,417 | 0 | 2,417 |
| Children's Services Total | | 53,265 | 796 | 54,061 | -7,452 | -113 | -4 | 200 | 9,671 | 0 | 56,363 | 2,304 | 58,667 |
| Community Engagement | Community Cohesion | 70 | -54 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 16 |
| | Community Engagement & Development | 1,007 | 93 | 1,100 | -70 | 0 | 0 | 0 | 0 | 0 | 1,030 | 0 | 1,030 |
| | Digital and Strategic Options Appraisals | -369 | 389 | 20 | -93 | 0 | 0 | 0 | 0 | 0 | -73 | 0 | -73 |
| | Culture & Leisure | 1,174 | 79 | 1,253 | 0 | 0 | -94 | 0 | 0 | 0 | 1,159 | 0 | 1,159 |
| | Digital and Strategic Options Appraisals | -369 | 389 | 20 | -93 | 0 | 0 | 0 | 0 | 0 | -73 | 0 | -73 |
| | LA Universal Youth Services | 199 | -1 | 198 | 0 | 0 | 0 | 0 | 0 | 0 | 198 | 0 | 198 |
| | Libraries & Information Services | 4,286 | -604 | 3,682 | -513 | -98 | -27 | 0 | 0 | 0 | 3,044 | 0 | 3,044 |
| | Operations | 1,400 | -244 | 1,156 | -315 | 0 | 0 | 0 | 0 | 0 | 841 | 0 | 841 |
| | Public Health | -1 | 9 | 8 | -1,836 | 0 | 0 | 0 | 0 | 1,836 | 8 | 0 | 8 |
| | Resilience | 179 | -70 | 109 | 0 | 0 | 0 | 0 | 0 | 0 | 109 | 0 | 109 |
| | SMT | 124 | 390 | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 514 | 0 | 514 |
| | Trading Standards | 982 | 0 | 982 | 0 | 0 | -16 | 0 | 0 | 0 | 966 | 0 | 966 |
| | Voluntary & Community Sector | 224 | -53 | 171 | 0 | 0 | -2 | 0 | 0 | 0 | 169 | 0 | 169 |
| | Wellbeing | 294 | -98 | 196 | 0 | 0 | 0 | 3 | 0 | 0 | 199 | 0 | 199 |
| Community Engagement Total | | 9,200 | 223 | 9,423 | -2,920 | -98 | -139 | 3 | 0 | 1,836 | 8,105 | 0 | 8,105 |
| Education & Skills (LA) | Client Transport Central Costs | 1,600 | -1,598 | 2 | -1,050 | 0 | 0 | 0 | 3,555 | 0 | 2,507 | 0 | 2,507 |
| | Culture & Lrng - Adult Lrng (Ext Funded) | -43 | -39 | -82 | 0 | 0 | -4 | 0 | 0 | 0 | -86 | 0 | -86 |
| | Culture & Lrng - Student Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Digital and Strategic Options Appraisals | -606 | -83 | -689 | -1,221 | 0 | 0 | 0 | 450 | 0 | -1,460 | 0 | -1,460 |
| | Home to School Transport | 11,796 | 460 | 12,256 | -276 | 0 | -52 | 0 | 0 | 0 | 11,928 | 0 | 11,928 |
| | Joint Commissioning | 0 | 2,613 | 2,613 | 0 | 0 | 0 | 0 | 63 | 0 | 2,676 | 0 | 2,676 |
| | LA Children's Partnerships | 683 | -514 | 169 | 0 | -64 | 0 | 0 | 0 | 0 | 105 | 0 | 105 |
| | LA Fair Access & Youth Provision | 1,662 | 122 | 1,784 | -40 | -65 | -17 | 0 | 0 | 0 | 1,662 | 0 | 1,662 |
| | LA Learning Trust | 2,672 | 0 | 2,672 | 0 | 0 | -71 | 0 | 0 | -1,520 | 1,081 | 0 | 1,081 |
| | LA Management (Learning Skills & Dev) | 3,302 | 8 | 3,310 | -80 | 0 | -1 | 0 | 0 | 0 | 3,229 | 0 | 3,229 |
| | LA Prevention & Commissioning | 11,974 | -2,667 | 9,307 | -2,150 | -330 | -4 | 0 | 0 | 0 | 6,823 | 0 | 6,823 |
| | LA SEN | 1,490 | 17 | 1,507 | -734 | 0 | -8 | 90 | 0 | -1,142 | -287 | 0 | -287 |
| | Skills Agenda | 27 | 4 | 31 | 0 | 0 | 0 | 0 | 0 | 0 | 31 | 0 | 31 |
| Strategy & Policy | 358 | 121 | 479 | 0 | 0 | 0 | 0 | 0 | 0 | 479 | 0 | 479 | |
| Education & Skills (LA) Total | | 34,915 | -1,556 | 33,359 | -5,551 | -459 | -157 | 90 | 4,068 | -2,662 | 28,688 | 0 | 28,688 |
| Education & Skills (DSG) | DSG Children & Families | 1,117 | 0 | 1,117 | 0 | 0 | 0 | 0 | 0 | 0 | 1,117 | 0 | 1,117 |
| | DSG LSP Schools ISB | 290,198 | 17,330 | 307,528 | 0 | 0 | 0 | 0 | 0 | 0 | 307,528 | 0 | 307,528 |
| | Fair Access & Youth Provision | 793 | 0 | 793 | 0 | 0 | 0 | 0 | 0 | 0 | 793 | 0 | 793 |
| | Learning Trust | 4,416 | 0 | 4,416 | 0 | 0 | 0 | 0 | 0 | 0 | 4,416 | 0 | 4,416 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|---|---|----------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | £,000 | | | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2020/21 |
| | | Base | Budget Adjustments | Adjusted Base Budget | | | | | | | | | |
| | Management (DSG Lrn, Skills & Prevntn) | -395,763 | -149 | -395,912 | 0 | 0 | 0 | 0 | 0 | 0 | -395,912 | 0 | -395,912 |
| | Prevention & Commissioning | 30,953 | 229 | 31,182 | 0 | 0 | 0 | 0 | 0 | 0 | 31,182 | 0 | 31,182 |
| | School & Academy Relationships | 2,833 | 0 | 2,833 | 0 | 0 | 0 | 0 | 0 | 0 | 2,833 | 0 | 2,833 |
| | SEN | 63,218 | -17,410 | 45,808 | 0 | 0 | 0 | 0 | 0 | 0 | 45,808 | 0 | 45,808 |
| | Strategy & Policy | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 |
| Education & Skills (DSG) Total | | -2,232 | 0 | -2,232 | 0 | 0 | 0 | 0 | 0 | 0 | -2,232 | 0 | -2,232 |
| Health & Wellbeing | Adult Mental Health Needs | 5,699 | -339 | 5,360 | 0 | 0 | -7 | 0 | 400 | 0 | 5,753 | 0 | 5,753 |
| | Assessment & Care Management | 11,458 | 1,075 | 12,533 | -1,000 | 0 | 0 | 0 | 115 | 0 | 11,648 | 0 | 11,648 |
| | Business Intelligence | 1,596 | -367 | 1,229 | 0 | 0 | 0 | 0 | 0 | 0 | 1,229 | 0 | 1,229 |
| | Centrally Managed Budgets | 215 | -215 | 0 | -1,770 | 0 | -1,500 | 0 | 3,110 | 0 | -160 | 0 | -160 |
| | Commissioning & Service Improvement | 1,491 | 1,843 | 3,334 | 0 | 0 | -2,000 | 0 | 8 | 0 | 1,342 | 0 | 1,342 |
| | Digital and Strategic Options Appraisals | -416 | 416 | 0 | -958 | 0 | 0 | 0 | 0 | 0 | -958 | 0 | -958 |
| | Internally Provided Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Joint Commissioning | 0 | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 6 |
| | Learning Disabilities | 41,157 | -1,048 | 40,109 | -4,021 | 0 | -718 | 0 | 7,806 | 0 | 43,176 | 0 | 43,176 |
| | Localities & Safer Communities | 1 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Older People (inc Older People Mental Health) | 48,510 | -1,018 | 47,492 | -4,258 | 0 | -906 | 230 | 13,195 | 0 | 55,753 | 0 | 55,753 |
| | Physical & Sensory Disabilities | 9,936 | 386 | 10,322 | -148 | -104 | -17 | 0 | 1,623 | 0 | 11,676 | 0 | 11,676 |
| | Social Isolation | 0 | 57 | 57 | 0 | 0 | 0 | 0 | 0 | 0 | 57 | 0 | 57 |
| | Specialist Services | 3,512 | -131 | 3,381 | -70 | 0 | 0 | 0 | 69 | 0 | 3,380 | 0 | 3,380 |
| | Strategic Commissioning ASC | 1,352 | -48 | 1,304 | 0 | 0 | 0 | 0 | 0 | 0 | 1,304 | 0 | 1,304 |
| | Supporting People | 1,816 | -406 | 1,410 | 0 | -2,000 | 0 | 0 | 696 | 0 | 106 | 0 | 106 |
| Health & Wellbeing Total | | 126,327 | 211 | 126,538 | -12,225 | -2,104 | -5,148 | 230 | 27,022 | 0 | 134,313 | 0 | 134,313 |
| Leader | Chief Executives Office | 580 | 2 | 582 | -61 | 0 | 0 | 0 | 0 | 0 | 521 | 0 | 521 |
| | Digital and Strategic Options Appraisals | -8 | 4 | -4 | 0 | 0 | 0 | 0 | 0 | 0 | -4 | 0 | -4 |
| | Enterprise | 544 | 25 | 569 | 0 | 0 | 0 | 0 | 25 | 0 | 594 | 0 | 594 |
| | Growth & Strategy | 561 | -42 | 519 | -200 | -17 | -80 | 100 | 200 | 0 | 522 | 0 | 522 |
| | TEE Corporate and Finance | -16 | 50 | 34 | -17 | 0 | 0 | 0 | 50 | 0 | 67 | 0 | 67 |
| | Strategy & Policy | 4,084 | 810 | 4,894 | -55 | 0 | 0 | 0 | 74 | 0 | 4,913 | 0 | 4,913 |
| Leader Total | | 5,745 | 849 | 6,594 | -333 | -17 | -80 | 100 | 349 | 0 | 6,613 | 0 | 6,613 |
| Planning & Environment | Assurance | -534 | 0 | -534 | 0 | 0 | -17 | 0 | 0 | 0 | -551 | 0 | -551 |
| | Digital and Strategic Options Appraisals | -11 | 92 | 81 | 0 | 0 | 0 | 0 | 0 | 0 | 81 | 0 | 81 |
| | Environment Services | 10,398 | -291 | 10,107 | -1,440 | 0 | -1,083 | 0 | 2,019 | 0 | 9,603 | -581 | 9,022 |
| | Growth & Strategy | 253 | 7 | 260 | 0 | 0 | 0 | 0 | 0 | 0 | 260 | 0 | 260 |
| | Regeneration & Infrastructure | 77 | 13 | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 90 | 0 | 90 |
| | TEE Corporate and Finance | 681 | 137 | 818 | -273 | 0 | 0 | 0 | 0 | 0 | 545 | 0 | 545 |
| Planning & Environment Total | | 10,864 | -44 | 10,820 | -1,713 | 0 | -1,100 | 0 | 2,019 | 0 | 10,026 | -581 | 9,445 |
| Resources | Assurance | 2,100 | 1,912 | 4,012 | -600 | -41 | -1,006 | 5 | 306 | 0 | 2,676 | 0 | 2,676 |
| | Commercial | 442 | 139 | 581 | 0 | 0 | 0 | 0 | 0 | 0 | 581 | 0 | 581 |
| | Consultancy Services | 8,345 | -887 | 7,458 | -138 | 0 | -31 | 238 | 214 | 0 | 7,741 | 0 | 7,741 |
| | Digital and Strategic Options Appraisals | -552 | 272 | -280 | -418 | 0 | 0 | 0 | 0 | 0 | -698 | 0 | -698 |
| | Enterprise | 105 | 1 | 106 | 0 | 0 | 0 | 0 | 0 | 0 | 106 | 0 | 106 |
| | Operations | 11,286 | -992 | 10,294 | -326 | -52 | -554 | 0 | 0 | 0 | 9,362 | 0 | 9,362 |
| | Regeneration and Infrastructure | 169 | 11 | 180 | 0 | 0 | 0 | 0 | 0 | 0 | 180 | 0 | 180 |

