



Budget Scrutiny Select Committee Inquiry agenda

Date: Monday 10 January 2022

Time: 10.00 am

Venue: The Oculus, Buckinghamshire Council, Gatehouse Road, Aylesbury HP19 8FF

Membership:

R Bagge (Chairman), D Anthony, M Ayub, S Chhokar, T Dixon, T Egleton, D Goss, G Harris, I Macpherson, J Ng, W Raja, M Walsh and S Wilson

Webcasting notice

Please note: this meeting may be filmed for live or subsequent broadcast via the council's website. At the start of the meeting the chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the council is a data controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the council's published policy.

Therefore, by entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should ask the committee clerk, who will advise where to sit.

If you have any queries regarding this, please contact the monitoring officer at monitoringofficer@buckinghamshire.gov.uk.

Agenda Item	Time	Page No
1 Apologies for absence / Changes in membership		
2 Declarations of interest		
3 Background Papers Please find below links to the Cabinet papers for 6 th January 2022, which provide information on the draft budget. There is also a link to the Council Tax Base report.		

Draft Budget Report

<https://buckinghamshire.moderngov.co.uk/documents/s37120/Draft%20Budget%20and%20Capital%20Programme.pdf>

Appendix 1 – Buckinghamshire Council Revenue Budget 2022/23 to 2024/25

<https://buckinghamshire.moderngov.co.uk/documents/s37121/Appendix%201%20-%20Draft%20Revenue%20budget.pdf>

Appendix 2 – Buckinghamshire Council Capital Programme 2022/23 to 2025/26

<https://buckinghamshire.moderngov.co.uk/documents/s37122/Appendix%202%20-%20Draft%20Capital%20Programme.pdf>

Appendix 3 – Proposed Budget Changes

<https://buckinghamshire.moderngov.co.uk/documents/s37123/Appendix%203%20-%20Draft%20Revenue%20budget%20changes.pdf>

Appendix 4 – Budget Consultation Results

<https://buckinghamshire.moderngov.co.uk/documents/s37124/Appendix%204%20-%20Budget%20Consultation%20Results.pdf>

Council Tax Base report

<https://buckinghamshire.moderngov.co.uk/documents/s37118/Council%20Tax%20Base%202022-23.pdf>

Appendix to Council Tax Base report

<https://buckinghamshire.moderngov.co.uk/documents/s37119/Appendix%202%20for%20Council%20Tax%20Base%202022-23.pdf>

4	Leader (Councillor Martin Tett) <ul style="list-style-type: none">• Welcome by the Chairman to the Leader and supporting officers• Introduction by the Leader of their priorities and the overarching strategy for the budget• Inquiry group questioning of the Leader	10:00	5 - 24
----------	---	--------------	---------------

5	Health and Wellbeing (Councillor Angela Macpherson)	11:15	25 - 68
	<ul style="list-style-type: none"> • Welcome by the Chairman to the Cabinet Member, Deputy Cabinet Member and supporting officers • Introduction by Cabinet Member of their priorities and the overarching strategy for the budget • Inquiry group questioning of the Cabinet Member 		
6	Lunch	12:45	
7	Education and Children's Services (Councillor Anita Cranmer)	13:30	69 - 98
	<ul style="list-style-type: none"> • Welcome by the Chairman to the Cabinet Member, Deputy Cabinet Member and supporting officers • Introduction by Cabinet Member of their priorities and the overarching strategy for the budget • Inquiry group questioning of the Cabinet Member 		
8	Capital and Finance, Resources, Property & Assets (Councillor John Chilver)	15:15	99 - 124
	<ul style="list-style-type: none"> • Welcome by the Chairman to the Cabinet Member, Deputy Cabinet Member and supporting officers • Introduction by Cabinet Member of their priorities and the overall position, governance and funding for the capital programme (3.15p.m.) • Introduction by Cabinet Member of their priorities and the overarching strategy for the budget for Finance, Resources, Property & Assets (3.45p.m.) • Inquiry group questioning of the Cabinet Member 		
9	Date of next meeting	16:30	
	Tuesday 11 January 2021 at 10 a.m.		

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

For further information please contact: Leslie Ashton on 01895 837227, email leslie.ashton@buckinghamshire.gov.uk

This page is intentionally left blank



Medium Term Financial Plan Budget

The Leader Portfolio

Budget Scrutiny

10th January 2022



Agenda

- Overview of the Portfolio
- Portfolio Priorities
- Revenue 2021-22
- Revenue Budget – Savings since April 2020
- Revenue Budget - Proposed Changes
- Proposed Revenue Budget 2022-25
- Challenges, Risks and Opportunities
- Top 5 Contracts
- Fees and Charges
- Capital Forecast 2021-22
- Proposed Capital Programme
- Questions
- Appendix
 1. Detailed breakdown of Revenue Budget 2021-22
 2. Benchmarking

Overview of Portfolio

Cabinet Members: The Leader Martin Tett

The Leader's portfolio helps to deliver all of the Corporate Plan priorities with a particular focus and responsibility on:

- Economic Development (Lisa Michelson)
- Skills & Employability (Lisa Michelson)
- Financial Strategy (Richard Ambrose)
- Strategic Infrastructure, inc. Housing Infrastructure Funding (Richard Lumley)
- Policy & Communications inc. Information Management (Roger Goodes)
- Chief Executive's Office (Sarah Ashmead)

Overview of the Portfolio



Over £4m secured in external funding for enabling housing, active travel, bus services, and EV charging infrastructure



5,214 new businesses have been registered in Buckinghamshire this year



£21m paid through Additional Restrictions Grant

Page 8



£100,000's reopening high streets safely and 'Welcome Back' funding invested in towns and villages across Buckinghamshire to support high streets during lockdowns



10,710 Out of work claimants



1,730 Freedom of Information requests (FOI)



289 Subject Access Requests (SARs)



2,188 complaints



70% peak open rates on residents e-newsletters



750 Media Enquiries



58.3%
Of employees living in Buckinghamshire working as managers / directors or in professional occupations (UK average is 50%)
Source: ONS 2021

Top 10
rank for new business registrations in Buckinghamshire against other Local Enterprise Partnership (LEP) areas

90%
Town centre occupancy rate and up to 98% in some high streets



*Statistics from internal monitoring systems (data from 2021)

Portfolio Priorities

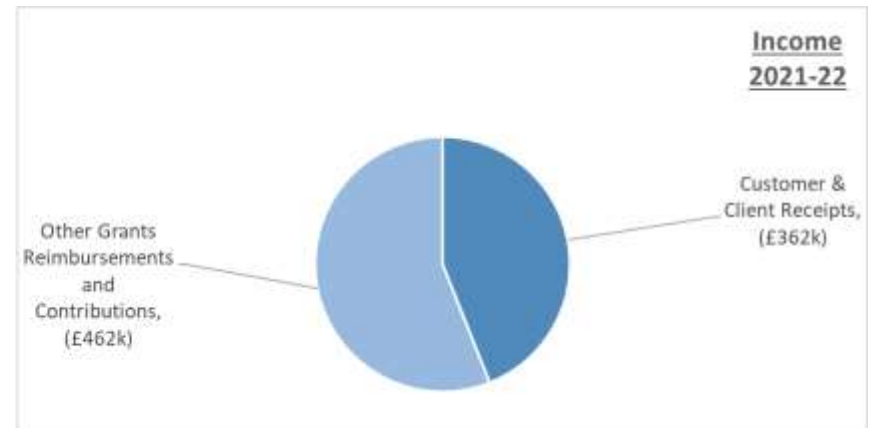
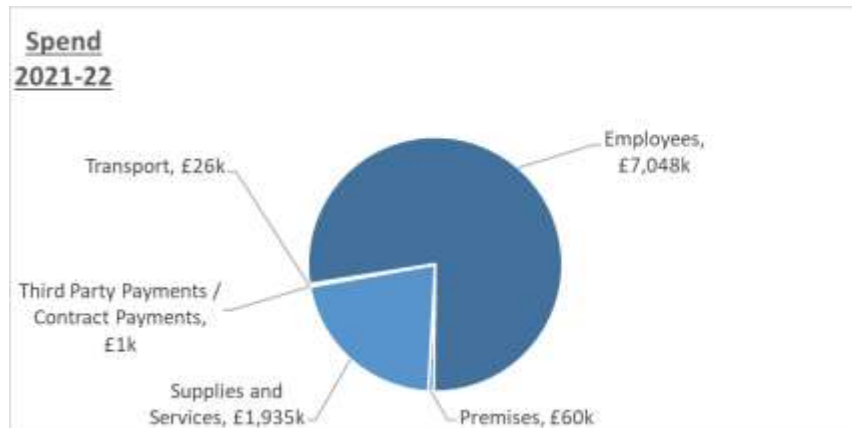
- Support the existing business community, especially our SMEs in the hardest hit sectors e.g. retail, to recover from the impact of the pandemic
- Secure a 'county deal' and continue to attain funding for, and to deliver on, essential infrastructure projects
- Improve internet coverage and speeds for all parts of the county
- Actively promote the Council's achievements both locally and nationally to increase the reputation and profile of Buckinghamshire and the Council.

Revenue Budget 2021-22

The table below breaks down the budget into the 4 service areas that support the Leader's Portfolio, showing the gross baseline budget for the current year (2021-22). Further detail on each baseline budget is provided from slide 11 onwards.

Page 10

	2021-22		
	Income £000	Expenses £000	Net budget
Chief Executive's Office	0	864	864
Policy & Communications	(474)	4,221	3,747
Strategic Infrastructure	0	201	201
Economic Growth	(350)	3,784	3,434
TOTAL	(824)	9,071	8,246



Revenue Budget – Savings since April 2020

The table below shows the actions taken and savings achieved so far across the 4 service areas that support the Leader’s Portfolio. These are reflected within the Revenue Base Budget seen on slide 5

Actions and Savings		2021/22 £000's
Better Buckinghamshire	- Chief Executive's Office - reduction in running costs	(59)
	- P&C: Communications	(321)
	- P&C: Information Management	(50)
	- P&C: Policy - Corp Subscriptions	(12)
Non cashable savings/ Cost pressures absorbed	- P&C: Communications reduction in posts to bring costs within budget through Service Review	(152)
	- P&C: Information Management reduction in posts to bring costs within budget through Service Review	(211)
	- P&C: Policy - Corp Subscriptions reduction in posts to bring costs within budget through Service Review	(56)
	- Economic Growth & Regeneration: Reduction in staffing and project budgets to cover pressures inherited unachievable income targets	(250)
TOTAL		(1,111)

Revenue Forecast Qtr2 2021-22

	Budget	Y/E Outturn	Variance	Change in Variance
	£000	£000	£000	£000
Expenditure	8,800	8,600	(200)	(300)
Income	(800)	(600)	200	200
Leader	8,000	8,000	0	(100)

Leader Revenue Budget £8.0m, Forecast £8.0m, Var **+£0.0m**

(Covid Var £nil)

- a) The Strategic Infrastructure projects team is reporting a £38k pressure on their staff capitalisation target. This is being managed within the overall Transport Strategy budgets.
- b) Economic Development & Skills budgets is overspent by £57k due to Covid income pressure in Quarter 1 on Markets.
- c) Senior Management Deputy Chief Executives are reporting a breakeven position.

To note: the budget reported at Qtr 2 Cabinet is £0.2m less than the 21-22 base budget in the previous slide because there was a realignment of budgets to the Leader Portfolio after Qtr 2 reporting.

Revenue Budget - Proposed Changes

The table below shows the breakdown of proposed budget changes between financial years, split into Savings, Growth, and removal of one-off 'special items'. All the budget changes are compared to the 2021-22 baseline. All the savings are considered deliverable (albeit with implications to be noted and discussed) and there are no known funding pressures.

Type of Change	Description of Change	Service Area	Change 2022-23	Change 2023-24	Change 2024-25	Narrative
Savings these savings contribute to the DCE & PGS Directorate Better Bucks Savings	Economic Growth & Regeneration Service Review - Staff Budget Reduction	Economic Growth	(130)	(130)	(130)	This savings is a contribution to Better Bucks; equates to around 3 post reduction in the team and will be delivered via the proposed restructure of the EG&R team (currently out to consultation)
	Savings from Review of External Partnership Funding		-	(50)	(100)	Savings target from review funding we currently award to Buckinghamshire Business First, Englands' Economic Heartland, LEP, etc
	Reduction in Pre-Pipeline Development		(200)	(200)	(200)	Pipeline development budget of £1.2m to be reduced to £1.0m. Budget is held under Leader Portfolio, but used to support strategy and project pipeline development in Regeneration, Transport, Environment, Housing & Economic Development, inc grant bid
	PG&S wide Consultancy Savings		(165)	(300)	(300)	10% consultancy spend savings target - to be delivered via consultancy spend controls in PGS, will be apportioned to other portfolios as specific savings are identified.
	Review of External Funding Charging policies		(100)	(250)	(250)	utilise opportunities for increasing charging of staffing time to externally funded projects (capital grant funding, s.106 & CIL, etc). Will be apportioned to other portfolios as specific savings are identified, most likely in Property, Regeneration, Transport, Housing & Environment
	Removal of one - off savings from Service Review	Chief Executive	-	-	33	Senior Mgmt - removal of one-off savings from Service Review
	TOTAL		(595)	(930)	(947)	
Special Items	Inflation	Economic Growth	2	2	2	
Special Items	Removal of one-off vacancy-freeze saving - DCE	Chief Executive	44	44	44	These positive figures remove one-off contributions in 21-22, which were savings to balance the bottom-line of MTFP due to Covid Pressures in 21-22 only. Similar targets were applied across all directorates.
Special Items	Removal of one-off vacancy-freeze saving - PGS	Economic Growth	88	88	88	
	Total		132	132	132	
Total budget changes against 2021-22 baseline			(461)	(796)	(813)	

Proposed Revenue Budget 2022-25

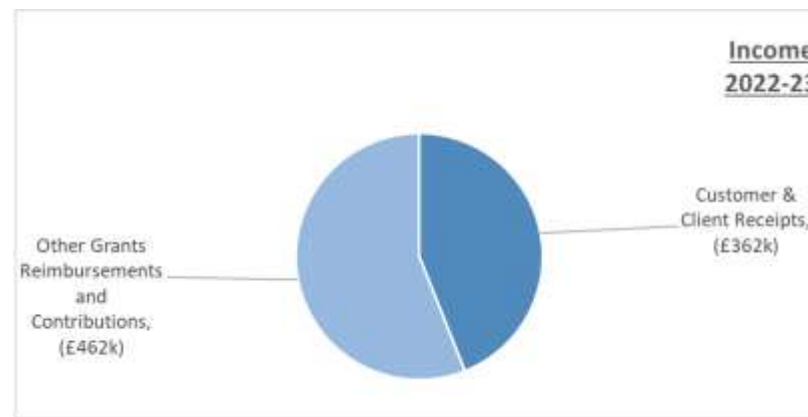
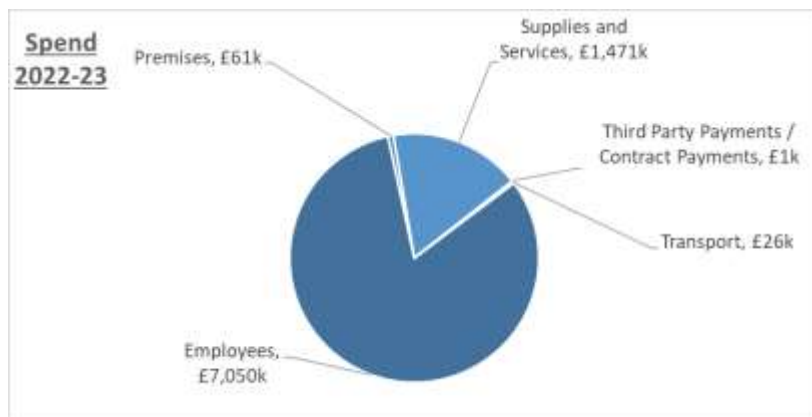
The table below shows what the budget for Leader's portfolio will be after the proposed budget changes.

Leader

Changes Summary	2022-23 £000	2023-24 £000	2024-25 £000
Change in Income Growth	-	-	-
Savings	2	2	2
Special Items	(595)	(930)	(947)
Grand Total	(461)	(796)	(813)

		2021-22		
		Income £000	Expense £000	Net Budget
Chief Executives Office	Chief Executives Office		864	864
Chief Executives Office Total			864	864
Policy & Communications	Policy & Communications	(474)	4,221	3,747
Policy & Communications Total		(474)	4,221	3,747
Strategic Infrastructure	Strategic Infrastructure		201	201
Strategic Infrastructure Total			201	201
Economic Growth & Regeneration	Economic Growth & Regeneration	(350)	3,784	3,434
Economic Growth & Regeneration Total		(350)	3,784	3,434
Grand Total		(824)	9,071	8,246

2022-23			2023-24	2024-25
Income £000	Expense £000	Net Budget	Net Budget	Net Budget
	908	908	908	941
	908	908	908	941
(474)	4,221	3,747	3,747	3,747
(474)	4,221	3,747	3,747	3,747
	201	201	201	201
	201	201	201	201
(350)	3,279	2,929	2,594	2,544
(350)	3,279	2,929	2,594	2,544
(824)	8,610	7,785	7,450	7,433



Challenges, Risks and Opportunities

- A successful County Deal will be big opportunity for the Council, and will result in significant changes (e.g. resourcing, governance, monitoring arrangements) across many service areas. There is uncertainty over likelihood of this due to Government reshuffle.
- The Economic Development team has a lean structure, which will potentially limit our ability to respond quickly to future bidding opportunities, particularly if the lead time from Govt is short.
- Reducing the pre-pipeline funding from £1.2m to £1m will have a deferred impact in the coming years; it diminishes capacity funding by £1m over the next 5 years, which would otherwise have been used to build a pipeline of projects which would be ready for investment and bidding opportunities.

Top 5 contracts

Vendor	Description	End Date
Metro Dynamics Ltd	Buckinghamshire Devolution Bid Consultancy Support for levelling up bids	30/01/2022
Urban Movement	Aylesbury Gardenway parameter design	01/03/2021
HYAS Associates Ltd	Aylesbury Garden Town - Provision of Consultancy services	31/03/2022
Perki Productions Limited	Aylesbury Garden Town - Community and stakeholder project delivery services	31/03/2022
Urban Movement	Gardenway parameter design – phase two	31/10/2021

Fees and Charges

Each year, as part of the MTFP, we review the schedule of Fees and Charges

The majority of Fees & Charges are amended by an inflationary increase (confirmed in September, typically between 2%-3%).

There are no fees and charges published for this portfolio

Capital Forecast Quarter 2 2021-22

Cabinet Portfolio	Actuals to Date £000	Total Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	% Slippage	RAG Rating
Leader	2,073	8,229	7,075	-1,154	14.0%	Amber

Leader Capital Budget £8.2m, Forecast £7.1m, Var **£-1.1m**

- £800k of slippage on some Housing Infrastructure Projects, including £680k slippage on Abbey Barn due to lack of progress on land and delayed utility spend, and £100k slippage on Phase 1 of Princes Risborough relief road.
- Rural Broadband project (joint with LEP) is forecast £353k of slippage due to some delays in roll-out.

To Note: any unspent capital project budgets in 21/22 ('slippage') will be reprofiled into future years as part of the annual year end process, and approved via the Corporate Capital Investment Board.

Proposed Capital Programme

The table below shows the Capital Programme budget for the Leader Portfolio, which covers the projects unlocked via Housing Infrastructure Funding (HIF) and broadband.

Service Area	Project Group / Project	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	MTFP Total £000's
Economic Growth & Regeneration	Economic Growth					
	Rural Broadband	600	0	0	0	600
	Economic Growth Total	600	0	0	0	600
Economic Growth & Regeneration Total		600	0	0	0	600
Strategic Transport & Infrastructure	Strategic Infrastructure (HIF)					
	A355 Improvement Scheme (Wilton Park)	1,389	0	0	0	1,389
	Abbey Barn - HIF / S106	7,746	0	0	0	7,746
	Aylesbury Eastern Link Road	2,894	35,579	0	0	38,473
	Cycle Infrastructure	1,832	40	0	0	1,872
	Grid Reinforcement Works	12,800	5,122	0	0	17,922
	Land Assembly	0	0	10,818	0	10,818
	Marginal Viability Works	181	1,306	643	0	2,130
	Princes Risborough Relief Road	9,688	1,757	0	0	11,445
	SEALR (South East Aylesbury Link Road)	21,558	5,630	1,062	0	28,250
	South Western Link Road South	0	250	250	0	500
Strategic Infrastructure (HIF) Total		58,089	49,684	12,773	0	120,546
Strategic Transport & Infrastructure Total		58,089	49,684	12,773	0	120,546
Total Expenditure		58,689	49,684	12,773	0	121,146



Questions



Appendix 1 – Detailed Breakdown of Revenue Budget 2021-22

The table below shows the budget for Leader’s portfolio for 2021-22 with a detailed split on spend and income by service area.

