



Finance & Resources Select Committee Agenda

Date: Thursday 1 December 2022

Time: 2.00 pm

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

Membership:

R Bagge (Chairman), D Goss (Vice-Chairman), D Anthony, M Ayub, D Barnes, M Bracken, S Chhokar, T Dixon, G Harris, I Macpherson, R Newcombe, W Raja, M Walsh, S Wilson and K Wood

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Agenda Item	Time	Page No
1 Apologies for absence / Changes in membership		
2 Declarations of Interest		
3 Minutes The minutes of the meeting held on 22 September 2022 to be confirmed as a correct record.		7 - 12

4 Public Questions

Public Questions is an opportunity for people who live, work or study in Buckinghamshire to put a question to a Select Committee.

The Committee will hear from members of the public who have submitted questions in advance relating to items on the agenda. The Cabinet Member, relevant key partners and responsible officers will be invited to respond.

Further information on how to register can be found here: <https://www.buckinghamshire.gov.uk/your-council/get-involved-with-council-decisions/select-committees/>

5 Chairman's update

6 Budget Performance Monitoring Q2

14:15

13 - 48

The Quarter 2 Budget Monitoring Report as presented to Cabinet at its meeting on Tuesday 15 November is attached for the Committee to consider.

Contributors:

Councillor John Chilver, Cabinet Member for Accessible Housing and Resources
Dave Skinner, Service Director for Finance (Section 151 Officer)

7 Q2 Performance Report 2022-23

14:30

49 - 144

The Q2 Performance Report 2022-23 as presented to Cabinet at its meeting on Tuesday 15 November is attached for the Committee to consider.

Contributors:

Councillor John Chilver, Cabinet Member for Accessible Housing and Resources
Holly Pedrick, Head of Insight and Business Improvement

8 Customer First and Customer Service Centre Performance Update

14:45

145 - 168

The Committee will receive a report on the Customer First Programme which will include an update on the Customer Service Centre.

Contributors:

Councillor John Chilver, Cabinet Member for Accessible Housing & Resources

Councillor Tim Butcher, Deputy Cabinet Member for Resources
Sarah Murphy-Brookman, Corporate Director for Resources
Lloyd Jefferies, Service Director for Resources – Business Operations

Paper:

Customer First and CSC Performance Update and Quarterly Dashboard

9 Treasury Management Investments & Loans to Other Local Authorities 15:15 169 - 186

Local Authorities

The Committee will consider two reports that were presented at Audit and Governance Committee on 23 November 2022.

Contributors:

Councillor John Chilver, Cabinet Member for Accessible Housing & Resources

Dave Skinner, Service Director for Finance (Section 151 Officer)

Mark Preston, Assistant Director of Finance (Pensions, Procurement and Revenues & Benefits)

Papers:

Treasury Management Mid-Year Update

Treasury Management Loans to Other Local Authorities

10 Budget Scrutiny Inquiry Group Scoping Paper 15:45 187 - 196

The Committee will discuss the budget scrutiny inquiry group proposals.

Papers:

Budget Scrutiny Inquiry Group Scoping Paper and Timetable

11 Work Programme 15:55 197 - 198

The Committee will consider the upcoming work programme.

Contributors:

All Committee Members

Papers:

Work Programme

12 Date and time of the next meeting

Budget Scrutiny will take place on 9, 10 and 12 January 2023.

The next Select Committee meeting will take place on 23 February 2023.

13 Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting on the grounds that discussion will involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

Paragraph 3 – information relating to the financial or business affairs of any particular person (including the authority that holds that information).

14 External Property Companies Update

16:00 199 - 238

To consider the financial papers on Consilio and Buckinghamshire Advantage (BA) that were presented to the Buckinghamshire Shareholder Committee on 12 October 2022.

Contributors:

Councillor John Chilver, Cabinet Member for Accessible Housing & Resources

John Reed, Service Director for Property and Assets

Mark Preston, Assistant Director of Finance (Pensions, Procurement and Revenues & Benefits)

Papers:

Consilio

Draft accounts 2021/22

Profit and loss – August 2022

Balance sheet – August 2022

Actual vs Budget August 2022

BA

Draft accounts 2021/22

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Agenda Item 3
Buckinghamshire Council
Finance & Resources Select
Committee

Minutes

MINUTES OF THE MEETING OF THE FINANCE & RESOURCES SELECT COMMITTEE HELD ON THURSDAY 22 SEPTEMBER 2022 IN THE PARALYMPIC ROOM, BUCKINGHAMSHIRE COUNCIL, GATEHOUSE ROAD, HP19 8FF, COMMENCING AT 2.00 PM AND CONCLUDING AT 3.57 PM

MEMBERS PRESENT

R Bagge, D Anthony, M Ayub, D Barnes, M Bracken, G Harris, T Hunter-Watts, N Hussain, R Newcombe, M Walsh, S Wilson and K Wood

OTHERS IN ATTENDANCE

J Chilver, M Tett, C Jones, S Keyes, S Murphy-Brookman, D Skinner and C Ward

Agenda Item

1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Apologies were received from Councillors T Butcher, S Chhokar, T Dixon, D Goss, I Macpherson and W Raja, and I Thompson. Councillors T Hunter-Watts and N Hussain were present as substitutes for Councillors T Dixon and W Raja.

2 DECLARATIONS OF INTEREST

Councillor K Wood declared a personal interest in item 7 as an historic Cabinet Member that had implemented the single revenue and benefits system.

3 MINUTES

The minutes of the meeting held on 28 July 2022 were agreed as a correct record.

4 PUBLIC QUESTIONS

There were no public questions.

5 SIX MONTH BUDGET SCRUTINY UPDATE

The Select Committee received a six-month update report to the Budget Scrutiny Inquiry Group recommendations that had been recommended to the Executive in January 2022. The table appended to the report gave an update against each recommendation, together with the timetable for actions to be completed.

The Chairman welcomed Councillor M Tett, Leader of Buckinghamshire Council, Councillor J Chilver, Cabinet Member for Accessible Housing and Resources, and the officers to the meeting.

The Cabinet Member introduced the report and invited questions from Members. The following points were made during the Committee's discussion:

- A Member noted that 70 actions around policies and strategies were not included in the forward plan. It was explained that whilst not all items were currently on the forward plan, they were documented and would be covered in the forward plan in future.
- It was explained that there had been a restructure of Cabinet portfolio responsibilities in May 2022. The provision of affordable homes was now a cross-portfolio responsibility. Both Cabinet Members responsible worked closely together, with the Cabinet Member for Homelessness leading on housing lists and social housing, whereas the Cabinet Member for Planning was responsible for the number of affordable homes included in the Buckinghamshire Plan.
- In response to a Member's question regarding deadlines for the review of special expenses, the Leader reiterated that the Section 151 Officer would undertake this within the current financial year. It was hoped that Members of the High Wycombe Town Committee would be consulted on the review.
- Assurance was given that the Better Buckinghamshire Programme was on track for delivery and had achieved the promised savings last year. The Leader explained that the issues of property rationalisation and workforce working patterns were intricate and needed to be aligned, and that Members had differing opinions around rationalising property and flexible working. A pilot programme investigating workspace habits was underway at The Gateway, the results of which would be considered in the Programme. The Cabinet Member added that the current consolidation of the four legacy revenue and benefits system would deliver both staff savings and increased efficiency of staff time.
- The Electric Vehicle Action Plan had been to Cabinet so further scrutiny on this would be within the Transport, Environment and Climate Change Select Committee's remit. It was noted that a more up-to-date action would be helpful and that, to avoid confusion on roles, only necessary information be included in future iterations of this report.
- The Leader explained that not all strategies were required to be added to the risk register, but any relevant risks would be identified within each strategy and referred to the Audit & Governance Committee if appropriate.

The Chairman thanked the Leader and Cabinet Member for the report.

6 EMPLOYEE EXPERIENCE AND WORKFORCE AMBITION

The Chairman invited the Cabinet Member for Accessible Housing and Resources, Councillor J Chilver, to introduce the report. The Cabinet Member highlighted the following points in the report:

- The report set out the five-year Buckinghamshire Council People Plan and highlighted the achievements made over the first two years since the creation of the Unitary Authority, and the Council's priorities for the remaining three-year period. Targets had been met for five indicators, but fallen short in seven.
- The report also assessed the positive factors supporting recruitment and retention in staff, such as flexible working arrangements and good working relationships. Areas of concern were staff turnover, limited career progression and opportunities for personal growth, which had been noted and addressed in the new key deliverables over the next three years.
- The team had faced some challenges in light of the pandemic and the national context of job availability. The resilience of staff had been identified as a key component for the Council's People Strategy, and also for delivering high-quality services to residents.
- The Coaching for Performance process and the Buckinghamshire Staff Awards had been identified as crucial for providing recognition and reward to maintain employees. The

Buckinghamshire Manager and Leader Programme had been successful in providing leaders with the skills needed to manage their workforce development and growth. Social work academies, apprenticeship programmes and the Kickstart programme had also been successful.

The following points were noted during the Committee's discussion:

- In the last 12 months, 86 staff had left the Council in their first year of employment: 35 (41%) of were on fixed-term contracts. 15 employees worked in the Communities Directorate and 12 in Children's Services. The Cabinet Member advised that discussions were taking place with Children's Services to understand issues around staff retention in more detail. Further analysis would also be undertaken to understand if there were any patterns in leavers, for example in terms of age groups. Furthermore, the 'Kickstart' programme provided temporary work experiences, with only some of the employees becoming permanent. A Member questioned whether it was reasonable to include fixed-term workers in the 'leavers' statistic, as this may not be a fair reflection on retention and recommended this be reviewed. It was confirmed that the Council used recruitment organisations for temporary contracts, and a 'clawback period' would be invoked if appropriate.
- It was noted that the Council had several mechanisms in place to retain good staff members and manage organisational changes. Coaching for Performance served as a way for staff and managers to establish a dialogue. Particular attention is paid to equip managers with the skills necessary to manage change through a series of workshops. The staff survey also included employee feedback from all staff below the Chief Executive level to ensure satisfaction. A change charter had also been implemented to inform staff of how change would be managed. Furthermore, the staff award ceremony would be taking place in 2022 to recognise staff for their contributions. The 2% pay increase and 1% one-off award had gone some way to retain staff however pay was identified as not being the only factor contributing towards retention; factors such as holiday, sick pay, pension and wellbeing were important for maintaining staff satisfaction.
- In response to a Member's concerns around staff leaving due to workspace rationalisation, it was noted that feedback was regularly sought from employees through the Work Smart Programme. It was also highlighted that full-time staff were expected to work from the office for a minimum of two days a week and this expectation was also outlined to candidates. Staff would use the time in the office primarily for meetings and other collaborative tasks, and productivity remained constant throughout. Issues that had arisen in terms of call response time were not linked to flexible working, but rather the increased demand on services throughout annual cycles (e.g. home to school transport).
- There was a difference in sickness levels between frontline and back-office staff so it would not be suitable to lower the KPI for sickness further. Whilst the overall sickness rate was at 9.7 days per FTE, this decreased to 8.18 when excluding covid related absences. Furthermore, the Resources and Deputy Chief Executives Directorates reported sickness levels well below this point. Sickness rates were benchmarked against other local authorities, with Buckinghamshire Council being in the mid-range. Members requested that this benchmarking be circulated to the Committee

ACTION: S Keyes

Staff were also offered physiotherapy and mental health support to enable a smoother return to work.

- A Member's feedback about providing a clearer sense of the organisations' direction through communicating the Council's values and building the Council's culture through social media channels, such as Facebook and LinkedIn, was welcomed. It was also noted that more information from staff was needed to establish where the Council's sense of direction was clear.

- It was highlighted that the Council's HR and OD activities and strategies were necessary to remain competitive as an employer. Different detailed work plans were in place to ensure that future developments could successfully be implemented and were relatively low cost in terms of resources.
- Agency social work numbers were reviewed by the Corporate Management Team on a monthly basis. The costs for these employees were also monitored against what a permanent staff member would receive. Although the use of agency workers had not been decreased as much as had been hoped for due to increased demand, the cost had reduced significantly due to a new rate with the agency being negotiated. There had also been an increase of social workers being trained in-house.
- Training for managers was targeted based on organisational needs so courses such as managing discipline and grievance had not been held to date. Whilst such content would still be delivered, a needs assessment had identified that areas such as managing change were a priority for both staff and managers.
- The Council planned to target the older labour market that may be looking to return to work having retired early.

The Chairman thanked the Cabinet Member for the report.

7 COUNCIL TAX AND BUSINESS RATES

The Chairman invited the Cabinet Member for Accessible Housing and Resources, Councillor J Chilver, to introduce the report. In the Cabinet Member's presentation, the following points were highlighted:

- The report outlined that the Council Tax collection rates compared favourably with other local authorities. Business rates had decreased slightly due to Covid but had recovered. Around £650m per year was collected on Council Tax and Business Rates.
- The second project outlined was the consolidation of connecting the revenue and benefits networks across the legacy authorities. The Wycombe and Aylesbury systems had been merged last year, with direct debits increasing over 1.5%. The Chiltern and South Bucks system closed in September 2022. There were some technological challenges in merging live databases and a significant amount of transactions that had to be maintained whilst the systems were updated. The data showed that the variability in business rates collections between the different legacy areas reflected the area demographics. There had been a performance improvement in Wycombe between 2021 and 2022, primarily due to the business rates managers' expertise. The single system project was expected to deliver around £750,000 in savings. The system was also subject to an overall project governance framework, chaired by the Head of Revenues and Benefits. Wider aspects such as customer service, communication and resources were also considered. There was a clear communications plan which encouraged residents facing hardship to contact the Council for support needed to avoid debt; nine emergency payments had been paid to Chiltern & South Bucks residents since August. The team had also examined the challenges faced by Durham and Wiltshire authorities who had undergone a similar project, as well as the lessons learnt from Phase 1, to ensure the best possible outcome for residents.
- The arrears position nationally had dramatically increased over the past few years, as had the timeframe to recover from enforcement action. The total cumulative arrears were only a small percentage of the £650m collected annually. The Council also applied a rigorous write off process in line with finance procedures. Write offs were only authorised in limited circumstances, such as insolvency or unenforceability due to location.

The following points were noted during the Committee's discussion:

- The Council did not sell unrecoverable debt as there was a good track record of collection, however this would be kept under review. Collection rates were higher than in the previous year, though the changing economic position could impact this. The overall target for collection rates was expected to be met in this financial year. The team also ensured that due process was followed for issuing reminders and notices, resulting in strong collection rates before proceeding to court. Work was also carried out with the financial insecurities partnership and the Helping Hand scheme to signpost residents towards assistance programmes.
- A Member suggested that the data could be analysed in more depth to better understand the reasons for not receiving payments. Whilst this would be ideal, currently this would not be possible due to the different systems in place but may be considered in the future.
- The lower collection rates in the South Bucks area may be attributed to the historic resource model of an outsourced team with a combined management structure. This had been brought back in-house. The Chiltern area had the highest direct debit take-up, and the Aylesbury and Wycombe areas had experienced a 1.5% increase in direct debit take-up.

The Chairman thanked the Cabinet Member for the report.

8 WORK PROGRAMME

Members were encouraged to suggest items for consideration in work programme and could email these to the Chairman and the scrutiny officer. One suggestion was an item related to inter-authority loans.

9 DATE AND TIME OF THE NEXT MEETING

The date of the next meeting would be Thursday 1 December 2022 at 2pm.

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Report to Cabinet

Date:	15 November 2022
Title:	Quarter 2 Budget Monitoring Report 2022-23
Relevant councillor(s):	John Chilver
Author and/or contact officer:	Dave Skinner, Finance Director & S151 Officer
Ward(s) affected:	none specific
Recommendations:	<p>Cabinet is asked to note the report and the risks and opportunities contained within it.</p> <p>Cabinet is requested to approve following reserve movements:</p> <ul style="list-style-type: none">• A contribution to a corporate earmarked reserve of £15m of income arising from Energy for Waste electricity sales.• A contribution to a corporate earmarked reserve of £4.4m from income arising from a legal dispute regarding third party waste and metals income, and a corresponding contribution from reserves of £4.4m into corporate budgets.• A drawdown of £0.15m from the “Mitigating Future Financial Risks” reserve to create an employee hardship fund as approved by the Senior Appointments & Pay Committee (SAPC).
Reason for decision:	To understand the financial position of the Council in respect of 2022-23 Budgets.

1. Executive summary

- 1.1 This report sets out the Revenue and Capital outturn position for Buckinghamshire Council for the financial year 2022/23 as at Quarter 2.
- 1.2 The Council is continuing to experience significant financial pressures due to the current economic situation and the high levels of inflation.
- 1.3 Inflation is currently running at a 40-year high, with CPI measuring 10.1% in September. This is due to oil, gas and food prices which have been affected by the Ukraine conflict, and also energy prices which have increased by around 70% from the budgeted position. Energy prices had been expected to rise yet further, however this has been contained for this financial year following the energy price cap announced by the government in September 2022.
- 1.4 In Adults and Children’s social care, pressures continue to be experienced due to increased demand and complexity, and in Children’s Services the market has become dysfunctional with a lack of suitable placements driving up unit costs.
- 1.5 A recent report by Grant Thornton highlighted the challenges local authorities are currently facing, explaining that over 60 councils may be required to deplete their reserves or make significant savings in order to balance their budgets. The current political turbulence and lack of clarity on future funding arrangements is contributing to the financial challenges across the local government sector.
- 1.6 Buckinghamshire Council is well placed to contend with these challenges, as the Council has a culture of sustainable financial management, strong processes in place to manage risk and a healthy level of reserves. However, the Quarter 2 position does highlight some ongoing pressures the Council will need to address related to inflation, energy prices and increase in demand for social care.
- 1.7 The Revenue outturn position as of Quarter 2 is a forecast adverse variance of £1.8m, which is a reduction of £2m from the adverse variance of £3.8m reported at Quarter 1.
- 1.8 The key areas of movement in the forecast variance from the Quarter 1 position is as follows:

Forecast variance Quarter 1	£3.8m adverse
Health & Wellbeing – increase of £1.7m adverse. Pressure of £4.8m (£3.1m last quarter) relating to demand pressures and complexity	£1.7m
Education and Children’s Services – increase of £4.2m adverse. £9.5m adverse variance now forecast (£5.3m at Quarter 1)	£4.2m

Climate Change and Environment – favourable movement of £2.2m. Favourable variance of £3.3m at Q2 (£1.1m expected at Q1) due increased income from electricity sales from EfW	(£2.2m)
Transport – an increase of £0.8m from £1.2m adverse reported at Q1 to £2m in Home to School Transport	£0.8m
Accessible Housing and Resources – an increase of £0.6m from £1.5m adverse variance to £2.1m, predominantly £0.6m pressure in Legal & Democratic Services from increased demand linked to Children’s and Adult cases.	£0.6m
Homelessness & Regulatory Services – an increase of £0.5m from an adverse variance of £0.3m to £0.8m due to increased demand for Temporary Accommodation	£0.5m
Corporate and Funding – improvement to the forecast of £7.3m from additional interest income of £2.1m following interest rate rises and reduced interest payable of £0.8m, plus a contribution from earmarked reserves of £4.4m following receipt of non-recurring income to support the Council’s overall forecast position	(£7.3m)
Other minor movements (Leader and Communities portfolios)	(£0.3m)
Forecast variance Quarter 2	£1.8m adverse