| Portfolio | Service | Base Budget | | | MTP Proposals (Cumulative) | | | | | | | Working Budget | |
|-----------------------------------|--|----------------|--------------------|----------------------|----------------------------|-------------------|-------------------|---------------------|--------------------|------------------------|----------------------|----------------|--------------------|
| | | Base | Budget Adjustments | Adjusted Base Budget | Service Efficiency | Service Reduction | Additional Income | Service Development | Unavoidable Growth | Change in Grant Income | Adjusted Base Budget | Special Items | Budget For 2020/21 |
| | Strategy & Policy | 421 | 238 | 659 | 0 | -66 | 0 | 0 | 0 | 0 | 593 | 0 | 593 |
| Resources Total | | 22,316 | 693 | 23,009 | -1,482 | -159 | -1,591 | 243 | 520 | 0 | 20,540 | 0 | 20,540 |
| Transportation | Environment Services | 168 | 14 | 182 | -5 | 0 | -18 | 0 | -141 | 0 | 18 | 0 | 18 |
| | Growth & Strategy | 822 | 14 | 836 | 0 | 0 | -24 | 0 | 65 | 0 | 877 | 0 | 877 |
| | Digital and Strategic Options Appraisals | -626 | 0 | -626 | 0 | 0 | 0 | 0 | 0 | 0 | -626 | 0 | -626 |
| | Regeneration & Infrastructure | 103 | 9 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 | 0 | 112 |
| | TEE Corporate and Finance | -325 | 114 | -211 | -635 | 0 | 0 | 0 | 0 | 0 | -846 | 0 | -846 |
| | Transport Services | 25,884 | 807 | 26,691 | -2,103 | -51 | -443 | 0 | 3,630 | 0 | 27,724 | 0 | 27,724 |
| Transportation Total | | 26,026 | 957 | 26,983 | -2,743 | -51 | -485 | 0 | 3,554 | 0 | 27,258 | 0 | 27,258 |
| Total Net Portfolio Budget | | 286,426 | 2,130 | 288,556 | -34,419 | -3,001 | -8,704 | 866 | 47,203 | -826 | 289,675 | 1,723 | 291,398 |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | |
|---------------------|--|--|----------------------|---|---|-----------------|-----------------|-----------------|-------|
| Children's Services | Digital and Strategic Options Appraisals | Digital and Strategic Options Appraisals | Service Efficiencies | Reduced ability to deliver efficiencies through digital projects | 106 | 106 | 106 | 106 | |
| | | | | Reduced ability to deliver efficiencies from strategic service reviews | 221 | 221 | 221 | 221 | |
| | Joint Commissioning | Joint Commissioning Children's | Service Efficiencies | Reduced staffing in commissioning teams | (20) | (20) | (20) | (20) | |
| | LA Care Services | LA Care Services | Unavoidable Growth | Full year impact of 5% increase in allowances for Bucks foster carers | 280 | 280 | 280 | 280 | |
| | LA Children in Care | LA Children in Care | Unavoidable Growth | Increased demand in statutory social care services due to demographic changes | 2,975 | 4,211 | 5,517 | 6,912 | |
| | | | | Increases in social work staff to maintain a safe balance of case load given the growth in demand for services. | 360 | 720 | 1,080 | 1,440 | |
| | | | | Recurrent base pressure in Aftercare | 393 | 393 | 393 | 393 | |
| | | | | Recurrent base pressure in Children in Care Client Costs | 57 | 57 | 57 | 57 | |
| | | | | Service Efficiencies | Savings from replacing agency staff with permanent staff. | (133) | (187) | (187) | (187) |
| | | | | Strategic review of services supporting Looked After Children | (1,464) | (2,684) | (3,981) | (5,133) | |
| | LA Children in Need | LA Children in Need | Service Efficiencies | Strategic review of services that support children with disabilities and/or special educational needs. | (109) | (500) | (500) | (500) | |
| | LA Family Resilience | LA Family Resilience | Service Efficiencies | Strategic review of Early Help services for vulnerable children | 0 | (690) | (690) | (690) | |
| | LA Management & Overheads - C & F | LA Management & Overheads - C & F | Unavoidable Growth | Increased contribution to the Bucks Safeguarding Children's Board to reflect an increase in demand on services | 50 | 50 | 50 | 50 | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|-------------------------------------|--|--|---|--|------------------------------------|-----------------|-----------------|-----------------|
| Children's Services | LA Management & Overheads - C & F | LA Management & | Service Developments | Ongoing ICT licences and staffing capacity to maintain improvements | 200 | 200 | 200 | 200 |
| | | | Service Efficiencies | Youth Offending - Efficiencies and savings | (50) | (50) | (50) | (50) |
| | | | | Re-design staff structure related to the delivery of the Strategic Transformation Programme | (445) | (445) | (445) | (445) |
| | | | | Savings through managing staff vacancies | (450) | (450) | (450) | (450) |
| | LA Prevention & Commissioning | LA Prevention & Commissioning | Service Reductions | Strategic review of services that support children with disabilities and/or special educational needs. | (113) | (113) | (113) | (113) |
| LA Quality, Standards & Performance | LA Quality, Standards & Performance | Service Efficiencies | Re-design staff structure related to the delivery of the Strategic Transformation Programme | (12) | (12) | (12) | (12) | |
| Community Engagement | Community Engagement & Development | Community Engagement & Development | Service Efficiencies | HealthWatch Bucks / NHS Advocacy | (60) | (60) | (60) | (60) |
| | | | | Localities - Community Projects | (10) | (10) | (10) | (10) |
| | Community Safety | Community Safety | Service Efficiencies | Review of Service structure | (40) | (40) | (40) | (40) |
| | | | | Service Reductions | Safer Communities - PCSO reduction | (61) | (61) | (61) |
| | Culture & Leisure | Registrars | Additional Income | Fee Increase | (20) | (40) | (60) | (60) |
| | Digital and Strategic Options Appraisals | Digital and Strategic Options Appraisals | Service Efficiencies | Delivery of efficiencies through digital projects | (39) | (39) | (39) | (39) |
| | | | | Savings from strategic options appraisals | (54) | (54) | (54) | (54) |
| | Libraries & Information Services | Library & Information Services | Service Efficiencies | Review of investment in book stock | (13) | (13) | (13) | (13) |
| | | | | Libraries - Service Delivery Options Appraisal | 0 | (250) | (500) | (500) |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|-------------------------|--|----------------------------------|--------------------------|--|-----------------|-----------------|-----------------|-----------------|
| Community Engagement | Libraries & Information Services | Library & Information | Service Reductions | Mobile Libraries | (58) | (98) | (98) | (98) |
| | | | Service Efficiencies | Contact Centre Structure Efficiencies | 0 | (45) | (45) | (45) |
| | Efficiencies through the implementation of Digital Solutions | (270) | | (270) | (270) | (270) | | |
| | Public Health | Public Health | Service Efficiencies | Sexual Health | 0 | 111 | (227) | (187) |
| | | | | Falls Prevention | 10 | 10 | 10 | 10 |
| | | | | NHS Health Checks | 0 | 0 | (150) | (150) |
| | | | | Prevention Matters | (456) | (456) | (456) | (456) |
| | | | | Substance Misuse | 111 | (52) | (52) | (92) |
| | | | | Public Health staff & support services | 27 | 27 | (120) | (120) |
| | | | | Efficiencies through new models of service and increased use of digital support | (129) | (526) | (526) | (526) |
| | | | | Reduce funding of Adults Services | (115) | (115) | (115) | (115) |
| | | | | Reduce funding of Children's Services | (200) | (200) | (200) | (200) |
| | Change in grant income | Reduction in Public Health Grant | 752 | 1,201 | 1,836 | 1,836 | | |
| Trading Standards | Trading Standards | Additional Income | Review of charges | 0 | (15) | (15) | (15) | |
| Wellbeing | Wellbeing | Service Developments | Chesham Wellbeing Centre | 3 | 3 | 3 | 3 | |
| Education & Skills (LA) | Client Transport Central Costs | Client Transport Central Costs | Unavoidable Growth | Net increase in client transport demand and price inflation (mainly SEND) | 2,315 | 2,795 | 3,075 | 3,555 |
| | | | Service Efficiencies | Strategic review of services that support children with disabilities and/or special educational needs. | 0 | (350) | (700) | (1,050) |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|-------------------------|--|---|--|---|-----------------|-----------------|-----------------|-----------------|
| Education & Skills (LA) | Digital and Strategic Options Appraisals | Children S Care & Learning Digital and Strategic Options Appraisals | Unavoidable Growth | Previous savings plans undeliverable | 450 | 450 | 450 | 450 |
| | | | Service Efficiencies | Delivery of efficiencies through digital projects | (86) | (86) | (86) | (86) |
| | | | | Savings from strategic options appraisals | (45) | (45) | (45) | (45) |
| | Transport Economy & Envir Digital and Strategic Options Appraisals | Service Efficiencies | Strategic Review of Transport Services | | (342) | (692) | (1,042) | (1,042) |
| | | | Strategic review of services that support children with disabilities and/or special educational needs. | (48) | (48) | (48) | (48) | |
| | Home to School Transport | Home to School Transport | Service Efficiencies | Full Year impact of increases in charges for Home to School Transport made in September 2016. | (276) | (276) | (276) | (276) |
| | Joint Commissioning | Joint Commissioning Children's | Unavoidable Growth | Additional capacity within School Commissioning Team to address a shortage in school places arising from major housing growth across the County | 63 | 63 | 63 | 63 |
| | LA Children's Partnerships | LA Children's Partnerships | Service Reductions | Strategic review of Early Help services for vulnerable children | (64) | (64) | (64) | (64) |
| | LA Fair Access & Youth Provision | LA Fair Access & Youth Provision | Service Efficiencies | Final reduction in grant for outdoor learning. | (40) | (40) | (40) | (40) |