	Expenditure						Income			Net Total
	Employees	Premises	Supplies and Services	Third Party Payments / Contract Payments	Transport	Expense Total	Customer & Client Receipts	Other Grants Reimbursements and Contributions	Income Total	
Chief Executive's Office	514		338		11	864				864
Policy & Communications	3,760	-	450	1	10	4,221	(31)	(443)	(474)	3,747
Strategic Transport & Infrastructure	873		(673)		1	201				201
Economic Growth	1,901	60	1,819		4	3,784	(331)	(19)	(350)	3,434
Grand Total	7,048	60	1,935	1	26	9,071	(362)	(462)	(824)	8,246

Appendix 2

Benchmarking on Economic Development

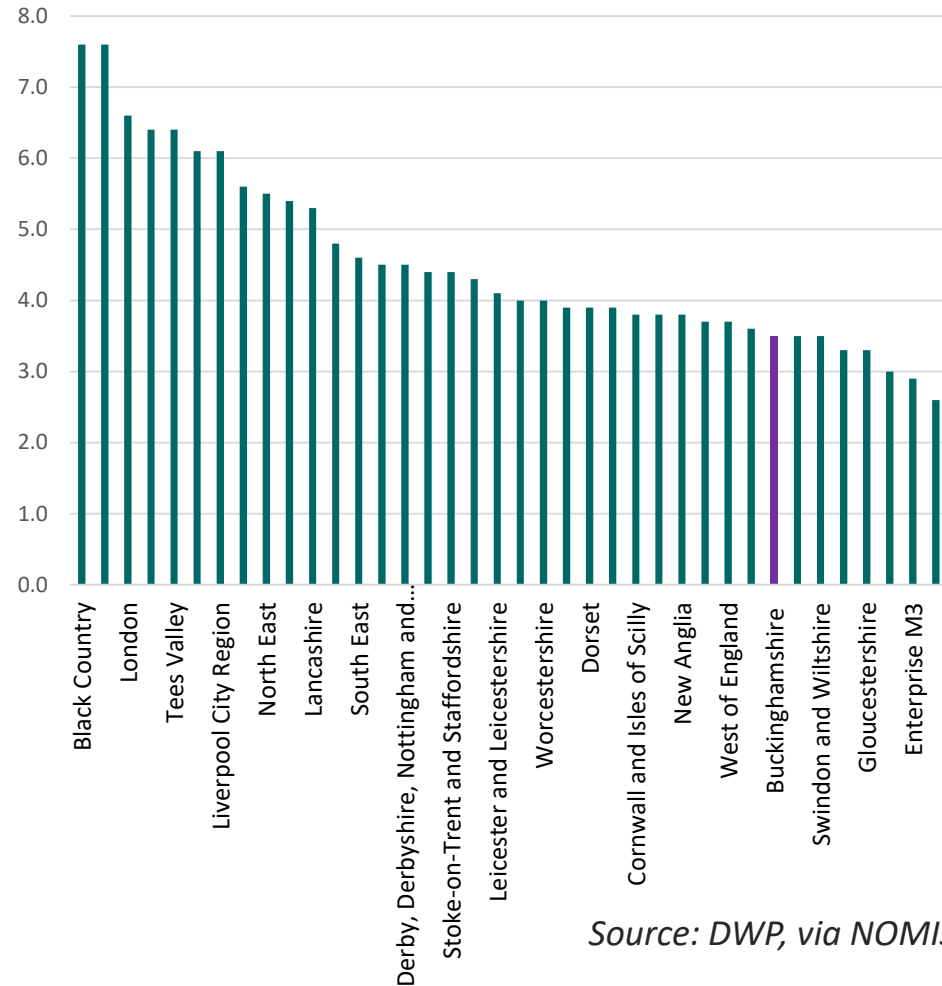
County Economic Context - Claimant Count (Sept 2021)

The number of people claiming out-of-work benefits has been falling steadily since the beginning of the year (11,500 Bucks residents in mid-September 2021).

Buckinghamshire's Claimant Count rate (number of claimants as a proportion of working age residents) currently stands at 3.5% and is lower than the national average of 5.1%.

When compared to other LEP areas, Buckinghamshire has the 8th lowest Claimant Count rate (up from having the fourth lowest rate pre-pandemic).

We estimate that there were around 10,000 Bucks residents on furlough at the end of September (when the scheme ended). However, we don't anticipate a huge surge in the number of claimants as around half were on flexible furlough, some furloughed staff have found other jobs which they will continue if let go by their furlough employer and the job market is very active at the moment.



Source: DWP, via NOMIS

Appendix 2 - Benchmarking for Economic Development - Buckinghamshire Job Postings (Jan – Sept 2021)

No. job postings Jan-Sep 2021

52,688

% Change 2021 vs 2020

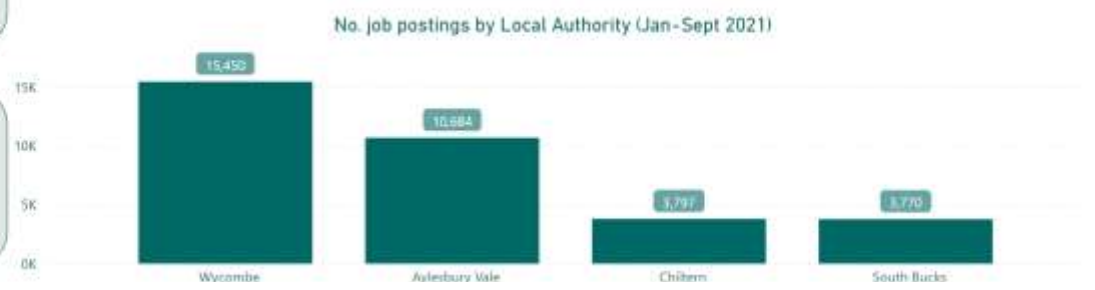
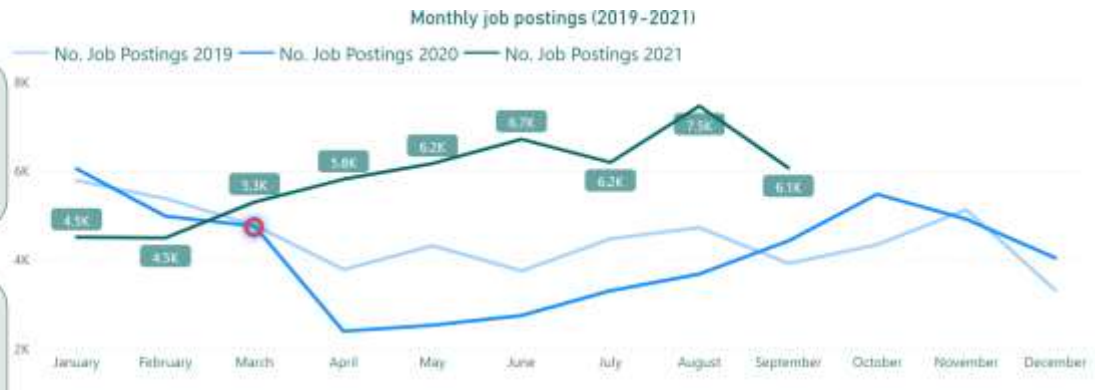
▲ 51%

Buckinghamshire

% Change 2021 vs 2020

▲ 44%

England



Source: Burning Glass Technologies

Monthly job postings (proxy for job vacancies) in Bucks have been higher than pre-pandemic levels every month since March 2021.

The number of payrolled employees in Bucks now exceeds pre-pandemic levels; however, estimates suggest that the number of Bucks residents who are self-employed has dropped (although is beginning to show signs of recovery).

Skills shortages highlighted in the national media are rife in Bucks and can be found in a wide range of sectors (including construction, social care, TV & film, engineering, hospitality, HGV drivers, healthcare staff etc). One additional factor in Bucks is that HS2 contractors are taking some staff away from their normal roles (e.g. security staff are paid more by HS2).

The lack of people to fill a wide range of jobs is partly due to a large number of people leaving the labour market during the pandemic (e.g. EU workers returning home, older workers taking early retirement or becoming economically inactive due to health concerns / lifestyle changes, students choosing to stay in education rather than enter the labour market etc.).

This page is intentionally left blank



Medium Term Financial Plan Budget Scrutiny

Health & Wellbeing

10 January 2022



Agenda

- Overview of the Portfolio

Adult Social Care

Page 5

- Portfolio Priorities
- Revenue Budget 2021/22
- Revenue Forecast Quarter 2 2021/22 and Revenue Budget – Savings since April 2020
- Revenue – Proposed Changes
- Proposed Revenue Budget 2022/23 – 2024/2025
- Challenges, Risks & Opportunities
- Top 5 Contracts
- Fees & Charges
- Proposed Capital Programme 2022/23 – 2025/26

Public Health

Page 22

- Portfolio Priorities (including mandatory functions)
- Revenue Budget 2021/22
- Revenue – Proposed Changes
- Proposed Revenue Budget 2022/23 – 2024/2025
- Challenges, Risks & Opportunities
- Top 5 Contracts

Appendices

Page 35

- Appendix A - Detailed Breakdown of Revenue Budget 2021-22
- Appendix B - Value for Money Benchmarking – Adult Social Care
- Appendix C – Value for Money Benchmarking – Public Health

Overview of the Health & Wellbeing Portfolio

Cabinet Members: Cllr Angela Macpherson and Cllr Carl Jackson, (Deputy)

The Health & Wellbeing portfolio helps to deliver all of the Corporate Plan priorities, with a primary focus on Protecting the Vulnerable.

We work across the county in partnership with organisations across the health and social care sector, and with voluntary and community organisations so that people are supported to live independent, fulfilled and healthy lives. We also work across the Council to co-ordinate responses to health inequalities, prevention and promotion of independence so that Buckinghamshire's residents benefit from an holistic approach to support.

The Health & Wellbeing portfolio is aligned to the Adults and Health Directorate and is responsible for:

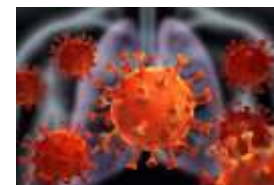
- Adult Social Care Operations – Elaina Quesada (Service Director)
- Integrated Commissioning – Tracey Ironmonger (Service Director)
- Quality, Standards and Performance – Jennifer McAteer (Service Director)
- Public Health – Dr Jane O'Grady (Service Director)

Overview of the Health & Wellbeing Portfolio

- **Adult Social Care Operations:** social work, occupational therapy, Home Independence Service, Day Opportunities; Nursing, Residential, Home Care, Supported Living and Short Breaks services; for Older People, Mental Health, Learning Disabilities and Physical and Sensory Disabilities.
- **Integrated Commissioning:** commissioning a range of services and packages of care on behalf of adult social care, public health, children's services and the Clinical Commissioning Group (NHS)
- **Quality, Standards and Performance:** supporting frontline social care services in delivering the highest quality of services through workforce planning and delivery, systems modernisation and improvement, and practice quality.
- **Public Health:** supporting and challenging the Council and partners in improving the health and wellbeing of Buckinghamshire's residents and particular in increasing healthy life expectancy and tackling health inequalities.



Page 28



Adult Social Care

Portfolio Priorities – Adult Social Care

Better Lives Strategy

- Our strategy for the future of adult social care in Buckinghamshire focuses on:

Living independently

- Making it easier for people to take care of themselves, improve their own lives and remain independent for as long as possible

Regaining independence

- When people experience a crisis in their lives, we will work with them and their families to manage the crisis, helping them to become better able to deal with issues in the future; and
- Help people to gain or regain the skills they need to live independently

Living with support

- Where longer term social care services are necessary, we will share responsibility with the person, their family and their community and try to meet people's needs in a way which centres on them, delivers the outcomes that they want to achieve, and results in a better quality of life.
- Wherever possible we will support people to remain at home, with families and friends, developing and maintaining a strong social network.
- Work with people to help them to understand and manage everyday risks, while taking care to safeguard people from significant harm.

Covid-19 response

- Continue working with partners in planning for and supporting the local response to the pandemic as necessary so that our most vulnerable residents are able to live safely and securely.
- Building on the Partnership working that has been strengthened during Covid-19 with health partners to integrate services for the benefit of the public.

Our Service Users*



885 people in Residential Care



1,060 people with Learning Disability (all ages)



508 people in Nursing Homes



657 people with Mental Health (all ages)



525 people in Supported Living



3,049 people with Physical & Sensory Disabilities (all ages)



1,383 in Community Homecare



1,465 people receiving a Direct Payment

Revenue Budget 2021-22

The charts and tables below show the current revenue budget for Adults & Health income and expenditure.

		2021-22		
		Income £000	Expense £000	Net Budget
Adult Social Care	Adult Social Care	(50,535)	206,942	156,408
Adult Social Care Total		(50,535)	206,942	156,408
Public Health	Public Health	(21,647)	21,647	-
Public Health Total		(21,647)	21,647	-
Grand Total		(72,182)	228,590	156,408

Page 32

Gross Expenditure £228.590m

Gross Income £72.182m



Budget monitoring Quarter 2

Figure 1: Health & Wellbeing Revenue Table

	Budget £000	Y/E Outturn £000	Variance £000	Change in Variance £000
Expenditure	230,800	232,400	1,600	1,000
Income	(74,500)	(75,400)	(900)	(800)
Health & Wellbeing	156,300	157,000	700	200

Figure 2: Health & Wellbeing Capital Table

	Actuals to Date £000	Total Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	% Slippage	RAG Rating
Cabinet Portfolio						
Health & Wellbeing	0	436	436	0	0.0%	Green

[1] the net 2021/22 Revenue budget reported in Qtr 2 monitoring is different to the MTFP base budget because of the inclusion of one-off temporary budget adjustments.

- **Health & Wellbeing Revenue:** Budget £156.3m^[1], Var **+£0.7m**, Movt - Covid Var £1.3m
 - a) The forecast for end of September is a pressure of £0.7m. This relates to
 - b) £1.3m Covid-19 pressure due to additional spend on Nursing placements and Home Care linked to the Discharge to Access process.
 - c) Underspend in core services overall, with underspends in Integrated Commissioning off-setting pressures in Adults Operations, and an underspend on social work staffing offset by the cost of additional Agency staff. The forecast includes the additional BCF funding announced of £589k which is offsetting increased pressures in Nursing £335k, voids £550k and Direct Payments £136k.
 - d) Review of income has shown a reduction in client contributions from residential client income of £1.1m, offset by increased income from s117 funding of £1.4m.
 - e) There are a number of significant risks that could impact on the 2021/22 position including provider failure and cost pressures from additional clients through the D2A (Discharge to Access) process.
- **Health & Wellbeing Capital:** Budget £0.436m, Var **£-0m**
 - a) There is currently a freeze period whilst a review of the proposed scheme in light of Covid-19 takes place.

Revenue Budget savings since April 2020

- The Adults Transformation Programme has delivered over £10m of savings in last 4 years and is on track to deliver a further £2.3m in 2021-22. This is outlined in the table below, alongside the savings achieved in 2020-21. These savings are already included in the base budget.

MTFP Savings & Adults Transformation Programme	2020-21 Actual	2021-22 Forecast
	£000	£000
Strength-based reviews and new Care packages	(1,371)	(930)
Managing growth & reshaping the market covering Older People 65+ and Learning Disabilities	-	(500)
Transitions growth and preparing for Adulthood	(192)	(250)
Direct Care & Support (Tier 3)	(380)	-
Transport & Direct payments	(522)	(450)
Other savings	(44)	(219)
Total annual savings	(2,509)	(2,349)
Of which one-off	464	819
Forecast cumulative savings over last 2 years	(2,045)	(3,575)

Proposed Changes to Revenue Budget

Health & Wellbeing		Change 2022-23 £000's	Change 2023-24 £000's	Change 2024-25 £000's
Adult Social Care				
Change in Grant funded expenditure	ASC reform expenditure	1,128	1,128	1,128
Change in Grant Income	Additional iBCF	(589)	(589)	(589)
	ASC Reform grant	(1,128)	(1,128)	(1,128)
Change in Income	Additional client income related to growth in clients	-	(500)	(1,100)
	Maximise income	(100)	(200)	(350)
Growth	Demand growth and inflation	11,634	21,553	31,656
Savings	Transformation Programme	(3,158)	(5,158)	(6,908)
Special Items	Reversal of vacancy freeze saving	68	68	68

Page 35

Grant funded expenditure

- The recently announced Market sustainability fund will be used to conduct a cost of care exercise, strengthen capacity and develop a market sustainability plan. In addition, we will prepare our systems and process for implementation of the £86,000 care cap.

Grant income

- The MFTP includes the uplift to the Better Care Fund plus the recently announced £1.128m Market Sustainability and Fair Cost of Care Fund for implementation of ASC Funding Reforms

Income

- Additional income generated through fees & charges and increased client contributions as a result of projected increases in client numbers and inflation.

Proposed Changes to Revenue Budget (cont.)

Growth

- Growth projections are based on modelling of client numbers and complexity, using a projection model based on individual client data.
- The growth budget includes inflation at 3% in 2022-23 plus demographic and complexity changes.

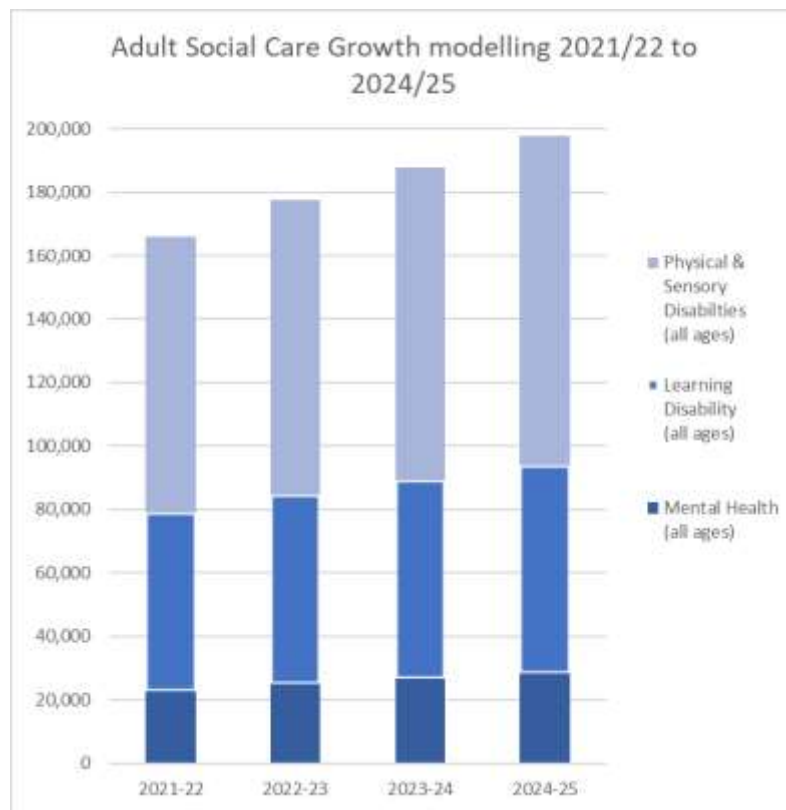
Year	Inflation £m	Demand & Complexity £m	Total £m	Cumulative £m
2022-23	4.7	6.9	11.6	11.6
2023-24	3.2	6.8	10.0	21.6
2024-25	3.3	6.8	10.1	31.7

Savings

- We continue to develop our savings plans linked to our Better Lives Strategy and are predominately cost avoidance through promoting independence, right sizing of care packages including moving from higher cost settings such as Residential/Nursing to Community settings

Special items

- This relates to one-off savings during the Covid-19 pandemic linked to Home working.



Year	Mental Health (all ages) £m	Learning Disability (all ages) £m	PSD (all ages) £m	Cumulative Growth £m
2021-22 Budget	22.8	56.0	87.2	166.0
2022-23	2.3	3.4	5.9	11.6
2023-24	3.9	6.3	11.4	21.6
2024-25	5.6	9.3	16.7	31.7

MTFP Savings Programme

Updated 4 year plan focuses on managing growth (cost avoidance). Savings plans are linked to our Better Lives Strategy and aimed at reducing growth pressures, such as right sizing of new care packages, embedding our Strengths Based approach within annual reviews or our approach to Managing growth from Transitions; plus procurement savings through our new Procurement Vehicles.

Cumulative Summary of planned savings 2022-23 to 2024-25

Ref	MTFP savings proposal	RAG	2022-23	2023-24	2024-25	Comment
			£000	£000	£000	
1	Strengths based approach to new and existing care packages (all clients)	G	700	1,200	1,600	Right sizing of care packages compared to previous year through programme of Strengths Based planned annual reviews.
2	Transitions	G	200	400	600	Cost avoidance / management of transitions mitigated through system wide approach and promoting independence.
3	Service reviews	G	100	200	400	Delivery of savings from Transportation and Direct Payments service review and one-off clawbacks.
4	Procurement vehicles and contract management	G	400	800	1,300	Reshaping of residential market new Procurement Vehicles
5	Community Liaison Officers & Contracts	A	38	138	138	Deliver savings from developing community options and reducing contracts to core statutory functions.