1.9 The main drivers for the adverse variance of £1.8m are;

- a) An adverse variance on Portfolio spend of £15.7m (£10.4m forecast at Quarter 1) offset by £13.9m (£6.6m forecast at Quarter 1) of corporate mitigations.
- b) The £15.7m adverse variance in Portfolios includes:
 - i. £4.7m pressure (£3.1m last quarter) in Health and Wellbeing from demand pressures and fee uplifts in Adult Social Care.
 - ii. £9.5m pressure (£5.3m last quarter) in Children’s Services, including £3.2m in placement budgets due to the national lack of available placements and increased complexity of need driving up unit costs; in staffing costs due to requirement for agency staff £1.9m linked to complexity of cases and workloads; £2.9m in client costs in Children’s social care due to demand pressures; £0.5m adoption and special guardianship allowances and £0.9m care leavers’ accommodation and allowances due to increase volumes.
 - iii. £2.1m in Accessible Housing and Resources (£1.5m last quarter), of which £1.1m is attributable to inflation on energy costs in Property &

- Assets due to the exceptional price increases in 2022/23 and £1m of new pressures in Legal and Democratic Services and Insurance.
- iv. £2m adverse variance (£1.2m last quarter) in Transport Services due to increased contract costs and a 3% increase given to Home to School Contracts to mitigate rising fuel prices.
 - v. A favourable variance of £3.3m (£1.1m last quarter) in Climate Change & Environment from additional income from the sale of electricity from the council's Energy for Waste (EfW) site.
- c) The £13.9m of corporate mitigations (£6.6m last quarter) include:
- i. £4.4m contribution from earmarked reserves to support the Council's overall bottom line. This is as a result of £4.4m of income received in the Climate Change and Environment portfolio contributed to reserves, following partial resolution of the legal dispute with the council's EfW contractor.
 - ii. £2.0m new favourable variance relating to Interest on Revenue Balances. This reflects a higher level of cash balances than budgeted, and the recent further increase in Bank of England base rate to 2.25% during September.
 - iii. £0.8m new favourable variance on Interest Payable budgets. This forecast has arisen due to the Council's ability to fund any new borrowing required in year from internal borrowing rather than external PWLB borrowing.
 - iv. A forecast surplus of £0.4m: £0.3m in additional income from unringfenced grant income, where the budget was set prudently but a small amount of additional income is expected, and a surplus of £0.1m on loan interest, following extension of a loan agreement.
 - v. Corporate Contingencies: a £6.2m favourable variance is forecast on contingencies expected to be released. Specific contingencies have been forecast to be released to offset pressures as shown below.
 - vi. Available reserve balances: in addition to the Corporate Contingencies, the "Mitigating Future Financial Risks" reserve which was set up following outturn 2021/22 as a result of unused contingencies and the overall favourable variance, contains £9.9m. £1.5m of this has been utilised to fund the unconsolidated element of the 2022/23 pay award as agreed by SAPC, and £0.15m has been utilised to set up a Staff Hardship Fund, but a balance of £8.25m remains which could be called upon if required.

Figure 1: Corporate Contingencies & Mitigating Future Financial Risks Reserve

2022-23 Revenue Contingencies	Budget	Released	Current Budget	Favourable Variance - Mitigating pressures in monitoring	Remaining to cover pressures that may arise in remainder of the year
	£'000	£'000	£'000	£'000	£'000
Pay & Pension Contingency					
Pay Inflation	4,245	(4,245)	-	-	-
Pay - c/fwd (non consolidated)	710	0	710	-	710
Redundancy (non unitary)	500	0	500	-	500
Total Budget Risk	5,455	(4,245)	1,210	-	1,210
Service Risk Contingency					
Inflationary Pressures (incl. NI)	2,950	0	2,950	1,500	1,450
National Living Wage	250	0	250	-	250
Adult Social Care Pressures / Demography	3,210	0	3,210	3,100	110
Adult Social Care Provider Market	1,700	0	1,700	-	1,700
Home to School Transport	1,000	0	1,000	200	800
Children's Services Demography	1,410	0	1,410	1,410	-
High Cost Children's Placements	500	0	500	-	500
General Contingency - Economic Uncertainty	866	0	866	-	866
Total Service Risk	11,886	0	11,886	6,210	5,676
Total Contingency	17,341	(4,245)	13,096	6,210	6,886
Total Variation on Contingencies				6,210	
Available balance from "Mitigating Future Financial Risks" reserve	9,900				
£1.5m recommended by SAPC to support pay award	(1,500)				
£0.15m recommended by SAPC to support staff hardship fund	(150)				8,250
Total resources earmarked to mitigate further pressures					15,136

1.10 The Appendix provides further detail for each Portfolio and information about performance relating to overdue debts and late payments of commercial debt.

2. Revenue

2.1 The forecast revenue budget outturn is summarised in Figure 2. The key Portfolio variances are explained in Appendix 1.

2.2 Overall an adverse variance of **£1.8m** is forecast (**0.4% of the net budget**) after allowing for £13.9m of corporate mitigations.

Figure 2: Revenue Budgets

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab)
	£000	£000	£000	£000
Revenue				
Expenditure	8,700	8,500	(200)	
Income	(900)	(900)	0	
Leader	7,800	7,600	(200)	(200) ↓
Expenditure	186,200	187,700	1,500	
Income	(131,000)	(130,400)	600	
Accessible Housing & Resources	55,200	57,300	2,100	600 ↑
Expenditure	55,800	60,900	5,100	
Income	(26,800)	(35,200)	(8,400)	
Climate Change & Environment	29,000	25,700	(3,300)	(2,200) ↓
Expenditure	12,100	11,800	(300)	
Income	(4,500)	(4,300)	200	
Communities	7,600	7,500	(100)	(100) ↓
Expenditure	8,900	8,800	(100)	
Income	(3,900)	(3,700)	200	
Culture & Leisure	5,000	5,100	100	0
Expenditure	425,000	435,300	10,300	
Income	(334,900)	(335,700)	(800)	
Education & Childrens Services	90,100	99,600	9,500	4,200 ↑
Expenditure	245,300	252,500	7,200	
Income	(80,500)	(82,900)	(2,400)	
Health & Wellbeing	164,800	169,600	4,800	1,700 ↑
Expenditure	21,700	22,200	500	
Income	(14,600)	(14,300)	300	
Housing & Homelessness & Regulatory Serv	7,100	7,900	800	500 ↑
Expenditure	17,400	18,100	700	
Income	(10,900)	(11,600)	(700)	
Planning & Regeneration	6,500	6,500	0	0
Expenditure	71,900	73,700	1,800	
Income	(16,400)	(16,200)	200	
Transport	55,500	57,500	2,000	800 ↑
Portfolios	428,600	444,300	15,700	5,300 ↑
Expenditure	37,900	26,300	(11,600)	
Income	(5,000)	(7,000)	(2,000)	
Corporate	32,900	19,300	(13,600)	(7,300) ↓
Expenditure	0	0	0	
Income	(461,500)	(461,800)	(300)	
Funding	(461,500)	(461,800)	(300)	0
Corporate & Funding	(428,600)	(442,500)	(13,900)	(7,300) ↓
Revenue Total	0	1,800	1,800	(2,000) ↓

The adverse variance of **£1.8m (0.4%)** comprises:

- £15.7m (3.7%)** adverse variance on Portfolio budgets;

- b) **£6.2m** favourable variation on Corporate Contingencies: specific contingency budgets are forecast to be utilised to meet pressures in Portfolios;
- c) **£7.7m** favourable variation on Corporate Budgets, from £4.4m transfer from reserves, interest income and reduced interest payable forecasts.

2.3 **Appendix 1** provides further detail on the revenue forecast outturn by Portfolio.

3. Achievement of Savings

3.1 £19.2m of savings were incorporated into the approved 2022-23 Revenue budgets. The table below shows performance against those targets.

Figure 3 Savings Targets by Portfolio

Portfolio	Target £k	Forecast £k	Shortfall £k
Leader	595	595	0
Accessible Housing and Resources Portfolio	2,520	2,520	0
Climate Change & Environment	2,916	2,876	40
Communities	1,900	1,900	0
Culture & Leisure	1,634	1,634	0
Education & Children's Services	713	463	250
Health & Wellbeing	3,258	3,338	-80
Housing & Homelessness & Regulatory Services	395	245	150
Transport	5,259	5,259	0
Total	19,190	18,830	360

- a) Achievement of the £19.2m savings targets is summarised in the above table. Overall there is a shortfall of £0.36m as follows:
 - i. Health & Wellbeing – a net favourable forecast variance of £80k. The review and relocation of clients from expensive out-of-county placements and review of double handed homecare are both forecast to deliver more savings than budgeted for. There is a forecast shortfall for transitions and strength based approach to new and existing care packages.
 - ii. Children's Services – an adverse variance of £250k. Agency staff budgets are currently projected to overspend, therefore the initial forecast is that the related saving will not be achieved.
 - iii. Housing and Homelessness – an adverse variance of £150k is forecast. Additional income is at risk due to delayed opening of Bridge Court Temporary Accommodation scheme and possible use for Ukraine response.

4. Capital

- 4.1 Work is ongoing to understand the impact of inflation and how this will affect the capital programme. The current exceptional rates of inflation may have a significant impact on what can be delivered within the approved budget for the year.
- 4.2 A moratorium has been put in place on uncommitted capital schemes (excluding rolling maintenance programmes) whilst an urgent review of the impact of inflation is carried out, and the existing capital programme is re-prioritised.
- 4.3 The member and officer Task and Finish group has looked at uncommitted schemes to identify opportunities to reprofile, postpone or potentially cancel schemes to remain within the available approved capital resources. They have identified
- £5.7m that can be recommended for removal from the current year capital programme.
 - a further £8.1m continues to be further reviewed.
- 4.4 These will be reviewed alongside proposals for the development of the 2022-23 to 2025-26 MTFP Capital Programme.

Figure 4: Capital Budgets

Directorate	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Children's Services	13,118	37,206	1,807	39,014	32,002	1,400	33,402	-5,612
Climate Change & Environment	2,480	3,848	8,737	12,585	11,918	1,493	13,410	825
Communities	0	268	0	268	50	0	50	-218
Culture & Leisure	1,867	5,254	3,808	9,062	5,507	200	5,707	-3,355
Finance, Resources, Property & Assets	1,032	6,710	591	7,301	4,727	242	4,969	-2,332
Health & Wellbeing	0	436	0	436	0	0	0	0
Housing, Homelessness & Regulatory	2,183	12,761	-2,392	10,369	12,761	-2,392	10,369	0
Leader	4,952	3,051	23,928	26,979	4,609	23,311	27,920	941
Planning and Regeneration	1,324	12,423	4,790	17,212	12,751	2,157	14,907	-2,305
Transport	19,688	38,421	1,969	40,391	39,901	0	39,901	-490
Grand Total	46,644	120,379	43,239	163,618	124,225	26,411	150,635	-12,982

- 4.5 At month 6, the overall forecast capital outturn is £13.0m (7.9%) less than the capital cash limit for the year. The overall variance includes:
- Slippage: School Places (£3.4m), SEND projects (£1.5m), Culture, Sport and Leisure projects (£3.3m), Property & Assets (£1.5m), Planning and Regeneration (£2.3m), Transport (£0.6m), Flood Defence (£0.6m) and Respite Care (£0.4m).
 - Overspends: A £1.4m overspend on the Biowaste scheme is due to an increase in steel and fuel costs and the disposal of contaminated soil. This overspend could be met from in year revenue and reserves (subject to approval). £0.35m Bridge Court safety netting funded from s106.

- c) Accelerated spend: in Leader's Portfolio schemes of £1.3m including: £0.7m Eastern Link Road & £0.3m Princes Risborough Relief Road (both of which will require formal release of additional budget to commit the expenditure); in Transport Portfolio £0.2m Globe Park Marlow (externally funded).
- d) Underspending: on Old Wycombe Library £0.2m. An underspending on Buckinghamshire Network project £0.28m planned to be transferred to fund revenue reserve for software licences.

4.6 Further details for each portfolio may be found in **Appendix 1**.

5. Other options considered

5.1 None arising directly from this report.

6. Legal and financial implications

6.1 This is a Finance report and all the financial implications are included in the report.

6.2 There are no legal implications arising from the report.

7. Corporate implications

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

8. Local councillors & community boards consultation & views

8.1 Not applicable.

9. Communication, engagement & further consultation

9.1 Not applicable.

10. Next steps and review

10.1 An updated position as of the end of Quarter 2 will be brought to Cabinet in November.

11. Background papers

11.1 Appendix 1 – Portfolio level summaries.

12. Your questions and views (for key decisions)

12.1 If you have any questions about the matters contained in this report please get in touch with the author of this report. If you have any views that you would like the cabinet member to consider please inform the democratic services team. This can be done by telephone [01296 382343] or email [democracy@buckinghamshire.gov.uk].

BUDGET MONITORING @ End September 2022

APPENDIX 1 Portfolio Summary

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Please note that the rounding of numbers gives rise to minor differences in the totals for each Portfolio between the covering report and this appendix.

1. Leader

Figure 1: Leader Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab)
	£000	£000	£000	£000
Expenditure	500	500	0	
Income	0	0	0	
Chief Executives Office	500	500	0	0
Expenditure	3,580	3,590	10	
Income	(370)	(380)	(10)	
Economic Growth & Regeneration	3,210	3,210	0	0
Expenditure	4,350	4,210	(140)	
Income	(550)	(500)	50	
Policy & Communications	3,800	3,710	(90)	(90) ↓
Expenditure	240	190	(50)	
Income	0	0	0	
Strategic Infrastructure	240	190	(50)	(50) ↓
Leader	7,750	7,610	(140)	(140) ↓

Figure 2: Leader Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Rural Broadband	112	1,323	0	1,323	1,323	0	1,323	0
Economic Growth Total	112	1,323	0	1,323	1,323	0	1,323	0
A355 Improvement Scheme (Wilton Park)	36	397	0	397	397	0	397	0
Aylesbury Eastern Link Road	477	274	0	274	1,000	0	1,000	726
Creditor Reserve Payments	0	194	0	194	194	0	194	0
Grid Reinforcement Works	21	0	9,976	9,976	0	9,976	9,976	0
Cycle Infrastructure	5	840	236	1,076	800	236	1,036	-40
Marginal Viability Works	0	0	181	181	0	181	181	0
Abbey Barn - HIF / S106	121	50	0	50	50	0	50	0
Stoke Mandeville Relief Road / SEALR II	158	-27	0	-27	-27	0	-27	0
Princes Risborough Relief Road	528	0	617	617	872	0	872	255
SEALR (South East Aylesbury Link Road)	3,493	0	12,918	12,918	0	12,918	12,918	0
Strategic Infrastructure (HIF) Total	4,839	1,728	23,928	25,656	3,286	23,311	26,597	941
Grand Total	4,952	3,051	23,928	26,979	4,609	23,311	27,920	941

1.1 Leader Revenue Budget £7.7m, Forecast £7.6m, Var **£0.1m**

- Leader Revenue is reporting £0.1m underspend.
- Policy & Communications £0.09m underspend, primarily related to staffing underspends due to vacancies.

1.2 Leader Capital Budget £27.0m, Forecast £27.9m Var **£0.9m**

- There is £0.9m of accelerated spend reported: £0.7m on Eastern Link Road, as a budget reprofile is due in Qtr 3; £0.3m on Princes Risborough HIF from expected early works and a prospective land acquisition aiming to be delivered before the end

of the year; offset by a minimal £0.04m of slippage across HIF funded cycleway projects.

- 1.4 The budgets for SEALR and the Grid Reinforcement are due to be reprofiled in Qtr 3 to reflect the current programme of works on both projects.

2. Accessible Housing and Resources Portfolio

Figure 3: Accessible Housing and Resources Portfolio Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab) £000
	£000	£000	£000	
Expenditure	11,850	11,900	50	
Income	(380)	(430)	(50)	
Business Operations	11,470	11,470	0	0
Expenditure	640	650	10	
Digital	640	650	10	10 ↑
Expenditure	98,730	98,960	230	
Income	(89,550)	(89,480)	70	
Finance & Revenues	9,180	9,480	300	50 ↑
Expenditure	5,470	5,470	0	
Income	(700)	(700)	0	
Human Resources & Organisational Development	4,770	4,770	0	0
Expenditure	13,880	13,900	20	
Income	(100)	(120)	(20)	
ICT	13,780	13,780	0	0
Expenditure	16,190	17,120	930	
Income	(1,500)	(1,310)	190	
Legal & Democratic Services	14,690	15,810	1,120	1,120 ↑
Expenditure	21,190	21,780	590	
Income	(24,390)	(23,900)	490	
Property & Assets	(3,200)	(2,120)	1,080	(400) ↓
Expenditure	370	110	(260)	
Income	40	0	(40)	
Resources Director and Bus Mngmnt	410	110	(300)	(40) ↓
Expenditure	17,920	17,800	(120)	
Income	(14,410)	(14,430)	(20)	
Service Improvement	3,510	3,370	(140)	(140) ↓
Accessible Housing & Resources	55,250	57,320	2,070	600 ↑

Figure 4: Accessible Housing and Resources Portfolio Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Delivery of Technology Strategy	296	819	66	884	528	17	545	-340
Social Care Systems	0	200	0	200	145	0	145	-55
Buckinghamshire Network	415	2,026	0	2,026	1,749	0	1,749	-276
Device Refresh & Windows 10	147	57	0	57	174	0	174	117
ICT Total	858	3,101	66	3,167	2,596	17	2,613	-554
Agricultural Estate	79	500	0	500	420	0	420	-80
Conversion Old Wycombe Library	55	308	0	308	100	0	100	-208
Corporate Investment Portfolio	63	1,399	500	1,899	310	200	510	-1,389
Enhancement of Strategic Assets	3	200	0	200	100	0	100	-100
Property Management Programme	-34	1,201	0	1,201	1,201	0	1,201	0
Rowley Farm	8	0	25	25	0	25	25	0
Property & Assets Total	173	3,609	525	4,134	2,131	225	2,356	-1,778
Grand Total	1,032	6,710	591	7,301	4,727	242	4,969	-2,332

Note: negative actuals relate to accruals and retentions – where the value of work done / completed has been charged to last year, but invoices not yet paid.

2.1 **Accessible Housing and Resources Revenue:** Budget £55.2m, Forecast £57.3m, Var **+£2.1m**

The main variances are as follows:

- a) £0.3m adverse variance in Finance, being income shortfall on Council Tax/Business Rates Court costs recovered, pressure arising from optimistic legacy income budget plus reduction in caseloads processed during Phase 2 of the single Revenues & Benefits system implementation. Expected income of £0.25m for the last 6 months of the year has been identified as a risk. Movement adverse £0.05m.
- b) £1.12m adverse variance in Legal & Democratic Services. **Legal Services** £0.9m adverse variance mainly being: £0.9m increase in Disbursements commissioned across client directorates; £0.28m increase spend on agency and high-cost interims to fill vacant posts and £0.16m income shortfall in Land charges income due to the slowdown in the housing market. This is netted off by a £0.37m drawdown from legal reserves. **Business Assurance** £0.45m adverse variance due to increased insurance premiums and outsourced audit and fraud activity to cover vacant posts. **Democratic Services** £0.23m favourable variance due to staff vacancies and reduction in Member costs and allowances. Movement adverse £1.12m.
- c) £1.1m adverse variance in Property & Assets from projected increases in Energy Prices due to inflation. Movement £0.4m favourable following the Government's price cap announcement.
- d) £0.3m favourable variance within Resources Directorate & Business Management, being accelerated Better Buckinghamshire /Contract harmonisation savings, currently used to offset income shortfall on Revenues & Benefits Council Tax/Business Rates Court costs recovered. These savings have been identified in advance of full-service reviews, and a further saving of £0.5m is to be set aside in a reserve to partly fund an ERP solution in future years. Movement favourable £0.04m.
- e) Service Improvement £0.14m favourable variance, arising from staff vacancies and funding from Homes for Ukraine Visa Scheme. Movement favourable £0.14m.