| Service Reductions | | | Reduction in Duke of Edinburgh's Award Team and associated support. | (65) | (65) | (65) | (65) | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|-------------------------|---------------------------------------|---------------------------------------|------------------------|--|-----------------|-----------------|-----------------|-----------------|
| Education & Skills (LA) | LA Learning Trust | LA Learning Trust | Change in grant income | Strategic review of school support services, as a consequence of changes in Education funding and responsibilities | (1,325) | (1,425) | (1,520) | (1,520) |
| | LA Management (Learning Skills & Dev) | LA Management (Learning Skills & Dev) | Service Efficiencies | Staffing Changes | (80) | (80) | (80) | (80) |
| | LA Prevention & Commissioning | LA Prevention & Commissioning | Service Efficiencies | Savings through managing staff vacancies | (90) | (90) | (90) | (90) |
| | | | | Strategic review of Early Help services for vulnerable children | (750) | (2,010) | (2,060) | (2,060) |
| | | | Service Reductions | Commissioning Savings | (60) | (60) | (60) | (60) |
| | | | | Strategic review of Early Help services for vulnerable children | (70) | (135) | (270) | (270) |
| | LA SEN | LA SEN | Service Developments | Investment to address Special Educational Needs legislative changes | 90 | 90 | 90 | 90 |
| | | | Service Efficiencies | Strategic review of Early Help services for vulnerable children | 0 | (260) | (260) | (260) |
| | | | | Strategic review of services that support children with disabilities and/or special educational needs. | (474) | (474) | (474) | (474) |
| | | | Change in grant income | Strategic review of school support services, as a consequence of changes in Education funding and responsibilities | (575) | (1,142) | (1,142) | (1,142) |
| Health & Wellbeing | Assessment & Care Management | Head of Service | Service Efficiencies | New ways of working | (700) | (700) | (700) | (700) |
| | | In Touch | Unavoidable Growth | In Touch Staffing | 115 | 115 | 115 | 115 |
| | | OPMH Section 75 Agreement | Service Efficiencies | Mental Health Efficiencies | (300) | (300) | (300) | (300) |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|--------------------|--|--|--|---|--------------------|--------------------|-----------------|-----------------|
| Health & Wellbeing | Centrally Managed Budgets | Centrally Managed Budgets | Additional Income | Financial Assessments | (1,500) | (1,500) | (1,500) | (1,500) |
| | | | Unavoidable Growth | Prevention Matters - remodel | 400 | 400 | 400 | 400 |
| | | | | Client Transport | 510 | 510 | 510 | 510 |
| | | | | Placements / Packages | 2,200 | 2,200 | 2,200 | 2,200 |
| | | | Service Efficiencies | Fee Negotiations | 0 | (650) | (1,220) | (1,220) |
| | | | | Operating Model - reduced demand | 0 | (400) | (400) | (400) |
| | | | | Review service eligibility | (150) | (150) | (150) | (150) |
| | Commissioning & Service Improvement | Strategic Commissioning | Additional Income | Permanent budget adjustments | (2,000) | (2,000) | (2,000) | (2,000) |
| | | | Unavoidable Growth | Client Transport growth | 8 | 8 | 8 | 8 |
| | Digital and Strategic Options Appraisals | Digital and Strategic Options Appraisals | Service Efficiencies | Delivery of efficiencies through digital projects | (392) | (392) | (392) | (392) |
| | | | | Savings from strategic options appraisals | (566) | (566) | (566) | (566) |
| | Learning Disabilities | Learning Disability / Assistive Technology | Service Efficiencies | Learning Disabilities Placement Review | (366) | (366) | (366) | (366) |
| | | | | Learning Disabilities Residential Care | Unavoidable Growth | Demographic change | 1,273 | 2,576 |
| | | Learning Disabilities Strategic Review | 250 | | | 250 | 250 | 0 |
| | | Service Efficiencies | Contract retenders | | (98) | (98) | (98) | (98) |
| | | | Placement Unit Costs | 0 | (280) | (280) | (280) | |
| | | | Contract inflation - Savings on original assumptions | (215) | (215) | (215) | (215) | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|--------------------|---|--|----------------------|--|-----------------|-----------------|-----------------|-----------------|
| Health & Wellbeing | Learning Disabilities | Learning Disabilities | Service Efficiencies | Learning Disabilities Placement Review | (1,000) | (2,000) | (2,000) | (2,000) |
| | | | | Learning Disabilities Strategic Review | (250) | (500) | (750) | (750) |
| | | Learning Disabilities Supported Living | Service Efficiencies | Contract retenders | (98) | (98) | (98) | (98) |
| | | | | Contract inflation - Savings on original assumptions | (215) | (215) | (215) | (215) |
| | Older People (inc Older People Mental Health) | Buckinghamshire Care Contract | Service Efficiencies | Reablement | (500) | (500) | (500) | (500) |
| | | | | Bucks Care - Unit Cost reduction | (500) | (500) | (500) | (500) |
| | | Older People / Older People Mental Health Block Contracts | Unavoidable Growth | Demand growth | 285 | 512 | 749 | 7,056 |
| | | | | Residential & Nursing Contracts | 500 | 500 | 500 | 500 |
| | | Older People / Older People Mental Health Nursing | Service Efficiencies | Contract retenders | (107) | (107) | (107) | (107) |
| | | | | Funded Nursing Care | (567) | (567) | (567) | (567) |
| | | | | Contract inflation - Savings on original assumptions | (234) | (234) | (234) | (234) |
| | | Older People / Older People Mental Health Residential Care | Unavoidable Growth | Demographic Growth | 1,241 | 2,924 | 4,333 | 4,333 |
| | | | | Reduced ability to deliver contract efficiencies | 456 | 456 | 456 | 456 |
| | | | Service Efficiencies | Contract retenders | (107) | (107) | (107) | (107) |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | |
|----------------------|---|---|---|--|---|-----------------|-----------------|-----------------|-------|
| Health & Wellbeing | Older People (inc Older People Mental Health) | Older People / Older People / Older People / Older People Mental Health Domiciliary Care Services | Service Efficiencies | Contract inflation - Savings on original assumptions | (234) | (234) | (234) | (234) | |
| | | | Unavoidable Growth | New ways of working | 243 | 443 | 443 | 443 | |
| | | | | Domiciliary Care Income | 300 | 300 | 300 | 300 | |
| | | | Service Developments | Prevention Services (Transitions Grant) | 230 | 230 | 230 | 230 | |
| | | | Service Efficiencies | Assistive Technology expansion | (270) | (540) | (810) | (810) | |
| | | | | Domiciliary Care - Service delivery review | (600) | (1,200) | (1,200) | (1,200) | |
| | | Older People / Older People Mental Health Fairer Charging Income | Additional Income | Client Income, Carers Assessments | 0 | (50) | (50) | (50) | |
| | | | Annual Financial Reassessments | (100) | (200) | (300) | (400) | | |
| | | Physical & Sensory Disabilities | Physical & Sensory Disabilities Direct Payments | Service Reductions | Independent Living Fund - reduction in grant funded expenditure | (37) | (72) | (104) | (104) |
| | | | | Unavoidable Growth | Demographic Growth | 310 | 722 | 1,076 | 1,076 |
| Service Efficiencies | Contract retenders | | | (46) | (46) | (46) | (46) | | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|--------------------|---------------------------------|--|----------------------|--|-----------------|-----------------|-----------------|-----------------|
| Health & Wellbeing | Physical & Sensory Disabilities | Physical & Sensory | Service Efficiencies | Contract inflation - Savings on original assumptions | (102) | (102) | (102) | (102) |
| | Specialist Services | Stroke Care Services | Service Efficiencies | Stroke Advisors | (70) | (70) | (70) | (70) |
| | Supporting People | Supporting People | Unavoidable Growth | Prevention Recommissioning | 0 | 696 | 696 | 696 |
| | | | Service Reductions | Prevention Recommissioning | 0 | (2,000) | (2,000) | (2,000) |
| Leader | Chief Executives Office | Chief Executive | Service Efficiencies | Reduced conference attendance / project spend | 0 | (11) | (11) | (11) |
| | | | | Reduce Strategic Initiatives Fund | (50) | (50) | (50) | (50) |
| | Enterprise | People Strategy & Organisational Develop | Unavoidable Growth | System licencing costs | 25 | 25 | 25 | 25 |
| | Growth & Strategy | Economic Development | Service Reductions | Reduction in Economic Development budget | (37) | (17) | (17) | (17) |
| | | | Additional Income | High Speed 2 mitigation and qualifying authority staffing resource with income | (80) | (80) | (80) | (80) |
| | | | Service Developments | High Speed 2 mitigation and qualifying authority staffing resource with income | 100 | 100 | 100 | 100 |
| | Strategy & Policy | Member Services | Special Items | Member Services savings early delivery | (14) | 0 | 0 | 0 |
| | | | Unavoidable Growth | Member Services unacheiveable income | 74 | 74 | 74 | 74 |
| | | | Service Efficiencies | Paperless Committees & other service efficiencies | 0 | (55) | (55) | (55) |
| | TEE Corporate and Finance | Finance | Unavoidable Growth | Investment in the Strategic Alliance | 50 | 50 | 50 | 50 |
| | | | Service Efficiencies | Delivery of efficiencies through digital projects | (6) | (6) | (6) | (6) |
| | | | | Savings from strategic options appraisals | (11) | (11) | (11) | (11) |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | |
|------------------------|---------------------------|------------------------------------|--|--|---|-----------------|-----------------|-----------------|-------|