MTFP Savings Programme

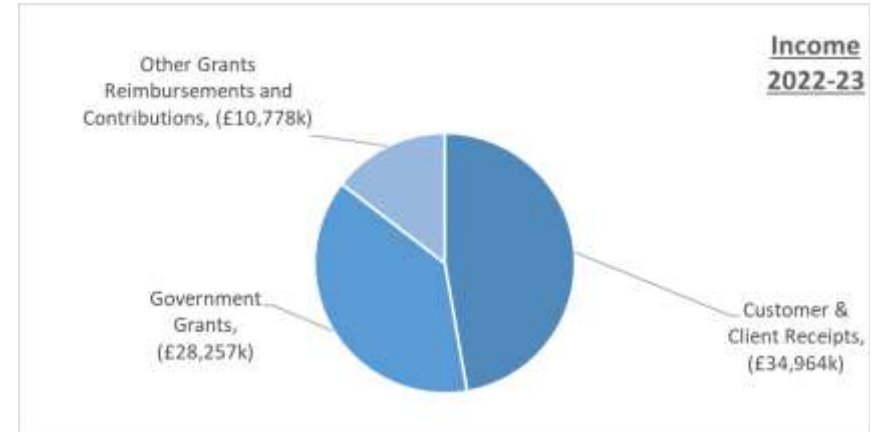
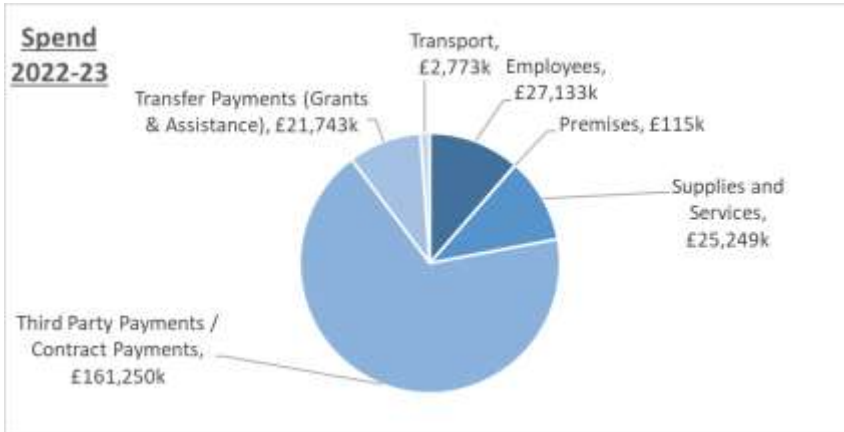
Cumulative Summary of planned savings 2022-23 to 2024-25

Ref	MTFP savings proposal		2022-23	2023-24	2024-25	Comment
			£000	£000	£000	
6	Short Breaks Review (Day Services)	A	0	0	250	Delivery of the new community opportunities model, maximisation of assets.
7	Housing equipment spend and DFG	G	1,300	1,300	1,300	Allocation of ringfenced funding to Adults equipment spend linked to adaptations.
8	Homelessness floating support (SP)	G	0	200	200	Re-purpose Homelessness floating support to support people with Mental Health and Learning Disabilities around housing management; reducing spend on core ASC services.
9	Meet Educational, training or employment outcomes for Adults from local provision	A	0	400	500	Review of packages to deliver appropriate support in the most cost-effective way of meeting the outcome (such as a supported employment placement).
10	Review of Doubled handed home care	G	100	100	150	The review of approach to double-handed home care to offer the most cost-effective option where appropriate to do so.
11	Live-in care	A	100	100	150	The review of approach to live-in care packages to offer the most cost-effective option where appropriate to do so.
12	Out of county placements	G	220	320	320	Savings from review and relocation of clients from expensive out-of-county placements where it is appropriate to do so.
Cumulative total			3,158	5,158	6,908	

Proposed Revenue Budget 2022-23 to 2024-25

		2021-22			2022-23			2023-24	2024-25
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Adult Social Care	Adult Social Care	(50,535)	206,942	156,408	(52,352)	216,614	164,263	171,582	179,185
Adult Social Care Total		(50,535)	206,942	156,408	(52,352)	216,614	164,263	171,582	179,185
Public Health	Public Health	(21,647)	21,647	-	(21,647)	21,647	-	-	-
Public Health Total		(21,647)	21,647	-	(21,647)	21,647	-	-	-
Grand Total		(72,182)	228,590	156,408	(73,999)	238,262	164,263	171,582	179,185

Page 39



Challenges, Risks and Opportunities

Covid-19

- We are experiencing an increase in demand for adult social care services due to Covid-19 and we expect this increase to continue. New Covid-19 clients show higher trend for nursing care; plus deconditioning of residents in the community as a result of lockdown restrictions means there is uncertainty around future costs and potential for growth in complexity, including growth for services such as Mental Health.
- Discharge to Assess process of commissioning beds in care homes with our health partners for Covid-19 patients and to release hospital beds is being met from Health funding for 4 weeks but represents a risk to the Council for any costs after this period.
- We have incurred one-off expenditure on staffing for safeguarding and reviews; and have income losses due to the closure of our Day Centres

Market stability and Provider Failure

- A large proportion of the care market in Buckinghamshire is driven by people who fund their own care and vacancies in care homes have increased as a result of Covid-19. The pandemic is likely to have a long-term impact on the care market. Provider failure represents a significant risk to service delivery and varying levels of market support has been provided to Care Home Providers.
- Continued pressures in relation to National Living Wage, Pension enrolment, the recent NI increase, energy costs and impacts of the EU exit impacting on the labour market.

Challenges, Risks and Opportunities

Internal operating issues & risks

- The Directorate will continue to respond to legislative changes, including planning for the implementation of the Liberty Protection Safeguards, due to come into force in April 2022
- The national shortages of key roles, such as social workers and occupational therapists, means that recruitment is challenging. We have a Workforce Strategy to 2022 and a Quality Assurance Framework which are helping us to better support our staff.

Longer term trends

- Modelling and monitoring of trends continues to show our successes in supporting people to live independently for longer, however this often results in increased frailty and complexity of clients at the point when they access services.
- The adult social care budget has been increasing as a proportion of the total Council budget each year. Adult social care funding is dependent on the Better Care Fund, an annual grant shared between health and social care. The fund is not guaranteed.
- The Adult Social Care reforms have recently been published which includes the introduction of the Care Cap and commitment to more towards a Fair Cost for Care. This present both opportunities and risks, with key issues around the long-term sustainability of funding for Social Care still to be resolved.

Top 5 Contracts

- Adult Social Care spends approximately £140m through third party providers. Much of this is spent on “spot” contracts where individual placements or packages of care are commissioned from the market place based on the client’s needs, availability of particular providers at the time of placement, and client choice. There are in addition some block contracts in place
- The largest providers across all contracts are:
 - The Fremantle Trust
 - Hightown Housing Association
 - NRS Healthcare
 - Ambient
 - Westminster Homecare

Fees and Charges

- The Care Act enables local authorities to decide whether or not to charge a person for services when it is arranging to meet a person's care and support needs or a carer's support needs. A financial assessment will determine if a person is able to pay towards the cost of care and support services to meet their needs.
- The proposed charges are set against the backdrop of increasing demand and cost for Adult Social Care services, due to demographic pressures. This income is used to directly offset the cost of providing these services.
- The basic principle of fair charging is that service users only pay what can be afforded. A Local Authority cannot charge more than cost of service provision to the Local Authority.
- Telecare and Meal charges are the exception as service users are required to pay the full cost of providing the service. Income Support/State Pension is provided to individuals to assist them with household expenses, such as meals.
- Respite Care charges are no longer charged at a flat rate but charged at full cost, subject to a financial assessment.
- A list of current charges is provided at Appendix A. Prices are reviewed annually and uplifted by inflation. The proposal for 2022/23 is to uplift our standard prices by **3%**.

Capital - Strategy

Health & Wellbeing Principles within the Capital & Investment Strategy for the Council

- Move away from 'building based services' to community based provision
- Promote living independently for longer amongst all client groups resulting in more Care provision in the community and less in formal settings (such as Care Homes)
- Promote the development of locality based provision and local choice, reducing the need for out-of-county placements, including working with Council sponsored developments such as Woodlands
- Ongoing development of the strategy for the use of Disabled Facility Grants as part of the iBCF
- Housing Needs Assessment that properly articulates Social Care Needs within the Planning process
- Investment in assets to deliver VFM including delivering a financial return that allows us to deliver services differently

Page 44

Promote the 'Better Lives' Strategy within the Local Plans and Town Centre Master planning to create healthy places to live for all

- Seek CIL ('Community Infrastructure Levy') or s106 contributions to provide appropriate infrastructure covering both Social Care and Health provision;
- Proactively intervene in the market place (either directly or in partnership with Housing and/or Care providers) where there is a deficiency of provision (based on a forward plan of demographic changes).

Capital Budget

Service Area	Project Group / Project	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	MTFP Total £000's
Adult Social Care	Adult Social Care					
	Respite Care	0	2,665	0	0	2,665
	Adult Social Care Total	0	2,665	0	0	2,665
Adult Social Care Total		0	2,665	0	0	2,665
Total Expenditure		0	2,665	0	0	2,665

The proposal to invest in a new residential short breaks service in Aylesbury is now on hold and as a result no expenditure has been incurred in 2021-22 and future planned expenditure has been deferred to 2023-24.

- Covid-19 has impacted on the proposals with alternative options now available for the delivery of residential short breaks; and alternative proposals being considered for Day Services
- A business case has being developed which looks at the wider options for delivering the residential short breaks service

Public Health

Public Health responsibilities for Local Authorities

- 2 national aims for local government to help deliver
- 9 Mandatory functions
- Ring-fenced budget **£21.647m**
- A statutory chief officer - the Director of Public Health

National aims for local government with public health responsibilities

- To increase healthy life expectancy.
- To reduce differences in life expectancy and healthy life expectancy between communities.

Mandatory Public Health functions

- Sexual and reproductive health services
- NHS health checks – screening for risk factors for diabetes, cardiovascular and kidney disease and dementia
- Mandatory health visitor child health reviews
- National Child Measurement Programme
- Local Authority role in health protection– infectious diseases, Chemical, Biological, Radiological and Nuclear (CBRN), emergencies
- Advice to NHS commissioners on health care commissioning
- Dental epidemiology survey
- Substance Misuse services - the commissioning of these services is a condition of receiving the Public Health Grant
- Production and publication of a DPH annual report on the population's health

Wider Public Health functions

- Develop and implement multi-agency strategies and action plans to promote healthy lifestyles and tackle key health challenges
- Work with partners to improve public mental health at all ages and help prevent suicides and address social isolation, loneliness and bereavement support.
- Commission community development projects such as skilled for health to improve wellbeing and resilience in communities
- Work with planners on transport, built environment and housing growth to protect the environment, improve physical and mental health. Work with Aylesbury Garden Town on growing projects, active travel, play streets, informing the AGT action plan
- Working with Leisure team to promote outdoor sports & redevelopment of Chiltern Lifestyle Centre
- Working with Trading Standards on illicit tobacco
- Work with environmental health officers on outbreaks of infection or environmental hazards
- Developing plans to improve residents' health and wellbeing after COVID and level up health outcomes across Buckinghamshire

Portfolio Priorities – Public Health

The public health priorities support the Council’s corporate plan priorities “Strengthening our communities” and “Protecting the vulnerable” specifically the aims below

- enable our residents to live independent, fulfilling lives, within **strong, healthy, inclusive and resilient communities**
- to **improve health and wellbeing**, with a particular focus on **reducing any gap in health outcomes**
- enable **healthier lifestyles for all**, raising the quality of life for those most disadvantaged in our communities
- support people to improve their mental health by promoting support services, healthy lifestyles and wellbeing activities, **tackling social isolation and loneliness.**

Public Health Priorities

Working with communities and partners on the following priorities:

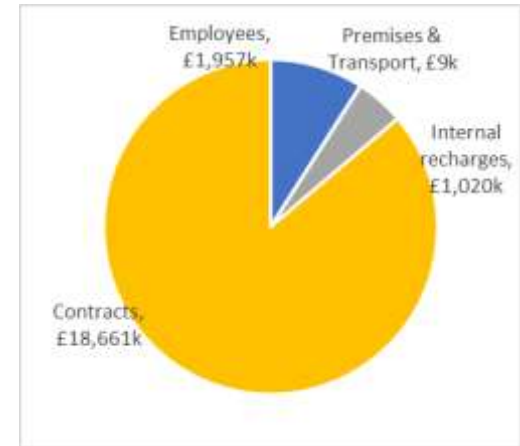
- COVID response- keeping residents safe from COVID and helping people to resume their lives
- COVID recovery – supporting recovery of physical and mental health after COVID and restoring public health services and meeting increased service demand
- Improving physical health by addressing “big 4” health behaviours ; smoking , unhealthy eating, lack of physical activity and alcohol misuse that drive many long term conditions and have worsened during COVID
 - ✓ Improving access to healthy affordable food.
 - ✓ Decreasing sedentary behaviour and deconditioning and increasing physical activity.
 - ✓ Whole system approach to tackling obesity.
 - ✓ Meeting increased demand for alcohol treatment services
 - ✓ Reducing the numbers of people who smoke + aiming for a smoke free generation
- Tackling cardiovascular disease and diabetes with NHS, communities and voluntary sector.
- Supporting mental health, reducing social isolation & loneliness & preventing suicide.
- Supporting health and wellbeing for children and young people
- Successfully recommissioning mandatory services

In everything we do we will work with communities to level up outcomes across Buckinghamshire

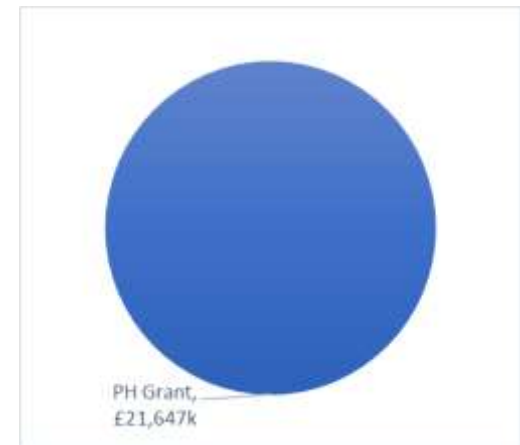
Public Health Budget 2021-22

Public Health Grant	Income £000	Expense £000	Budget £000
Sexual Health		4,000	4,000
NHS Health Check Programme		452	452
Physical Activity		110	110
Substance Misuse		3,775	3,775
Children 0-19 Public Health Programme		8,368	8,368
Other Public Health Services		854	854
Public Health Team		1,957	1,957
Other Council Teams		999	999
Sexual Health Services - Contraception		276	276
Smoking & Tobacco		20	20
PH Integrated Lifestyles		836	836
Public Health Grant	(21,647)	0	(21,647)
Subtotal	(21,647)	21,647	0

Gross Expenditure £21.647m



Gross Income £21.647m



Proposed changes to the Revenue budget

The MTFP covers the following areas:

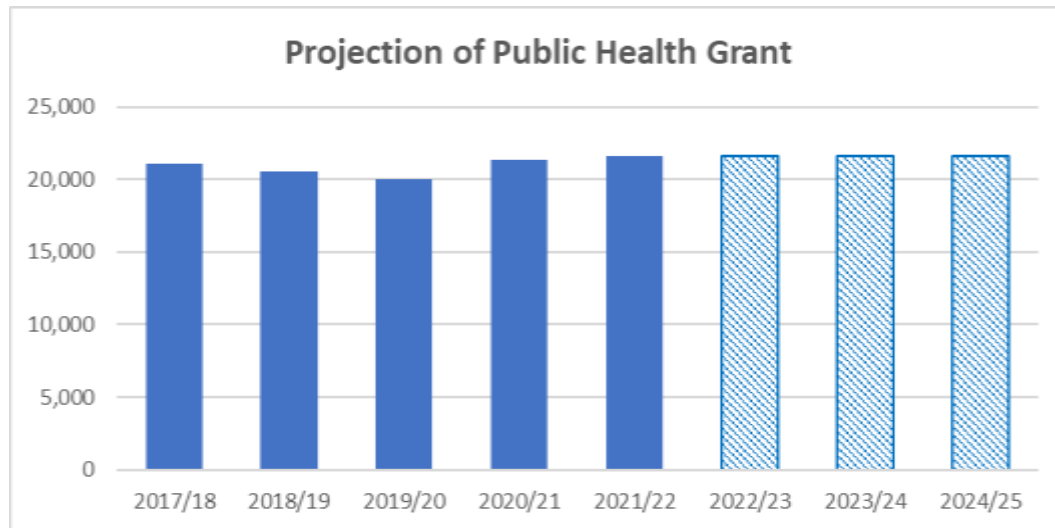
Budget and other pressures

- Cost pressures from deferred activity
- Re-tender of major contracts for statutory services likely to result in cost pressures
- Staff recruitment and retention
- NHS agenda for change pay awards and pensions reforms
- Increase in demand is anticipated for non-statutory services such as smoking cessation, healthy lifestyles and weight-management.

Public Health Grant

- Services are delivered entirely from the ringfenced Public Health grant.
- The Public Health grant funds other council services and staff and if significant savings have to be made this may impact on contributions to other non- Public Health commissioned services or council services.
- The spending review has implied that grant levels will increase in line with inflation. This is not yet included in the modelling.

Proposed Revenue Budget 2022/23 to 2024/25



- There are currently no proposals that will impact on the Council's budget setting process or MTFP because all cost pressures that have been identified will be met from reductions to other service areas, if necessary.
- No uplift in the Public Health grant is currently shown, however there are indications that it will be uplifted by 3% in line with inflation. This would help to mitigate the identified inflations pressures. The level of grant is confirmed on an annual basis.

Challenges, Risks and Opportunities

COVID 19 pandemic

- Public health team focused on COVID response since March 2020 and response is ongoing
- Services had to adapt and move online where possible, some face to face services couldn't be delivered at same volume due to infection control measures. A period of higher demand to catch up on services is now becoming evident in some areas but also due to worsening health behaviours during COVID eg increased smoking, alcohol, unhealthy eating, sedentary behaviour.
- Significant adverse impact of COVID on mental and physical health of residents and adverse economic impact will worsen health further. The numbers of residents who will develop long COVID is unknown but impact could be significant
- Nationally COVID has widened existing inequalities in health and this is reflected locally in a widening of the life expectancy gap between our most and least deprived areas.
- Rising unhealthy behaviours will impact local services including children's and adult's social care and community safety e.g. alcohol consumption, deconditioning
- Life expectancy has fallen in Buckinghamshire

Demographics, population growth and health

- Bucks has an ageing and increasingly diverse population which affects health needs and requires a strong emphasis on prevention to keep residents healthy for longer.

Challenges, Risks and Opportunities

Contract re-procurement

- Our top 6 contract are up for renewal within the next 2-3 years (by Sept 24). The existing contracts operate on fixed prices, therefore there is likely to be a step up to reflect inflationary uplifts since the last time contract were renewed. There is also a risk of lack of interest / bidders due to the level of funding we can afford.
- A 3% pay rise for NHS staff will impact on our contracts with NHS who are the providers for our 3 largest contracts

Future of Public Health Grant and Public Health England

- There is no clarity over the size of the public health grant for 2022 and beyond. The budget proposals assume that the grant will remain at current levels.
- PHE is being disbanded and staff moved to 3 different organisations. This could potentially undermine effective joint working particularly around infectious disease control and environmental hazards

Opportunities

- Working with the NHS as they have a renewed focus on prevention and inequalities
- Working with Community Boards, Communities and the VCS to co-design interventions to improve health and reduce inequalities.

Top 5 contracts

Contract	Provider
Healthy Child Programme	Buckinghamshire Healthcare NHS Trust
Adult Integrated Substance Misuse	Midlands Partnership NHS Foundation Trust
bSHaW – Integrated Sexual Health Service, Level 3	Buckinghamshire Healthcare NHS Trust
Lifestyle Behaviour Change (ILS)	Parkwood Healthcare Ltd
bSHaW – Integrated Sexual Health Service, Level 2	Terrence Higgins Trust



Questions



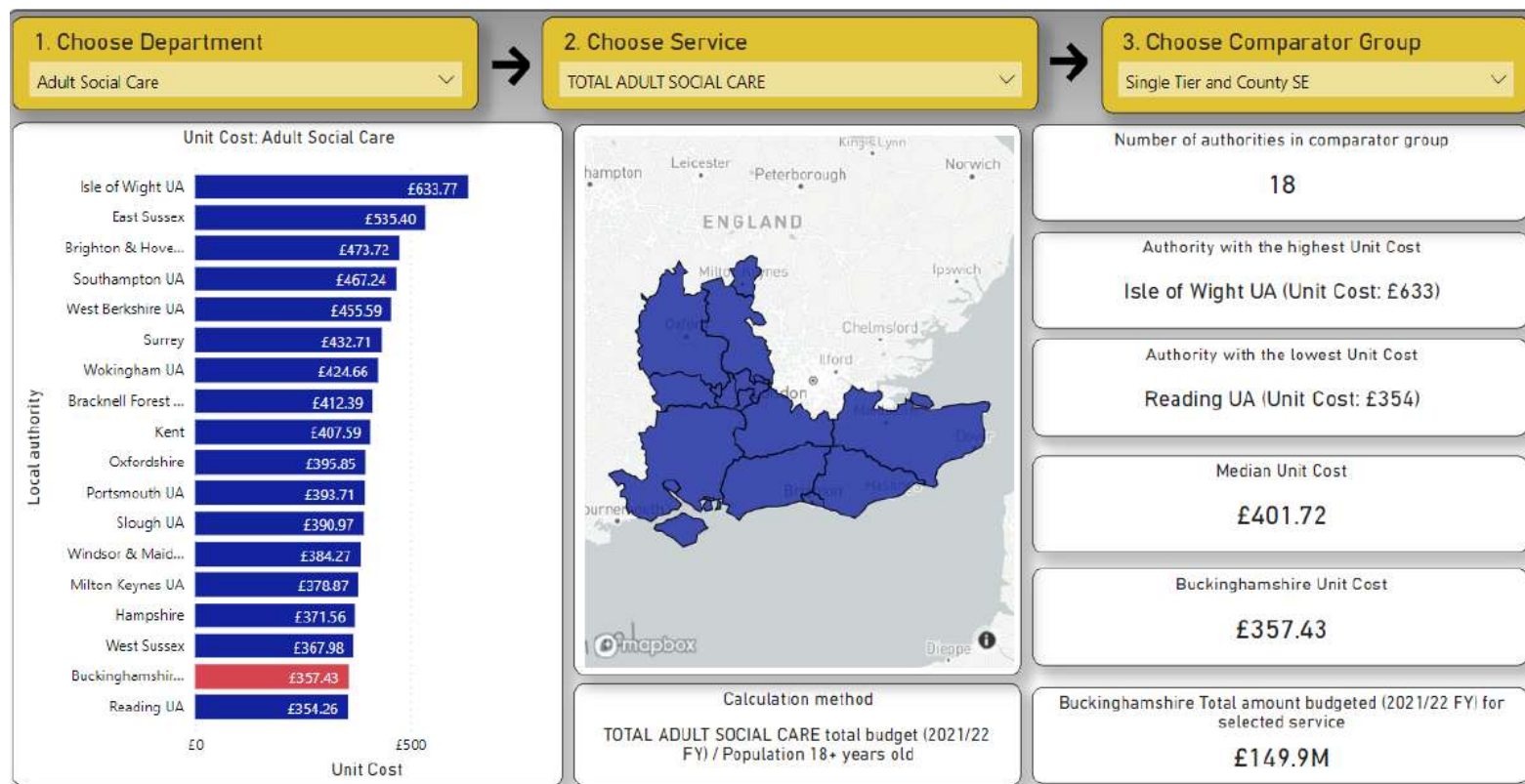
Appendix A - Detailed Revenue Budget 2021-22

The table below shows the existing revenue budget for Adults & Health, split into different Service Director areas and different types of income and expenditure.