2.2 **Accessible Housing and Resources Capital:** Budget £7.3m, Var **£2.3m**

- a) ICT Capital programme main variances are as follows:
 - o £0.34m Delivery of Technology Strategy, mainly £0.24m underspend on EDRMS, based on the decision to continue with existing solution OTCS following discovery work, with unspent budget profiled to 2025/26 when options for replacement technologies will be

reconsidered; slippage on Datacentres £0.05m and on unreleased budgets £0.05m.

- Buckinghamshire Network project £0.28m of budget to be transferred to fund revenue reserve for software licences.
- b) Property & Assets capital projects are forecasting a variance of £1.8m, of which £1.5m is from slippage on the following projects: construction project delays on roof works at Vale Retail Park (due to tender delays), the Rowley Farm barn refurbishment (due to planning delays), a delay in the agreement on the specification for Orchard House project (still in negotiation), and slippage on how much maintenance is required on Friar's Square this year (less than previously expected). A further £0.2m is a likely underspend on the final retention amounts due for Old Wycombe Library conversion project; once confirmed in Qtr 3, this underspend can be released back to the Capital Programme.

3. Climate Change and Environment

Figure 5: Climate Change and Environment Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab)
	£000	£000	£000	£000
Expenditure	3,560	3,670	110	
Income	(1,690)	(1,800)	(110)	
Environment	1,870	1,870	0	0
Expenditure	3,010	3,090	80	
Income	(380)	(350)	30	
Street Cleaning	2,630	2,740	110	0
Expenditure	49,260	54,180	4,920	
Income	(24,740)	(33,060)	(8,320)	
Waste	24,520	21,120	(3,400)	(2,210) ↓
Climate Change & Environment	29,020	25,730	(3,290)	(2,210) ↓

Figure 6: Climate Change and Environment Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Flood Defence Schemes	346	1,393	434	1,827	1,094	158	1,252	-575
Strategic Flood Management	0	100	0	100	100	0	100	0
Flood Management Total	346	1,493	434	1,927	1,194	158	1,352	-575
Biowaste Treatment	1,870	2,483	0	2,483	3,883	0	3,883	1,400
Southern Waste Contract - Vehicles	0	0	4,018	4,018	3,418	0	3,418	-600
Southern Waste Contract-Depot Improvmt	-157	-525	0	-525	75	0	75	600
Recycling Centres Vehicles & Plant	0	0	360	360	0	360	360	0
Recycling Centre Welfare Facilities	136	-26	280	254	254	0	254	0
Pembroke Rd Depot Welfare Facilities	11	-15	200	185	185	0	185	0
Aylesbury Waste Vehicles Replacement	94	0	2,471	2,471	2,471	0	2,471	0
Recycling Initiatives & Waste Containers	175	343	0	343	343	0	343	0
Buckingham HRC & Waste Transfer Station	0	0	275	275	0	275	275	0
Recycling Centres Drainage EA Compliance	5	0	700	700	0	700	700	0
Waste Total	2,134	2,260	8,304	10,564	10,629	1,335	11,964	1,400
Solar Car Port & Electric Fleet	0	95	0	95	95	0	95	0
Climate Change & Air Quality Total	0	95	0	95	95	0	95	0
Grand Total	2,480	3,848	8,737	12,585	11,918	1,493	13,410	825

Note: negative actuals relate to accruals and retentions – where the value of work done / completed has been charged to last year, but invoices not yet paid.

3.1 Climate Change and Environment Revenue: Budget £29m, Forecast £25.7m, Favourable Variance £3.3m

- EFW & Residual Waste - Budget -£0.1m, Var Favourable £3.8m
Income from electricity sales is now higher than forecast in Q1 (£1.3m) - now £3.9m in Q2 after a proposed transfer to reserves of £15m. This is due to the increase in wholesale electricity prices. There is potential for electricity income forecast to increase further depending on market activity.
- In addition, income of £4.4m related to the undisputed element of an ongoing legal case regarding Third-Party Waste and metals income has been

received post court judgement, including interest, for period 2016/17 to 2021/22. It is proposed that this income be contributed to a corporate reserve as it is non-recurring income outside of business as usual.

- c) Grounds Maintenance – Budget £0.8m, Var Adverse £0.1m
Overspend due to additional grant awards to voluntary organisations and unachievable income streams from Higginson Park Trust and miscellaneous licences.
- d) Household Waste Recycling Centres - Budget £3.1m, Var Favourable £0.2m
Underspend due to savings achieved from the current 9 site contract as 10 site contract envisaged to commence in November 22 and additional re-use income and commodities income.
- e) Waste Disposal – Budget £2.6m, Var Adverse £0.1
Overspend due to inflationary pressures on current costs in Green Food Bulky Wood (GFBW) contract.
- f) Environment – Budget £1.8m, Nil Variance

3.2 Climate Change & Environment Capital: Budget £12.6m, Var £0.8m

- a) Biowaste project carry forward of £2.4m due to delay in construction start date (build commenced Nov 21) - this also includes landscaping and retention costs - anticipated to be completed this financial year. It is expected this project will exceed budget by £1.4m due to increased fuel, steel costs and the disposal of contaminated soil, which will be funded from in-year revenue and reserves contributions.
- b) £0.6m of slippage on Flood alleviation schemes; reprofiling has been agreed via a project update paper to Highways Board in September, and will be reflected in Qtr 3.

4. Communities

Figure 7: Communities Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab) £000
	£000	£000	£000	
Expenditure	3,190	3,180	(10)	
Income	0	0	0	
Community Boards	3,190	3,180	(10)	(10) ↓
Expenditure	3,650	3,370	(280)	
Income	(1,650)	(1,560)	90	
Community Safety	2,000	1,810	(190)	(150) ↓
Expenditure	300	300	0	
Emergency Planning	300	300	0	0
Expenditure	3,160	3,270	110	
Income	(2,400)	(2,400)	0	
Partnerships, Policy & Communications	760	870	110	110 ↑
Expenditure	1,840	1,690	(150)	
Income	(470)	(320)	150	
Special Expenses	1,370	1,370	0	(10) ↓
Communities	7,620	7,530	(90)	(60) ↓

Figure 8: Communities Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
CCTV Projects	0	268	0	268	50	0	50	-218
Community Safety Total	0	268	0	268	50	0	50	-218
Grand Total	0	268	0	268	50	0	50	-218

4.1 Communities Revenue: Budget £7.6m, Forecast £7.5m, Var £0.09m

- Communities Revenue is reporting £0.09m underspend.
- Localities & Strategic Partnerships reporting £0.1m overspend due to 4th quarter Citizens Advice Bureau payment not accrued in FY22.
- Community Safety £0.2m underspend, related to staffing underspends (£0.08m within central team, £0.06m across CCTV and £0.06m favourable movement due to contribution from Community Boards). Favourable £0.15m movement from Q1 due to staffing underspends and contribution from Community Boards.

4.2 Communities Capital: Budget £0.3m, Var £0.2m

- The full programme is not anticipated to be completed this year due to the moratorium on capital spend; the expected spend is £50k

5. Culture and Leisure

Figure 9: Culture and Leisure Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab) £000
	£000	£000	£000	
Expenditure	8,880	8,750	(130)	
Income	(3,860)	(3,740)	120	
Culture & Leisure	5,020	5,010	(10)	(40) ↓
Culture & Leisure	5,020	5,010	(10)	(40) ↓

Figure 10: Culture and Leisure Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Country Parks Visitors Centre	0	0	100	100	0	100	100	0
South Bucks Country Pk Leisure Facility	0	500	0	500	500	0	500	0
Country Parks Total	0	500	100	600	500	100	600	0
Leisure Centres Maintenance	102	605	0	605	605	0	605	0
Chalfont & Chesham Leisure Centres	55	-65	0	-65	-65	0	-65	0
Chilterns Lifestyle Centre	766	1,453	0	1,453	1,453	0	1,453	0
Leisure Centres Total	924	1,992	0	1,992	1,992	0	1,992	0
Libraries Self-Service Replacement	8	124	0	124	124	0	124	0
Libraries Enhanced Technology	0	0	100	100	0	100	100	0
Libraries Total	8	124	100	224	124	100	224	0
Parks & Play Areas	245	1,339	0	1,339	836	0	836	-503
Parks & Play Areas Total	245	1,339	0	1,339	836	0	836	-503
S106 Funded Projects	691	1,299	3,608	4,907	2,055	0	2,055	-2,852
Sport and Leisure Projects Total	691	1,299	3,608	4,907	2,055	0	2,055	-2,852
Grand Total	1,867	5,254	3,808	9,062	5,507	200	5,707	-3,355

5.1 Culture and Leisure Revenue: Budget £5.0m, Var Minor

- Arts & Culture - Budget £1.4m, Var Adverse Minor
Underspends within Archives and Film Office of salaries and Theatre management fees offset by overspends on Theatre maintenance and grants, Wycombe Swan insurance bill and Community Development underachieved income.
- Museums & Heritage - Budget £0.6m, Var Favourable Minor
Agreed grant and management fees have been forecast leaving a small underspend.
- Country Parks, Parks & Play Areas - Budget £-0.1m, Var Adverse Minor
The previous adverse forecast due to an unachievable historical income

budget carried forward from legacy Aylesbury Vale District Council is to be covered within the service.

- d) Leisure Centres – Budget £-0.3m, Var Favourable Minor
Unachieved forecast on income from PV Cells on Chiltern Leisure and an increase in management fee due to the Wycombe Athletics Centre. An in-depth analysis of each cost centre has resulted in an overall minor favourable variance. Operator income is still being forecast in line with MTFP predictions last year. There is a focus on the ongoing energy price increase and conversations with operators are ongoing.

5.2 **Culture and Leisure Capital:** Budget £9.1m, Var **£3.4m**

Most projects are forecast to be mostly fully spent with risks being monitored closely through the Service Project Boards. Slippage of £2.9m within S106 Funded projects relates to unreleased budgets for which forecasts will be updated once budgets are released; slippage of £0.5m within Parks and Play area due to delays caused by staff absences.

6. Education & Children's Services

Figure 11: Education & Children's Services Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab)
	£000	£000	£000	£000
Expenditure	79,660	90,140	10,480	
Income	(4,520)	(5,780)	(1,260)	
Children's Social Care	75,140	84,360	9,220	4,140 ↑
Expenditure	26,310	26,520	210	
Income	(11,380)	(11,250)	130	
Education	14,930	15,270	340	100 ↑
Expenditure	319,010	318,690	(320)	
Income	(319,010)	(318,690)	320	
Education - Dedicated Schools Grant	0	0	0	0
Education & Children's Services	90,070	99,630	9,560	4,240 ↑

Figure 12: Education & Children's Services Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Children's Homes	0	0	499	499	0	0	0	-499
Children's Social Care Total	0	0	499	499	0	0	0	-499
Primary School Places	-587	4,986	1,567	6,553	2,840	500	3,340	-3,213
Provision for Early Years	0	83	101	183	10	0	10	-173
School Property Maintenance	2,480	5,625	0	5,625	5,625	0	5,625	0
Secondary School Places	10,356	24,385	-2,990	21,394	21,278	-100	21,178	-216
Provision for Special Educational Need	692	1,760	2,631	4,391	1,881	1,000	2,881	-1,510
School Toilets	127	217	0	217	217	0	217	0
School Access Adaptations	52	151	0	151	151	0	151	0
Schools Total	13,118	37,206	1,308	38,515	32,002	1,400	33,402	-5,113
Grand Total	13,118	37,206	1,807	39,014	32,002	1,400	33,402	-5,612

Note: negative actuals relate to accruals and retentions – where the value of work done / completed has been charged to last year, but invoices not yet paid.

6.1 Education & Children's Services Revenue: Budget £90.1m, Forecast £99.6m, Var +£9.5m

- a) An adverse variance of £9.5m is projected against the budget of £90.1m. This is an adverse movement of £4.2m compared with the previous quarter.
- b) An adverse variance of £9.2m is reported against the budgets for Children's Social Care and an adverse variance of £0.3m against budgets for Education
- c) The factors contributing to the significant overspend continue to be:
 - i. Increase in demand experienced by front line social care teams leading to the requirement for additional staffing in order to manage caseloads. This represents an increase of 26% since 2020.

- ii. National position in relation to the sufficiency of placements for children looked after is leading to a shortage of available placements and very high unit costs of those placements that can be accessed. This is also resulting in the need to develop creative solutions to support young people with complex needs and manage risk.
- iii. Increase in the number of Unaccompanied Asylum Seeking Children (UASCs) coming into Buckinghamshire is 120% on last year and 29 out of 30 have come through the National Transfer Scheme since April. This leads to an increase in the costs of accommodation for care leavers as those young people turn 18.
- iv. Continued increases in seriousness and complexity of support needed for children with disabilities.

A detailed review of the budget and forecast expenditure is taking place in order to identify actions that can be taken to reduce spend. An action plan is being drawn up as a result of this review identifying priority actions, timelines, and estimated savings. This plan will be monitored by Children's SLT and Children's Budget Board and the potential financial impact included in the forecast in future months as actions are agreed and implemented.

6.2 Education & Children's Services Capital: Budget £39.0m, Var -£5.6m

- a) A favourable variance of £3.2m against schemes for primary school places, including an underspend of £1.4m against the Kingsbrook Primary school project. Underspends will be utilised in the delivery of future projects to increase school places in line with the council's sufficiency duty.
- b) A favourable variance of £0.2m against secondary school places.

6.3 A favourable variance of £1.5m against schemes to deliver additional capacity for SEND provision. The underspend will be rolled forward to develop provision in line with the SEND Sufficiency Strategy.

7. Health & Wellbeing

Figure 13: Health & Wellbeing Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab) £000
	£000	£000	£000	
Expenditure	222,190	229,300	7,110	
Income	(57,390)	(59,740)	(2,350)	
Adult Social Care	164,800	169,560	4,760	1,650 ↑
Expenditure	23,100	23,150	50	
Income	(23,100)	(23,150)	(50)	
Public Health	0	0	0	0
Health & Wellbeing	164,800	169,560	4,760	1,650 ↑

Figure 14: Health & Wellbeing Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Respite Care	0	436	0	436	0	0	0	-436
Adult Social Care Total	0	436	0	436	0	0	0	-436
Grand Total	0	436	0	436	0	0	0	-436

Health & Wellbeing Revenue: Budget £164.8m, Forecast £169.7m Var +£4.8m

- Adult Social Care shows an adverse variance of +£4.8m relating predominately to Nursing +£3.8m and Supported Living +£2.5m. This is partly offset by favourable variances on Residential placements, Direct Payments, employee costs and additional income. Subject to final approval, the release of £3.3m of contingency will reduce the variance to +£1.5m.
- The total Nursing pressure is +£3.8m. The figures include the full year effect of new starters, 3% fee uplifts and growth for the remainder of 22/23. Mitigating plans include home first approach and proactive reablement work to reduce the pressure, however, this remains a key risk due to the ongoing discussions around the future of D2A and the risk that growth could outstrip the budget due to winter pressures. The pressure will be reduced by the release of £2.3m contingency monies.
- The pressure in Supported Living of +£2.5m relates predominately to the full year effect of new starters in 2021/22 (£1.9m) and new starters from 1 April 2022 exceeding budgeted growth of £1.7m. The pressure will be reduced by the release of £1m contingency monies.
- There are a significant number of risks linked to the forecast in particular inflationary pressures now estimated to be between 5% and 7%, Adult

Social Care reforms, the future funding of Discharge to Assess and the risk of additional growth in client numbers, complexity and one-off price rises.

7.2 **Health & Wellbeing Capital:** Budget £0.4m, Var £-0.4m

- a) The approved budget for 2022-23 includes £1.3m of adult social care equipment funded from DFG. This is included within the overall Disabled Facility Grant budget line in the capital programme, currently reported under Housing & Homelessness.
- b) The budget for Respite Care is not expected to be spent in the current year.

8. Housing & Homelessness & Regulatory Services

Figure 15: Housing & Homelessness & Regulatory Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab) £000
	£000	£000	£000	
Expenditure	11,010	11,220	210	
Income	(7,580)	(7,080)	500	
Housing & Homelessness	3,430	4,140	710	370 ↑
Expenditure	10,670	11,010	340	
Income	(6,990)	(7,240)	(250)	
Regulatory Services	3,680	3,770	90	110 ↑
Housing & Homelessness & Regulatory Serv	7,110	7,910	800	480 ↑

Figure 16: Housing & Homelessness & Regulatory Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Affordable Housing - S106 Funded	-26	4,565	-2,360	2,205	4,565	-2,360	2,205	0
Affordable Housing Total	-26	4,565	-2,360	2,205	4,565	-2,360	2,205	0
Chiltern & Bierton Crematoria	593	2,252	0	2,252	2,252	0	2,252	0
Cemeteries & Memorial Gardens	0	317	0	317	317	0	317	0
Cemeteries and Crematoria Total	593	2,569	0	2,569	2,569	0	2,569	0
Temporary Accommodation	883	1,188	0	1,188	1,188	0	1,188	0
Homelessness Total	883	1,188	0	1,188	1,188	0	1,188	0
Disabled Facility Grants	1,597	3,848	0	3,848	3,848	0	3,848	0
Enabling Schemes	-864	31	-31	0	31	-31	0	0
Home Renovation Grants	0	408	0	408	408	0	408	0
Raynes Avenue Park Drainage Replacement	0	152	0	152	152	0	152	0
Housing Total	733	4,440	-31	4,408	4,440	-31	4,408	0
Grand Total	2,183	12,761	-2,392	10,369	12,761	-2,392	10,369	0

Note: negative actuals relate to accruals and retentions – where the value of work done / completed has been charged to last year, but invoices not yet paid.

8.1 Housing & Homelessness & Regulatory Revenue: Budget £7.1m, Var **£0.8m**

- £0.7m adverse variance in Housing & Homelessness from increased demand on Temporary Accommodation, which is a £0.4m increase on Qtr 1 as demand remains high. This forecast projects that the current cohort of 145 people in Nightly Paid accommodation remains constant, and there is a risk that this may increase with the Cost of Living Crisis. The Housing team continue to work apace to identify opportunities to acquire more units to reduce the need for Nightly Paid accommodation.
- £0.1m net adverse variance in Regulatory Services: £0.1m adverse variance in Trading Standards from staff pay award and reduction in primary authority income post-COVID (expected to recover by 2024); £0.4m staffing

cost adverse variance in Coroners for additional administrative staff to work on caseload; £0.1m favourable variance in Registrars from increases in ceremony income; £0.1m adverse variance in Environmental Health from agency staff costs.