| Planning & Environment | Environment Services | Country Parks & Green Spaces | Additional Income | Country Parks - increased income from capital investments funding by reserve | (50) | (50) | (50) | (50) | |
| | | Energy & Resources | Additional Income | Biomass boilers - increased income | (47) | (52) | (52) | (52) | |
| | | | | Energy & Resources - income opportunities / fund reductions | (50) | (165) | (175) | (175) | |
| | | | Unavoidable Growth | Renewable Heat Incentive income pressure | 9 | 14 | 14 | 14 | |
| | | | | Biomass boiler fuel and maintenance costs | 114 | 114 | 114 | 114 | |
| | | | | Corporate sustainability funding no longer available | 60 | 60 | 60 | 60 | |
| | | Planning & Environment | Service Efficiencies | Gypsy & Traveller divestment project | (140) | (140) | (140) | (140) | |
| | | Waste | Additional Income | Third party waste charges and contract income | (145) | (151) | (160) | (171) | |
| | | | | Special Items | Energy from Waste - capacity mechanism income | 0 | (320) | (300) | 0 |
| | | | | | Use of reserve | 0 | (91) | 0 | (581) |
| | Contribution to reserve | | | | 4 | 0 | 105 | 0 | |
| | Unavoidable Growth | | Growth increase in number of households | 112 | 204 | 323 | 451 | | |
| | | | Contract inflation | 183 | 378 | 587 | 810 | | |
| | Service Efficiencies | | Waste - household recycling centre service changes | 0 | 160 | (510) | (510) | | |
| | | | Waste stream movements and new opportunities | (429) | (483) | (486) | (490) | | |
| | | | Energy from Waste - insurance saving | (200) | (200) | (150) | (100) | | |
| | | | Energy from Waste contract reconfiguration | (200) | (200) | (200) | (200) | | |
| | Growth & Strategy | Infrastructure Strategy & Planning | Special Items | Minerals & Waste local plan | 63 | 0 | 0 | 0 | |
| | TEE Corporate and Finance | Finance | Service Efficiencies | Delivery of efficiencies through digital projects | (62) | (62) | (62) | (62) | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | | |
|------------------------|--|------------------------|----------------------|--|--|---|-----------------|-----------------|------|-----|
| Planning & Environment | TEE Corporate and Finance | Finance | Service Efficiencies | Savings from strategic options appraisals | (99) | (99) | (99) | (99) | | |
| | | | | Transport Economy Environment business unit Leadership changes | 0 | (112) | (112) | (112) | | |
| Resources | Assurance | Audit Risk & Insurance | Service Reductions | Staffing Reduction | 0 | (41) | (41) | (41) | | |
| | | Director of Assurance | Special Items | Invest to save - Project Management pot | 250 | 250 | 0 | 0 | | |
| | | Strategic Assets | Additional Income | Property Asset income generation | (500) | (750) | (1,000) | (1,000) | | |
| | | | | Service Developments | Windsor End (Beaconsfield) | 5 | 5 | 5 | 5 | |
| | | | | Service Efficiencies | Maintenance reduction | (9) | (9) | (9) | (9) | |
| | | Strategic Finance | Special Items | Investment Property Investment | (575) | (575) | (575) | (575) | | |
| | | | | Review of Council Tax discounts | 50 | 0 | 50 | 0 | | |
| | | | | Service Efficiencies | External Audit Fee saving | (10) | (10) | (10) | (10) | |
| | | Consultancy Services | Applications | Additional Income | Savings from strategic options appraisals | (6) | (6) | (6) | (6) | |
| | | | | | PSN additional income | (9) | (9) | (9) | (9) | |
| | | | | | Unavoidable Growth | Remote working and children's IT system enhancements | 0 | 114 | 114 | 114 |
| | | | | | | Corporate Applications, Childrens and Adults IT systems development | 100 | 100 | 100 | 100 |
| Service Developments | Externally managed service for SWIFT | | | | 58 | 58 | 58 | 58 | | |
| Service Efficiencies | Managed Print Service saving from core price | | | | (60) | (60) | (60) | (60) | | |
| CIO | Service Efficiencies | | | | ICT restructure - efficiencies through the reorganisation of digital resources | (43) | (43) | (43) | (43) | |
| Legal | Service Efficiencies | Legal - complaints | (5) | (5) | (5) | (5) | | | | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | |
|-------------------------|--|--|------------------------------------|---|---|-----------------|-----------------|-----------------|-------|
| Resources | Consultancy Services | Operational Maintenance | Special Items | Legionella & Asbestos surveys - pump priming | 100 | 0 | 0 | 0 | |
| | | | Service Developments | Legionella & Asbestos surveys - rolling programme | 100 | 100 | 100 | 100 | |
| | | | | Condition Surveys - rolling programme | 80 | 80 | 80 | 80 | |
| | | Technology Solutions | Service Efficiencies | Rationalisation of ICT Licences | (30) | (30) | (30) | (30) | |
| | Digital and Strategic Options Appraisals | Digital and Strategic Options Appraisals | Service Efficiencies | | Delivery of efficiencies through digital projects | (9) | (9) | (9) | (9) |
| | | | | | Savings from strategic options appraisals | (4) | (4) | (4) | (4) |
| | | | | | Legal Shared Services | (105) | (305) | (405) | (405) |
| | Operations | Countywide Premises | Service Reductions | | Evreham sports centre funding reduced | (52) | (52) | (52) | (52) |
| | | | | | Implementation of Digital Post Room | (80) | (80) | (80) | (80) |
| | | Facilities Management | Service Efficiencies | | Review of Soft Facilities Management Services | (58) | (58) | (58) | (58) |
| | | | | | P2P e-invoicing efficiencies | (50) | (100) | (100) | (100) |
| | | Finance Operations Team | Service Efficiencies | | | | | | |
| | | FMS | Service Efficiencies | | Reorganisation of work | (25) | (25) | (25) | (25) |
| | | HR Advisory (Schools/Services) | Service Efficiencies | | Merger of Employee Relations Advisors and Change Team | (63) | (63) | (63) | (63) |
| | | HR Operations | Additional Income | | Provision of HR Services to Harrow | (310) | (451) | (451) | (451) |
| Operations Director BSP | Additional Income | | Increase in net revenue from sales | (72) | (72) | (72) | (72) | | |
| Strategy & Policy | Strategy & Innovation | Service Reductions | HQ staffing reduction | (23) | (66) | (66) | (66) | | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 | |
|----------------|---------------------------|------------------------------|----------------------|--|---|-----------------|-----------------|-----------------|-------|
| Transportation | Environment Services | Highways Development Control | Additional Income | Highways Development Management additional income | (18) | (18) | (18) | (18) | |
| | | | Special Items | Highways Development Management training costs | 18 | 0 | 0 | 0 | |
| | | | Unavoidable Growth | Highways Development Management increased resource to reduce consultancy support and generate income | (79) | (141) | (141) | (141) | |
| | | | Service Efficiencies | Reduce External Consultancy requirement | (5) | (5) | (5) | (5) | |
| | Growth & Strategy | Transport Strategy | Additional Income | School crossing patrollers - alternative funding / reduction | 0 | 0 | 0 | (24) | |
| | | | Unavoidable Growth | Transport Strategy income shortfall | 65 | 65 | 65 | 65 | |
| | TEE Corporate and Finance | Finance | Service Efficiencies | Delivery of efficiencies through digital projects | (79) | (79) | (79) | (79) | |
| | | | | Savings from strategic options appraisals | (256) | (406) | (556) | (556) | |
| | Transport Services | Client & Public Transport | Unavoidable Growth | | Bus Operator Subsidies - Impact of inflationary increases in line with contract obligations in place with suppliers | 94 | 94 | 94 | 94 |
| | | | | | Concessionary fares additional growth | 51 | 51 | 51 | 51 |
| | | | | | Demand Growth - Concessionary Fares | 315 | 315 | 315 | 315 |
| | | | Service Reductions | Public Transport - reduction in bus subsidies | (51) | (51) | (51) | (51) | |
| | | Highways (Client) | Additional Income | | Advertising & sponsorship income | (50) | (50) | (50) | (50) |
| | | | | | Third party damage, improved recovery | (50) | (75) | (100) | (100) |
| | | | | | Increased charges | (79) | (79) | (79) | (79) |
| | | | | | Pay & Display Increased Income | (58) | (116) | (174) | (174) |
| | | | | | Licence fees additional income | (10) | (25) | (40) | (40) |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|----------------|--------------------|----------------------|---|--|-----------------|-----------------|-----------------|-----------------|
| Transportation | Transport Services | Highways (Client) | Special Items | Reprocurement costs - Transport for Buckinghamshire contract including procurement reserve | 386 | (302) | (265) | 0 |
| | | | Unavoidable Growth | Inflation on Highway works | 600 | 1,170 | 1,700 | 2,100 |
| | | | | Revenue impact from asset growth | 163 | 326 | 489 | 589 |
| | | | | Reprocurement costs - Transport for Buckinghamshire contract including procurement reserve | 0 | 375 | 638 | 481 |
| | | | Service Efficiencies | Contractual refurbishment costs repaid | (146) | (146) | (146) | (146) |
| | | | | Gully emptying - savings from a risk led review of the asset | (65) | (65) | (65) | (65) |
| | | | | Local area technician staffing review following new system implementation | (134) | (134) | (134) | (134) |
| | | | | Plane & Patch capital programme to reduce revenue cost of highway repairs | 0 | 0 | (400) | (400) |
| | | | | Reconfiguration of the southern depots | 0 | (300) | (700) | (700) |
| | | | | Street Lighting Column maintenance savings | (8) | (8) | (8) | (8) |
| | | | | Reprocurement costs - Transport for Buckinghamshire contract including procurement reserve | (200) | 0 | 200 | 0 |
| | | | | Contract efficiencies, transformation (incl further devolution) and policy changes | (259) | (400) | (600) | (600) |
| | | | Rights of Way service efficiency review | (50) | (50) | (50) | (50) | |