	Expenditure							Income				Net Total
	Employees	Premises	Supplies and Services	Third Party Payments / Contract Payments	Direct Payments	Transport	Expense Total	Customer & Client Receipts	Government Grants	Other Grants / Contributions	Income Total	
ASC Operations	17,321	115	(11,354)	143,811	21,444	2,714	174,050	(33,454)	-	(75)	(33,528)	140,522
Integrated Commissioning	4,627	-	36	3,561	298	36	8,558	(1,372)	-	-	(1,372)	7,187
Public Health Quality, Performance & Standards	1,857	-	19,781	-	-	9	21,647	-	(21,647)	-	(21,647)	-
Senior Management & Transformation	1,634	-	1,154	-	-	7	2,796	(25)	-	-	(25)	2,771
	1,725	-	15,631	4,174	-	8	21,539	(13)	(4,893)	(10,704)	(15,610)	5,929
Grand Total	27,165	115	25,249	151,546	21,743	2,773	228,590	(34,864)	(26,540)	(10,778)	(72,182)	156,408

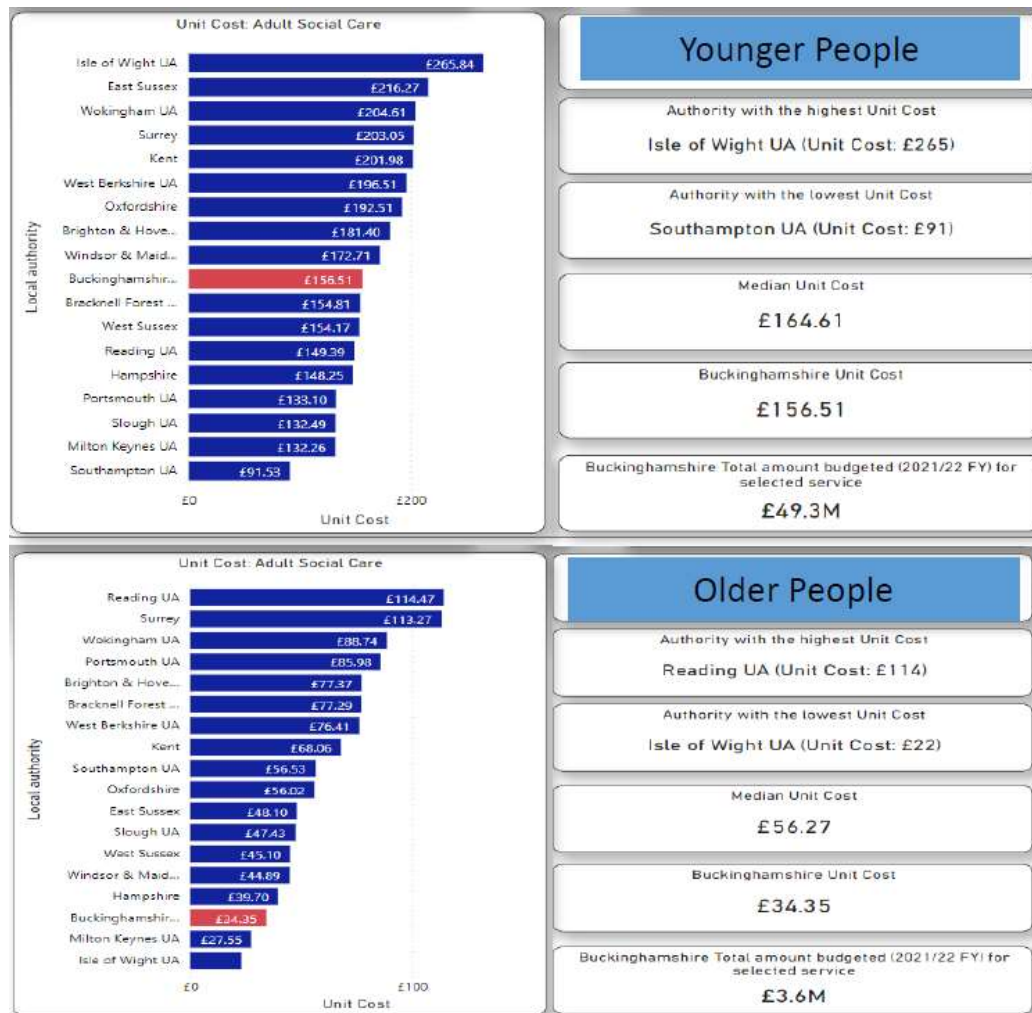
Appendix B –Adults VFM

- **Adult Social Care (total) - Spend per head of population**
- Buckinghamshire has a lower expenditure on care costs per person overall, which relates to the higher number of self-funders in the county, income from client contributions and a lower number of people accessing adult social care per head of the population (1.45%) than in England (1.89%) or the South East (1.72%)*.



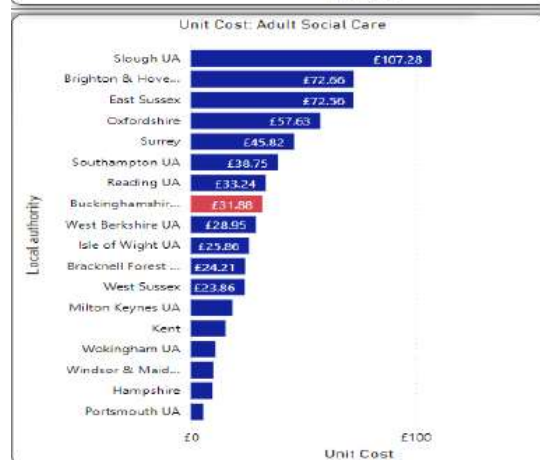
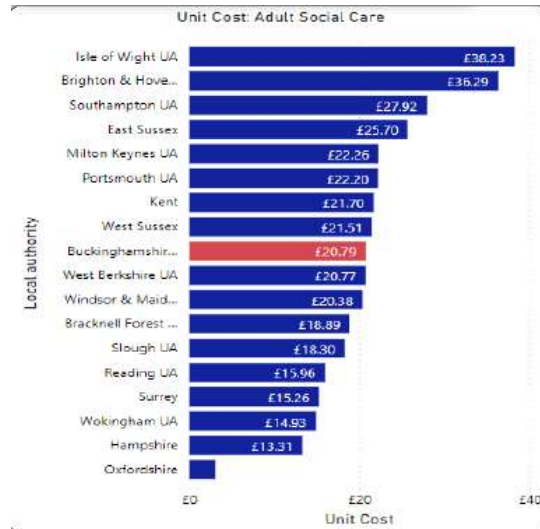
Appendix B – Learning Disability

- **Short and long term clients with Learning Disabilities**
- Spend per person is below the mean for both younger and older people, which relates to a lower number of Learning Disability clients in Buckinghamshire compared to benchmark authorities.
- There is a lower number of LD Clients per 100,000 population for younger adults in Buckinghamshire (320), than the South East (395) and England (399) (2019/20 SALT return)
- There is a lower number of LD clients per 100,000 population for older adults in Buckinghamshire (115) than the South East (145) and England (171) (2019/20 SALT return)



Appendix B – Mental Health

- **Short and long-term Mental Health clients**
- Spend per person is similar to the mean for both younger and older people, although there are slightly higher number of Mental Health clients per 100,000 population in Buckinghamshire when compared to the South East.
- There is a Higher number of MH clients per 100,000 population for younger adults in Buckinghamshire (165), than the South East (125) and England (159) (2019/20 SALT return).
- There is a higher number of MH clients per 100,000 population for older adults in Buckinghamshire (265) than the South East (195). Although the proportion is lower than that seen in England (340) (2019/20 SALT return).



Younger People

Authority with the highest Unit Cost
Isle of Wight UA (Unit Cost: £38)

Authority with the lowest Unit Cost
Oxfordshire (Unit Cost: £3)

Median Unit Cost
£20.78

Buckinghamshire Unit Cost
£20.79

Buckinghamshire Total amount budgeted (2021/22 FY) for selected service
£6.6M

Older People

Authority with the highest Unit Cost
Slough UA (Unit Cost: £107)

Authority with the lowest Unit Cost
Portsmouth UA (Unit Cost: £5)

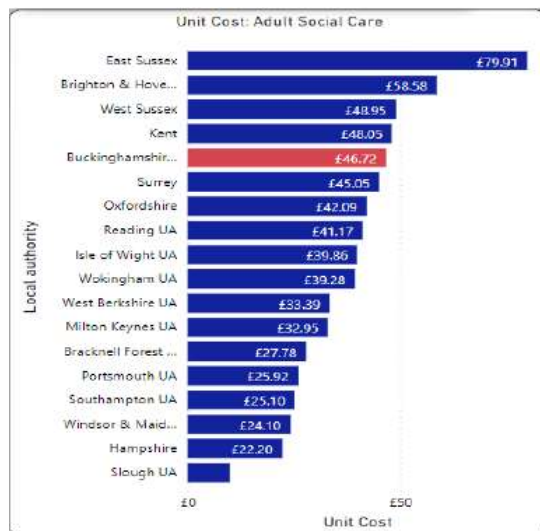
Median Unit Cost
£27.41

Buckinghamshire Unit Cost
£31.88

Buckinghamshire Total amount budgeted (2021/22 FY) for selected service
£3.3M

Appendix B – Physical Support

- **Short and long-term Physical Support**
- Spend per person relation to clients with Physical Support needs is similar to the mean for both younger and older people, although there is a lower number of Physical Support clients per population in Buckinghamshire than in the South East and England
- There is a lower number of Physical Support clients per 100,000 population for younger adults in Buckinghamshire (185), than the South East (225) and England (250) (2019/20 SALT return).
- There is a lower number of Physical Support clients per 100,000 population for older adults in Buckinghamshire (2,930), than the South East (3,1240) and England (3,886) (2019/20 SALT return).



Younger People

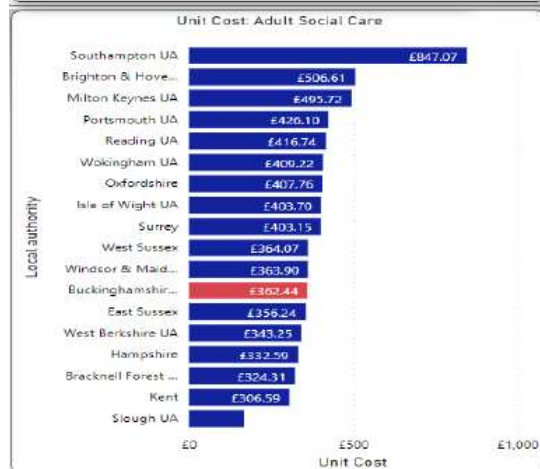
Authority with the highest Unit Cost
East Sussex (Unit Cost: £79)

Authority with the lowest Unit Cost
Slough UA (Unit Cost: £9)

Median Unit Cost
£39.57

Buckinghamshire Unit Cost
£46.72

Buckinghamshire Total amount budgeted (2021/22 FY) for selected service
£14.7M



Older People

Authority with the highest Unit Cost
Southampton UA (Unit Cost: £847)

Authority with the lowest Unit Cost
Slough UA (Unit Cost: £167)

Median Unit Cost
£383.61

Buckinghamshire Unit Cost
£362.44

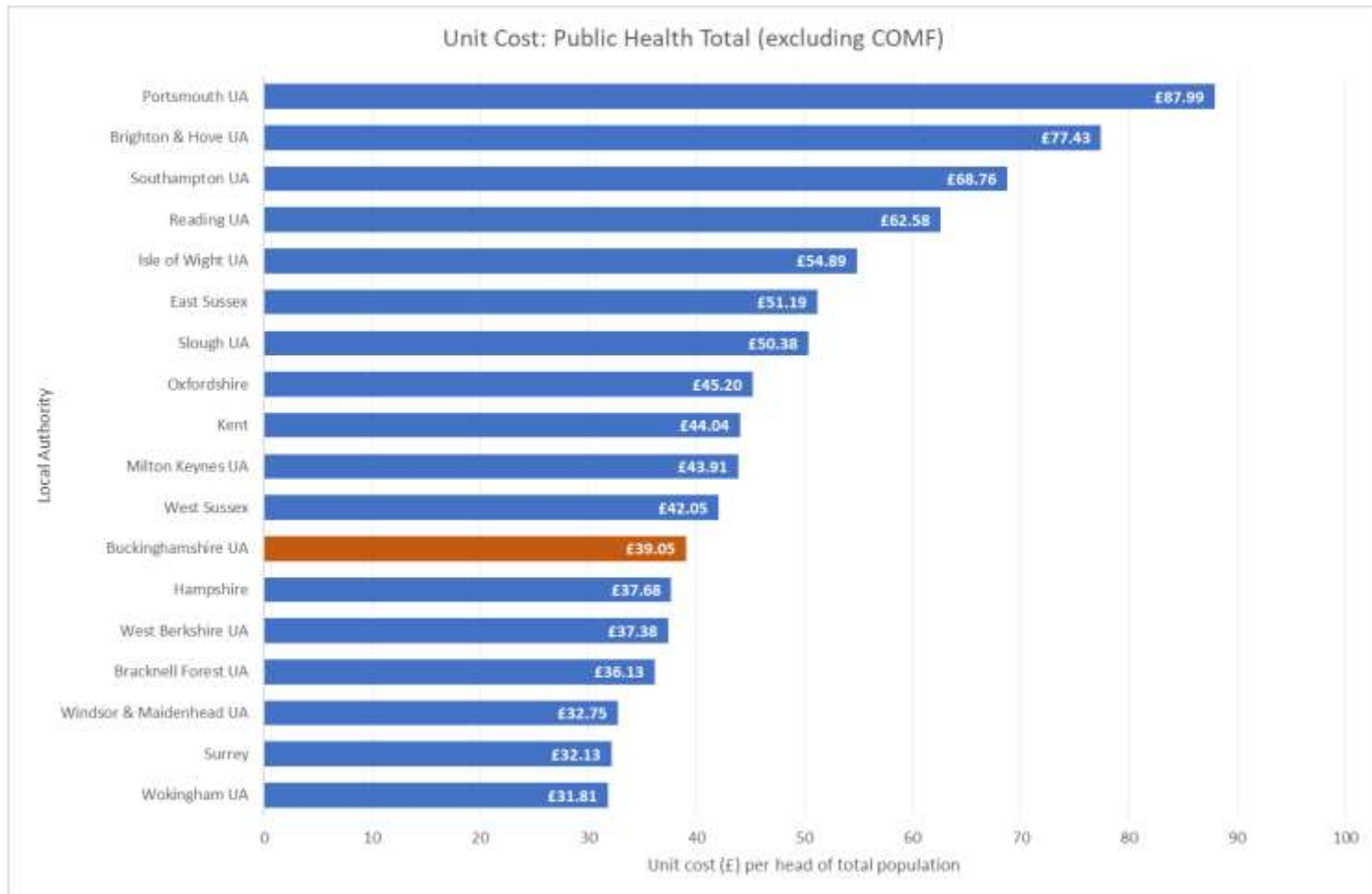
Buckinghamshire Total amount budgeted (2021/22 FY) for selected service
£37.8M

Appendix C – Public Health VFM

- The information in this pack is a starting point for analysing the cost of services per population in relation to all South East Unitary and County Councils (Upper Tier Authorities).
- Cost information is based on the latest Financial Statutory Return from the general fund revenue account, which shows service budgets for all Local Authorities in 2021/22. Not all authorities added their additional funding around COVID into their overall budget. Therefore, this has been taken out of the data presented here to ensure a fairer comparison.
- Note:- the data included in this pack does not reflect published data by MHCLG due to an error in the data submission. This has been explored and rectified by Finance and figures have been updated locally to reflect the true budget.
- The data has been grouped to show budgets for public health's 3 main contract areas and not all the individual budget lines for each of the contracts as shown in the BI tool. The 3 areas covered in this data pack are:
 - 0 to 19 services
 - Substance misuse
 - Sexual health
- Staffing costs are spread over all areas of the budget lines and include the Public Health team as well as other services (such as commissioning, communications and procurement).
- As there is considerable variation in how costs are apportioned direct comparisons with benchmark areas can be difficult.

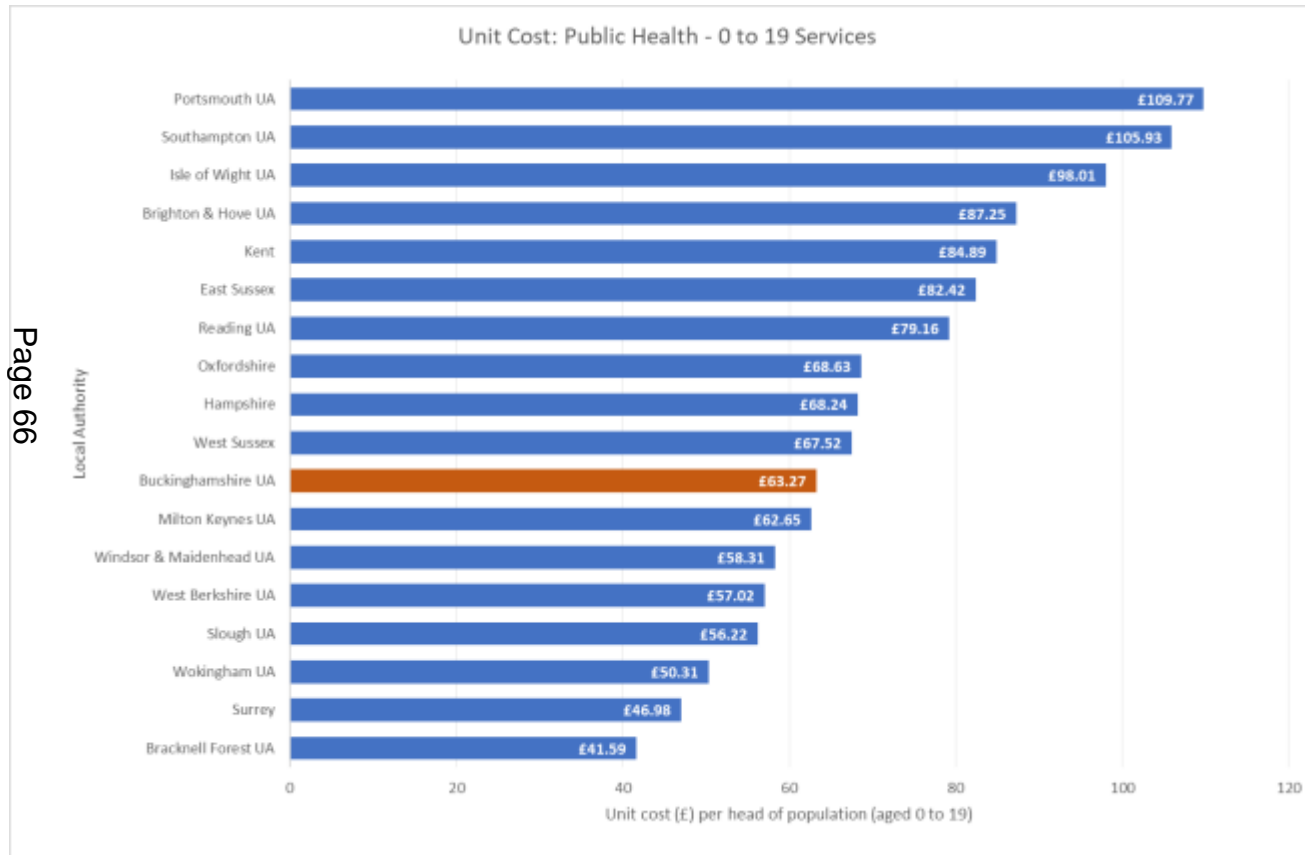
Total Public Health spend per head population

Buckinghamshire has a lower Public Health grant per person (£39.05) overall compared to benchmark areas in the South East (£44.04), ranked 7th lowest out of 18 areas as shown below. Grant has historically been based on a formula taking into account premature mortality.



Total Public Health spend per head population – 0 to 19 Services

Buckinghamshire has a slightly lower expenditure on Public Health per person (£63.27) overall compared to benchmark areas in the South East (£68.24), ranked 8th lowest out of 18 areas as shown below. Total Budget is £8.7m.



Page 66

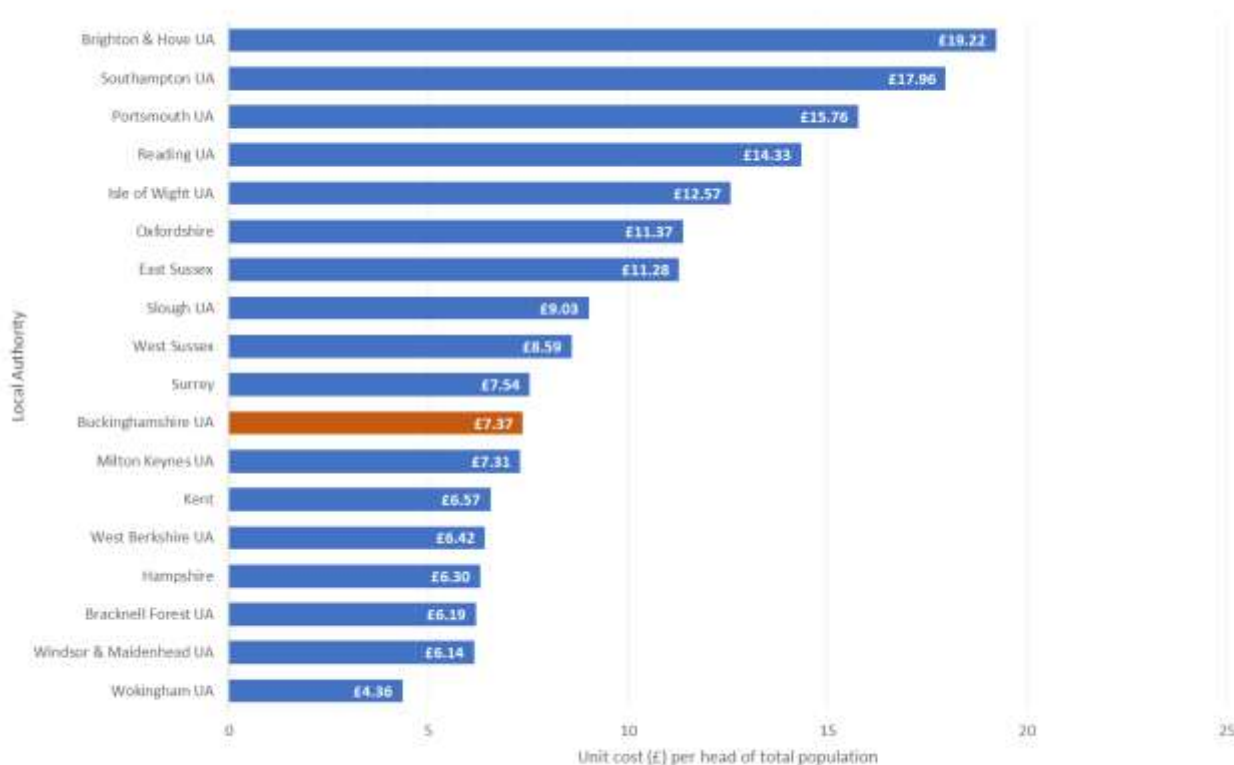
This includes budget lines for:

- Children 5-19 public health programmes, such as school nursing.
- Mandated 0 to 5 children’s services (prescribed functions), such as health visiting.
- All Other 0-5 children’s services (non-prescribed functions), such as the Family Nurse Partnership.