8.2 Housing & Homelessness & Regulatory Capital: Budget £8.8m, Var £0

- a) Housing & Homelessness programmes are currently forecast to match current year budgets. Following a Cabinet member review of the capital programme, the budget for Home Renovation grants will be surrendered in Qtr 3 to fund inflationary pressures elsewhere in the Capital Programme, as the Disabled Facilities Grant is available to fund such works.
- b) Cemeteries & Crematoria is forecast to match budget and expect to complete projects this financial year.

9. Planning and Regeneration

Figure 17: Planning & Regeneration Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab)
	£000	£000	£000	£000
Expenditure	17,440	18,090	650	
Income	(10,910)	(11,560)	(650)	
Planning	6,530	6,530	0	0
Planning & Regeneration	6,530	6,530	0	0

Figure 18: Planning & Regeneration Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
LEP 3rd Party Schemes	552	0	0	0	0	0	0	0
LEP 3rd Party Schemes Total	552	0	0	0	0	0	0	0
Aylesbury Town Centre	55	-176	2,300	2,124	150	150	300	-1,824
CIL Funded Regeneration	0	113	260	373	113	260	373	0
Employment & Regeneration Led Opportunit	193	1,495	0	1,495	1,495	0	1,495	0
Environment Led Opportunities	10	349	0	349	349	0	349	0
Former WDC Third Party CIL Projects	0	265	0	265	265	0	265	0
Future High Street Funds	213	9,700	1,600	11,299	9,700	1,600	11,299	0
High Wycombe Town Centre	58	176	-3	173	176	-3	173	0
Retasking of Winslow Centre	130	326	483	809	296	0	296	-513
Waterside North Development	30	81	100	181	81	100	181	0
Ashwells	68	100	0	100	100	0	100	0
Wycombe Air Park	15	-31	0	-31	0	0	0	31
Amersham Regeneration (St John's Build)	0	0	50	50	0	50	50	0
Wycombe District Centres	0	25	0	25	25	0	25	0
Regeneration Total	773	12,423	4,790	17,212	12,751	2,157	14,907	-2,305
Grand Total	1,324	12,423	4,790	17,212	12,751	2,157	14,907	-2,305

9.1 Planning & Regeneration Revenue: Budget £6.5m, Outturn £6.5m, Var £0.0m

- Planning & Regeneration are reporting a break-even position. Income from planning applications is favourable by £0.65m compared to budget due to continued high numbers of applications; that income is being used to fund additional staffing and associated costs to process the increased application numbers.

9.2 Planning & Regeneration Capital: Budget £12.8m, Forecast £14.9m Var £2.3m

- £1.8m of slippage on Kingsbury & Market Square, as the detailed specification for the project continues to be worked through ahead of a formal Cabinet Decision to progress the scheme.
- £0.5m slippage on Winslow regeneration (retasking), as the specification and scope of the project is being reviewed.

10. Transport

Figure 19: Transport Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab) £000
	£000	£000	£000	
Expenditure	33,710	33,700	(10)	
Income	(13,330)	(13,000)	330	
Highways & Technical Services	20,380	20,700	320	140 ↑
Expenditure	1,110	1,490	380	
Income	(390)	(790)	(400)	
HS2	720	700	(20)	(20) ↓
Expenditure	35,560	36,750	1,190	
Income	(2,430)	(1,950)	480	
Transport Services	33,130	34,800	1,670	560 ↑
Expenditure	1,490	1,730	240	
Income	(250)	(420)	(170)	
Transport Strategy	1,240	1,310	70	120 ↑
Transport	55,470	57,510	2,040	800 ↑

Figure 20: Transport Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Car Parks	-50	-438	0	-438	-438	0	-438	0
Car Parks Total	-50	-438	0	-438	-438	0	-438	0
ADEPT Live Labs	390	925	0	925	925	0	925	0
Globe Park Access / Westthorpe Junction	10	50	0	50	220	0	220	170
Haydon Hill Cycle Way	31	42	0	42	42	0	42	0
Highways & Cycleway Funded Schemes	58	1,660	0	1,660	1,660	0	1,660	0
HS2 Funded Schemes	-26	-127	0	-127	-127	0	-127	0
NPIF Schemes	6	582	0	582	267	0	267	-315
Taplow Cycle Way	0	607	0	607	607	0	607	0
Active Travel Tranche II - Emerald Way	382	500	0	500	500	0	500	0
Highways & Cycleway Funded Schemes Total	850	4,237	0	4,237	4,093	0	4,093	-145
Improvements to Rights Way	75	167	-65	102	167	0	167	65
Denham Bridleway Bridge Replacement	-17	213	0	213	230	0	230	17
Berryhill Footbridge Repair	0	0	334	334	0	0	0	-334
Rights of Way Total	58	380	269	649	397	0	397	-252
Bridge Maintenance	202	998	0	998	998	0	998	0
Footway Structural Repairs	829	2,065	0	2,065	2,065	0	2,065	0
Maintenance Principal Rds - Drainage	1,422	2,041	0	2,041	2,041	0	2,041	0
Plane & Patch	3,342	4,369	0	4,369	4,369	0	4,369	0
Replacement Traffic Signals	120	438	0	438	483	0	483	45
Strategic Highway Maintenance Program	11,184	15,973	0	15,973	15,973	0	15,973	0
Street Lighting	262	1,600	0	1,600	1,600	0	1,600	0
Safety Fences	-87	236	0	236	236	0	236	0
Failed Roads Haunching & Reconstruction	507	3,000	0	3,000	3,000	0	3,000	0
Marlow Suspension Bridge	181	-1,107	1,400	293	293	0	293	0
Abbey Way Flyover High Wycombe	25	-70	300	230	230	0	230	0
Road Safety - Casualty Reduction	233	856	0	856	856	0	856	0
Strategic Highway Maintenance Total	18,222	30,400	1,700	32,100	32,145	0	32,145	45
Public Transport	15	131	0	131	131	0	131	0
Purchase of Fleet Vehicles	27	240	0	240	240	0	240	0
Transport Services Total	42	371	0	371	371	0	371	0
East West Rail	563	2,200	0	2,200	2,063	0	2,063	-138
Other Highway & Technical	2	1,020	0	1,020	1,020	0	1,020	0
Electric Vehicle Charging Points	0	200	0	200	200	0	200	0
Wycombe Parking Review	0	50	0	50	50	0	50	0
Other Transport & Infrastructure Total	565	3,471	0	3,471	3,333	0	3,333	-138
Grand Total	19,688	38,421	1,969	40,391	39,901	0	39,901	-490

Note: negative actuals relate to accruals and retentions – where the value of work done / completed has been charged to last year, but invoices not yet paid.

10.1 Transport Revenue: Budget £55.5m, Outturn £57.5m, Adverse Variance **£2.0m**

- a) Transport Services £1.7m adverse variance. £1.9m cost pressure within Home to School Transport due to higher than anticipated increased SEND contract costs and a 3% increase given to all Home to School Contracts to mitigate rising fuel prices. There is an expected increase in Personal Transport Budget costs as more people are transferred over. There is also a £0.1m adverse variance currently forecast within Client Transport due to staffing costs pressure. £0.3m favourable variance on Public Transport due to a reduction in concessionary pot following negotiations with commercial suppliers.

- b) Highways & Technical Services favourable variance £0.2m. Increased income from Parking and Street works offset by energy cost forecast from September onwards affecting Highways and Parking after taking into account the recently announced energy price guarantees.
- c) Transport Strategy £70k adverse variance: £40k income shortfall on Simply Walk, and £30k income shortfall on Transport Studies, offset with favourable variances in Highways Projects (Leader Portfolio). There is an opportunity for further favourable variances this year due to staff vacancies. Both variances have been permanently resolved via the recent staffing realignment in the Service Review.

10.2 Transport Capital: Budget £40.4m, Var £0.5m

- a) Strategic Highway Maintenance – Budget £32.1m, £0.1 variance - inflationary pressures and rising costs of materials relating to the Gyratory project not covered by DfT grant.
- b) Rights of Way – Budget £0.7m, £0.3m variance - slippage relating to Berry Hill Footbridge where Environment Agency has rejected a permit for the Council to commence works until February 2023.
- c) £0.2m of accelerated spend on Globe Park access. This project originally expected to spend £50k this year as the project winds down; now expecting wind down costs to be around £220k, to be funded externally.
- d) £0.3m of slippage the A40 London Road, Wycombe NPIF-funded scheme.

11. Corporate & Funding

Figure 21: Corporate & Funding Revenue Table

	Budget	Y/E Out- turn	Forecast Variance	%	Change in Forecast Variance
	£m	£m	£m		£m
Capital Financing	27.1	26.3	(0.8)	(3%)	(0.8)
Corporate Costs	15.2	8.9	(6.3)	(41%)	-
Reserves	(6.2)	(10.7)	(4.5)	73%	(4.5)
Treasury Management	(3.2)	(5.2)	(2.0)	63%	(0.7)
Corporate Total	32.9	19.3	(13.6)	(41%)	(6.0)
Business Rates	(58.2)	(58.2)	-	-	-
Council Tax	(377.4)	(377.4)	-	-	-
Council Tax Surplus	-	-	-	...	-
New Homes Bonus	(5.8)	(5.8)	-	-	-
Special expenses Council Tax	-	-	-	...	-
Unringfenced Grants	(20.1)	(20.4)	(0.3)	1%	-
Funding Total	(461.5)	(461.8)	(0.3)	0%	-
Total	(428.6)	(442.5)	(13.9)	3%	(6.0)

11.1 Corporate & Funding Revenue: Budget -£428.6m, Outturn -£442.5m, Var -£13.9m

- The £13.9m favourable variance (£6.6m last quarter) forecast comprises:
- £4.4m contribution from earmarked reserves to support the Council's overall forecast position. This is as a result of £4.4m of non-recurring income received in the Climate Change and Environment portfolio contributed to reserves, following partial resolution of the legal dispute with the Council's EfW contractor.
- £2.0m new favourable variance relating to Interest on Revenue Balances. This reflects a higher level of cash balances than budgeted, and the recent further increase in Bank of England base rate to 2.25% during September.
- £0.8m new favourable variance on Interest Payable budgets. This forecast has arisen due to the Council's ability to fund any new borrowing required in year from internal borrowing rather than external PWLB borrowing.
- A forecast surplus of £0.3m due to additional income from unringfenced grant income, where the budget was set prudently but a small amount of additional income is expected.
- A surplus of £0.1m on loan interest, following extension of a loan agreement.

- g) Corporate Contingencies: a £6.2m favourable variance on contingencies expected to be released. Specific contingencies have been forecast to be released to offset pressures as shown in the following table.
- h) Available reserve balances: in addition to the Corporate Contingencies, the “Mitigating Future Financial Risks” reserve which was set up following outturn 2021/22 as a result of unused contingencies and the overall favourable variance, had an opening balance of £9.9m. £1.5m of this has been utilised to fund the unconsolidated element of the 2022/23 pay award as agreed by SAPC, and £0.15m has been utilised to set up a Staff Hardship Fund, a balance of £8.25m remains which could be called upon if required.

Figure 21 Corporate Contingencies & Mitigating Future Financial Risks Reserve

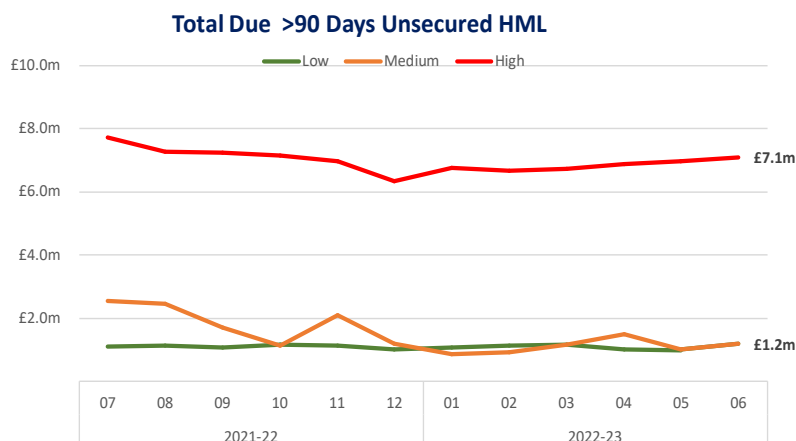
2022-23 Revenue Contingencies	Budget	Released	Current Budget	Favourable Variance - Mitigating pressures in monitoring	Remaining to cover pressures that may arise in remainder of the year
	£'000	£'000	£'000	£'000	£'000
Pay & Pension Contingency					
Pay Inflation	4,245	(4,245)	-	-	-
Pay - c/fwd (non consolidated)	710	0	710	-	710
Redundancy (non unitary)	500	0	500	-	500
Total Budget Risk	5,455	(4,245)	1,210	-	1,210
Service Risk Contingency					
Inflationary Pressures (incl. NI)	2,950	0	2,950	1,500	1,450
National Living Wage	250	0	250	-	250
Adult Social Care Pressures / Demography	3,210	0	3,210	3,100	110
Adult Social Care Provider Market	1,700	0	1,700	-	1,700
Home to School Transport	1,000	0	1,000	200	800
Children's Services Demography	1,410	0	1,410	1,410	-
High Cost Children's Placements	500	0	500	-	500
General Contingency - Economic Uncertainty	866	0	866	-	866
Total Service Risk	11,886	0	11,886	6,210	5,676
Total Contingency	17,341	(4,245)	13,096	6,210	6,886
Total Variation on Contingencies				6,210	
Available balance from "Mitigating Future Financial Risks" reserve	9,900				
£1.5m recommended by SAPC to support pay award	(1,500)				
£0.15m recommended by SAPC to support staff hardship fund	(150)				8,250
Total resources earmarked to mitigate further pressures					15,136

12. Outstanding Sundry Debts

Figure 21: Sundry Debts Table

Debt Summary Table

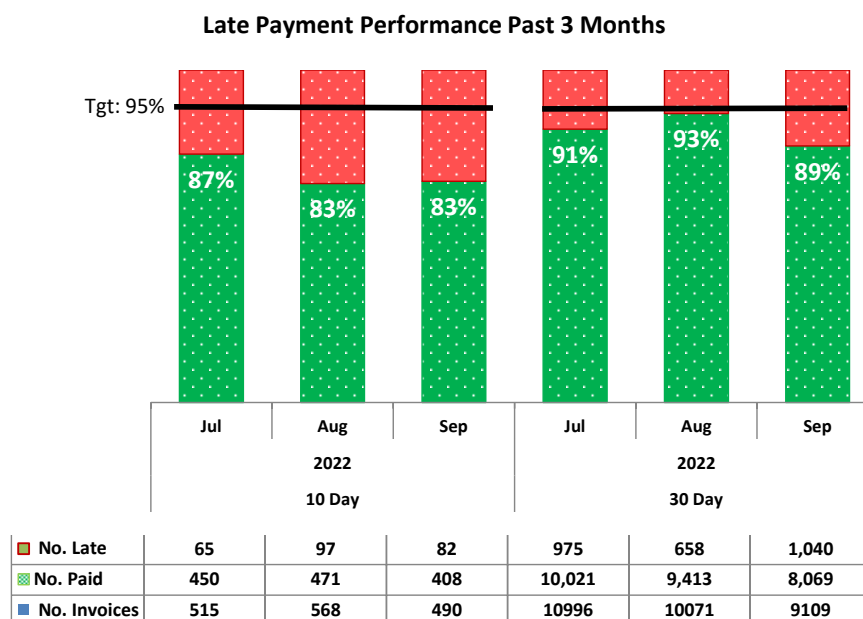
Total Sundry Debt Due	£17.8m
Movement:	£1.9m ↑
Unsecured Debt >90Days overdue	£9.5m
Movement	£0.8m ↑
Bad Debt Provision:	
Current Estimate	£6.7m
@ 1 April 2022	(£6.3m)



- 12.1 Total Sundry Debt Due has increased by £1.9m since the Q1 report, largely related to the timing of raising of rental invoices. This measure shows considerable fluctuations month to month but there has been an underlying downward trend over the last year reducing to £17.8m from £20.0m over the 12 months.
- 12.2 The chart above reflects the categorisation of outstanding debts into High, Medium and Low risk. This categorisation is in-line with the Corporate Debt Management Strategy and takes account of the age of the debt and the type of customer (public sector bodies being lower risk).
- 12.3 Unsecured debt overdue by over 90 days has also seen a downward trend, reducing by £1.9m over the last 12 months. However, since the Q1 report there has been an increase of £0.8m. In the majority of this relates to the value of >90 day unsecured debts in adults. There have been capacity issues during the quarter as a result of the summer holiday period and debt recovery action being paused between 9th – 20th September (passing of the Queen) has had an adverse impact on the debt collection. Resources have been repurposed to focus on debt collection which will improve the outstanding debt position going forward

13. Late Payments

Figure 22: Late Payments Table



13.1 Q2 overall performance is 90.8% paid “on-time” compared with 94.5% achieved in Q1 and 94.2% in the last 12 months.

13.2 Q2 performance for invoices with 10-day payment terms is 84.8% and there is a reduction in performance compared with Q1 87.6%.

- a) The low performance has not been created by one specific category of Supplier payments but it has been identified that more team resource resilience is required in the Corporate Business Support Transaction Hub team (CBSTH) for planned Officer absences.

13.3 Q2 performance for invoices measured against 30-day terms is 91.1% against a target of 95% and there is a reduction in performance compared with Q1 94.8%.

- a) The performance compared with Q1 has improved in respect of the Pertemps invoice process, this issue was addressed in July 2022. The two other areas of focus are the Utilities invoice process and Client Transport invoices, referred to below under Improvement Actions. There has been resource change in the Client Transport Finance team over the quarter, including the appointment of a Finance Manager and two Officers.

13.4 Improvement Actions:

- a) The Utility contracts have been awarded to new suppliers and there will be a change of payment method to direct debit once this is in place reducing the risk of late payment in future reports.

- b) The Client Transport Team now have a fully resourced team which once trained on all aspects of the invoice process should address the backlog.
- c) The Accounts Payable Manager has discussed with the Corporate Business Support Team Leader to ensure that the timelines are documented when payments are to be made via the vendor upload payment process to address the occasional late payments being made by this work area



Report to Cabinet

Date:	15 November 2022
Title:	Q2 2022-23 Performance Report
Relevant councillor(s):	John Chilver
Author and/or contact officer:	Matthew Everitt
Ward(s) affected:	Nonspecific
Recommendations:	<p>1. Review how the Council is performing</p> <p>2. Take action to improve performance where required</p>
Reason for decision:	The Corporate Performance Framework is reported on a quarterly basis to Cabinet to ensure there is understanding, ownership and accountability for performance outturns, including actions to improve performance where appropriate.

1. Executive summary

- 1.1 The report is comprised of the following two items:
- 1.2 1) The performance report, which provides details of the key performance measures reported through the corporate performance framework for 2022/23. Latest performance outturns and targets are reported alongside trend and benchmarking information, where available. The report also includes several indicators without targets for this year, which are being monitored to establish a baseline level of performance and monitor trends. Commentary is provided for each indicator explaining what is being measured, explaining the narrative behind each outturn and detailing improvement actions.
- 2) The performance scorecard, which provides information on four key elements of performance for the Council covering Finance, Customer Service, Performance and Human Resources indicators. These are arranged in four quadrants.