| Portfolio | Service | Activity | MTFP Reason | Description | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 | 2020/21 £000 |
|-----------|---------|----------|-------------|-------------|-----------------|-----------------|-----------------|-----------------|
|-----------|---------|----------|-------------|-------------|-----------------|-----------------|-----------------|-----------------|

Public Health Budget

| | 16/17 | 17/18 | 18/19 | 19/20 | 20/21 |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| Activity | £000's | £000's | £000's | £000's | £000's |
| Sexual Health | 4,252 | 4,252 | 4,363 | 4,025 | 4,065 |
| Falls Prevention | 275 | 285 | 285 | 285 | 285 |
| NHS Health Checks | 817 | 817 | 817 | 667 | 667 |
| Lifestyle Services | 1,211 | 1,082 | 685 | 685 | 685 |
| Prevention Matters | 456 | - | - | - | - |
| PH staff & support services | 2,449 | 2,476 | 2,476 | 2,329 | 2,329 |
| Substance Misuse | 3,569 | 3,680 | 3,517 | 3,517 | 3,477 |
| Transfer to CHASC | 115 | - | - | - | - |
| Transfer to CSCL | 200 | - | - | - | - |
| Children 0-5 | 6,289 | 6,289 | 6,289 | 6,289 | 6,289 |
| Children 5-19 | 1,282 | 1,282 | 1,282 | 1,282 | 1,282 |
| Other | 699 | 699 | 699 | 699 | 699 |
| Total | 21,614 | 20,862 | 20,413 | 19,778 | 19,778 |