Total Public Health spend per head population – Substance Misuse Services

Buckinghamshire has a lower expenditure on Public Health per person (£7.37) overall compared to benchmark areas in the South East (£8.59), ranked 8th lowest out of 18 areas as shown below. Total Budget is £4.03m.

Unit Cost: Public Health - Substance misuse services



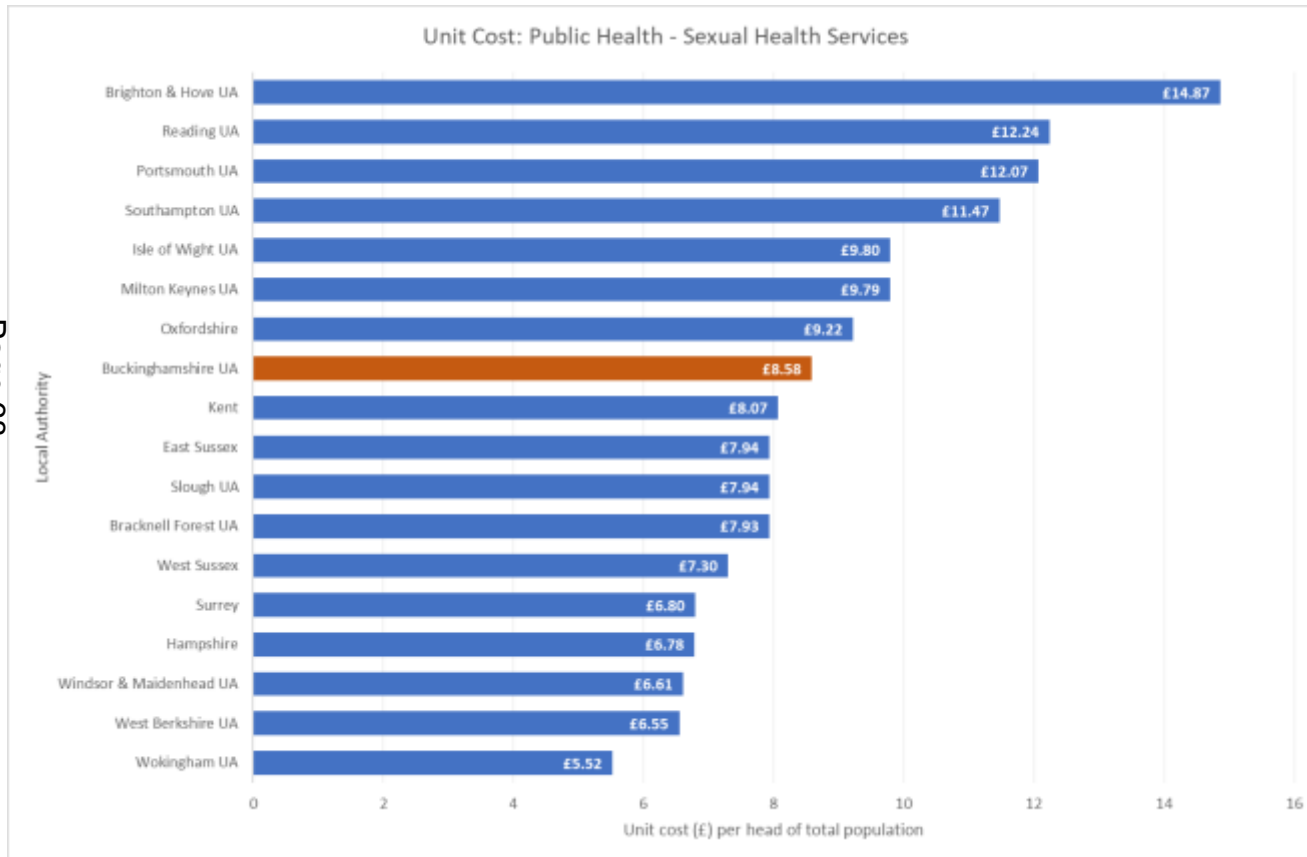
This includes budget lines for:

- Treatment for drug and alcohol misuse
- Preventing and reducing harm from drug and alcohol misuse
- Specialist drug and alcohol misuse services for children and young people

Total Public Health spend per head population – Sexual Health

Buckinghamshire has a slightly higher expenditure on Public Health per person (£8.58) overall compared to benchmark areas in the South East (£8.07), ranked 8th highest out of 18 areas as shown below. Total Budget is £4.7m.

Page 68



This includes budget lines for:

- Sexually transmitted infections testing and treatment
- Contraception
- Sexual health promotion, disease prevention and advice



Medium Term Financial Plan Budget Scrutiny

Education and Children's Services Portfolio

10 January 2022



Agenda

1. Overview of the Portfolio
2. Revenue MTFP proposals
3. Fees and Charges
4. Capital Budget
5. Appendices:
 - Appendix 1 – Value for Money Benchmarking

Page 70

Overview of the Portfolio

- The work of Education and Children’s Services has always been diverse, demand led and challenging. The landscape in which we currently operate has changed beyond what anyone could expect.
- The child population continues to increase as do the number of families facing financial hardship and deprivation. In addition, Covid-19 appears to have had a dramatic impact on some children, young people and their families. As a result, services in the portfolio are experiencing unprecedented changes in demand and complexity of casework. All indicators suggest these changes in demand will not reduce for the foreseeable future.
- In addition to demand pressures, the financial pressures facing Children’s Services are well reported nationally. In 2019, the Local Government Association estimated that children’s social care was facing a £3.1 billion funding gap by 2024/25 without the increased demand and activity as a result of COVID-19.
- More recently, the Association for Directors of Children’s Services has stated that significant investment is required to stabilise, sustain and adapt services to meet the needs of the growing number of children, young people and families who need support and intervention in the wake of the pandemic and anticipated recession.
- Services within the portfolio are on an improvement journey and we continue to strengthen services for children, young people and their families. Whilst there is more to do, we are confident in our understanding and knowledge of what needs to be done.
- Other challenges currently facing the directorate include:
 - recruitment of permanent social workers
 - improvements required in both social work practice and SEND
 - the continued rise in the number of children with an Education, Health and Care Plan
 - improving the educational outcomes for disadvantaged children, especially those in care, those eligible for free school meals, those with special educational needs and those from minority ethnic groups and traveller heritage

Education Overview



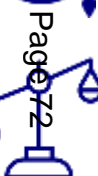
125,734 of population under 18 (ONS mid-year estimate 2019)



235 schools: 73 academies, 13 grammars



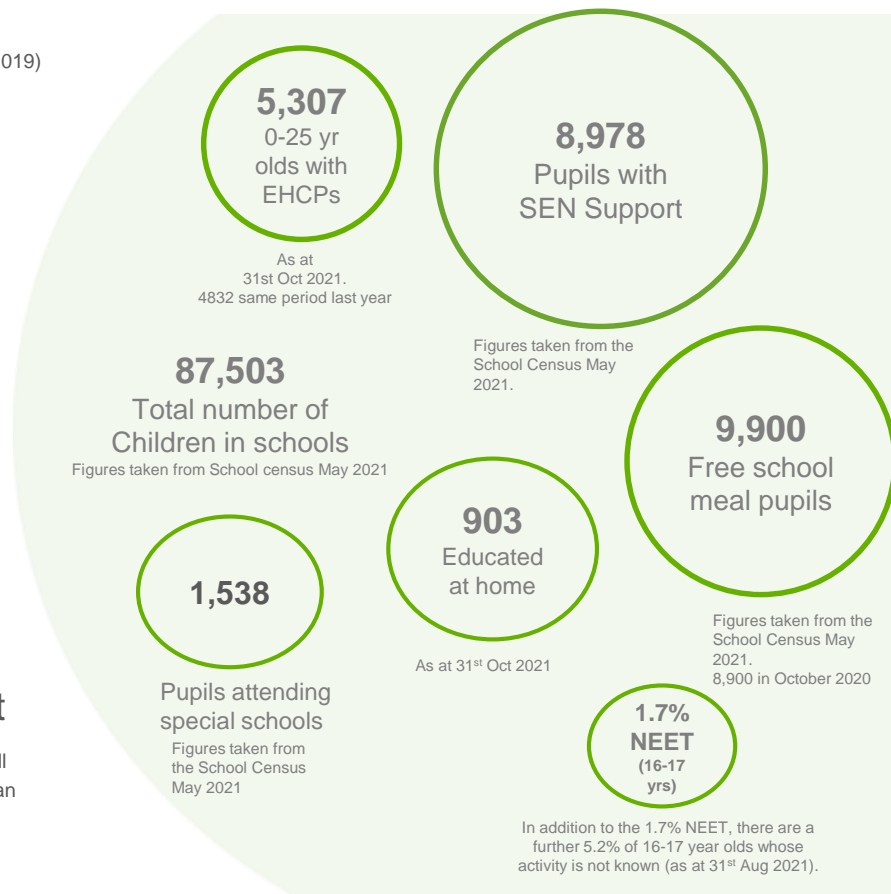
Top 10 in England for KS4 attainment ... with a wide attainment gap in KS2



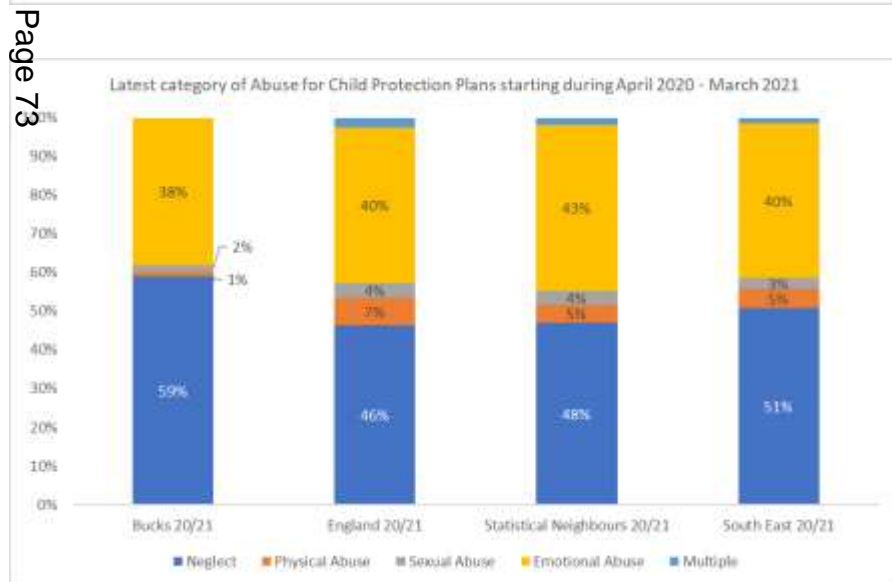
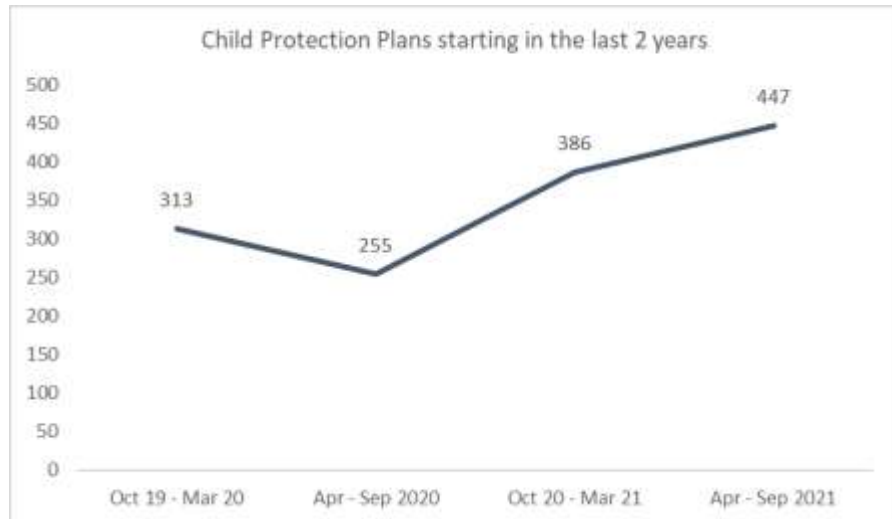
Higher rates of EHCPs but lower levels of SEN support in schools



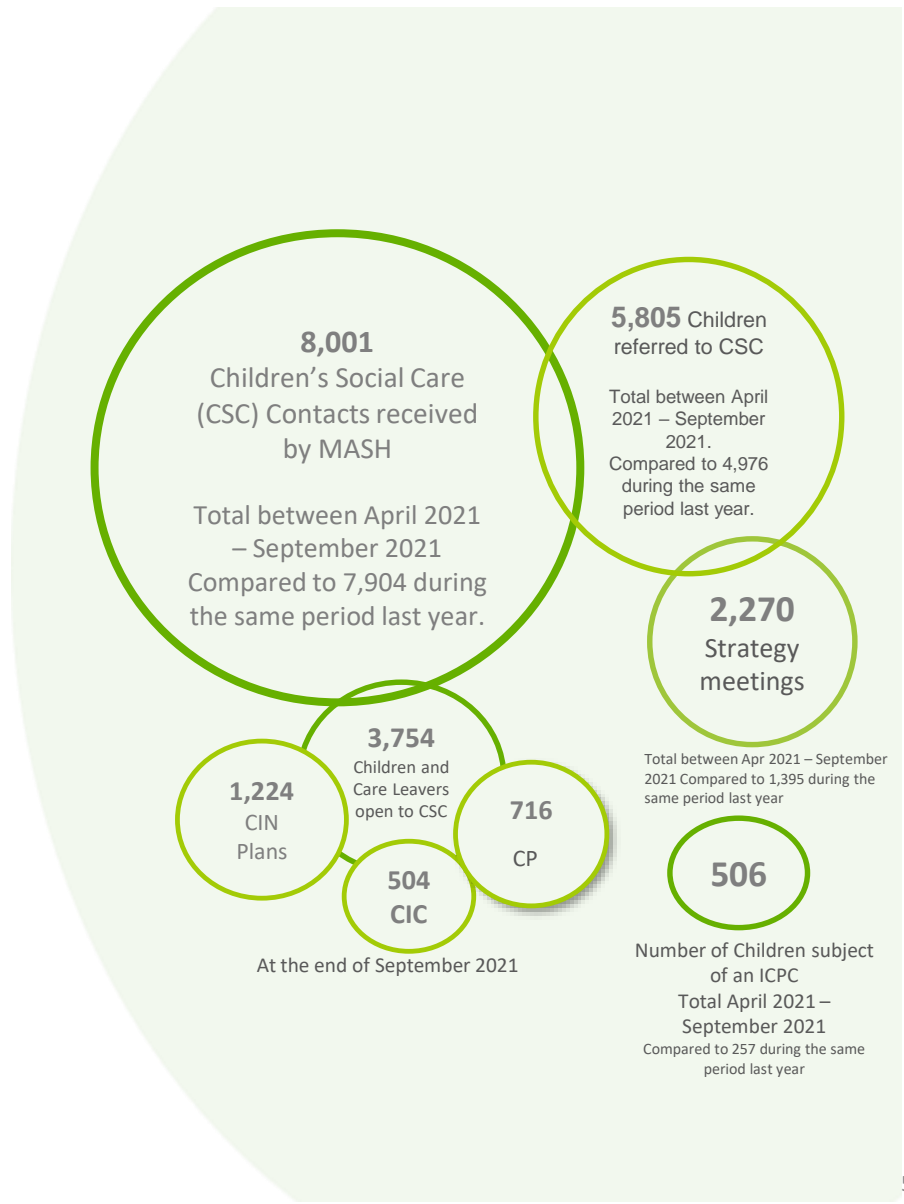
38% of state-funded school pupils in Buckinghamshire are from minority ethnic backgrounds compared to 29% in the South East and 35% nationally. (DfE published data for January 2021. Those pupils of all school age who have been classified according to their ethnic group and are of any origin other than White British are defined as being of minority ethnic background)



Safeguarding Overview



Page 73



Portfolio Priorities

Children's Social Care

1. Service Improvement
2. Responding to the growing and unpredictable demand as a result of COVID 19
3. Recruitment and retention of social care workforce
4. Recruitment of in-house foster carers

Education

1. SEND Delivery and Improvements
2. Improving Education Provision and Educational Outcomes
3. Work with schools to ensure that young people have access to good mental health support
4. Early Help

Revenue Budget 2021-22

Children's Social Care Children in Care
 Children with Disabilities
 Quality, Standards & Performance
 Safeguarding
 Social Care central costs

Children's Social Care Total

Education Early Help
 Education & Learning
 Special Educational Needs & Disabilities

Education Total

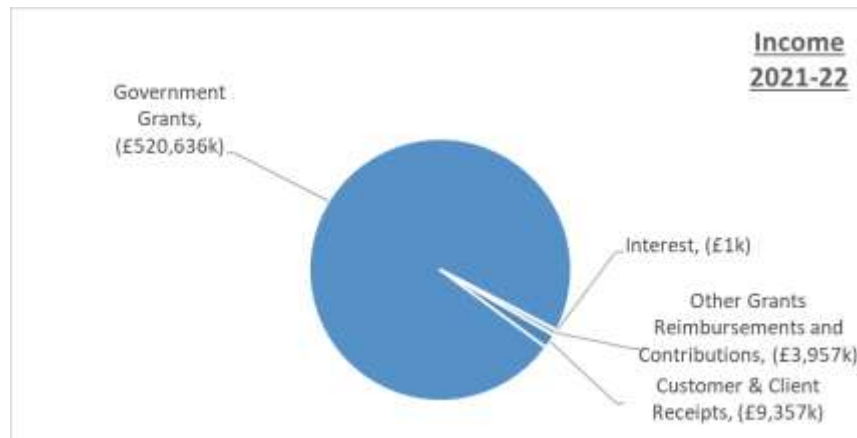
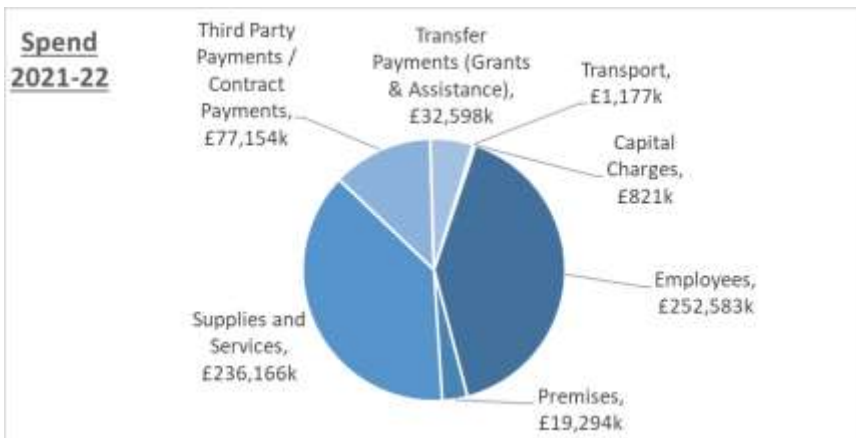
Education - Dedicated Schools GrCentral block
 Funding Block
 High Needs Block
 Schools Block
 Early Years Block

Education - Dedicated Schools Grant Total

Grand Total

2021-22			Net Budget
Income £000	Expense £000		
(1,375)	47,783		46,407
	6,358		6,358
	3,217		3,217
-	10,717		10,717
(1,220)	6,322		5,102
(2,595)	74,397		71,802
	6,731		6,731
(5,030)	6,662		1,632
(126)	5,804		5,678
(5,155)	19,197		14,042
(239)	6,147		5,908
(513,019)	196,954		(316,065)
(1,153)	92,428		91,275
(11,789)	197,664		185,875
	33,007		33,007
(526,200)	526,200		-
(533,951)	619,795		85,844

Page 75



Revenue Budget monitoring Quarter 2

	Budget	Y/E Outturn	Variance	Change in Variance
	£000	£000	£000	£000
Expenditure	619,700	609,900	(9,800)	1,700
Income	(533,900)	(522,000)	11,900	400
Education & Childrens Services	85,800	87,900	2,100	2,100

Education & Children’s Services Revenue: Budget £85.8m, Forecast £87.9m, Var **+£2.1m**

- a) Revenue budgets are projected to overspend by £2.1m. At Q1 a breakeven position was reported however risks of up to £2.3m were identified in the Q1 report across agency staffing costs, accommodation costs for young people leaving care and costs of support for children with disabilities. These risks have now crystalised and increased, and at Q2 the portfolio is projected to overspend by £2.1 m after mitigating actions.
- b) Placement budgets for children in care are not fully committed. Numbers and costs of external residential placements are being closely monitored and managed, and the impact of that activity has been to reduce the overall weekly cost of placements each month. The forecast position for Children’s Services includes the projection that a number of the pressures identified across the service can be mitigated through savings within the placement budgets.
- c) Education budgets are projected to underspend by £0.5m following mitigating actions taken to offset the wider Children’s Services position.