1.3 Within the performance report and performance scorecard, outturns which are performing at or better than target are classified as Green, those which are within 5% of the target are Amber and those which are more than 5% of the target are Red.

1.4 At the end of Quarter 2, 92 indicators had outturns reported with a Red, Amber or Green status. Of these, 62 are Green (67%), 12 are Amber (13%) and 18 are Red (20%).

2. Content of report

1.1 Please see attached performance report and performance scorecard for Quarter 2.

3. Other options considered

1.2 None arising directly from this report.

4. Legal and financial implications

1.3 None arising directly from this report.

5. Corporate implications

1.4 None arising directly from this report.

6. Local councillors & community boards consultation & views

1.5 None arising directly from this report.

7. Communication, engagement & further consultation

1.6 None arising directly from this report.

8. Next steps and review

8.1 Improvement actions detailed in the performance report will be progressed. The next performance report will be prepared for Quarter 3 when data for this period is available.

9. Background papers

9.1 None for this report.

10. Your questions and views (for key decisions)

10.1 N/A.

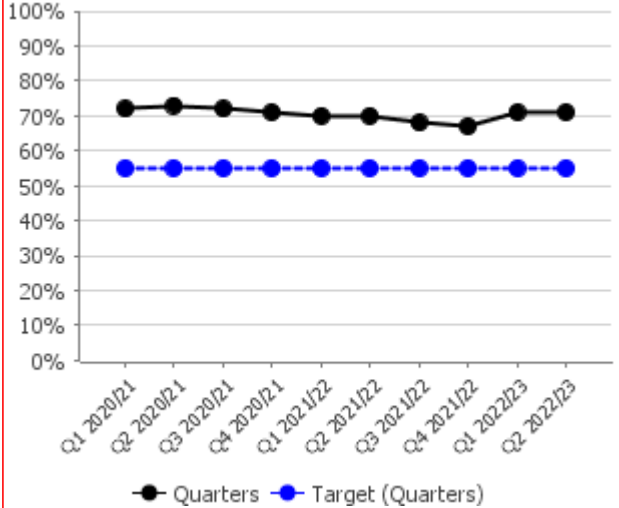


Leader's Portfolio

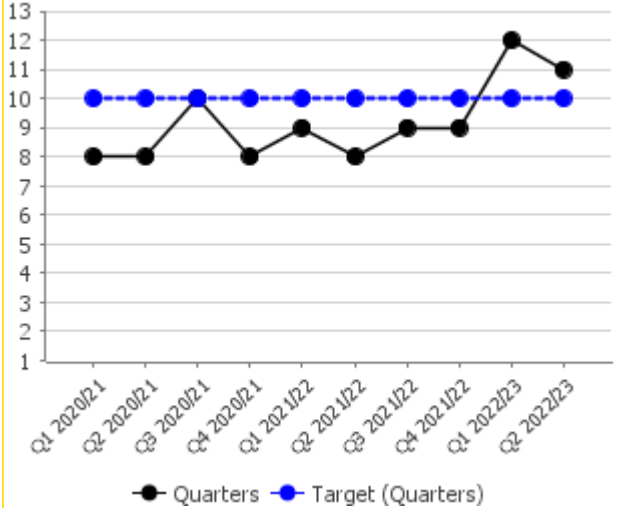
Cllr Martin Tett



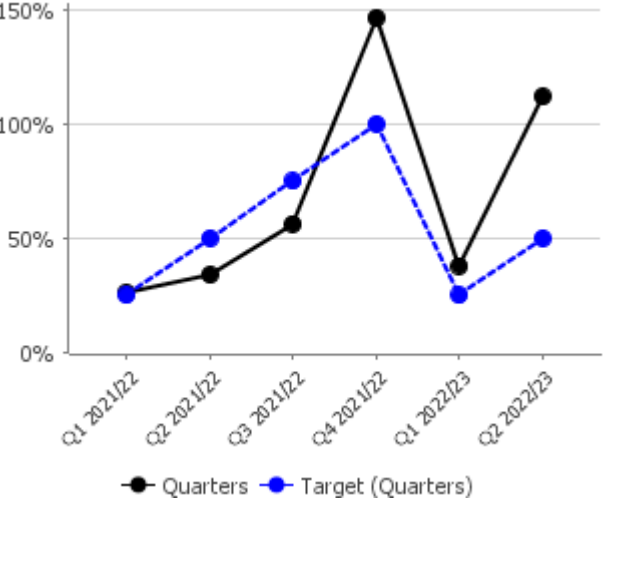
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Buckinghamshire unemployment rate as a percentage of National unemployment rate	Aim to Minimise	71%	55%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>72</td><td>55</td></tr> <tr><td>Q2 2020/21</td><td>73</td><td>55</td></tr> <tr><td>Q3 2020/21</td><td>72</td><td>55</td></tr> <tr><td>Q4 2020/21</td><td>71</td><td>55</td></tr> <tr><td>Q1 2021/22</td><td>70</td><td>55</td></tr> <tr><td>Q2 2021/22</td><td>70</td><td>55</td></tr> <tr><td>Q3 2021/22</td><td>68</td><td>55</td></tr> <tr><td>Q4 2021/22</td><td>67</td><td>55</td></tr> <tr><td>Q1 2022/23</td><td>71</td><td>55</td></tr> <tr><td>Q2 2022/23</td><td>71</td><td>55</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	72	55	Q2 2020/21	73	55	Q3 2020/21	72	55	Q4 2020/21	71	55	Q1 2021/22	70	55	Q2 2021/22	70	55	Q3 2021/22	68	55	Q4 2021/22	67	55	Q1 2022/23	71	55	Q2 2022/23	71	55	100% (National claimant rate 3.8%)	<p>The Claimant Rate measures the percentage of working age population claiming 'out-of-work' benefits from the total working age population. This measure shows the Buckinghamshire Claimant Rate as a percentage of the National Claimant Rate. The target is for the percentage unemployed in Buckinghamshire to be less than 55% of the percentage unemployed nationally.</p> <p>In August 2022, 8,895 Buckinghamshire residents were claiming 'out-of-work' related benefits (Claimant Count). Buckinghamshire's Claimant Count rate stands at 2.7%, lower than the national average of 3.8%. Buckinghamshire's Claimant Count rate is the joint 12th lowest of 38 Local Enterprise Partnership (LEP) areas but has the joint 5th highest change in Claimant Count rate since March 2020. Rates vary across the county, with the Wycombe Parliamentary Constituency area having a rate that exceeds the national average (4.0%). The number of claimants in Buckinghamshire rose by 205 between July and August 2022, suggesting the declining trend since February 2021 is reversing. This trend is being seen for the majority of LEPs for data between July and August 2022.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Bucks LEP monitors ward-level claimant rates to target activity effectively through programmes such as Opportunity Bucks. BLEEP Labour market and local economy analysis will inform the Local Skills Improvement Plan. • Bucks LEP and the Growth Hub helped establish a Skills Bootcamp to alleviate recruitment challenges in the construction industry, and link claimants with local jobs and training opportunities. • Collaborating with key partners to ensure direct engagement with community groups in the worst affected wards. • Ensure recruiting businesses incorporate local requirements in their employment processes. • Investigate funding opportunities to strengthen targeted support for recruitment and onboarding processes.
Quarter	Quarters (%)	Target (Quarters) (%)																																					
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Q2 2022/23	71	55																																					

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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
New business registrations: Rank against other Local Enterprise Partnerships (LEPs)	Aim to Minimise	11	10	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>8</td><td>10</td></tr> <tr><td>Q2 2020/21</td><td>8</td><td>10</td></tr> <tr><td>Q3 2020/21</td><td>10</td><td>10</td></tr> <tr><td>Q4 2020/21</td><td>8</td><td>10</td></tr> <tr><td>Q1 2021/22</td><td>9</td><td>10</td></tr> <tr><td>Q2 2021/22</td><td>8</td><td>10</td></tr> <tr><td>Q3 2021/22</td><td>9</td><td>10</td></tr> <tr><td>Q4 2021/22</td><td>9</td><td>10</td></tr> <tr><td>Q1 2022/23</td><td>12</td><td>10</td></tr> <tr><td>Q2 2022/23</td><td>11</td><td>10</td></tr> </tbody> </table>	Quarter	Quarters (Actual)	Target (Quarters)	Q1 2020/21	8	10	Q2 2020/21	8	10	Q3 2020/21	10	10	Q4 2020/21	8	10	Q1 2021/22	9	10	Q2 2021/22	8	10	Q3 2021/22	9	10	Q4 2021/22	9	10	Q1 2022/23	12	10	Q2 2022/23	11	10	<p>(1) London 98.2 (2) Greater Manchester 43.8 (3) Greater Birmingham and Solihull 39.9 (4) Southeast Midlands 38.3 (5) Hertfordshire 36.5 (6) Black Country 36.1 (7) Coventry and Warwickshire 35.1 (8) Thames Valley Berkshire 34.2 (9) Leeds City Region 31.8 (10) Dorset 30.8</p>	<p>The indicator ranks the different Local Economic Partnerships (LEPs) from high to low, by the number of new businesses registrations for every 10,000 residents aged 16 or over.</p> <p>1,330 new businesses were registered in Buckinghamshire between July and September 2022. Buckinghamshire ranked 11th of 38 LEP areas with a rate of 30.7.</p> <p>The most common sectors in which these new businesses are operating are: (1) Management consultancy (excluding financial management), (2) Buying and selling of own real estate, (3) Other letting and operating of own or leased real estate, (4) Retail sale via mail order houses or via internet, (5) Other human health activities, (6) IT consultancy activities.</p> <p>Possible reasons for the reduction in ranking include Buckinghamshire's relatively high survival rates of newly born enterprises compared to the national average, which could be linked to our approach of supporting innovation of existing businesses through the Growth Hub and Local Community Forums. Many areas across the country are beginning to adopt a greater focus on scale-up and business innovation (helping a company grow in terms of employees and or turnover by more than 20% in a year) as well as supporting new business growth.</p> <p>Improvement Action:</p> <ul style="list-style-type: none"> • We will investigate the relationship between business survival rates and new business registrations in Buckinghamshire.
Quarter	Quarters (Actual)	Target (Quarters)																																					
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Q2 2022/23	11	10																																					

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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Strategic Infrastructure projects: % profiled spend achieved	Aim to Maximise	112%	50%		None available	<p>This indicator reports a single figure for the percentage of actual spend against profiled spend, for projects within the Capital Programme funded from the Capital Budget. Projects include Phases 1 and 2 of the South-East Aylesbury Link Road (SEALR). The target is to hit 100% by year end, which has been equally profiled throughout the year, even though actual spend may be more variable. The spend reported includes creditor values.</p> <p>For projects that span multiple years, budgets are set at a level that when met achieves an accelerated in-year spend. Therefore, in terms of reporting for this quarter spend has exceeded the year's budget. However, progress of the project as a whole continues to face significant challenges linked to global events and the subsequent inflationary impact on the national and local economy. Whilst work on the ground continues in the form of vegetation clearance, initial archaeology work and utility works, discussions continue to take place with key partners to ensure the full delivery of the scheme.</p>

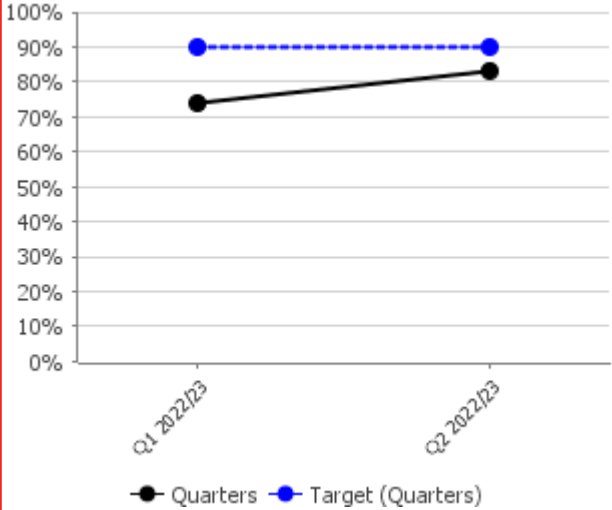


Accessible Housing and Resources Portfolio Cllr John Chilver



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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary									
Percentage of phone calls answered in the Customer Service Centres	Aim to Maximise	83.2%	90%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>74</td> <td>90</td> </tr> <tr> <td>Q2 2022/23</td> <td>83.2</td> <td>90</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2022/23	74	90	Q2 2022/23	83.2	90	None available	<p>This indicator measures the percentage of phone calls answered in the Customer Service Centre.</p> <p>Q2 performance is 83.2% against a target of 90%. This is an improvement in performance of 9.3 percentage points when compared with Q1 (73.9%). The Waste South round re-organisation that commenced in May and the application process for £150 energy rebate both generated significant call volumes in Q1. These factors have started to reduce in Q2 allowing increased performance</p> <p>Percentage calls answered in the last week of September was 91%.</p> <p>This improvement in performance compared with Q1 can be attributed to the additional temporary resources brought in to cover high volume lines including Waste South, Helping Hand and Revenues and Benefits.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Prioritisation of call answering over all other contact channels • Prioritisation of high-volume lines • Call back facility so that callers do not have to wait in the queue • Temporary closure of lines where the impact was low e.g library book renewal • Temporary closure of Council Access Point Plus (CAP+) to provide additional call handlers • Temporary workers engaged to provide additional capacity • Addition of targeted messaging on phone lines with key updates on timescales and promotion of transactions that can be completed online • Use of behavioural science nudges to encourage online reporting
Quarter	Quarters (%)	Target (Quarters) (%)													
Q1 2022/23	74	90													
Q2 2022/23	83.2	90													

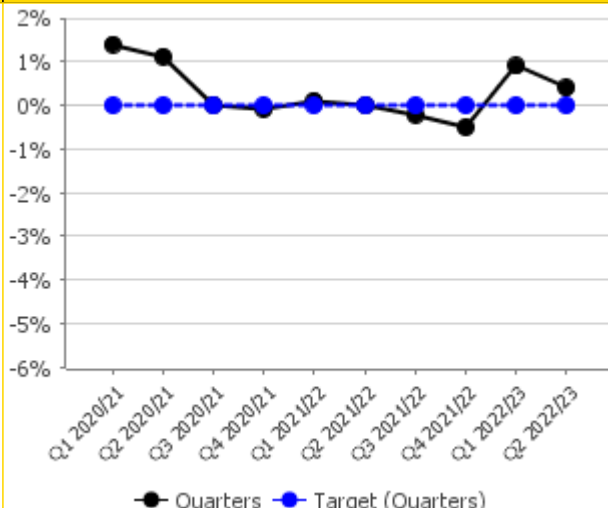
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
Average Call Wait Time	Aim to Minimise	0h 07m 15s	0h 03m 00s	<table border="1"> <caption>Average Call Wait Time Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>0h 04m 40s</td> <td>0h 03m 00s</td> </tr> <tr> <td>Q2 2021/22</td> <td>0h 05m 00s</td> <td>0h 03m 00s</td> </tr> <tr> <td>Q3 2021/22</td> <td>0h 02m 40s</td> <td>0h 03m 00s</td> </tr> <tr> <td>Q4 2021/22</td> <td>0h 09m 00s</td> <td>0h 03m 00s</td> </tr> <tr> <td>Q1 2022/23</td> <td>0h 11m 40s</td> <td>0h 03m 00s</td> </tr> <tr> <td>Q2 2022/23</td> <td>0h 06m 40s</td> <td>0h 03m 00s</td> </tr> </tbody> </table>	Quarter	Current Value	Target (Quarters)	Q1 2021/22	0h 04m 40s	0h 03m 00s	Q2 2021/22	0h 05m 00s	0h 03m 00s	Q3 2021/22	0h 02m 40s	0h 03m 00s	Q4 2021/22	0h 09m 00s	0h 03m 00s	Q1 2022/23	0h 11m 40s	0h 03m 00s	Q2 2022/23	0h 06m 40s	0h 03m 00s	None available	<p>This indicator measures the average call wait time across all Customer Service lines.</p> <p>Q2 performance is 7 minutes 15 seconds against a target of 3 minutes. This is an improvement in performance when compared with Q1 (12 minutes 9 seconds).</p> <p>Average wait time in the last week of September was 4 minutes 7 seconds.</p> <p>The improvement in performance compared with Q1 can largely be attributed to prioritising high volume lines, including South Waste, Helping Hand and Client Transport and the additional temporary staff brought in to assist with these calls. Average call wait times are still significantly higher than the 3-minute target, however the improvements in the last quarter are encouraging.</p> <p>A key improvement activity is the creation of a flexible resource pool that can be 'turned on' at short notice to deal with spikes in call volumes.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Setting up a short-term contract with Capita to provide additional Revenues & Benefits call handling capacity • Create a new peripatetic workforce to provide resource at very short notice (within hours) to cover spikes in activity • Recruit a casual workforce that can be switched on at short notice (within days) • Ongoing permanent recruitment campaign using social media, billboards and job fairs • Training of new starters and upskilling Customer Service staff to move onto complex lines and thus provide greater flexibility and resilience
Quarter	Current Value	Target (Quarters)																									
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Average time for processing new Housing Benefit claims (days)	Aim to Minimise	28	20	<table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>21</td><td>20</td></tr> <tr><td>Q2 2020/21</td><td>14</td><td>20</td></tr> <tr><td>Q3 2020/21</td><td>14</td><td>20</td></tr> <tr><td>Q4 2020/21</td><td>14</td><td>20</td></tr> <tr><td>Q1 2021/22</td><td>16</td><td>20</td></tr> <tr><td>Q2 2021/22</td><td>13</td><td>20</td></tr> <tr><td>Q3 2021/22</td><td>15</td><td>20</td></tr> <tr><td>Q4 2021/22</td><td>19</td><td>20</td></tr> <tr><td>Q1 2022/23</td><td>35</td><td>20</td></tr> <tr><td>Q2 2022/23</td><td>28</td><td>20</td></tr> </tbody> </table>	Quarter	Actual Performance (Days)	Target (Days)	Q1 2020/21	21	20	Q2 2020/21	14	20	Q3 2020/21	14	20	Q4 2020/21	14	20	Q1 2021/22	16	20	Q2 2021/22	13	20	Q3 2021/22	15	20	Q4 2021/22	19	20	Q1 2022/23	35	20	Q2 2022/23	28	20	<p>DWP March 2021 Average new claims processing time: 19 days</p>	<p>This indicator measures the average time for processing new Housing Benefit claims (days).</p> <p>Q1 performance was negatively impacted by the Phase 1 system closure and council tax £150 energy rebate together with the annual uprating of benefit claims plus preparation for the Phase 2 systems closure. Taken together this impacted processing time.</p> <p>September performance was 18 days against a target of 20 days</p> <p>This indicator has a rolling target for the whole year and therefore will take better than target performance to reduce to target overall.</p> <p>The systems merger into one system will impact on processing times next quarter (Q3) as the systems will have been down to enable the migration of data.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Brought in additional resources to clear the outstanding work • Improving automation to enable faster processing
Quarter	Actual Performance (Days)	Target (Days)																																					
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Average time for processing Housing Benefit change claims (days)	Aim to Minimise	9	7	<table border="1"> <caption>Average time for processing Housing Benefit change claims (days)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>4.5</td><td>7</td></tr> <tr><td>Q2 2020/21</td><td>4.0</td><td>7</td></tr> <tr><td>Q3 2020/21</td><td>4.0</td><td>7</td></tr> <tr><td>Q4 2020/21</td><td>3.8</td><td>7</td></tr> <tr><td>Q1 2021/22</td><td>4.5</td><td>7</td></tr> <tr><td>Q2 2021/22</td><td>4.8</td><td>7</td></tr> <tr><td>Q3 2021/22</td><td>4.0</td><td>7</td></tr> <tr><td>Q4 2021/22</td><td>5.0</td><td>7</td></tr> <tr><td>Q1 2022/23</td><td>10.0</td><td>7</td></tr> <tr><td>Q2 2022/23</td><td>9.0</td><td>7</td></tr> </tbody> </table>	Quarter	Actual (Days)	Target (Days)	Q1 2020/21	4.5	7	Q2 2020/21	4.0	7	Q3 2020/21	4.0	7	Q4 2020/21	3.8	7	Q1 2021/22	4.5	7	Q2 2021/22	4.8	7	Q3 2021/22	4.0	7	Q4 2021/22	5.0	7	Q1 2022/23	10.0	7	Q2 2022/23	9.0	7	DWP September 2021 Average time taken to process a change: 8 days	<p>This indicator measures the average time for processing Housing Benefit changes claims (days).</p> <p>Q1 performance was negatively impacted by the Phase 1 system closure and council tax £150 energy rebate together with the annual uprating of benefit claims plus preparation for the Phase 2 systems closure. Taken together this impacted processing time.</p> <p>September performance was 6 days against a target of 7 days.</p> <p>This indicator has a rolling target for the whole year and therefore will take better than target performance to reduce to target overall.</p> <p>The systems merger into one system will impact on processing times next quarter (Q3) as the systems will have been down to enable the migration of data.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Brought in additional resources to clear the outstanding work • Improving automation to enable faster processing
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Number of sickness absence days per FTE annually (rolling 12-month period)	Aim to Minimise	9.56	9	<table border="1"> <caption>Number of sickness absence days per FTE annually (rolling 12-month period)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr><td>Q4 2020/21</td><td>6.5</td><td>9</td></tr> <tr><td>Q1 2021/22</td><td>7.0</td><td>9</td></tr> <tr><td>Q2 2021/22</td><td>7.8</td><td>9</td></tr> <tr><td>Q3 2021/22</td><td>8.5</td><td>9</td></tr> <tr><td>Q4 2021/22</td><td>9.2</td><td>9</td></tr> <tr><td>Q1 2022/23</td><td>9.5</td><td>9</td></tr> <tr><td>Q2 2022/23</td><td>9.56</td><td>9</td></tr> </tbody> </table>	Quarter	Actual (Days)	Target (Days)	Q4 2020/21	6.5	9	Q1 2021/22	7.0	9	Q2 2021/22	7.8	9	Q3 2021/22	8.5	9	Q4 2021/22	9.2	9	Q1 2022/23	9.5	9	Q2 2022/23	9.56	9	None available	<p>This indicator measures the number of sickness absence days per full time equivalent (FTE) employee in the Council.</p> <p>Q2 performance is 9.5 days against a target of 9 days. This is a decrease when compared with Q1 data but remains just over the target. Excluding Covid the rolling 12 month sickness absence is 8.18 days.</p> <p>Targeted support has been provided to services/ teams. Sickness absence levels continue to be monitored with targeted interventions for short and long term absence.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Continue to monitor and understand sickness absence • Continue to promote health and well-being support across the Council • Offer face to face physio appointments for depot employees • Specialist workshops for some Adult Social Care staff focusing on good working practices 									
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Accessible Housing and Resources Portfolio AMBER