Capital Programme 2016/17 to 2019/20

Appendix 5

| Service / Project | Year 1 2017/18 £000's | Year 2 2018/19 £000's | Year 3 2019/20 £000's | Year 4 2020/21 £000's | Grand Total £0000's |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------|
| Community Engagement | | | | | |
| Aylesbury Library | 260 | 0 | 0 | 0 | 260 |
| Marlow Library | 189 | 0 | 0 | 0 | 189 |
| Total Capital Expenditure | 449 | 0 | 0 | 0 | 449 |
| Revenue Contributions | -10 | 0 | 0 | 0 | -10 |
| Total Capital Funding | -10 | 0 | 0 | 0 | -10 |
| Community Engagement Total | 439 | 0 | 0 | 0 | 439 |
| Education and Skills | | | | | |
| Primary School Places | 19,576 | 19,814 | 11,950 | 4,950 | 56,290 |
| Secondary School Places | 13,450 | 32,950 | 27,450 | 12,950 | 86,800 |
| School Suitability Issues | 2,000 | 2,000 | 2,000 | 2,000 | 8,000 |
| Provision for Early Years | 157 | 1,544 | 0 | 0 | 1,701 |
| School Property Maintenance | 8,136 | 4,000 | 3,200 | 3,000 | 18,336 |
| School Access Initiative | 200 | 200 | 200 | 200 | 800 |
| School Toilets | 125 | 125 | 125 | 125 | 500 |
| Pebble Brook 6th Form Boarding | 0 | 1,400 | 0 | 0 | 1,400 |
| Total Capital Expenditure | 43,644 | 62,033 | 44,925 | 23,225 | 173,827 |
| S106 Funding | -21,319 | -17,224 | -6,050 | -51,400 | -95,993 |
| Total Capital Funding | -21,319 | -17,224 | -6,050 | -51,400 | -95,993 |
| Education and Skills Total | 22,325 | 44,809 | 38,875 | -28,175 | 77,834 |
| Health and Wellbeing | | | | | |
| Day Care High Wycombe | 3,090 | 350 | 0 | 0 | 3,440 |
| Orchard House - Care Accommodation | 2,100 | 1,600 | 237 | 0 | 3,937 |
| Total Capital Expenditure | 5,190 | 1,950 | 237 | 0 | 7,377 |
| Health and Wellbeing Total | 5,190 | 1,950 | 237 | 0 | 7,377 |
| Leader | | | | | |
| A355 Improvement Scheme (Wilton Park) | 3,204 | 2,136 | 0 | 0 | 5,340 |
| Aylesbury Eastern Link Road | 9,270 | 4,590 | 0 | 0 | 13,860 |
| High Wycombe Town Centre & Transport Strategy | 4,661 | 5,051 | 0 | 0 | 9,712 |
| Strategic Infrastructure Projects (Early Design) | 959 | 680 | 500 | 0 | 2,139 |
| Waterside North Development | 2,519 | 0 | 0 | 0 | 2,519 |
| Total Capital Expenditure | 20,613 | 12,457 | 500 | 0 | 33,570 |
| LEP - DfT Grants | -13,804 | -5,636 | 0 | 0 | -19,440 |
| S106 / CIL / ALUTS | -4,360 | -6,321 | 0 | 0 | -10,681 |
| Total Capital Funding | -18,164 | -11,957 | 0 | 0 | -30,121 |
| Leader Total | 2,449 | 500 | 500 | 0 | 3,449 |
| Planning and Environment | | | | | |
| Biowaste Treatment | 900 | 5,579 | 0 | 0 | 6,479 |
| Flood Defence Schemes | 200 | 190 | 304 | 0 | 693 |
| Marlow Flood Defence | 330 | 660 | 0 | 0 | 990 |
| Waste Transfer Stations | 1,169 | 26 | 38 | 0 | 1,233 |
| Total Capital Expenditure | 2,599 | 6,455 | 342 | 0 | 9,396 |
| Government Grant | -200 | -190 | -304 | 0 | -693 |
| Total Capital Funding | -200 | -190 | -304 | 0 | -693 |
| Planning and Environment Total | 2,399 | 6,265 | 38 | 0 | 8,702 |
| Resources - ICT | | | | | |
| Children's & Adults Systems ICT Development Fund | 200 | 200 | 200 | 200 | 800 |
| Corporate Applications ICT Development Fund | 280 | 280 | 280 | 280 | 1,120 |
| One Council Network | 200 | 200 | 150 | 150 | 700 |
| SAP Development Fund | 100 | 0 | 0 | 0 | 100 |
| SAP Development Roadmap | 100 | 200 | 200 | 0 | 500 |
| Purchase of IT Hardware / Software | 903 | 758 | 465 | 0 | 2,126 |
| Total Capital Expenditure | 1,783 | 1,638 | 1,295 | 630 | 5,346 |
| Funding - Revenue Contributions | -903 | -758 | -465 | 0 | -2,126 |
| Total Capital Funding | -903 | -758 | -465 | 0 | -2,126 |
| Resources - ICT Total | 880 | 880 | 830 | 630 | 3,220 |
| Resources - Property | | | | | |
| Agricultural Estate | 350 | 350 | 0 | 0 | 700 |
| Conversion Old Wycombe Library | 831 | 1,159 | 0 | 0 | 1,990 |
| NCO Additional Lift | 1,600 | 0 | 0 | 0 | 1,600 |
| Property Maintenance Programme | 2,800 | 2,000 | 1,800 | 1,800 | 8,400 |
| Retasking of Winslow Centre | 330 | 870 | 0 | 0 | 1,200 |
| Mezzanine Floor Refurbishment | 180 | 0 | 0 | 0 | 180 |
| Southern Area (Orchard House) Office | 1,372 | 2,544 | 500 | 0 | 4,416 |
| Temperature Control Units for ICT Equipment | 111 | 0 | 0 | 0 | 111 |
| Winslow Station Car Park | 10 | 226 | 2,249 | 0 | 2,485 |
| Total Capital Expenditure | 7,584 | 7,149 | 4,549 | 1,800 | 21,082 |

| Service / Project | Year 1 2017/18 £000's | Year 2 2018/19 £000's | Year 3 2019/20 £000's | Year 4 2020/21 £000's | Grand Total £0000's |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------|
| LEP Grant | -592 | -600 | 0 | 0 | -1,192 |
| Total Capital Funding | -592 | -600 | 0 | 0 | -1,192 |
| Resources - Property Total | 6,992 | 6,549 | 4,549 | 1,800 | 19,890 |
| Transportation | | | | | |
| Bridge Maintenance | 884 | 860 | 860 | 860 | 3,464 |
| Casualty Reduction & Safety Fences | 500 | 500 | 500 | 500 | 2,000 |
| Footway Structural Repairs | 1,500 | 1,000 | 1,000 | 1,000 | 4,500 |
| Maintenance Principal Roads - Drainage | 720 | 720 | 720 | 720 | 2,880 |
| Parking Pay & Display Meters | 142 | 142 | 20 | 0 | 304 |
| Replacement Traffic Signals | 300 | 300 | 300 | 300 | 1,200 |
| Strategic Highway Maintenance | 15,000 | 10,000 | 10,000 | 10,000 | 45,000 |
| Carriageways Patching | 546 | 546 | 546 | 546 | 2,184 |
| Street Lighting Replacement | 1,180 | 1,180 | 1,180 | 1,180 | 4,720 |
| East West Rail | 1,000 | 1,000 | 1,000 | 1,000 | 4,000 |
| Reconfiguration of Southern Depots | 0 | 3,000 | 0 | | 3,000 |
| Vehicle Purchase | 325 | 325 | 325 | | 975 |
| Total Capital Expenditure | 22,097 | 19,573 | 16,451 | 16,106 | 74,227 |
| Vehicle Renewals Reserve | -325 | -325 | -325 | 0 | -975 |
| Total Capital Funding | -325 | -325 | -325 | 0 | -975 |
| Transportation Total | 21,772 | 19,248 | 16,126 | 16,106 | 73,252 |
| Corporate Projects | | | | | |
| Capital Contingency | 550 | 550 | 550 | 600 | 2,250 |
| Total Capital Expenditure | 550 | 550 | 550 | 600 | 2,250 |
| Grand Total Expenditure | 104,509 | 111,805 | 68,849 | 42,361 | 327,524 |
| Grand Total Funding | -41,513 | -31,054 | -7,144 | -51,400 | -131,110 |
| Net Programme Financed by Central Funding | 62,996 | 80,751 | 61,705 | -9,039 | 196,413 |
| Unringfenced Capital Grants | | | | | |
| Grants - Education - Basic Needs | -9,974 | -22,325 | -16,000 | -10,000 | -58,299 |
| Grants - Education - Capital Maintenance | -6,596 | -6,596 | -6,596 | -6,596 | -26,386 |
| Grants - Transport Integrated Transport | -2,257 | -2,257 | -2,257 | -2,257 | -9,028 |
| Grants - Transport Highways Maintenance | -10,121 | -9,681 | -10,209 | -10,209 | -40,220 |
| Grants - Pothole Maintenance | -546 | -546 | -546 | -546 | -2,184 |
| Sub Total Capital Funding Grants | -29,494 | -41,406 | -35,608 | -29,608 | -136,117 |
| Central Financing | | | | | |
| Capital Balances Brought Forward | -8,879 | 0 | 0 | 0 | -8,879 |
| Borrowing | -2,339 | -2,585 | -4,486 | 0 | -9,410 |
| Capital Receipts | -4,368 | -8,800 | -2,000 | -2,000 | -17,168 |
| Denham Gravel - Finance Lease Rents | -927 | -927 | -927 | -927 | -3,708 |
| Revenue Funding | -7,595 | -5,023 | -2,623 | -2,623 | -17,864 |
| Reprovisioning of Adult Social Care | -826 | -826 | -826 | -826 | -3,304 |
| SubTotal Central Financing | -24,934 | -18,161 | -10,862 | -6,376 | -60,333 |
| Corporate Total | -54,428 | -59,567 | -46,470 | -35,984 | -196,449 |
| Funding Gap | 8,568 | 21,185 | 15,235 | -45,023 | -36 |
| Balance of Accumulated Programme Over Years 1-4 | 8,568 | 29,753 | 44,987 | -36 | |

Appendix 6
Budget Consultation for the Councils 2017/18 Budget
Interim Analysis based on respondents from 7th to 28th November 2016

Introduction

The council’s budget consultation gives residents and organisations a way of having their say on how the council’s budget is set for the next financial year.

The consultation runs from 7th November 2016 to the 8th January 2017, where this interim analysis has been produced to help inform priorities in the councils draft budget, before the budget is finalised in early 2017.

In this year budget consultation residents and organisations are presented with the council’s proposal for living within its means and were asked to make any other comments that the council should take into account when planning the delivery of your services next year.

This interim analysis is based on 618 respondents from residents and 20 organisations responding.