[Note] the net 2021/22 Revenue budget reported in Qtr 2 monitoring is different to the MTFP base budget because of the inclusion of one-off temporary budget adjustments.

Revenue MTFP – The Story So Far

Placement Budgets

- Initial MTFP assumptions included significant savings from placement sufficiency work
- Over the past 3 financial years the proportion of in house placements has increased from 34% of total placements to 40% of total placements. Placements with in house foster carers and connected carers have increased from 155 at 31 March 2019 to 182 at 31 March 2021 in line with the placement sufficiency strategy.
- Expenditure on external residential placements reduced over the period to 31 March 2020 but increased in 2020/21 due to the impact of Covid-19
- Impact of Covid-19 has been to increase complexity of demand and unit costs of placements (see slide 10)

Page 77

Staffing

- Previous MTFP investment in Agency staff with budget reducing over time
- One off investment in Social Work Academy in 2020-21 has resulted in increased numbers of permanent social workers in teams, with over 90% success rate in workers moving into permanent roles.
- Restructure of non-statutory teams in Social Care has yielded ongoing savings of £750k.

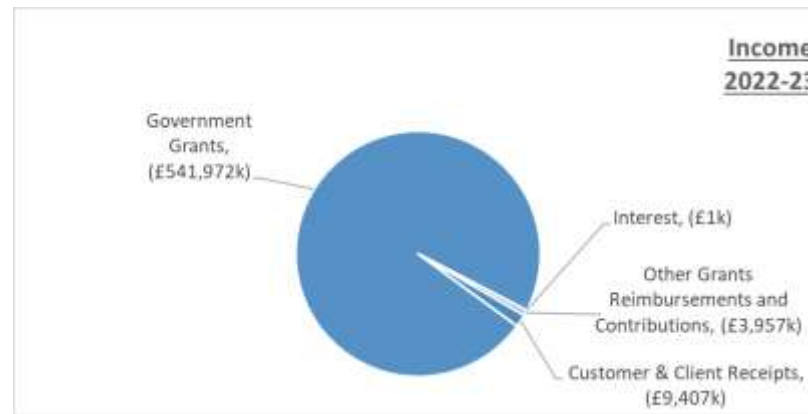
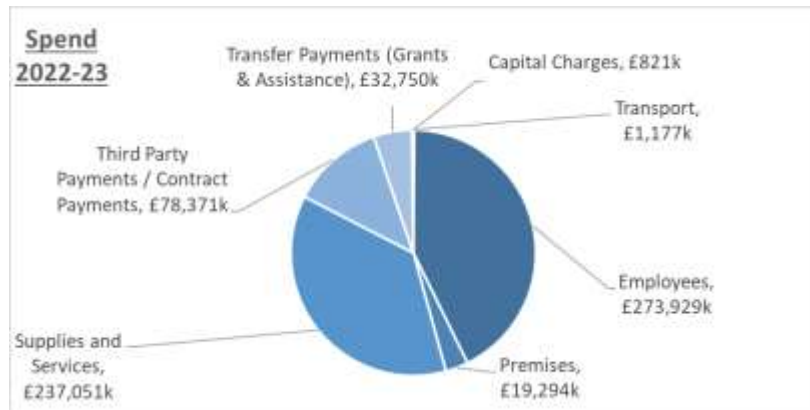
MTFP Proposed Changes 2022-2025

Education & Children's Services		Change 2022-23 £000's	Change 2023-24 £000's	Change 2024-25 £000's
Children's Social Care				
Growth	Expansion of the Social Work Academy to support recruitment and retention of permanent staff	1,335	1,276	307
	Increased demand in statutory social care services due to demography and complexity	1,792	3,114	4,436
Savings	Placement sufficiency strategy	(493)	(943)	(1,043)
	Reduction in agency staff	-	(577)	(577)
	Staffing efficiencies across non-statutory services	(170)	-	-
Special Items	Expansion of the Social Work Academy to support recruitment and retention of permanent staff	(200)	-	-
	Impact of demand and complexity on case loads within Social Work teams	1,413	-	-
	One-off reserve funding for additional social workers	(1,413)	-	-
Education				
Change in Income	Increased trading with schools	(50)	(100)	(100)
Growth	Pressures on Education central services	-	383	1,060
Savings	Review of Education central services	-	(383)	(847)
Education - Dedicated Schools Grant				
Change in Grant funded expenditure	Change in DSG grant allocation	19,923	19,923	19,923
Change in Grant Income	Change in DSG grant allocation	(19,923)	(19,923)	(19,923)

MTFP Summary 2022-2025

		2021-22			2022-23			2023-24	2024-25
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Children's Social Care	Children in Care	(1,375)	47,783	46,407	(1,375)	49,081	47,706	48,578	49,800
	Children with Disabilities		6,358	6,358		6,358	6,358	6,358	6,358
	Quality, Standards & Performance		3,217	3,217		4,352	4,352	3,916	2,947
	Safeguarding	-	10,717	10,717	(1,413)	11,960	10,547	10,717	10,717
	Social Care central costs	(1,220)	6,322	5,102	(1,220)	6,322	5,102	5,102	5,102
Children's Social Care Total		(2,595)	74,397	71,802	(4,008)	78,074	74,066	74,672	74,925
Education	Early Help		6,731	6,731		6,731	6,731	6,731	6,731
	Education & Learning	(5,030)	6,662	1,632	(5,080)	6,662	1,582	1,532	1,746
	Special Educational Needs & Disabilities	(126)	5,804	5,678	(126)	5,804	5,678	5,678	5,678
Education Total		(5,155)	19,197	14,042	(5,205)	19,197	13,992	13,942	14,155
Education - Dedicated Schools Grant	Central block	(239)	6,147	5,908	(239)	5,534	5,295	5,295	5,295
	Funding Block	(513,019)	196,954	(316,065)	(532,942)	196,954	(335,988)	(335,988)	(335,988)
	High Needs Block	(1,153)	92,428	91,275	(1,153)	101,028	99,875	99,875	99,875
	Schools Block	(11,789)	197,664	185,875	(11,789)	210,092	198,303	198,303	198,303
	Early Years Block		33,007	33,007		32,515	32,515	32,515	32,515
Education - Dedicated Schools Grant Total		(526,200)	526,200	-	(546,123)	546,123	-	-	-
Grand Total		(533,951)	619,795	85,844	(555,337)	643,394	88,057	88,613	89,080

Page 7



Risks /Opportunities/Constraints

Risks – Children’s Social Care

The main financial risks are:

1. Significant challenge in recruiting high quality, experienced social workers and managers. Having a permanent **workforce** and reducing reliance on agency staff leads to better service outcomes and lower expenditure. There is a national shortage of social workers. On average the cost of an agency social worker exceeds the available budget for a social worker post by 48% and creates serious budget pressures. Agency spend in 2021-22 is projected to be lower than in the previous year (excluding the additional capacity outlined below) however the flexibility within the budget to manage this cost is reduced in the current year.
2. **Impact of demand and complexity** on case loads and staffing requirements across Social Care - currently an additional 21 social workers and 5 Assistant Team Managers are employed with funding from the Containing Outbreak Management Fund (COMF) grant for one year. It is not anticipated that demand levels will reduce after this financial year.
3. **Placement costs for children in care** – the impact the covid-19 pandemic has been to trigger a higher number of children and adults into emotional instability, this has resulted in a higher number of high cost external placements. Demand will be monitored through this financial year to assess the impact on current and future costs.
4. **Costs of accommodation for young people leaving care**, including unaccompanied asylum seeking children (UASC) – government grant for UASCs over the age of 18 is insufficient to cover the cost of current care packages. For young people aged over 18 expenditure is projected to exceed grant income by £448k. Significant delays, particularly since covid-19, in claims being processed by the Home Office are increasing costs to the council as packages are being extended.

Page 80

Opportunities – Children’s Social Care

1. Building on joint work with Housing Services to improve access for care leavers to their own tenancies.
2. Development of the Social Work Academy to increase the permanent workforce and reduce agency costs across social work teams

Risks /Opportunities/Constraints

Risks – Placement Unit Costs

- Placements for children in care are made across a number of different types of settings. The unit cost varies significantly across different types of placement and therefore the mix of placements will impact on overall costs, as well as the total number of placements.
- The current range of weekly unit costs, and average for each placement type are summarised below. The table shows current average weekly costs and weekly costs as at March 2020 prior to the impact of the Covid-19 pandemic.

Placement Type	Minimum Unit Cost	Maximum Unit Costs	Current Average Weekly Costs (August 2021)	Number of open placements at 31/8/21	Average Weekly Costs March 2020	Number of open placements at 31/3/20
	£	£	£		£	
In House Foster Care			382	169	332	166
External Foster Care	800	1,960	972	192	935	159
External Residential Care	4,275	10,500	4,364	61	3,977	67
Semi-Independent Living Accommodation	800	3,400	1,076	22	1,546	38
Secure Accommodation	4,275	10,500	5,551	6	5,629	3
Parent and Child	1,600	4,200	2,965	3	2,209	8

Page 81

- Monitoring of placement costs requires understanding of the financial impact of all placement activity, including children coming in to care, children leaving care and placement moves. The impact of activity to enable young people to step down from high cost residential placements, including to in house residential provision, has had a positive impact on weekly costs throughout this year. This is monitored on a monthly basis.
- Unit costs for in house residential provision vary according to the level of occupancy. At an occupancy level of 70% the unit costs would be approximately £3,860. Occupancy levels are dependent on the ability to match children within the provision.

Existing Risks /Opportunities/Constraints

Risks – Education Services

The main financial risks across Education Services are:

1. **Costs of supporting pupils with SEND in schools and specialist provision** – demand for Education Health and Care Plans (EHCPs) is increasing and this increases the pressure on the high needs budget within the Dedicated Schools Grant (DSG). The council currently has a deficit of £1.795m against the DSG and a management plan must be agreed with the Department for Education (DfE)
2. **Reduction in DSG funding for central services** – The DfE has confirmed the intention to reduce funding for specific elements of Central DSG over the period of the MTFP by 20% per annum. This element of the DSG funds services that were previously able to fund from DSG but which no longer meet the terms of grant.

Page 82

Opportunities

1. Further development of traded services with schools
2. Increase in funding allocated through the DSG high needs block to support increases in demand

Contracts

- Much of the spend with third party providers is spent on “spot” contracts where individual placements or packages of care are commissioned from the market place based on the child’s needs. There are in addition some block contracts in place covering services such as Child and Adolescent Mental Health Services, Integrated Therapies, Post-16 education as well as children’s placements.
- The largest providers across all contracts are:
 - Oxford Health Foundation NHS Trust
 - Action for Children
 - Buckinghamshire Healthcare Trust
 - Buckinghamshire College Group
 - Keys PCE Ltd

Fees and Charges

Each year, as part of the MTFP, we review the schedule of Fees and Charges

The majority of Fees & Charges are amended by an inflation increase.

The Fees and Charges schedule for Education and Children's Services is being reviewed in detail as part of the MTFP process. The main areas where fees and charges are applied are:

1. Adult Learning – community courses
2. Traded services with schools, including
 - a. Admissions appeals
 - b. Educational visits
 - c. Free School Meal eligibility checking
3. Training courses for schools and early years providers
4. Penalty notices for unauthorised absence from school (statutory charge)

Note that it is not proposed to increase charges to early years settings in 2022-23 because of the challenges in the sector following the covid-19 pandemic

Capital Programme

Capital Budget monitoring Quarter 2

Cabinet Portfolio	Actuals to Date £000	Total Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	% Slippage	RAG Rating
Children's Services	28,351	58,886	57,783	-1,103	1.9%	Green

Education & Children's Services Capital: Budget £58.9m, Forecast £57.8m, Variance - £1.1m

Children's Homes slippage/underspend -£0.5m

- a) Secondary School Places accelerated spend/overspend +£1.4m
- b) Primary School underspend/slippage of -£1.4m Kingsbrook School now open with underspend/slippage of £1.4m.
- c) Provision for Special Educational Need underspend/slippage of -£0.5m
- d) Early Years projects slippage of -£0.1m
- e) Schools Property Maintenance Projects all on target.

[1] Note: any unspent capital project budgets in 21/22 ('slippage') will be reprofiled into future years as part of the annual year end process, and approved via the Corporate Capital Investment Board.

Development of the Capital Programme

Buckinghamshire Council (BC) has a statutory duty under Section 14 of Education Act 1996 to ensure that there are sufficient early years and school places in its area to ensure that schools in its area are sufficient in number, character and equipment to provide education suitable for the different ages (including pupils who are over compulsory school age but under the age of 19), abilities and aptitudes and special educational needs of pupils of school age.

Page 87 The council also has duties under the Education Act 1996 and the SEN Code of Practice 2014 to identify, assess and make provision for children with SEN where necessary.

The proposed capital programme enables the LA to provide additional school places to meet its statutory duty and provides a rolling programme of maintenance and improvement to ensure school premises continue to be a safe and suitable environment for our young people.

Proposed Capital Budget 2022- 26

The table below sets out the **proposed 4 year Capital Programme** for this Portfolio from April 2022

Expenditure

Service Area	Project Group / Project	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	MTFP Total £000's
Education	Schools					
	Primary School Places	4,526	11,201	21,000	14,825	51,552
	Provision for Special Educational Need	3,099	8,000	5,500	0	16,599
	School Access Adaptations	200	200	200	200	800
	School Property Maintenance	5,582	4,500	4,500	4,500	19,082
	School Toilets	250	250	250	250	1,000
	Secondary School Places	31,463	8,157	3,500	4,200	47,320
	Schools Total	45,120	32,309	34,950	23,975	136,353
Education Total		45,120	32,309	34,950	23,975	136,353
Total Expenditure		45,120	32,309	34,950	23,975	136,353

The proposals take into account projected pupil numbers across the county based on expected birth rates, housing development and migration. Projections are monitored and reviewed continually and the programme reprofiled to align with housing development etc

- Priorities for the delivery of additional places for pupils with SEND are driven by the SEND Sufficiency Strategy which has recently been consulted on, and includes projected numbers of pupils with Education Health and Care Plans. The proposals included in the programme for SEND will enable completion of phase 1 of the sufficiency strategy and funding is expected to be available from increased government grant for SEND places announced by the Chancellor in the autumn budget.
- Proposals for the next phases of the sufficiency strategy are still subject to funding and are not included in the proposed 4 year programme. Proposals will include additional specialist places within the county and funding options may include application to the next DfE Free School bidding round.
- Extension/maintenance works will improve the school estate and ensure that schools are able to function and remain open as safe environments for young people.



Questions





Appendix 1

Breakdown of Revenue budget



Breakdown of Revenue Budget

The table below sets out the breakdown of the 2021-22 baseline revenue budget into types of expenditure and income

	Expenditure							Income					Income Total	Net Total
	Capital Charges	Employee s	Premises	Supplies and Services	Third Party Payments / Contract Payments	Transfer Payments (Grants & Assistance)	Transport	Expense Total	Customer & Client Receipts	Government Grants	Interest	Other Grants Reimbursements and Contributions		
Business Management		350		(1,136)			1	(786)						(786)
Children's Social Care		27,663	1,723	3,658	36,636	5,082	421	75,183	(450)	(497)		(1,648)	(2,595)	72,588
Education		21,102	706	(3,673)		35	744	284	19,197	(1,487)	(3,669)		(5,155)	14,042
Education - DSG	821	203,468	16,865	237,317	40,484	26,773	472	526,200	(7,421)	(516,470)	(1)	(2,309)	(526,200)	-
Grand Total	821	252,583	19,294	236,166	77,154	32,598	1,177	619,795	(9,357)	(520,636)	(1)	(3,957)	(533,951)	85,844



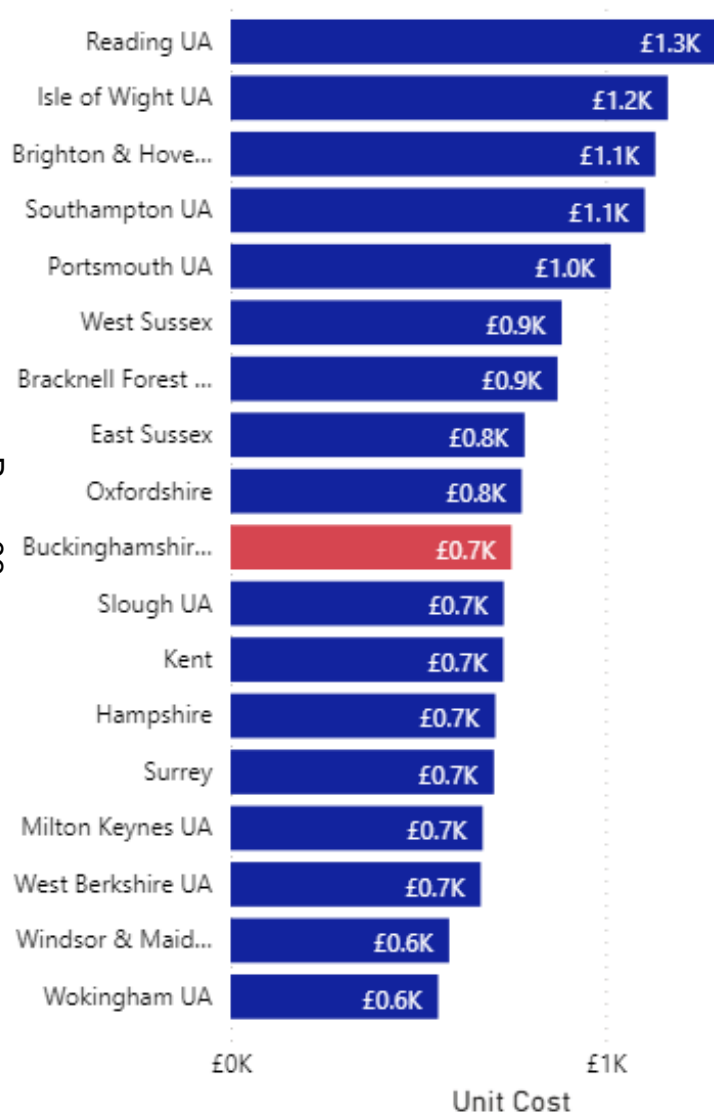
Appendix 2

Value for Money



Childrens Social Care – Total budget per child or young person aged 0 to 17

Budget per 0-17 year old by South East Local Authority



This indicator includes costs related to looked after children, safeguarding children, family support services as well as youth justice and wider preventative services.

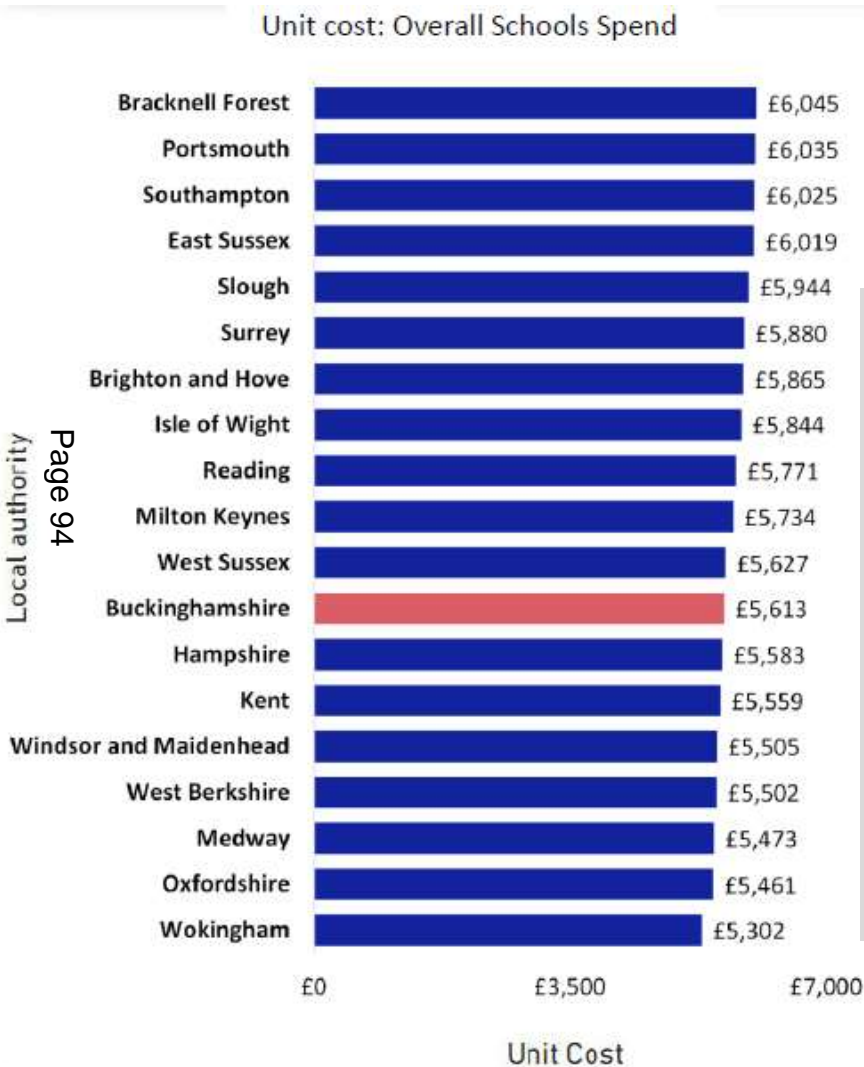
In 2021/22, the Councils budget is **£94.7 million** for these services (including corporate overheads). When compared to the number of children and young people aged 0-17, the average cost of **£749** in Buckinghamshire is **below the median** cost for South East Local Authorities of **£763**.

The graph on the left shows how Buckinghamshire's average cost compares to each of the South East Local Authorities.

The median cost was £23 higher per CYP in the South East than Buckinghamshire last year, which compares to £14 higher this year (2021/22).

Total Schools Budget – spend per pupil aged 3 to 19

Budget per pupil aged 3-19 by South East Local Authority



The cost difference compared to the median for the South East has reduced further from £72 below the median per CYP in 2019/20, to £121 below the median per CYP in 2021/22.