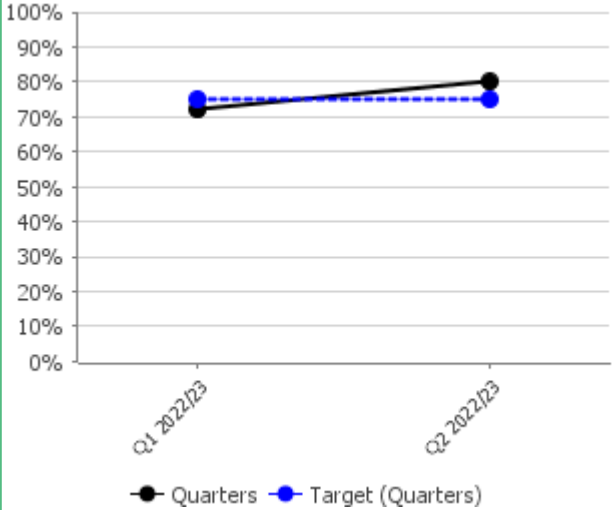
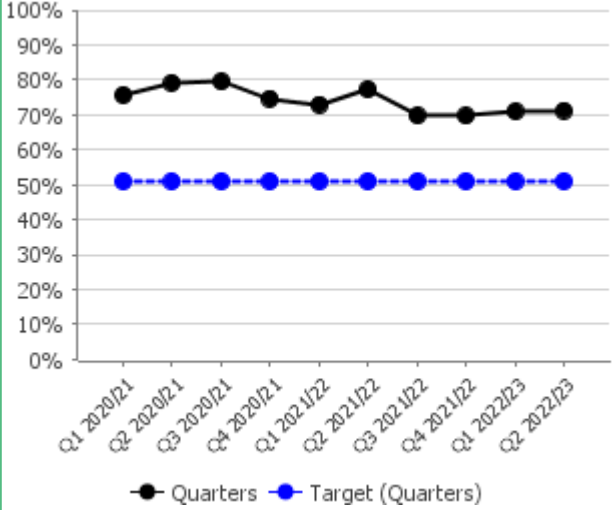
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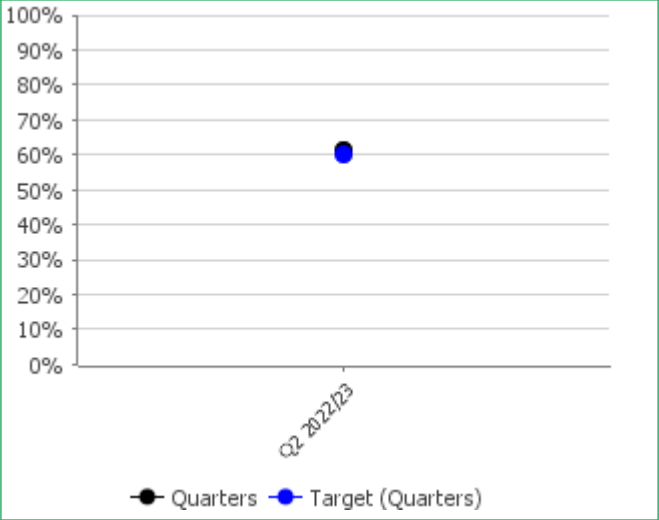
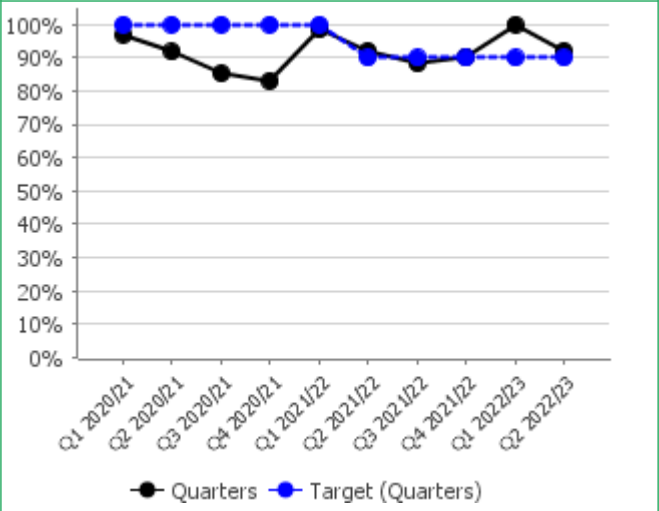
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Overall revenue (forecast) variance (%) across the council	Aim to Minimise	0.4%	0%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>1.5</td><td>0.0</td></tr> <tr><td>Q2 2020/21</td><td>1.2</td><td>0.0</td></tr> <tr><td>Q3 2020/21</td><td>0.0</td><td>0.0</td></tr> <tr><td>Q4 2020/21</td><td>-0.2</td><td>0.0</td></tr> <tr><td>Q1 2021/22</td><td>0.1</td><td>0.0</td></tr> <tr><td>Q2 2021/22</td><td>0.0</td><td>0.0</td></tr> <tr><td>Q3 2021/22</td><td>-0.2</td><td>0.0</td></tr> <tr><td>Q4 2021/22</td><td>-1.5</td><td>0.0</td></tr> <tr><td>Q1 2022/23</td><td>1.0</td><td>0.0</td></tr> <tr><td>Q2 2022/23</td><td>0.5</td><td>0.0</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	1.5	0.0	Q2 2020/21	1.2	0.0	Q3 2020/21	0.0	0.0	Q4 2020/21	-0.2	0.0	Q1 2021/22	0.1	0.0	Q2 2021/22	0.0	0.0	Q3 2021/22	-0.2	0.0	Q4 2021/22	-1.5	0.0	Q1 2022/23	1.0	0.0	Q2 2022/23	0.5	0.0	None available	<p>This indicator measures the percentage of forecast revenue variance across Buckinghamshire Council.</p> <p>Forecast Revenue outturn is an adverse variance of £1.8m.</p> <p>The variance includes £15.7m in Portfolios. This is mitigated in Corporate and Funding by a £6.2m favourable variation on Corporate Contingencies, and £7.7m favourable variance on Corporate Budgets, from £4.4m transfer from reserves, interest income and reduced interest payable forecasts.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary									
Percentage of invoices paid within 30 days	Aim to Maximise	91.1%	95%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>94.8</td> <td>95.0</td> </tr> <tr> <td>Q2 2022/23</td> <td>91.1</td> <td>95.0</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2022/23	94.8	95.0	Q2 2022/23	91.1	95.0	None available	<p>This indicator measures the percentage of invoices that have been paid within 30 days, within the quarter.</p> <p>There has been a change to the way this indicator is reported for 2022/23. Last year it was based on the invoices processed in the last month of the quarter only, it now measures the invoices processed for the full three months of the quarter.</p> <p>Q2 performance is 91.1% against a target of 95% and there is a reduction in performance compared with Q1 94.8%.</p> <p>The performance compared with Q1 has improved in respect of the Pertemps invoice process, this issue was addressed in July 2022. The two other areas of focus are the Utilities invoice process and Client Transport invoices, referred to below under Improvement Actions. There have been resource changes in the Client Transport Finance team over the quarter, including the appointment of a Finance Manager and two Officers.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • The Utility contracts have been awarded to new suppliers and there will be a change of payment method to direct debit once this is in place. • The Client Transport Team now have a fully resourced team which once trained on all aspects of the invoice process should address the backlog.
Quarter	Quarters (%)	Target (Quarters) (%)													
Q1 2022/23	94.8	95.0													
Q2 2022/23	91.1	95.0													

Accessible Housing and Resources Portfolio GREEN

Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Council Access Point Plus customer satisfaction	Aim to Maximise	80%	75%	 <table border="1"> <caption>Data for Council Access Point Plus customer satisfaction</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>72</td> <td>75</td> </tr> <tr> <td>Q2 2022/23</td> <td>80</td> <td>75</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2022/23	72	75	Q2 2022/23	80	75	None available	<p>This indicator measures the customer satisfaction for face-to-face visitors in the Council Access Point Plus locations.</p> <p>Q2 performance is 80% against a target of 75%. This is an improvement in performance of 8 percentage points when compared with Q1 (72%)</p> <p>This improvement in performance compared with Q1 can be attributed in part to the partial return that was entered for June 2022 when the Council Access Point Plus locations were only open from 1st to 15th June.</p>																								
Quarter	Quarters (%)	Target (Quarters) (%)																																					
Q1 2022/23	72	75																																					
Q2 2022/23	80	75																																					
Percentage of phone calls in Customer Service Centres resolved at first call (FCR)	Aim to Maximise	71.3%	51%	 <table border="1"> <caption>Data for Percentage of phone calls in Customer Service Centres resolved at first call (FCR)</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>76</td><td>51</td></tr> <tr><td>Q2 2020/21</td><td>79</td><td>51</td></tr> <tr><td>Q3 2020/21</td><td>80</td><td>51</td></tr> <tr><td>Q4 2020/21</td><td>75</td><td>51</td></tr> <tr><td>Q1 2021/22</td><td>73</td><td>51</td></tr> <tr><td>Q2 2021/22</td><td>78</td><td>51</td></tr> <tr><td>Q3 2021/22</td><td>70</td><td>51</td></tr> <tr><td>Q4 2021/22</td><td>70</td><td>51</td></tr> <tr><td>Q1 2022/23</td><td>71</td><td>51</td></tr> <tr><td>Q2 2022/23</td><td>71.3</td><td>51</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	76	51	Q2 2020/21	79	51	Q3 2020/21	80	51	Q4 2020/21	75	51	Q1 2021/22	73	51	Q2 2021/22	78	51	Q3 2021/22	70	51	Q4 2021/22	70	51	Q1 2022/23	71	51	Q2 2022/23	71.3	51	None available	<p>This indicator measures the average percentage of phone calls in the Customer Service Centre resolved at the first point of contact.</p> <p>Q2 performance is 71.3% against a target of 51%. This is a slight improvement in performance when compared with Q1 (71%) and remains above the 51% target.</p> <p>We continue to maintain a high first call resolution rate by ensuring our staff have the continuous training and where possible the facility to access the information required to enable them to answer/resolve the customer enquiry at the first point of contact.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																																					
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Q2 2020/21	79	51																																					
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Q1 2021/22	73	51																																					
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Q3 2021/22	70	51																																					
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Q2 2022/23	71.3	51																																					