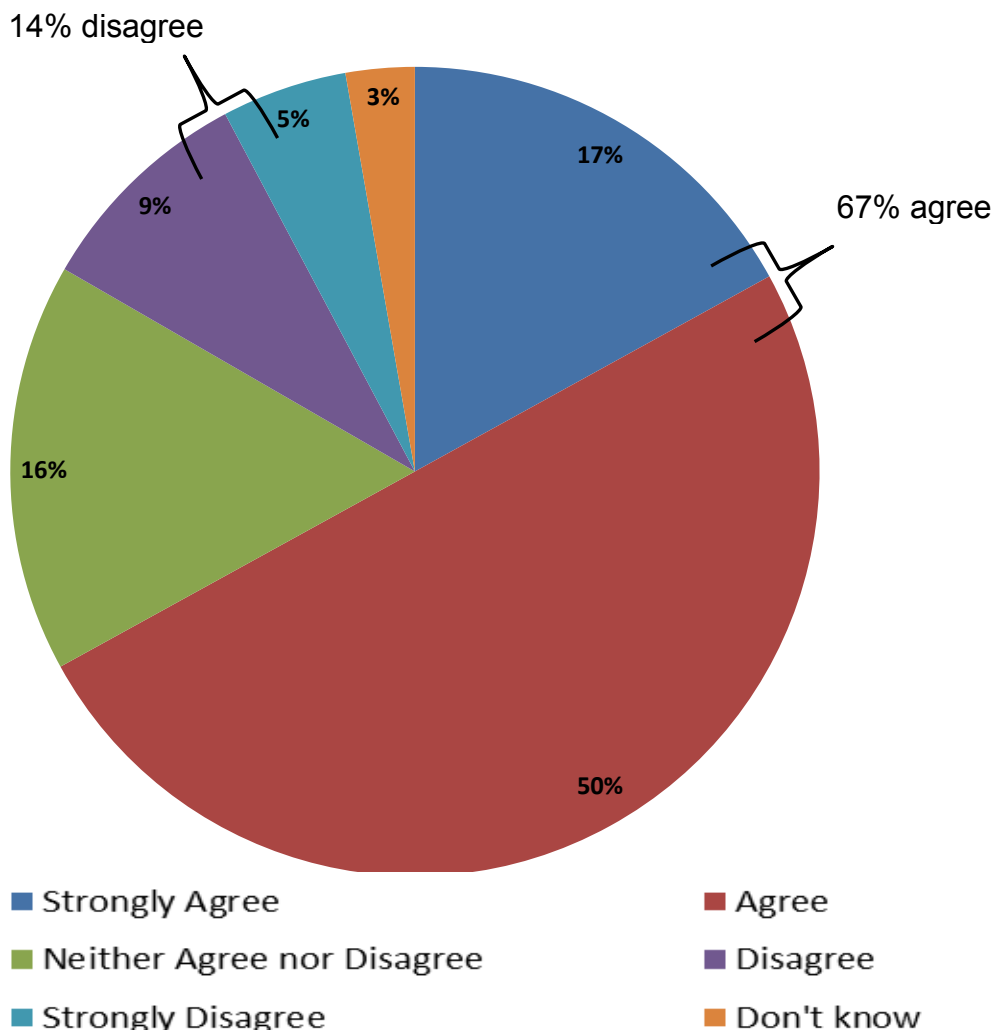
Residents Results

The councils plan for living within its means

The majority of residents (67%) agree with the councils proposals for living within its means, contrastingly only 14% disagreed (figure1). In addition to those who agreed/disagree a substantial number of residents (16%) neither agreed nor disagreed with the proposal.

Figure 1. Proportion of the 618 respondents as at 28th November 2016 responding to the question;

“How strongly do you agree, or disagree with the councils plan for living within its means?”



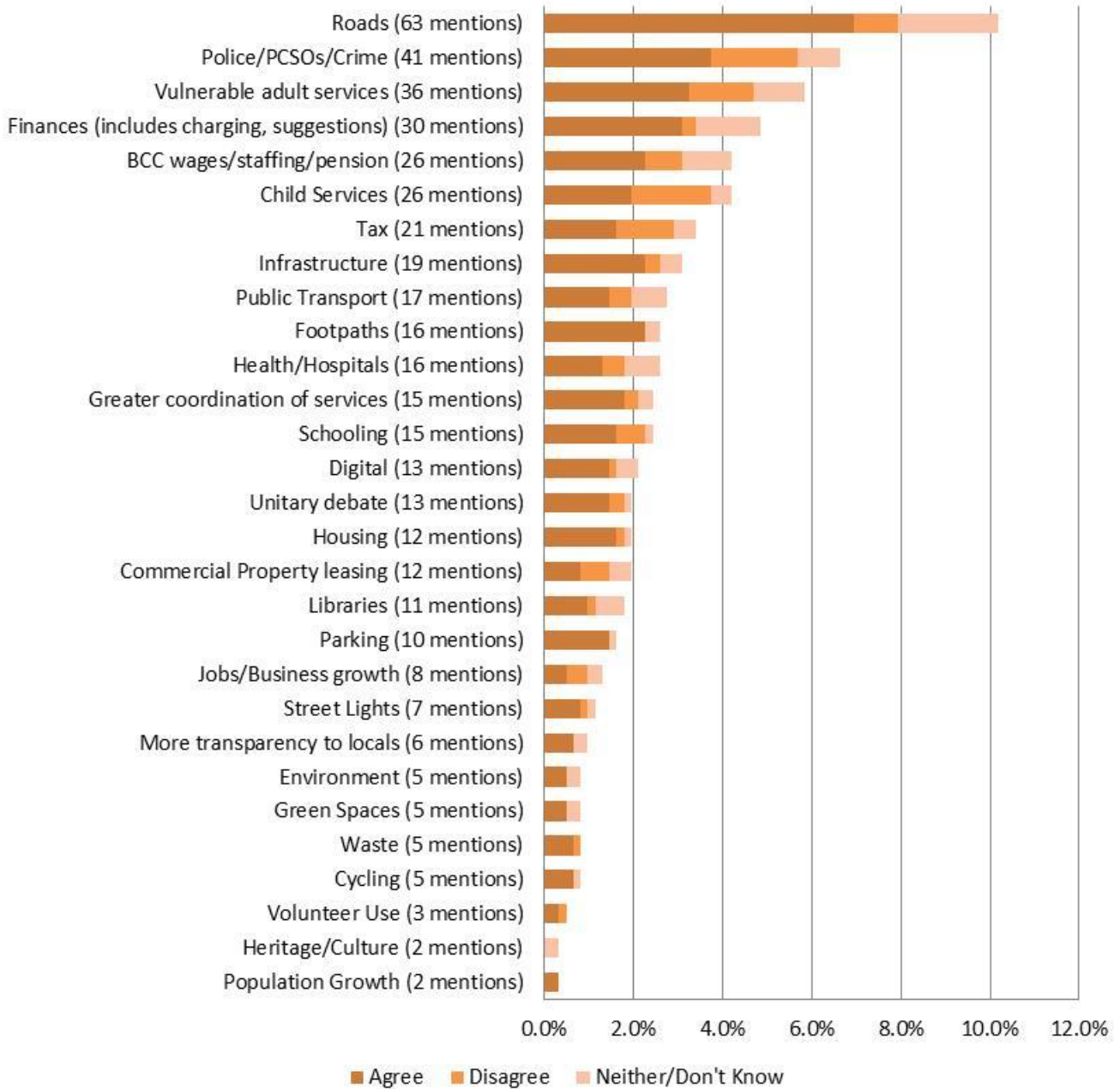
Comments to take into account

Out of the 618 residents who responded, 271 of them made specific comments to take into account when planning the delivery of services next year. Each comment was categorised to understand common themes that residents raised (Figure 2). It is worth noting that within one comment many different areas could have been raised by the resident. Figure 2 below also shows the proportion of comments made by residents who agreed, disagreed, or neither agreed or disagreed with the proposed plan for living with the council’s means.

Question 2: “Please let us know if you have any other comments that you would like us to take into account when planning the delivery of your services next year?”

% of comments made within each category

Note: one respondent can mention more than one category



[Figure 2. percentage of comments made within each detailed category. Proportion of all 618 respondents.]