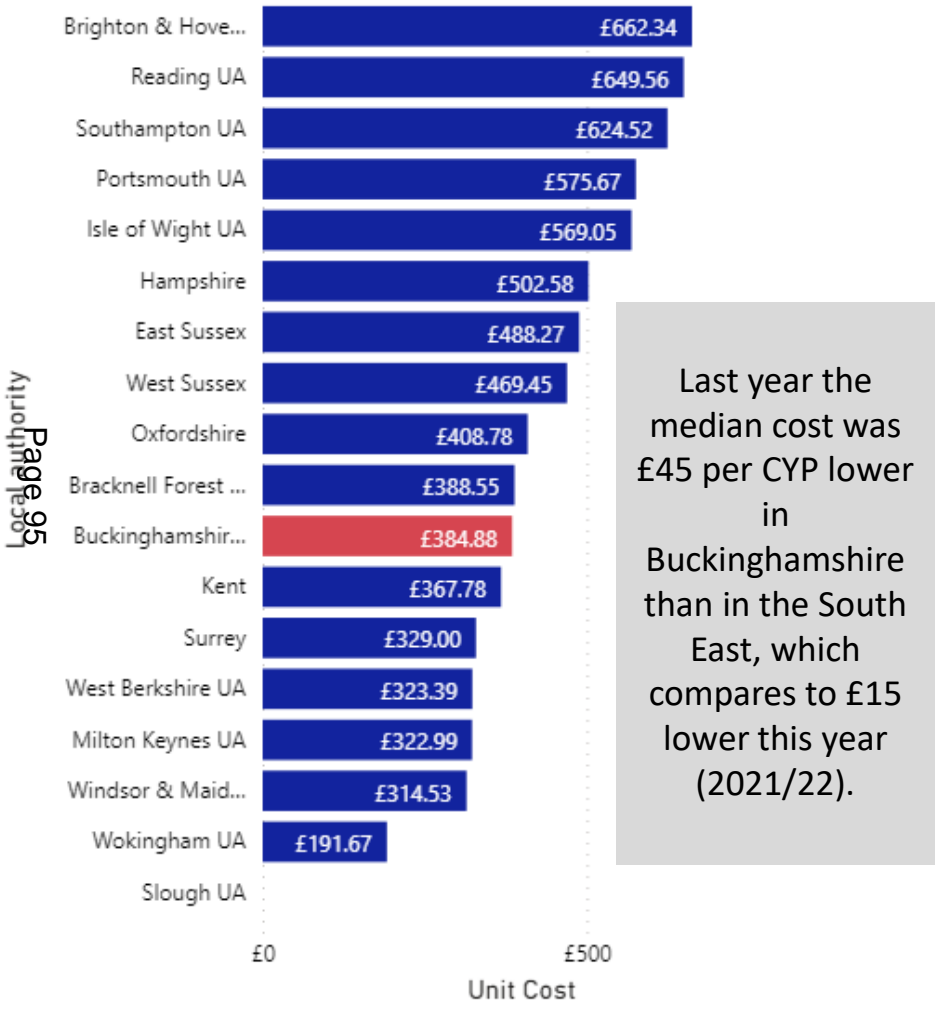
This indicator shows the total Dedicated Schools Grant (DSG) budget for 2021/22, including academies, and is shown as pounds per pupil aged 3-19 (from maintained schools and all academies), as reported in the governments statutory Section 251 return.

In 2021/22, the Councils budget is **£517.0 million** for these services (including corporate overheads). When the overall Schools Budget is compared to the number of pupils attending schools in Buckinghamshire aged 3-19, the average amount budgeted per pupil is **£5,613**, which is **below the median** amount budgeted for each pupil in South East Local Authorities of **£5,734**.

There are 87,503 pupils attending schools in Buckinghamshire (May 2021). According to the Office for National Statistics, the number of children and young people aged 0-19 in the county is also expected to grow by approximately 1,900 (1%) over the next 4 years (between 2021 and 2025).

Placement Costs relating to Looked After Children (CLA) and Care Leavers: Benchmarking budgets per child or young person aged 0 to 17

Budget per 0-17 year old by South East Local Authority



This indicator includes the cost of looking after children that are placed in residential care, fostering services, adoption services, special guardianship support, short breaks (respite) for disabled children looked after, or when placed with family and friends. It includes any specifically commissioned education (outside of delated schools funding), leaving care costs and costs relating to asylum-seeking children.

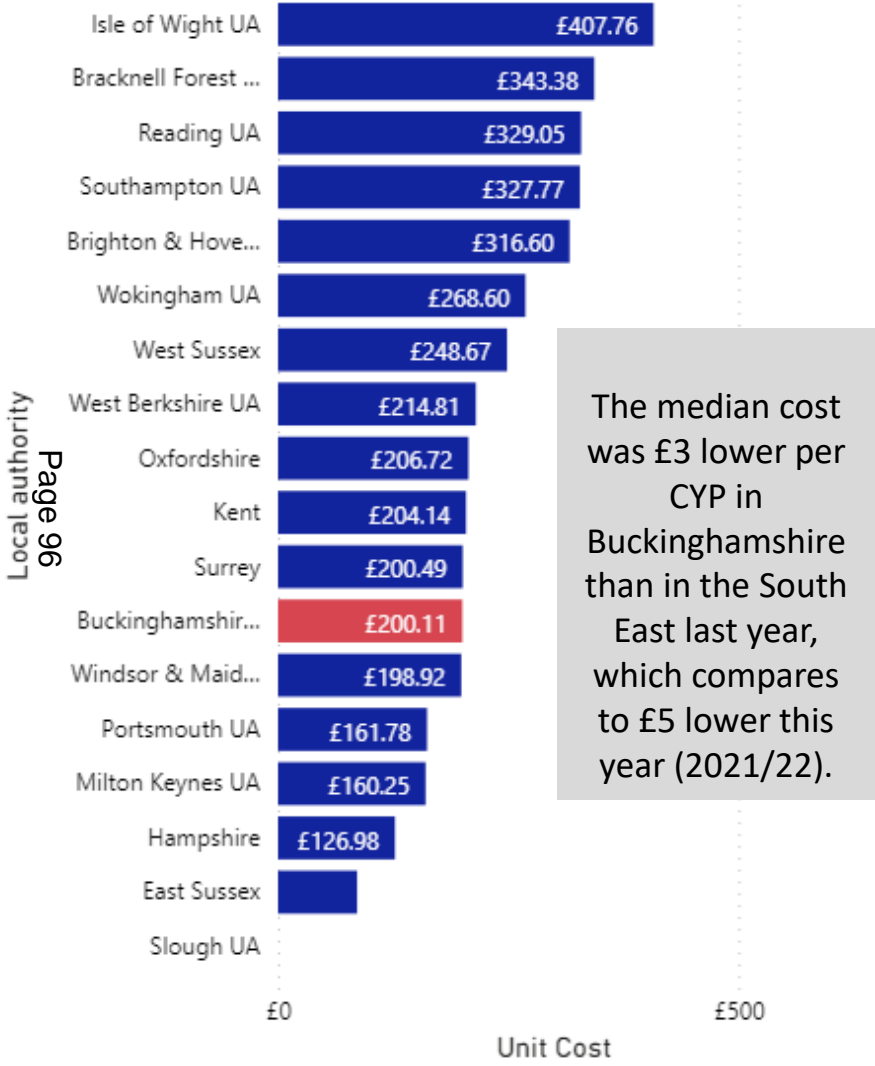
In 2021/22, the Councils budget for these services is **£48.7 million** (including corporate overheads). When the budget for Children Looked After is compared to the number of children and young people aged 0-17, the average cost in Buckinghamshire is **£384**, which is **below the median** cost for South East Local Authorities of **£399**.

On the 1 November 2021, there were 503 Children Looked After in Buckinghamshire, which is 40 per 10,000 children and young people, compared to 53 in the South East (March 2021). However, the covid-19 pandemic and demographic increases in the population have resulted in growing and unpredictable demand, where there has been increases in the number of children open to the social care service.

Placement costs for children in care also impact on average costs, where the covid-19 pandemic has triggered a higher number of children into emotional instability this has resulted in a higher number of high cost external placements.

Demand, Complexity and Workforce: Benchmarking current spend on Social Work and supporting activity

Budget per 0-17 year old by South East Local Authority



This indicator includes all direct costs in relation to child protection, including social workers and assessing needs to understand the services that need to be provided. In addition, budget related to Commissioning Children’s and Young Peoples services and the Local Safeguarding Childrens Board are included.

In 2021/22, the Councils budget is **£25.3 million** for these services (including corporate overheads). When the budget for Safeguarding Children and Young People is compared to the number of children and young people in Buckinghamshire aged 0-17, the average cost is **£200**, which is **below the median** cost for South East Local Authorities of **£205**.

Although budget costs are below the mean for South East local authorities, the impact of demand and complexity on caseloads within social worker teams as a result of the Covid-19 pandemic is a pressure in this area.

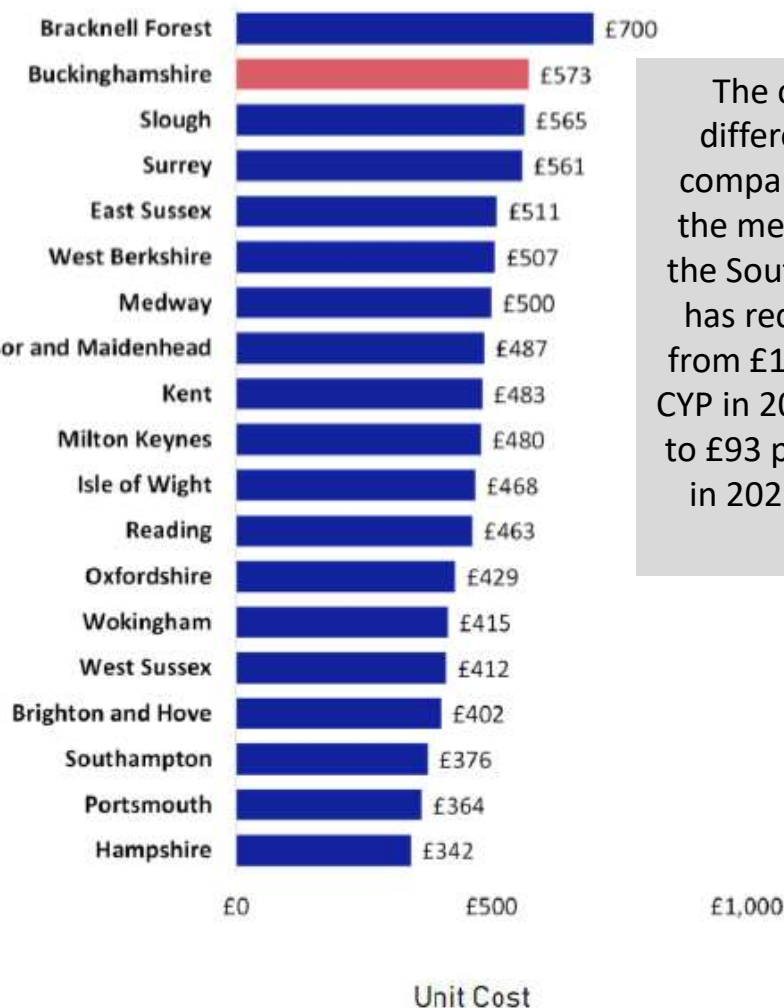
The Councils Medium Term Financial Plan includes proposals to continue to resource the additional social work staff and assistant team managers through one off reserve funding.

Costs of supporting pupils with SEND in schools and specialist provision

Benchmarking High Needs Funding

Budget per person aged 0-19 by South East Local Authority

Unit cost: SEND Spend (DSG)



The cost difference compared to the mean for the South East has reduced from £110 per CYP in 2019/20, to £93 per CYP in 2021/22.

This indicator shows the total DSG spend on pupils with SEND and in alternative provision, and is shown as pounds per person aged 0-19 in Buckinghamshire, as reported in the government's statutory Section 251 return.

This spend covers top-ups in special schools and ARPs, post-16 spend in schools and colleges for students with EHCPs, top-ups for pupils in mainstream schools with EHCPs or on SEN Support, Alternative Provision or with Specialist Teachers. Note that this means that high needs place funding is excluded.

In 2021/22, the Councils budget is **£78.5m** for these services (including corporate overheads). When the overall Schools Budget is compared to the number of people in Buckinghamshire aged 0-19, the average amount budgeted per person is **£573**, which is **above the median** amount budgeted for each pupil in South East Local Authorities of **£480**.

Buckinghamshire has a similar proportion of pupils with Education, Health and Care plans as other Local Authorities at 3.8%, compared to 3.9% in the South East (on 1 January 2021), and there were 5,307 children and young people with Education Health and Care Plans in the county (October 2021).

In addition, there were 8,978 children receiving special educational needs (SEN) support in mainstream schools (May 2021), where the proportion of pupils receiving SEN support (10.1%) is lower than the South East (12.2%).

This page is intentionally left blank



Medium Term Financial Plan

Finance, Resources, Property & Assets
Portfolio

Budget Scrutiny 10th January 2022



Agenda

- Overview of the Portfolio
- Portfolio Priorities
- Revenue Budget 2021/22
- Revenue Forecast Qtr2 2021/22
- Revenue Budget – Savings since April 2020
- Revenue Budget - Proposed Changes
- Proposed Revenue Budget 2022-2025
- Challenges and Risks
- Top 5 Contracts Fees and Charges
- Capital Forecast Qtr2 2021/22
- Current Capital Programme
- Questions
- Appendix 1 - 3

Overview of the Portfolio

Cabinet Members: John Chilver and Tim Butcher (Deputy)

The Resources Portfolio helps to deliver the Corporate Plan commitments in relation to:

- Delivering excellent customer service
- Ensuring the Council is financially fit, efficient and responsive to change,
- Retention, recruitment and development of talented and committed staff to provide the best services for our local residents and businesses
- Managing our assets to create long term benefits and additional income, reducing our dependency on the taxpayer.

Overview of the Portfolio

The Resources Portfolio is aligned to the following services:

Resources Sarah Murphy Brookman					DCE Sarah Ashmead		PGS Ian Thompson
Corporate Finance Service Director Richard Ambrose	Service Finance Service Director David Skinner	HR&OD Service Director John McMillan	IT Services Service Director Tony Ellis	Business Ops Service Director Lloyd Jeffries	Service Improvement Assistant Service Director Matt Everitt	Legal and Dem Services Service Director Nick Graham	Property & Assets Service Director John Reed
Treasury Management	Budget Monitoring	Payroll	IT Strategy	Customer Service	Better Buckinghamshire	Legal Services:	Property Services
Procurement	Finance Operations including Accounts Receivable and Payable	HR Operations	IT Service Desk and Deskside Support	Council Access Points.	Business Intelligence	Property, Contracts and procurement, Planning & Highways, Child Protection, Adult Social Care, Education, Litigation, Member Conduct and Corporate Governance.	Strategic Asset Management & Investment
Pensions Administration and Investments	Direct Payments and Financial Assessments for Social Care	Employee Relations	Cyber Security	Business Support.	Policy & Communications Service Director Roger Goodes		Agricultural Estate
Strategic Insurance	Revenue and Benefits (Council Tax, Business Rates, Housing Benefits)	Resourcing and Social Media Campaigns	Applications Management and System Integrations	Business Development		Website and Digital Strategy	Facilities Management
Business Assurance (Internal Audit, Risk Management, Fraud)		Safeguarding in employment	Network Management	Blue Badge Service.			Property Maintenance (inc. Schools)
Finance Systems		HR Systems	Hosting and Infrastructure Management	Independent Mobility assessments.		Democratic Services:	Capital Projects inc. School Builds & Regeneration Projects
Statutory Financial Reporting		HR Data and Workplace Planning	Telephony and Collaboration	Blue Badge enforcement.		Elections, Scrutiny, Committee Support, Members Support and Allowances .	Health & Safety
Capital Programme		Pensions Employer Responsibilities	Information Assets and Digital Development	Welfare Benefits Service.			Corporate Landlord for the Council
		Learning and Development	Joint working with partners e.g. BHCT and NHS Buckinghamshire Clinical Commissioning Group.	Customer Improvement.			
		Organisation Development		Customer insight and customer analysts.			

Overview of the Portfolio



Support for **147** councillors



539,454 customer contacts received



500,000 calls answered into the Customer Service Centre (CSC)



600,000 web page views of the Buckinghamshire Council home page

Page 103



691 individual pages on the Buckinghamshire Council website



4,962 open legal cases



1,763 Council properties



284 committee meetings supported



6,707 full Land Charge Searches and **7,449** Personal Searches



3rd largest tax base in Country (**238,000** properties)



523,000 Council Tax, **36,000** Business Rate bills and reminders, issued each year



17,000 Housing Benefit recipients

10
Better
Buckinghamshire
service
reviews
completed

18
Better
Buckinghamshire
service
reviews currently
in progress

100%
planned savings
on track for delivery
across
Buckinghamshire
Council as a result
of the Better
Buckinghamshire
programme

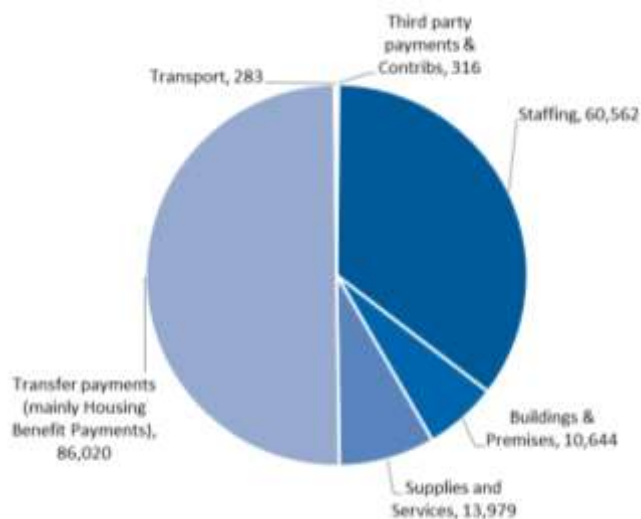
*Statistics from internal monitoring systems (data from 2021)

Portfolio Priorities

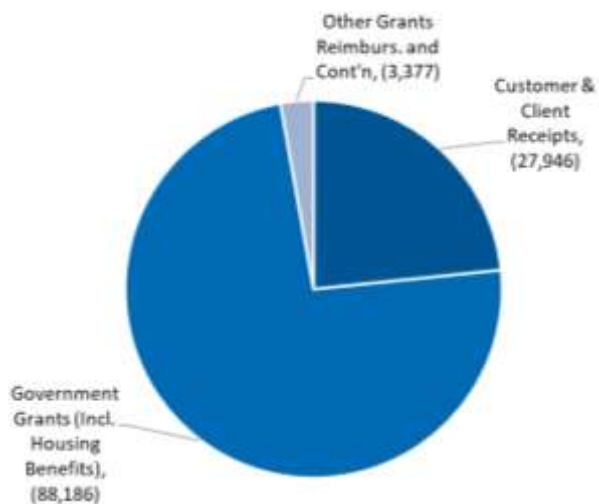
- **Driving Portfolio efficiencies from the new council structure** including reduce overheads and back office costs through the delivery of the Better Buckinghamshire programme
- **Deliver improvements to the external website**, including migrating all the content from the legacy websites
- **Save £13M in the coming year across the Council**, including through regular monitoring, go-live of the new Network and new Revs and Bens System, and delivery of the Better Buckinghamshire Programme
- **Increase income to protect front line services**, including through the annual review of fees & charges across all council services as part of the MTFP process, review of property income projections and opportunities, and review of Traded Services as part of the Service Reviews
- **Develop and implement a ‘Customer First’ approach to Customer Experience**, including delivery of a clear set of Customer Service Standards and Customer Promise, Customer First training & development across the organisation, embedding the principles of the Customer Experience framework through the service reviews, and reviewing all Council Access Points

Revenue Budget 2021-22

Gross Expenditure £171,805k



Gross Income £119,511k



This slide sets out the Portfolio's Budgets, Service Areas, Expenditure and Income – see Appendix 3 for details

Directorate	Service Area	Total Expenditure £000	Total Income £000	NET TOTAL £000
Resources	Corporate Finance	9,619	(3,247)	6,371
	Service Finance - core	4,850	(164)	4,686
	Service Fin. - Revenue & Benefits	92,363	(91,511)	852
	HR/OD	5,076	(395)	4,681
	ICT	12,405	(176)	12,229
	Business Operations	12,143	(385)	11,758
	Management & Better Buckinghamshire	169	-	169
	Planning, Growth & Sustainability	Property & Assets	19,445	(22,215)
Deputy Chief Executive	Legal Services	6,760	(1,309)	5,451
	Democratic Services	4,923	(49)	4,874
	Service Improvement	3,387	(61)	3,326
	Website & Digital	665	-	665
Portfolio Total		171,805	(119,511)	52,294

Revenue Forecast Qtr. 2 (1 of 2)

Q2 Revenue monitoring	Budget £000	Y/E outturn £000	Variance £000	Change in Variance £000
Expenditure	172,600	175,500	2,900	3,600
Income	(119,600)	(121,700)	(2,100)	(3,500)
Total for Portfolio	53,000	53,800	800	100

a) At Q2 the Portfolio is forecasting an adverse variance of £800k of which +£562k is COVID related and +£238k is BAU. The main variances are described below:

b) COVID +£562k adverse variance comprises:

- +£500k adverse variance is an income shortfall in the recovery of Council Tax/Business Rates court costs. The number of cases processed in Q1 was lower than the budgeted activity level because of the backlog of Court case following on from COVID related Court closures. This is a timing/profiling issue with the Council eventually recovering the budgeted court costs from Q2 onwards. The Q1 shortfall will be claimed for via the Government's income protection scheme and accounted for corporately below the line.
- £62k net income loss on sports pitch lettings and Waterside North Car Park weighted in Q1 to reflect lockdown impacts. Movement favourable (£140k)
- HR income favourable movement of (£100k) – however re categorised as BAU (see next slide).