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Call customer satisfaction	Aim to Maximise	61.5%	60%	 <p>The chart displays a single data point for Q2 2022/23. The y-axis represents percentage from 0% to 100%. A horizontal dashed blue line indicates the target at 60%. A solid black line with a circular marker shows the current value at 61.5%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2022/23</td> <td>61.5%</td> <td>60%</td> </tr> </tbody> </table>	Quarter	Current Value	Target	Q2 2022/23	61.5%	60%	None available	<p>This indicator measures the call customer satisfaction based on responses to the post call survey question with regards overall call experience.</p> <p>Q2 performance is 61.5% against a target of 60%.</p> <p>Outturns for previous months and quarters have not been extracted yet due to initial issues with extracting the data so we are unable to compare against Q1 performance at present. Historical data will be extracted where available and reported accordingly.</p>																											
Quarter	Current Value	Target																																					
Q2 2022/23	61.5%	60%																																					
Percentage of total capital spend across Buckinghamshire Council (forecast) compared to Budget (performance measure)	Aim to Maximise	92.1%	90%	 <p>The chart shows performance over 12 quarters from Q1 2020/21 to Q2 2022/23. The y-axis represents percentage from 0% to 100%. A horizontal dashed blue line indicates the target at 90%. A solid black line with circular markers shows the quarterly performance, which fluctuates around the target.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>95%</td><td>90%</td></tr> <tr><td>Q2 2020/21</td><td>92%</td><td>90%</td></tr> <tr><td>Q3 2020/21</td><td>85%</td><td>90%</td></tr> <tr><td>Q4 2020/21</td><td>83%</td><td>90%</td></tr> <tr><td>Q1 2021/22</td><td>98%</td><td>90%</td></tr> <tr><td>Q2 2021/22</td><td>90%</td><td>90%</td></tr> <tr><td>Q3 2021/22</td><td>88%</td><td>90%</td></tr> <tr><td>Q4 2021/22</td><td>90%</td><td>90%</td></tr> <tr><td>Q1 2022/23</td><td>100%</td><td>90%</td></tr> <tr><td>Q2 2022/23</td><td>92%</td><td>90%</td></tr> </tbody> </table>	Quarter	Current Value	Target	Q1 2020/21	95%	90%	Q2 2020/21	92%	90%	Q3 2020/21	85%	90%	Q4 2020/21	83%	90%	Q1 2021/22	98%	90%	Q2 2021/22	90%	90%	Q3 2021/22	88%	90%	Q4 2021/22	90%	90%	Q1 2022/23	100%	90%	Q2 2022/23	92%	90%	None available	<p>This indicator measures the forecast percentage of total capital spend across Buckinghamshire Council compared to budget.</p> <p>The current exceptional rates of inflation have a significant impact on what can be delivered within the approved capital budget for the year.</p> <p>A moratorium has been put in place on uncommitted capital schemes (excluding rolling maintenance programmes) whilst an urgent review of the impact of inflation is carried out, and the existing capital programme is re-prioritised, advised by a member and officer task & finish group.</p>
Quarter	Current Value	Target																																					
Q1 2020/21	95%	90%																																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
£ value of unsecured debt > 90 days (excl Business Rate, Housing Benefit and Council Tax, and not secured against a property or asset) across the Council	Aim to Minimise	£9,500,000	£10,000,000	<table border="1"> <caption>Unsecured Debt > 90 Days Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>10,000,000</td><td>10,000,000</td></tr> <tr><td>Q2 2020/21</td><td>13,500,000</td><td>10,000,000</td></tr> <tr><td>Q3 2020/21</td><td>8,500,000</td><td>10,000,000</td></tr> <tr><td>Q4 2020/21</td><td>8,500,000</td><td>10,000,000</td></tr> <tr><td>Q1 2021/22</td><td>10,000,000</td><td>10,000,000</td></tr> <tr><td>Q2 2021/22</td><td>9,500,000</td><td>10,000,000</td></tr> <tr><td>Q3 2021/22</td><td>9,000,000</td><td>10,000,000</td></tr> <tr><td>Q4 2021/22</td><td>8,500,000</td><td>10,000,000</td></tr> <tr><td>Q1 2022/23</td><td>9,000,000</td><td>10,000,000</td></tr> <tr><td>Q2 2022/23</td><td>9,500,000</td><td>10,000,000</td></tr> </tbody> </table>	Quarter	Value (£)	Target (£)	Q1 2020/21	10,000,000	10,000,000	Q2 2020/21	13,500,000	10,000,000	Q3 2020/21	8,500,000	10,000,000	Q4 2020/21	8,500,000	10,000,000	Q1 2021/22	10,000,000	10,000,000	Q2 2021/22	9,500,000	10,000,000	Q3 2021/22	9,000,000	10,000,000	Q4 2021/22	8,500,000	10,000,000	Q1 2022/23	9,000,000	10,000,000	Q2 2022/23	9,500,000	10,000,000	None available	<p>This indicator measures the value of unsecured debt greater than 90 days (excluding Business Rate, Housing Benefit and Council Tax, and not secured against a property or asset).</p> <p>The figure for this quarter is £9.5m which has increased slightly due to all debt recovery action being paused between 9th – 20th September (due to the passing of the Queen); all these customers have now been contacted.</p>
Quarter	Value (£)	Target (£)																																					
Q1 2020/21	10,000,000	10,000,000																																					
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Percentage of Council Tax collected (cumulative)	Aim to Maximise	56.5%	56.2%	<table border="1"> <caption>Cumulative Council Tax Collected Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>28</td><td>56.2</td></tr> <tr><td>Q2 2020/21</td><td>58</td><td>56.2</td></tr> <tr><td>Q3 2020/21</td><td>85</td><td>56.2</td></tr> <tr><td>Q4 2020/21</td><td>100</td><td>56.2</td></tr> <tr><td>Q1 2021/22</td><td>28</td><td>56.2</td></tr> <tr><td>Q2 2021/22</td><td>58</td><td>56.2</td></tr> <tr><td>Q3 2021/22</td><td>85</td><td>56.2</td></tr> <tr><td>Q4 2021/22</td><td>100</td><td>56.2</td></tr> <tr><td>Q1 2022/23</td><td>28</td><td>56.2</td></tr> <tr><td>Q2 2022/23</td><td>58</td><td>56.2</td></tr> </tbody> </table>	Quarter	Value (%)	Target (%)	Q1 2020/21	28	56.2	Q2 2020/21	58	56.2	Q3 2020/21	85	56.2	Q4 2020/21	100	56.2	Q1 2021/22	28	56.2	Q2 2021/22	58	56.2	Q3 2021/22	85	56.2	Q4 2021/22	100	56.2	Q1 2022/23	28	56.2	Q2 2022/23	58	56.2	None available	<p>This indicator measures the cumulative percentage of Council Tax collected.</p> <p>Our collection rate remains on target to reach 98.2% at the end of the year and is 0.3 percentage points ahead of Q2 target (56.2%). The quarterly value is not clearly visible on the graph as it is so close to the target each quarter. We are watching very closely the impact of the cost of living crisis and will provide support where possible.</p>
Quarter	Value (%)	Target (%)																																					
Q1 2020/21	28	56.2																																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Percentage of Business Rates collected (cumulative)	Aim to Maximise	58.1%	49.9%	<table border="1"> <caption>Business Rates Collection Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>15</td><td>30</td></tr> <tr><td>Q2 2020/21</td><td>45</td><td>58</td></tr> <tr><td>Q3 2020/21</td><td>75</td><td>85</td></tr> <tr><td>Q4 2020/21</td><td>95</td><td>100</td></tr> <tr><td>Q1 2021/22</td><td>20</td><td>20</td></tr> <tr><td>Q2 2021/22</td><td>50</td><td>45</td></tr> <tr><td>Q3 2021/22</td><td>80</td><td>75</td></tr> <tr><td>Q4 2021/22</td><td>95</td><td>95</td></tr> <tr><td>Q1 2022/23</td><td>30</td><td>20</td></tr> <tr><td>Q2 2022/23</td><td>60</td><td>50</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1 2020/21	15	30	Q2 2020/21	45	58	Q3 2020/21	75	85	Q4 2020/21	95	100	Q1 2021/22	20	20	Q2 2021/22	50	45	Q3 2021/22	80	75	Q4 2021/22	95	95	Q1 2022/23	30	20	Q2 2022/23	60	50	None available	<p>This indicator measures the percentage of Business Rates collected.</p> <p>Business rates collection continues to hold up well with a higher than expected collection in the first six months. Continued monitoring of collection performance will occur to ensure this continues for the third quarter.</p>
Quarter	Actual (%)	Target (%)																																					
Q1 2020/21	15	30																																					
Q2 2020/21	45	58																																					
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Voluntary staff turnover percentage (rolling 12-month period)	Banding	14%	14%	<table border="1"> <caption>Voluntary Staff Turnover Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2020/21</td><td>8.5</td><td>12</td></tr> <tr><td>Q1 2021/22</td><td>10.5</td><td>12</td></tr> <tr><td>Q2 2021/22</td><td>13</td><td>12</td></tr> <tr><td>Q3 2021/22</td><td>14</td><td>12</td></tr> <tr><td>Q4 2021/22</td><td>15</td><td>12</td></tr> <tr><td>Q1 2022/23</td><td>16</td><td>14</td></tr> <tr><td>Q2 2022/23</td><td>14</td><td>14</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q4 2020/21	8.5	12	Q1 2021/22	10.5	12	Q2 2021/22	13	12	Q3 2021/22	14	12	Q4 2021/22	15	12	Q1 2022/23	16	14	Q2 2022/23	14	14	None available	<p>This indicator measures the workforce voluntary turnover percentage for the Council.</p> <p>Q2 performance is 14% against a target of 14%. This is inside the banding of 12% to 16% and a reduction compared to Q1 (15.1%). Turnover is monitored on a monthly basis.</p>									
Quarter	Actual (%)	Target (%)																																					
Q4 2020/21	8.5	12																																					
Q1 2021/22	10.5	12																																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Percentage of staff who feel happy, valued & motivated at work	Aim to Maximise	72%	70%	<p>The chart displays the percentage of staff who feel happy, valued, and motivated at work over five quarters. The y-axis ranges from 0% to 100%. A solid black line with circular markers represents the 'Quarters' data, and a dashed blue line with circular markers represents the 'Target (Quarters)'. The current value is 72%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>72</td> <td>70</td> </tr> <tr> <td>Q2 2021/22</td> <td>72</td> <td>70</td> </tr> <tr> <td>Q3 2021/22</td> <td>70</td> <td>70</td> </tr> <tr> <td>Q1 2022/23</td> <td>72</td> <td>70</td> </tr> <tr> <td>Q2 2022/23</td> <td>72</td> <td>70</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	72	70	Q2 2021/22	72	70	Q3 2021/22	70	70	Q1 2022/23	72	70	Q2 2022/23	72	70	None available	<p>This indicator is measured twice yearly, no update due this quarter.</p> <p>This indicator measures the employee engagement index score from the Together Survey. Engagement is the combined measure of three questions looking at how motivated people feel to do their best for the Council, how happy they are working for the Council and how valued they feel for the work they do.</p> <p>The Together Survey is now run less frequently, so the outturn remains the Q1 figure of 72% against a target of 70%.</p>															
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Q1 2021/22	72	70																																					
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Q1 2022/23	72	70																																					
Q2 2022/23	72	70																																					
Service desk first time fix percentage	Aim to Maximise	82%	62%	<p>The chart displays the service desk first time fix percentage over ten quarters. The y-axis ranges from 0% to 100%. A solid black line with circular markers represents the 'Quarters' data, and a dashed blue line with circular markers represents the 'Target (Quarters)'. The current value is 82%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>72</td> <td>70</td> </tr> <tr> <td>Q2 2020/21</td> <td>65</td> <td>62</td> </tr> <tr> <td>Q3 2020/21</td> <td>60</td> <td>62</td> </tr> <tr> <td>Q4 2020/21</td> <td>65</td> <td>62</td> </tr> <tr> <td>Q1 2021/22</td> <td>65</td> <td>62</td> </tr> <tr> <td>Q2 2021/22</td> <td>65</td> <td>62</td> </tr> <tr> <td>Q3 2021/22</td> <td>70</td> <td>62</td> </tr> <tr> <td>Q4 2021/22</td> <td>75</td> <td>62</td> </tr> <tr> <td>Q1 2022/23</td> <td>82</td> <td>62</td> </tr> <tr> <td>Q2 2022/23</td> <td>82</td> <td>62</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	72	70	Q2 2020/21	65	62	Q3 2020/21	60	62	Q4 2020/21	65	62	Q1 2021/22	65	62	Q2 2021/22	65	62	Q3 2021/22	70	62	Q4 2021/22	75	62	Q1 2022/23	82	62	Q2 2022/23	82	62	None available	<p>This indicator measures the percentage of calls fixed first time on the IT Service Desk.</p> <p>Q2 performance is 82% against a target of 62%. This is an improvement in performance by 1 percentage point when compared with Q1 (81%).</p>
Quarter	Quarters (%)	Target (Quarters) (%)																																					
Q1 2020/21	72	70																																					
Q2 2020/21	65	62																																					
Q3 2020/21	60	62																																					
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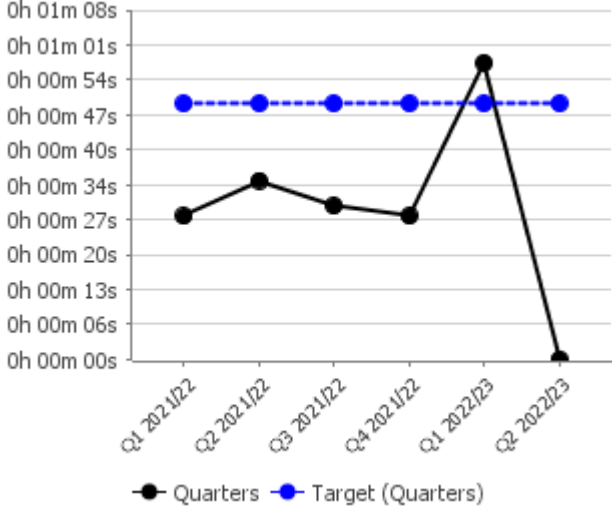
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Percentage of new website updated	Aim to Maximise	92%	90%		None available	<p>This indicator measures the percentage of the new website that has been updated.</p> <p>Of the original 8,000 pages there are now fewer than 650 pages left to migrate in Q3. Environmental Health and Highways Development Management are some of the remaining large areas of content left to migrate, alongside some Revenue and Benefits content which will be decommissioned when we move across to a single operational system in October/November.</p>
% of planned savings on track for delivery across Buckinghamshire Council as a result of the Better Buckinghamshire programme	Aim to Maximise	100%	100%		None available	<p>This indicator measures the percentage of planned savings on track for delivery across Buckinghamshire Council as a result of the Better Buckinghamshire programme.</p> <p>Savings from the Better Buckinghamshire programme by the end of 2022/23 are expected to be £5.775m. Performance at the end of Q2 shows that 100% are on track for delivery. The programme is on track to deliver the full quota of savings by 2025/26 and this is monitored monthly.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Gross yield (%) from Investment portfolio	Aim to Maximise	7.42%	6.4%		None available	<p>This indicator measures the gross income against the budgeted annual forecast, exclusive of bad debt (which is loans or outstanding balances owed that are no longer deemed recoverable and must be written off) from property rent for Investment, Commercial, Corporate and Agricultural Portfolios. The target is for income to be greater than the annual budget (£22,144,000).</p> <p>At the end of Q2 the gross income from property rent for investment, commercial, corporate and agricultural portfolios was £22.172m which is better than the budget (target) of £22.144m, and is an improvement on Q1 £21.807m.</p>
Gross income (£) from Property	Aim to Maximise	£22,172,000	£22,144,000		None available	<p>This indicator measures the gross income against the budgeted annual forecast, exclusive of bad debt (which is loans or outstanding balances owed that are no longer deemed recoverable and must be written off) from property rent for Investment, Commercial, Corporate and Agricultural Portfolios. The target is for income to be greater than the annual budget (£22,144,000).</p> <p>At the end of Q2 the gross income from property rent for investment, commercial, corporate and agricultural portfolios was £22.172m which is better than the budget (target) of £22.144m, and is an improvement on Q1 £21.807m.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% of empty properties across the Council Estate that are vacant for more than 2 years (excluding those in an approved Regeneration or Capital Programme, and schools)	Aim to Minimise	0.27%	0.4%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>0.45</td><td>0.50</td></tr> <tr><td>Q2 2020/21</td><td>0.45</td><td>0.50</td></tr> <tr><td>Q3 2020/21</td><td>0.28</td><td>0.50</td></tr> <tr><td>Q4 2020/21</td><td>0.28</td><td>0.50</td></tr> <tr><td>Q1 2021/22</td><td>0.40</td><td>0.40</td></tr> <tr><td>Q2 2021/22</td><td>0.45</td><td>0.40</td></tr> <tr><td>Q3 2021/22</td><td>0.33</td><td>0.40</td></tr> <tr><td>Q4 2021/22</td><td>0.17</td><td>0.40</td></tr> <tr><td>Q1 2022/23</td><td>0.27</td><td>0.40</td></tr> <tr><td>Q2 2022/23</td><td>0.27</td><td>0.40</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	0.45	0.50	Q2 2020/21	0.45	0.50	Q3 2020/21	0.28	0.50	Q4 2020/21	0.28	0.50	Q1 2021/22	0.40	0.40	Q2 2021/22	0.45	0.40	Q3 2021/22	0.33	0.40	Q4 2021/22	0.17	0.40	Q1 2022/23	0.27	0.40	Q2 2022/23	0.27	0.40	None available	<p>This indicator measures the percentage of empty properties across the Council estate that are vacant for more than 2 years. Vacant means continuously empty for 2 years and not within a Capital or Regeneration programme.</p> <p>During Q1 and Q2 0.27% of properties across the Council estate have been vacant for more than 2 years, which is lower (better) than the target of 0.40%. Pro-active management of the estate and strengthening market conditions over the past 6 months have kept voids at a low level. The recent impact of central Government's mini-budget and energy crisis however are creating significant market uncertainty and it is expected that voids may increase over the coming months, albeit within target limits.</p>
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Accessible Housing and Resources Portfolio NO RAG

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PI	Aim To	Current Value	Trend Chart	Commentary																					
Average webchat response time	Aim to Minimise	0h 00m 00s	 <table border="1"> <caption>Average webchat response time trend data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (Quarters)</th> <th>Target Value (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>0h 00m 27s</td> <td>0h 00m 47s</td> </tr> <tr> <td>Q2 2021/22</td> <td>0h 00m 34s</td> <td>0h 00m 47s</td> </tr> <tr> <td>Q3 2021/22</td> <td>0h 00m 29s</td> <td>0h 00m 47s</td> </tr> <tr> <td>Q4 2021/22</td> <td>0h 00m 28s</td> <td>0h 00m 47s</td> </tr> <tr> <td>Q1 2022/23</td> <td>0h 01m 05s</td> <td>0h 00m 47s</td> </tr> <tr> <td>Q2 2022/23</td> <td>0h 00m 00s</td> <td>0h 00m 47s</td> </tr> </tbody> </table>	Quarter	Actual Value (Quarters)	Target Value (Quarters)	Q1 2021/22	0h 00m 27s	0h 00m 47s	Q2 2021/22	0h 00m 34s	0h 00m 47s	Q3 2021/22	0h 00m 29s	0h 00m 47s	Q4 2021/22	0h 00m 28s	0h 00m 47s	Q1 2022/23	0h 01m 05s	0h 00m 47s	Q2 2022/23	0h 00m 00s	0h 00m 47s	<p>This indicator measures the average time taken to respond to a webchat across all customer service sites.</p> <p>This indicator has been changed to a monitor for this quarter as the web chat service has been switched off since June 2022, with telephone calls being prioritised over all other channels and trained web chat resources redeployed to assist with answering calls.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Reconvene web chat service • Train up additional resource, including new starters and peripatetic workforce to manage web chat requests
Quarter	Actual Value (Quarters)	Target Value (Quarters)																							
Q1 2021/22	0h 00m 27s	0h 00m 47s																							
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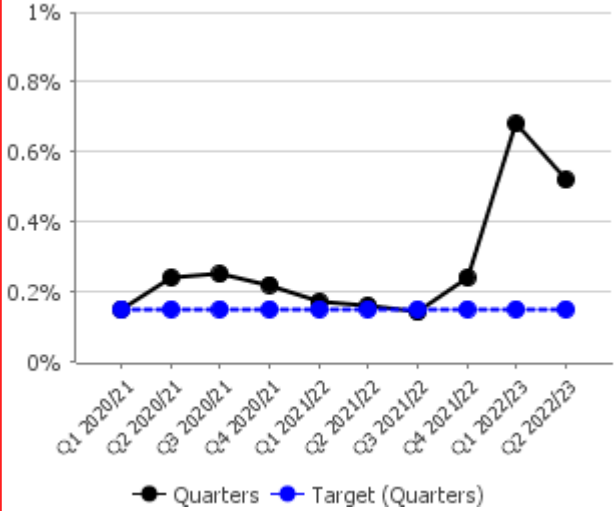


Climate Change and Environment Portfolio

Cllr Gareth Williams



Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% of Missed Bin Collections	Aim to Minimise	0.52%	0.15%	 <table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>0.15</td><td>0.15</td></tr> <tr><td>Q2 2020/21</td><td>0.25</td><td>0.15</td></tr> <tr><td>Q3 2020/21</td><td>0.25</td><td>0.15</td></tr> <tr><td>Q4 2020/21</td><td>0.22</td><td>0.15</td></tr> <tr><td>Q1 2021/22</td><td>0.18</td><td>0.15</td></tr> <tr><td>Q2 2021/22</td><td>0.15</td><td>0.15</td></tr> <tr><td>Q3 2021/22</td><td>0.15</td><td>0.15</td></tr> <tr><td>Q4 2021/22</td><td>0.25</td><td>0.15</td></tr> <tr><td>Q1 2022/23</td><td>0.52</td><td>0.15</td></tr> <tr><td>Q2 2022/23</td><td>0.52</td><td>0.15</td></tr> </tbody> </table>	Quarter	Current Value (%)	Target (%)	Q1 2020/21	0.15	0.15	Q2 2020/21	0.25	0.15	Q3 2020/21	0.25	0.15	Q4 2020/21	0.22	0.15	Q1 2021/22	0.18	0.15	Q2 2021/22	0.15	0.15	Q3 2021/22	0.15	0.15	Q4 2021/22	0.25	0.15	Q1 2022/23	0.52	0.15	Q2 2022/23	0.52	0.15	None available	<p>This indicator reports on the number of missed domestic waste containers (not trade waste collections), as a percentage of total households. This service is delivered by two teams, an in-house team to the North, and the contractor Veolia to the South. Instances where bins were 'not present', 'access was blocked', there had been 'contamination' or 'reports were raised too late' are not included in this measure, even though a resident may report this bin as missed.</p> <p>In Q2 performance was 0.52% (0.06% North, 0.77% South), this is an improvement on Q1 0.68% (0.06% North, 1.02% South), but is still significantly above the 0.15% target. Issues are concentrated in the South and as such a recovery plan has been agreed.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Ensuring the 30% increase in collection crew staff continues until the position stabilises. • Increasing the number of additional 'catch up crews' to 9 (from 6) and facilitating weekend working to focus on responding to missed bin reports. • Deploying 2 additional Veolia Supervisors to improve monitoring and performance on the ground. • Deploying a dedicated team of Council Officers to address reports of repeat missed bins (many of which have been helpfully provided by Local Members). • Further increasing the number of call handlers and providing extended weekend opening hours in the Customer Service Centre. • Extending the online reporting period for a missed bin collection from 24 to 48 hours to provide residents with more time to make reports.
Quarter	Current Value (%)	Target (%)																																					
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Climate Change and Environment Portfolio GREEN