Some of the key issues raised for the most frequently mentioned areas are outlined below:

- 1) Roads** (10.2% of respondents) were the primary interest of respondents. Despite the majority of those mentioning roads agreeing with the proposal, many concerns were frequently raised. Potholes and road maintenance were heavily cited, with many raising issues about the short-term improvements not having appropriate longevity. The importance of improving the road infrastructure in general, in regards to new developments and congestion issues were also commented upon multiple times. Verbatim comments from residents appear below to illustrate these points:

 - *“Short term repairs often need replacement within 6 months”*
 - *“South Bucks roads are very bad, lanes are full of holes some of them deep and therefore dangerous”*
 - *“Road infrastructure needs to be sorted especially with all the planned expansion in and around Aylesbury”*

- 2) Policing and crime** was the second most commonly mentioned issue (6.6% of respondents). There were a range of comments opposing the reduction of non-statutory Police Community Support Officers (PCSOs) and raising concerns regarding the impact of their removal. Verbatim comments from residents appear below to illustrate these points:

 - *“Presence of PCSOs is a positive contribution to local communities”*
 - *“Not enough police now so reducing the spending even more is ridiculous”*
 - *“South Bucks have experienced a high increase in the number of domestic burglaries”*

- 3) Vulnerable adult services** were mentioned by 36 respondents (5.8%). Many continue to emphasise how vulnerable adults and care for the elderly should continue to be prioritised and exempt from financial cuts. Other focuses include the desire for greater emphasis on early intervention, therefore lowering the higher statutory costs at a later date, alongside a request to increase elderly carer times. The latter was often mentioned as a mechanism to allow the elderly to remain in their own homes and to limit demand on residential homes. Verbatim comments from residents appear below to illustrate these points:

 - *“Care for the elderly MUST be a priority”*
 - *“Please don’t cut the time allowed for carers who help the elderly”*
 - *“It is ever increasingly important to ensure the elderly ... (are) able to stay in their own homes for as long as possible. This should also embrace that carers can give them sufficient time not the flying visits so many experience”*

- 4) Finances** were a common theme in the responses (4.9% of respondents). This covered a wide variety of comments relating to funding, charges and suggestions on areas to cut costs/ increase income. Many people who commented desired a full breakdown of budgetary spending from the Council as well as for services to be maintained and cuts to be kept at a minimum. Several mentions related to the urban/rural differences in how budget is allocated. Verbatim comments from residents appear below to illustrate these points:

 - *“Publish more detailed budgets and how money is spent”*
 - *“That each area whether rural or urban is treated the same as far expenditure”*
 - *“I understand some cuts may be necessary but would strongly disagree cuts to community resources such as libraries”*

- 5) Internal BCC staffing, wages and the pension scheme** were mentioned 26 times by respondents (4.2%). Once again, despite the majority of those mentioning this topic agreeing with the proposed councils plan for living within its means, the comments surrounding this area were commonly negative. Many comments were regarding looking at the high management salaries and the introduction of agency workers. The general consensus of those commenting on this theme desired money to be shifted away from staff and office costs and into the services that are provided. The other area which was questioned was the Council pension scheme, with many suggesting that tax income should again be used for services rather than staff benefit. Verbatim comments from residents appear below to illustrate these points:

 - *“Significantly reduce Bucks CC direct overheads i.e. office and staff costs in favour of putting money in to services”*
 - *“Council pensions should be self-financing, contributions should rise to the level needed to fully fund the pensions”*
 - *“Make more effective savings in your own structure by removing unnecessary management levels”*

6) Children's services were mentioned by 4.2% of respondents (26 mentions), where there were a fairly equal percentage of people who agreed and disagreed in the overall proposal (1.9% vs 1.8%) (Figure 2). Clearly many are strongly in favour of ensuring children services are maintained and that funding is not reduced, but rather increased. Verbatim comments from residents appear below to illustrate these points:

- *"Protect children's services as far as reasonably possible"*
- *"Children and other vulnerable groups must be protected even if community charges have to be increased"*
- *"More money should go to children's services and in particular disabled children's services"*

7) Tax was mentioned by 21 respondents (3.4%), where only 10 of this group actively agreed with the council's proposal for living within its means. Some residents also raised that there should be an option for higher council tax charges, especially if this means that vital services can be maintained, but some also wanted a reduction in council tax. Verbatim comments from residents appear below to illustrate these points:

- *"Please raise Council Tax to provide suitable services for all citizens"*
- *"Raise Council tax to provide better public services in all areas, but especially in preventive work in health and social services for the mentally ill, disabled adults and children"*
- *"Decrease council tax with savings made"*

8) Infrastructure was mentioned by 3.1% of respondents (19 mentions). This frequently related to ensuring that roads, schools, community facilities etc. were planned and accessible in light of the expanding housing developments in the county. Verbatim comments from residents appear below to illustrate these points:

- *"Ensure that any housing developments also incorporate sufficient infrastructure, such as schools, community facilities and transport links"*
- *"Ensure there is an effective road infrastructure plan for Aylesbury which is becoming more and more congested without an adequate A41 bypass/through road"*

A wide range of other themes were mentioned less frequently than above, including Public Transport (2.8%), Footpaths (2.6%), Health and Hospitals (2.6%), etc. The full range of categories appears in figure 2 above.

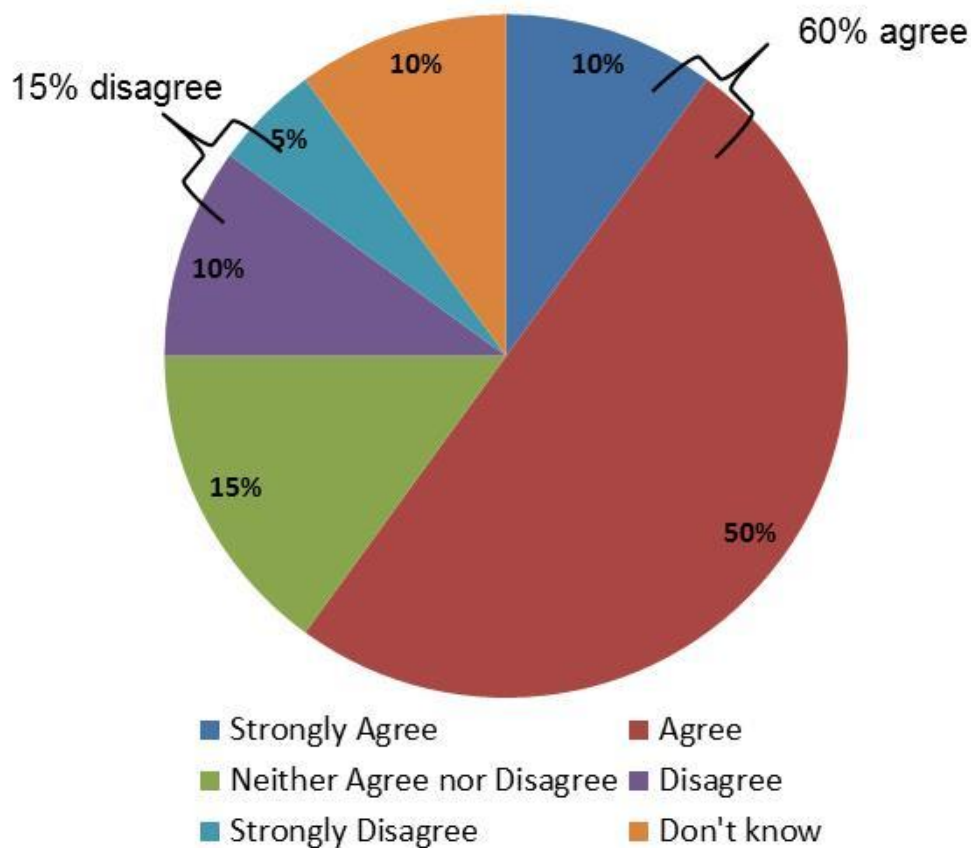
Note that 10% of residents responding (62) worked at Buckinghamshire County Council.

Organisations Results

The councils plan for living within its means

As at 28th November 2016, twenty representatives of organisations had responded to the budget consultation survey. Of the twenty, twelve actively agreed with the proposals (60%), whilst only three disagreed (15%) (Figure 3).

Question 1: How strongly do you agree, or disagree with the councils plan for living within its means?¹



[Figure 3. Proportion of organisations responding to the survey. Twenty representatives had responded as at 28th November 2016]

Comments to take into account

Many issues and suggestions were raised including; retaining police and PCSO services, ensuring care for children and the elderly was maintained to a high quality, improving road quality especially in rural areas and a desire for Buckinghamshire County Council to provide stronger links and support to the parishes of Buckinghamshire. A comment to have more frequent contact with residents and organisations - similar to this survey – was also raised to help understand need and improve decision making. Environmental protection was also raised, alongside an overarching request to ensure that core, essential services are preserved.

The following organisations had responded as at 28th November 2016:

- Buckingham Athletic Sports and Social Club
- Buckinghamshire Business First
- Burnham Neighbourhood Watch
- Chalfont St. Peter AFC
- Chenies Village Society
- Fulmer Parish Council
- Great and Little Hamden parish council
- Haddenham and District age concern

- Marsh Gibbon Parish Council
- Penn
- Ramblers Association
- Watermead Parish Council

ⁱ The councils proposals for living within its means include:

Proposals to invest in:

- Services to safeguard and care for vulnerable children and adults e.g. through Adults and Children's Social Care services
- New digital technologies e.g. to improve customer service, help assist older people with care needs in their homes or provide
- new lower cost ways of delivering services
- The maintenance and availability of infrastructure e.g. road and pavement maintenance, ensuring there are sufficient places for children in schools, providing road and rail network improvements

Proposals to make savings by:

- Working closer with public sector partners to better meet people's needs e.g. the NHS and other Local Authorities
- Sharing functions with other organisations to work more efficiently
- Rationalising the use of council premises where services can be provided more efficiently in alternative ways e.g. by utilising assets owned by other public sector organisations
- Generating income by charging for some non-statutory services (excluding statutory services that councils provide to support people and communities)
- Reducing the level of service provided in some non-statutory areas e.g. Police Community Support Officers (PCSOs)
- Making commercial investments that generate profit that can be invested in delivering public services e.g. purchasing and then leasing business premises