Revenue Forecast Qtr. 2 (2 of 2)

c) Business As Usual (BAU) +£238k adverse variance is made up of the following:

- +£489k variance in Legal Services being additional staff costs of agency and interims to fill vacant posts and to address increased demand. Movement +£489k on Q1
- (£353k) net favourable variance in Service Finance mainly from additional R&B Government grant income for Council tax administration support and New Burdens grants. Movement from Q1 (£153k) being additional new burdens grants.
- £170k adverse variance relating to additional ICT cost of cyber security to bring the Council up to a suitable level of protection against cyber-attack. Movement +£20k from Q1 based on revised costs.
- +£150k HR income shortfall to schools. Movement +£100k from variances previously reported as COVID related losses, (see previous slide).
- (150k) favourable variance in Service Improvement being underspend on staffing because of several vacancies in the Business Intelligence Team in the first 6 months. Movement favourable variance of (£150k) on Q1 as the budget was previously forecasted to breakeven.
- Note: the net 2021/22 Revenue budget reported in Q2 monitoring is higher than the MTFP base budget because of the inclusion of one-off budgets e.g. increases for pay awards.

Revenue Budget - Savings since April 2020

	Savings	2020/21 £000	2021/22 £000
MTFP	<ul style="list-style-type: none"> ICT digital programme Customer Services Resources Directorate - Staffing review Resources Directorate -Home working savings Deputy Chief Executive - Home working savings Democratic Services Property Services – additional income achieved 	(132) (125) 0 0 0 (55) (734)	0 (125) (107) (84) (13) (25) (394)
Contract Harmonisation	<ul style="list-style-type: none"> Resources Directorate Deputy Chief Exec. 	(280) (30)	0 (40)
Better Buckinghamshire	<ul style="list-style-type: none"> Legal & democratic Services Revenue and Benefits - single system. Go live 16th December 2021, savings to be realised in 2022/23+ Customer services - 2021/22 insourcing of legacy Capita staff/contract (Wycombe District Council), savings of £266k to be realised in 2022/23 	(170) 0 0	(333) 0 0
Non cashable savings/ Cost pressures absorbed	<ul style="list-style-type: none"> HR & OD: Voluntary Redundancy exercise in 2020/21 to bring costs within budgets (full year costs realised in 2021/22) Business Operations – cost pressures absorbed (staffing/contracts/income targets) ICT Cyber protection – costs absorbed Service Now (Customer interface system) - development costs 	0 (500) (135) 0	(400) 0 (170) (78)
Total		(2,161)	(1,769)

Revenue Budget - Proposed Changes (1 of 3)

The following 3 slides show the proposed changes to the current 2021/22 budget shown in slide 5.

Service Area	Description of Proposed Change	Change	Change	Change
		2022-23 £000	2023-24 £000	2024-25 £000
<u>Proposed Change in Income</u>				
Property & Assets				
Commercial Property & Agricultural Estate	New Rental Income Opportunities - for details see Appendix 1	(1,337)	(3,190)	(5,253)
	Re-based existing rental income, for COVID impacts & rent reviews	(352)	(662)	(960)
Property Maintenance & Strategic Asset Management	Recovery of income from schools Health & Safety training post-COVID-19	(50)	(50)	(50)
	Staff parking income reduction	20	20	20
Total Change in Income		(1,719)	(3,882)	(6,243)
<u>Proposed Growth</u>				
Page 109 ICT	ICT - Microsoft licence/Cyber protection	170	170	170
	ICT - Inflation on contracts	28	28	28
Democratic & Electoral Services	Members Allowances - annual increase	23	23	23
Legal services	Legal Services - Children's Services Caseloads	250	250	250
Property & Assets				
Property Maintenance & Strategic Asset Management	Inflation (Other Contracts)	89	89	89
	Inflation Energy (Electricity)	20	65	102
	Inflation Energy (Gas)	46	67	98
	Reduction in Loan Interest from Consilio	-	30	30
	Property Maintenance Revenue Budget increase	500	500	500
	Creation of Sinking Fund for Strategic Assets - 2.5% of income target - for details see Appendix 1	566	605	628
Total Growth		1,692	1,826	1,917

Revenue Budget - Proposed Changes (2 of 3)

Service Area	Description of Proposed Change	Change	Change	Change
		2022-23 £000	2023-24 £000	2024-25 £000
<u>Proposed Savings</u>				
Service Improvement	Better Buckinghamshire savings - for details see Appendix 2	-	(150)	(333)
Resources				
Finance, HR/OD, ICT, Business Operations, Management and Better Buckinghamshire	Better Buckinghamshire - Service Transformation activity - for details see Appendix 2	(627)	(991)	(4,729)
Finance, HR/OD, ICT, Business Operations, Management and Better Buckinghamshire	Contract harmonisation - work is now underway to consolidate suppliers e.g. a single ICT Network supplier. For details see Appendix 2.	(250)	(660)	(894)
Property & Assets				
Property Maintenance & Strategic Asset Management	Contract harmonisation savings for PG&S Directorate - Reduction of savings target. For details see Appendix 2	200	200	139
	Property rationalisation	-	-	(580)
	Better Buckinghamshire savings - Property Service Review. For details see Appendix 2	(125)	(215)	(285)
	Reduction in cleaning costs post-Covid	-	-	(250)
	Total Savings	(802)	(1,816)	(6,932)

Revenue Budget - Proposed Changes (3 of 3)

Service Area	Description of Proposed Change	Change 2022-23 £000	Change 2023-24 £000	Change 2024-25 £000
Special Items - Reversal of one-off budgets from 2020-21 One Year MTFP				
Business Operations	Reversal of one year COVID budget to cover income shortfall - Share of commercial waste income allocated to Customer Services team	(35)	(35)	(35)
Customer Services	Reversal of one year COVID budget to meet pressures - External costs for development of COVID related forms and website resources	(9)	(9)	(9)
Revenue & Benefits	Reduction in budget - review of Council Tax discount scheme	(25)	(25)	(25)
Human Resources & Organisational Development (HROD)	Reversal of one year COVID funding for Occupational Health & Employee Assistance in response to Covid-19	(50)	(50)	(50)
	Reversal of 2 year funding for Social Care Recruitment post from previous MTFP.	(51)	(51)	(51)
ICT	Reversal of one year COVID budget for Home working Mobile data charges (cost per year).	(60)	(60)	(60)
Resources				
Management and Better Buckinghamshire	Reversal of one year savings item by reinstating the budget - Staffing review / vacancy factor	107	107	107
Total Special Items - Reversal of one-off budgets		(123)	(123)	(123)
Portfolio - Total All Changes		(951)	(3,994)	(11,380)

Proposed Revenue Budget 2022 to 2025

The table shows the effect of the proposed budget changes over the MTFP period (see slides 9 - 11)

	2021-22			2022-23			2023-24 Net Budget	2024-25 Net Budget
	Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget		
Business Operations	(312)	7,173	6,861	(347)	7,173	6,826	6,826	6,826
Customer Services	(8)	4,422	4,414	(8)	4,413	4,405	4,405	4,405
Business Development	(65)	548	483	(65)	548	483	483	483
Business Operations Total	(385)	12,143	11,758	(420)	12,134	11,714	11,714	11,714
Finance	(3,411)	14,469	11,058	(3,411)	14,419	11,008	11,008	11,008
Revenues & Benefits	(91,511)	92,363	852	(82,962)	83,839	877	877	644
Finance & Revenues Total	(94,922)	106,832	11,910	(86,373)	98,258	11,886	11,886	11,652
Human Resources & Organisational Development Total	(395)	5,076	4,681	(395)	4,975	4,580	4,580	4,540
ICT Total	(176)	12,405	12,229	(176)	12,542	12,367	12,367	12,267
Democratic Services & Elected Members	(49)	4,923	4,874	(49)	4,946	4,897	4,897	4,897
Legal Services	(1,309)	6,760	5,451	(1,309)	7,010	5,701	5,701	5,701
Legal & Democratic Services Total	(1,358)	11,683	10,325	(1,358)	11,956	10,598	10,598	10,598
Property Maintenance & Strategic Asset Management	(883)	17,777	16,894	(914)	18,507	17,593	17,569	16,676
Commercial Property & Agricultural Estate	(21,331)	1,668	(19,663)	(22,453)	1,668	(20,785)	(22,880)	(25,218)
Property & Assets Total	(22,215)	19,445	(2,770)	(23,367)	20,175	(3,192)	(5,311)	(8,543)
Digital Total	-	665	665	-	665	665	665	665
Management & Better Buckinghamshire Total	-	169	169	-	(601)	(601)	(1,375)	(4,973)
Service Improvement Total	(61)	3,387	3,326	(61)	3,387	3,326	3,176	2,993
Grand Total	(119,511)	171,805	52,294	(112,149)	163,492	51,343	48,300	40,914
Year on year change £000	-	-	-	7,362	(8,313)	(951)	(3,043)	(7,386)
Year on year change %	0%	0%	0%	-6%	-5%	-2%	-6%	-15%
Cumulative Change				-		(951)	(3,994)	(11,380)

- **Cyber Security**

- Prevention, monitoring and response to actual or potential Cyber attacks may lead to significant financial risks, lack of access to key systems and inability to deliver to front line services

- **Delivery of Budgeted Targets - Savings, Investment income and Capital Receipts**

- Resources Directorate staff capacity is now stretched – we are delivering BAU; supporting all Council Service Reviews and improvement programmes plus delivering our own service reviews and the associated savings. To manage this we review our work programme on a monthly basis to prioritise key deliverables.
- The Property and Assets team will need to maintain the skills and capacity to deliver significant savings and income in future years, and the upcoming Service Review will be an important part of ensuring the team is set up to deliver these priorities. The timely realisation of capital receipts will also be reliant on the support of the Planning and Legal services to deliver at pace.
- The outcome of the Resources Directorate Service Reviews will see new ways of working e.g. more self service and digitisation of processes. The procurement and deployment of applications and systems will take time. There is a risk that to meet savings targets, savings are taken from budgets before process and technology changes are fully bedded down.

- **COVID**

- Payment of COVID related grants to residents and/or businesses will impact on Revenue and Benefits staff's capacity to implement the new systems and transformation changes within the agreed savings prolife.
- Longer-term uncertainty of economic impacts of COVID on our asset portfolio and development opportunities - Budget provision in the MTFP is for known COVID impacts (e.g. loss of turnover rent from Eden Shopping Centre), and an estimate of where it might result in increased property voids, (e.g. For tenants exercising lease break clauses, especially on office accommodation) However, if there were to be a deeper, longer economic impact we may see further Company Voluntary Arrangements /bankruptcies of tenants, and it may also have a detrimental impact on the level of rental income, or value of capital receipt, which we can achieve from new deals.

- **Reactive and Planned Maintenance Budget Management**

- Property & Assets continue to rationalise their approach to reactive and planned maintenance across the Unitary council, and are awaiting the outcome of revised condition surveys across the Corporate Estate to inform the maintenance budget setting process beyond next year.

Top 5 Portfolio Contracts

Supplier Name	Details	Start Date	End Date	Service Area
Pertemps Recruitment Partnership Ltd	Temporary Staffing Contract (Pertemps) Pay as Used - costs charged out to Directorates	03/09/2018	03/09/2022	HR/OD
Bytes Software Services	Microsoft Licensing & Cloud Hosting	01/12/2019	31/11/2022	ICT
Updata	Network Contract (Walton Street)	24/09/2012	30/06/2022	ICT
	Due to revised timelines for 'go live' on the Council's new ICT Network, this contract will be extended and then replaced with the single ICT Network contract – the cutover date is 30th June 2022.			
Ameo Professional Services	Support for Service Improvement and Organisational Design	01/06/2021	31/05/2023	Service Improvement
Busy Bees Cleaning	Cleaning contract covering majority of offices & corporate estate (inc. Adult Learning Centres).	01/08/2020	31/07/2023	Property and Assets

Fees and Charges

Each year, as part of the MTFP, we review the schedule of Fees and Charges. The majority of Fees & Charges are amended by an inflationary increase – For 2022/23 this will be a 3% increase on 2021/22 rates. Services include:

- **Business Services to Academies, Schools and Other:**
 - HR &OD e.g. payroll, recruitment, Employees Relations Advice, Safeguarding/DBS, Occupational Health.
 - ICT – Networking, Technical Support, Additional Remote Backup Service.
 - Schools Information Management System (SIMS).
 - Schools Admin and Bursar services.
- Schools Health & Safety and Schools Property Maintenance.
- Local Land Charges.
- Business Insight for Schools (e.g. Comparative data on Exam results, bench marking, demographic/deprivation data, Free Schools meals eligibility checker).
- Electoral Register (e.g. copies of registers).

Capital Forecast Qtr. 2 2021/22

Capital Q2 Monitoring	Actuals to Date £000	Total Budget £000	Forecast Outturn £000	Forecast Variance £000	% Slippage	RAG Rating
Expenditure	638	3,571	3,838	267	-7.5%	Green

- At Q2 the Portfolio is forecasting a variance of +£267k. the main variances are described below:
- Projecting an overspend of +£347k on Corporate Maintenance budgets due to under-budgeting of maintenance requirements for council assets (to be rectified in MTFP).
- Delivery of Technology Strategy is forecasting slippage of (£402k) on unreleased budgets, core Council applications and systems are under review to identify future capital upgrade requirements.
- iCares Social Care Systems project is forecasting an overspend of +£321k against the current budget of £618k. The overspend will be funded from Capital contingency and will be included in the budgets after approvals have been received.
- Buckinghamshire Network project with BHT/CCG and the Device Refresh project are both forecasting a nil variance.

Note: any unspent capital project budgets in 21/22 ('slippage') will be reprofiled into future years as part of the annual year end process, and approved via the Corporate Capital Investment Board.

Current Capital Programme

Service Area		Project Group / Project		2022/23	2023/24	2024/25	2025/26	MTFP Total
				£000	£000	£000	£000	£000
ICT	Device Refresh & Windows 10			0	0	5,000	0	5,000
	Members ICT Refresh			0	0	0	150	150
	Technology Strategy (inc. Work Smart) - business critical Hardware			1,500	250	250	250	2,250
	ICT Total			1,500	250	5,250	400	7,400
Property & Assets	Agricultural Estate			660	0	0	0	660
	Corporate Investment Portfolio			2,450	4,458	1,449	0	8,357
	Council Own Sites - Housing Development			750	750	750	750	3,000
	Improvements to Capswood 1 & 2			215	0	0	0	215
	King George V House			50	0	0	0	50
	Property Management Programme			1,335	1,015	1,015	1,015	4,380
	Rowley Farm			364	0	0	0	364
	Property & Assets Total			5,824	6,223	3,214	1,765	17,026
Total Portfolio Programme				7,324	6,473	8,464	2,165	24,426



Questions



Appendix 1 Property Rental Income Projections

- The pre-COVID baseline Property Rental Income budget was £22m. For 21-22 this was reduced to £20m to give a £2m allowance for COVID income losses.
- There were also pre-existing, stretch new income targets built into the MTFP from last year's budget setting process. To determine what the ongoing long term COVID impacts would be on the rental income, and test whether these pre-existing income targets are still achievable, we have conducted detailed modelling of the rental income 'rent roll' for the next 4 years, and looked at all the income generation opportunities we have in the pipeline.
- The rebase of the existing rent roll includes the following assumptions:
 - Continued COVID-related income losses on turnover rents, including Eden, with an assumption that these will partially recover by 23/24 but not fully recovered in the medium term due to retail sector downturn.
 - Nearly £1m of expected voids, particularly on office accommodation, where we expect tenants are likely to serve notice (both COVID/non-COVID related; it is starting to become difficult to separate out COVID and BAU on voids).
 - An allowance for a 20% drop off in income from Friars' Square from 23/24 onwards, after the end of the rent guarantee period, as per the business case for the acquisition.
 - Absorption of the ongoing income losses from Gateway Conference Centre (£220k per year).
 - Increases in rent for known rent reviews and increases in rent to 'full-year effect' where, in 21-22, we have had new tenants part-way through the year
- Separately we have created a £0.6m growth line to increase the provision for sinking fund for voids & dilapidations and developments, to create sustainability in the value of our strategic assets. This will then create a consistent approach to budgeting for voids and dilapidations in the new council (legacy district councils would manage void cashflows and fund dilapidation costs corporately; legacy County had a sinking fund approach to enable the Property service to manage its own cash limit budgets).
- The new income projection includes all projects (deals & acquisitions) currently in the pipeline & an assumption that we will make £1.3m of additional deals and acquisitions, not currently in the pipeline, over the next 2 years.

Review Areas	Potential Activity to be developed as part of Better Buckinghamshire Service Review		Area	Target £000
Service Improvement		Review of Service Improvement and Business Insight teams. (see slide 11)		-333
Resources Directorate - Lines of Enquiry to deliver savings	Review and consolidation of staffing structures to align with Service activity	Implement Service Catalogues and consequent team structures:		
		- Review of Teams in HR/OD	Human Resources & Organisational Development	-395
		- Review of Teams in ICT	ICT	-600
		- Review of Teams in Corporate Finance	Corporate Finance	-215
		- Review of Business Support Teams	Business Operations	-450
		Create a single Debt Management Team	Service Finance/ Business Operations	-300
		Create a single Accounts Payable team	Service Finance	-300
		Digital Post Room	Business Operations	-100
		Customer Service Centre - Service Review implementation	Business Operations	-266
		Revenue and Benefits - Service Review Phase 1 - implementation	Service Finance	-725
	Revenue and Benefits Service Review Phase 2	Service Finance	-180	
	Channel shift Resources service delivery to self serve through: automation, AI, knowledge bases etc	ERP review - Resources technology strategy to deliver lower cost, intuitive systems with flexible interface and reporting capability. This review includes staffing consolidation.	All	-303
		Systems approach: Customer Master Data Management - holistic customer view; increased automation for transactional customer services.	All	-300
		ICT One Programme - system consolidation and automation	ICT	-400
	Cost Recovery	Traded Services Review - implement full cost recovery	All	
Revenue and Benefits - Council Tax/Business Rates Court costs recovery to reflect actual cost		Service Finance	-195	
Resources Directorate Total	See slide 11		-4,729	
Property & Assets		Property Services Efficiencies savings (see Slide 11)		-285
		Total for the Portfolio		-5,347

Appendix 3- Contract Harmonisation Savings

	Contract Harmonisation Savings to be delivered	Service Area	£000
Resources Directorate	Single ICT Network	ICT	-500
	Single Data centre	ICT	-164
	Single finance systems	ICT	-188
	Single payroll Systems	Human Resources & Organisational Development	-32
	Single BACS Payment System	Service Finance	-10
	Total (see slide 11)		-894
Property & Assets	The £200k savings target in the 2021-22 budget has been removed as the saving is deemed unachievable . In 2024/25, only £139k of the target is reversed leaving a savings target of -£61k to be delivered via a review of Post Room contracts.		139
	Total (see slide 11)		139
	Total for the Portfolio		-755

Appendix 4 Detailed Breakdown of Revenue Budget 2021/22 (1 of 2)

		Expenditure £000							Income £000				
Directorate	Service Area	Third party payments & Contribs	Staffing	Buildings & Premises	Supplies and Services	Transfer payments (mainly Housing Benefit Payments)	Transport	Total Expenditure £000	Customer & Client Receipts	Government Grants (Incl. Housing Benefits)	Other Grants Reimburs. and Cont'n	Total Income £000	NET TOTAL £000
Page 122 Resources	Corporate Finance	55	6,252	13	3,192	-	106	9,619	(367)	-	(2,879)	(3,247)	6,371
	Service Finance - core	-	5,124	-	(290)	-	16	4,850	(130)	-	(34)	(164)	4,686
	Service Fin. - Revenue & Benefits	-	4,483	-	1,845	86,014	22	92,363	(3,354)	(88,157)	-	(91,511)	852
	HR/OD	-	5,769	4	(707)	-	9	5,076	(324)	-	(71)	(395)	4,681
	ICT	2	7,403	2	4,985	-	12	12,405	(169)	-	(7)	(176)	12,229
	Business Operations	-	13,627	3	(1,527)	6	34	12,143	(338)	-	(47)	(385)	11,758
	Management & Better Buckinghamshire	-	289	-	(120)	-	-	169	-	-	-	-	169

Appendix 4 Detailed Breakdown of Revenue Budget 2021/22

(2 of 2)

		Expenditure £000							Income £000				
Directorate	Service Area	Third party payments & Contribs	Staffing	Buildings & Premises	Supplies and Services	Transfer payments (mainly Housing Benefit Payments)	Transport	Total Expenditure £000	Customer & Client Receipts	Government Grants (Incl. Housing Benefits)	Other Grants Reimburs. and Cont'n	Total Income £000	NET TOTAL £000
Planning, Growth & Sustainability Page 123	Property Leadership & Portfolio Office	-	859	150	308	-	1	1,317	-	-	-	-	1,317
	Strategic Assets and Estate Management	9	1,451	3,838	1,090	-	5	6,393	(20,672)	(0)	(300)	(20,973)	(14,580)
	Surveying Hard FM Health & Safety	23	1,975	2,837	(279)	-	16	4,572	(58)	-	-	(58)	4,515
	Soft Facilities Management	99	1,774	3,788	1,163	-	43	6,866	(1,183)	-	-	(1,184)	5,682
	Strategic Programmes	-	591	-	(297)	-	1	296	-	-	-	-	296
Deputy Chief Executive	Legal Services	21	5,185	-	1,551	-	3	6,760	(1,274)	-	(35)	(1,309)	5,451
	Democratic Services	107	1,717	9	3,081	-	9	4,923	(16)	(29)	(4)	(49)	4,874
	Service Improvement	-	3,545	-	(163)	-	5	3,387	(61)	-	-	(61)	3,326
	Website & Digital	-	519	-	146	-	1	665	-	-	-	-	665
Portfolio Total		316	60,562	10,644	13,979	86,020	283	171,805	(27,946)	(88,186)	(3,377)	(119,511)	52,294

This page is intentionally left blank