Generated on: 01 November 2022

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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary															
Annual emissions: tonnes	Aim to Minimise	6,095	7,895	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Actual Emissions (Tonnes)</th> <th>Target Emissions (Tonnes)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>9,000</td> <td>-</td> </tr> <tr> <td>2019/20</td> <td>8,800</td> <td>-</td> </tr> <tr> <td>2020/21</td> <td>5,800</td> <td>7,500</td> </tr> <tr> <td>2021/22</td> <td>6,200</td> <td>8,000</td> </tr> </tbody> </table>	Year	Actual Emissions (Tonnes)	Target Emissions (Tonnes)	2018/19	9,000	-	2019/20	8,800	-	2020/21	5,800	7,500	2021/22	6,200	8,000	None available	<p>This measure is reported a year in arrears</p> <p>This indicator measures greenhouse gas emissions (tonnes) from Buckinghamshire council's operations including emissions from the buildings and vehicles we operate, those associated with the transmission and distribution of electricity that the Council uses, and business travel emissions where staff and Councillors have used their own vehicles and submitted a mileage expense. Emissions from the use of public transport for work travel haven't been captured as the data is not available. We have additionally excluded emissions from our operations where our staff do not directly provide the service, for example waste collection vehicles operated by Veolia in the South of the county.</p> <p>In 2021/22 we emitted 6,095 tonnes of greenhouse gases, which is below the target of 7,895 tonnes of carbon dioxide equivalent (TCO2e) and equates to a 70% reduction since 1990 emissions (20,550 TCO2e). There have been significant emission savings across all aspects of our operations in 2021/22 compared to our emissions from 2018/19, including 52% and 50% reductions of TCO2e emissions from the council's fleet and building electricity consumption respectively, and bringing emissions from business travel down by 40%.</p> <p>A Climate Change and Air Quality Strategy 2021/22 Progress Report is due to be considered at a Cabinet Meeting in October 2022, that details the activity and achievements so far in reducing emissions in Buckinghamshire and from the council's operations.</p>
Year	Actual Emissions (Tonnes)	Target Emissions (Tonnes)																			
2018/19	9,000	-																			
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2020/21	5,800	7,500																			
2021/22	6,200	8,000																			

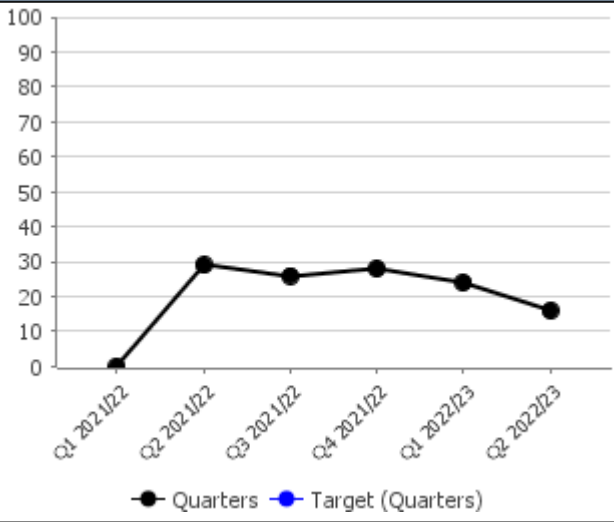
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary															
Annual emissions: % reduction	Aim to Maximise	70%	62%	<table border="1"> <caption>Annual Emissions Reduction Data</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>56%</td> <td>-</td> </tr> <tr> <td>2019/20</td> <td>58%</td> <td>-</td> </tr> <tr> <td>2020/21</td> <td>73%</td> <td>65%</td> </tr> <tr> <td>2021/22</td> <td>70%</td> <td>63%</td> </tr> </tbody> </table>	Year	Actual (%)	Target (%)	2018/19	56%	-	2019/20	58%	-	2020/21	73%	65%	2021/22	70%	63%	None available	<p>This measure is reported a year in arrears</p> <p>This indicator measures greenhouse gas emissions (tonnes) from Buckinghamshire council's operations including emissions from the buildings and vehicles we operate, those associated with the transmission and distribution of electricity that the Council uses, and business travel emissions where staff and Councillors have used their own vehicles and submitted a mileage expense. Emissions from the use of public transport for work travel haven't been captured as the data is not available. We have additionally excluded emissions from our operations where our staff do not directly provide the service, for example waste collection vehicles operated by Veolia in the South of the county.</p> <p>In 2021/22 we emitted 6,095 tonnes of greenhouse gases, which is below the target of 7,895 tonnes of carbon dioxide equivalent (TCO₂e) and equates to a 70% reduction since 1990 emissions (20,550 TCO₂e). There have been significant emission savings across all aspects of our operations in 2021/22 compared to our emissions from 2018/19, including 52% and 50% reductions of TCO₂e emissions from the council's fleet and building electricity consumption respectively, and bringing emissions from business travel down by 40%.</p> <p>A Climate Change and Air Quality Strategy 2021/22 Progress Report is due to be considered at a Cabinet Meeting in October 2022, that details the activity and achievements so far in reducing emissions in Buckinghamshire and from the council's operations.</p>
Year	Actual (%)	Target (%)																			
2018/19	56%	-																			
2019/20	58%	-																			
2020/21	73%	65%																			
2021/22	70%	63%																			

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
% of waste collected for recycling, reuse, composting or anaerobic digestion from household sources (household collection and Household Recycling Centres)	Aim to Maximise	55.1%	55%	<table border="1"> <caption>Waste Recycling Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2020/21</td> <td>53</td> <td>60</td> </tr> <tr> <td>Q1 2021/22</td> <td>54</td> <td>60</td> </tr> <tr> <td>Q2 2021/22</td> <td>50</td> <td>60</td> </tr> <tr> <td>Q3 2021/22</td> <td>45</td> <td>60</td> </tr> <tr> <td>Q4 2021/22</td> <td>49</td> <td>60</td> </tr> <tr> <td>Q1 2022/23</td> <td>55.1</td> <td>55</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q4 2020/21	53	60	Q1 2021/22	54	60	Q2 2021/22	50	60	Q3 2021/22	45	60	Q4 2021/22	49	60	Q1 2022/23	55.1	55	2020/21 annual recycling league table for England average (42.08%)	<p>This indicator is reported one quarter in arrears.</p> <p>This is a former National Indicator, which measures the percentage of total household waste collected that is either sent for reuse, recycling, composting, or anaerobic digestion, divided by the overall tonnage of all household waste. The latter figure will include waste sent for energy recovery or landfill.</p> <p>Q1 performance is 55.10%, which is higher (better) than the 55% target. Performance has improved compared to the previous two years, although this is still lower compared to 2014-2019, where we tended to average 59% for this period.</p> <p>There have been waste collection issues in the South of the county during Q1 and Q2 which has and will impact this measure. We anticipate that when the Q2 validated results are received performance will be lower due to the extremely hot weather we experienced over the summer, which lowers the volume of green waste and thus lowers the recyclables proportion overall. As such we may not achieve the full year target of 55%, as Q1 and Q2 are the peak recycling periods across the year.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q4 2020/21	53	60																									
Q1 2021/22	54	60																									
Q2 2021/22	50	60																									
Q3 2021/22	45	60																									
Q4 2021/22	49	60																									
Q1 2022/23	55.1	55																									
Residual Household Waste per Household (kg)	Aim to Minimise	124.78	125	<table border="1"> <caption>Residual Household Waste per Household Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (kg)</th> <th>Target (Quarters) (kg)</th> </tr> </thead> <tbody> <tr> <td>Q4 2020/21</td> <td>130</td> <td>125</td> </tr> <tr> <td>Q1 2021/22</td> <td>135</td> <td>125</td> </tr> <tr> <td>Q2 2021/22</td> <td>140</td> <td>125</td> </tr> <tr> <td>Q3 2021/22</td> <td>130</td> <td>125</td> </tr> <tr> <td>Q4 2021/22</td> <td>130</td> <td>125</td> </tr> <tr> <td>Q1 2022/23</td> <td>124.78</td> <td>125</td> </tr> </tbody> </table>	Quarter	Quarters (kg)	Target (Quarters) (kg)	Q4 2020/21	130	125	Q1 2021/22	135	125	Q2 2021/22	140	125	Q3 2021/22	130	125	Q4 2021/22	130	125	Q1 2022/23	124.78	125	None available	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator reports on the average weight of non-recyclable household refuse produced per dwelling within the county. Quarterly figures contribute to the overall annual figure. This is a national indicator.</p> <p>Q1 performance was 124.78kg of residual waste per household, which is lower (better) than the target of 125kg per household. Furthermore, this is better than the same time last year Q1 2021/22 133.98kg per household, however that period was significantly affected by the disruptions due to Covid-19 lockdown.</p>
Quarter	Quarters (kg)	Target (Quarters) (kg)																									
Q4 2020/21	130	125																									
Q1 2021/22	135	125																									
Q2 2021/22	140	125																									
Q3 2021/22	130	125																									
Q4 2021/22	130	125																									
Q1 2022/23	124.78	125																									

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Number of trees planted	Aim to Maximise	5,860	4,204	<p>The chart displays two data points for the year 2021/22. The 'Years' value is 5,860, and the 'Target (Years)' value is 4,204. The Y-axis is labeled from 0 to 10,000 in increments of 1,000. The X-axis is labeled with the year 2021/22. A legend at the bottom indicates that a black dot represents 'Years' and a blue dot represents 'Target (Years)'.</p>	None available	<p>This indicator measures the number of trees planted on Buckinghamshire council land within the year.</p> <p>5,860 trees were planted on Buckinghamshire council land in the 2021/22 planting season against the target of 4,204 trees. This includes trees planted at Billet Field (on the council's agricultural estate) (3,450 trees); next to Spade Oak Nature Reserve and the public highway (with funding from the Local Authority Treescapes Fund (LATF)) (586 trees); as part of Queen's Green Canopy (QGC) work in Buckinghamshire (168 trees); and by Chiltern Rangers (1,656 trees).</p> <p>The council's Climate Response Team secured an England Woodland Creation Offer grant of £28,380 for the Billet Field Wood project and has registered it with the UK Land Carbon Registry. It is calculated that the project will remove around 411 tonnes of carbon dioxide equivalent (TCO2e) by the end of 2021/22.</p> <p>Invitations to tender have been issued for the provision of woodland creation and maintenance services at two sites: Bury Farm and Grange Farm. 29,000 trees (14,300 at Bury Farm and 14,700 at Grange Farm) are due to be planted by the end of the 2022/23 planting season against the 2022/23 annual target of 21,000 trees planted.</p>

1. Climate Change and Environment Portfolio NO RAG

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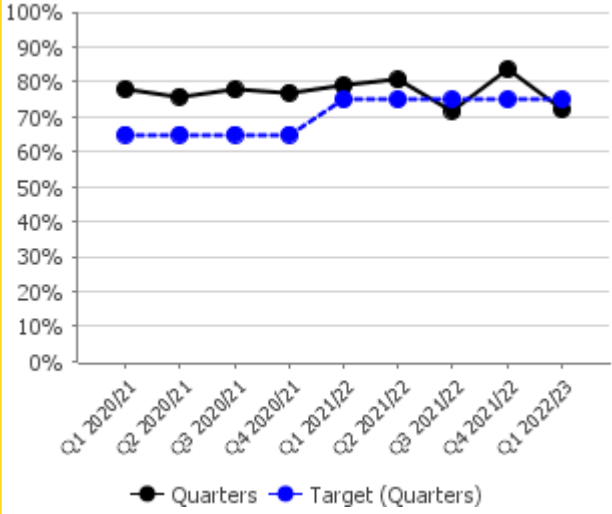
PI	Aim To	Current Value	Trend Chart	Commentary														
Number of fly tipping clearances where an action has been taken	Monitor	16	 <table border="1" data-bbox="750 336 1361 860"> <caption>Quarters Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>0</td> </tr> <tr> <td>Q2 2021/22</td> <td>30</td> </tr> <tr> <td>Q3 2021/22</td> <td>26</td> </tr> <tr> <td>Q4 2021/22</td> <td>28</td> </tr> <tr> <td>Q1 2022/23</td> <td>24</td> </tr> <tr> <td>Q2 2022/23</td> <td>16</td> </tr> </tbody> </table>	Quarter	Value	Q1 2021/22	0	Q2 2021/22	30	Q3 2021/22	26	Q4 2021/22	28	Q1 2022/23	24	Q2 2022/23	16	<p>This measure records the number of fly-tipping clearances where an action has been taken.</p> <p>In Q2 there were 16 clearances where action had been taken, which is lower than Q1 where there were 24 clearances where action had been taken.</p> <p>Action taken is dependent on available evidence streams relating to the waste (eye-witness accounts, evidence within the waste and surveillance work), which isn't always readily available. Live investigations have reduced this quarter due to resource redeployment to support the Ukraine effort, alongside focus on project work tackling cross-border crime coming into Buckinghamshire.</p>
Quarter	Value																	
Q1 2021/22	0																	
Q2 2021/22	30																	
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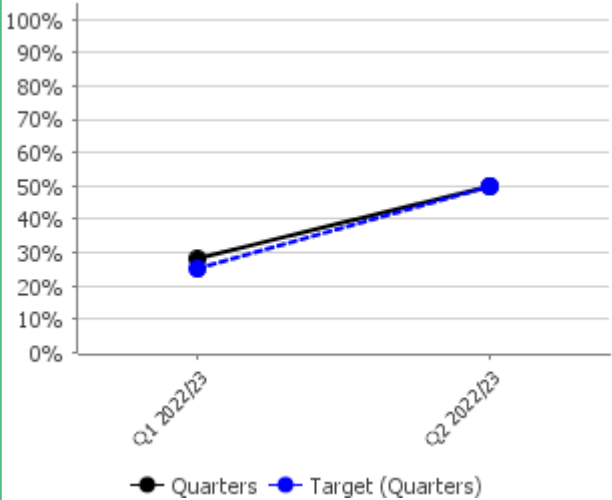
Communities Portfolio Cllr Steve Bowles



Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																														
% of female victims supported by IDVAs who have their risk level reduced	Aim to Maximise	72.2%	75%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>78</td> <td>65</td> </tr> <tr> <td>Q2 2020/21</td> <td>75</td> <td>65</td> </tr> <tr> <td>Q3 2020/21</td> <td>78</td> <td>65</td> </tr> <tr> <td>Q4 2020/21</td> <td>75</td> <td>65</td> </tr> <tr> <td>Q1 2021/22</td> <td>78</td> <td>75</td> </tr> <tr> <td>Q2 2021/22</td> <td>80</td> <td>75</td> </tr> <tr> <td>Q3 2021/22</td> <td>72</td> <td>75</td> </tr> <tr> <td>Q4 2021/22</td> <td>85</td> <td>75</td> </tr> <tr> <td>Q1 2022/23</td> <td>72</td> <td>75</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	78	65	Q2 2020/21	75	65	Q3 2020/21	78	65	Q4 2020/21	75	65	Q1 2021/22	78	75	Q2 2021/22	80	75	Q3 2021/22	72	75	Q4 2021/22	85	75	Q1 2022/23	72	75	None available	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator measures the percentage of Women's Aid female clients who receive support from an Independent Domestic Violence Advisor (IDVA) and as a result, see their domestic abuse risk-level reduce.</p> <p>Independent domestic violence advisors (IDVAs) are professionally qualified, specialist domestic abuse workers, who support high-risk victims of domestic abuse. This is a commissioned service that is provided to address the needs of domestic violence and abuse (DVA) victims.</p> <p>The Q1 indicator at 72.2% is below the 75% target and has reduced since the previous quarter. However, fluctuations of risk are expected with this service. These occur due to mitigating factors including the victims contact with the perpetrator and difficulties in monitoring progress when victims stop engaging with the service.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • There is a continued focus on individual cases where there is a challenge in reducing the risk. • There are two new Triage Workers who are supplementing the work of the frontline services and providing additional capacity to deal with complex cases. Work is also being done with Housing Providers to support them in their safeguarding of victims of domestic abuse.
Quarter	Quarters (%)	Target (Quarters) (%)																																		
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Q1 2022/23	72	75																																		

Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Household Support Fund (Helping Hand): Percentage of profiled spend achieved	Aim to Maximise	50%	50%		None available	<p>This indicator measures the percentage spend of the allocated Household Support Fund.</p> <p>The funding is released as two separate funds during the year. 100% of the first fund (Household Support Fund 2: £2,399,190.54) was successfully spent, in accordance with its framework, by the end of September 2022. This equates to 50% spend of the planned annual allocation.</p> <p>The fund enabled support to be provided to over 60,000 households, including help with food, energy bills, purchasing essential white goods and other essentials to keep warm, including clothing. The management information return is currently being completed and when successfully submitted, funds will be received from Government.</p> <p>The second fund (Household Support Fund 3: £2,399,190.54) covers the period from 1st Oct 2022 - 31st March 2023. During October Cabinet approved the arrangements for deploying the new Household Support Fund allocation.</p>
Number of assets devolved to Town and Parish Councils, and Community Organisations	Aim to Maximise	1	1		None available	<p>This indicator measures the number of assets devolved to Town & Parish Councils and Community organisations in 2022/23.</p> <p>In Q2, a target of one asset to be devolved was set to reflect the progress that current devolution projects are expected to have made. At the end of Q2, one asset has been devolved and the target achieved.</p> <p>This indicator has a cumulative target. In Q3 the target is for two assets to be devolved, and by the end of the year the target is for ten assets to be devolved. Presently, three devolution pilot projects are in the process of lease negotiation, these being Prestwood Recreation Ground, Denham Scout Hut and Green Street. In addition, fact-finding work on Buckingham Green Spaces and Aylesbury Special Expenses has been completed and options have been set out for the devolution of various assets in scope.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary									
Amount of contributory funding secured for every £1 of council funds invested in a Community Board project.	Aim to Maximise	£0.81	£0.55	<table border="1"> <caption>Data for Amount of contributory funding secured for every £1 of council funds invested in a Community Board project</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>£0.81</td> <td>£0.55</td> </tr> <tr> <td>Q2 2022/23</td> <td>£0.81</td> <td>£0.55</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2022/23	£0.81	£0.55	Q2 2022/23	£0.81	£0.55	None available	<p>This indicator measures the amount of contributory funding secured for every £1 of council funds invested in a Community Board project.</p> <p>In some cases, the funding agreed by Community Boards is contributory funding to a high value project e.g., total project value £250k with Community Board funding of £15k and contributory funding confirmed as £235k. There are currently seven projects which fall into this situation and have been removed from the contributory funding calculations to report more accurately.</p> <p>As at 17th October, each £1 of Community Board funding has secured 81p in contributory funding. A total of £1,191,934 has been leveraged and Community Boards have allocated £536,100 of funding towards projects, with £655,834 received in contributory funding.</p>
Quarter	Quarters	Target (Quarters)													
Q1 2022/23	£0.81	£0.55													
Q2 2022/23	£0.81	£0.55													
Number of Community Resilience Plans in place	Aim to Maximise	1	1	<table border="1"> <caption>Data for Number of Community Resilience Plans in place</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q2 2022/23</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q2 2022/23	1	1	None available	<p>This indicator measures the number of Community Resilience Plans in place. This indicator has a cumulative target.</p> <p>One Community Resilience Plans was completed in the last quarter. The Resilience service and Marlow Town Council co-wrote a plan that will be exercised in Jan 2023 (Exercise Naboo).</p> <p>Community workshops have been held with Chepping Wycombe, Marlow, Iver and Wexham. A further workshop is being planned with the unparished area of High Wycombe. We are engaging with Tingewick, Gawcott, Thornton and Thornborough. This will be a collaboration between the Resilience Service, Strategic Flood Management and the Environment Agency in Dec 2022 / Jan 2023.</p> <p>Discussions will be held with every Town, Parish or Unparished community in Buckinghamshire, with the aim of encouraging communities to develop local community emergency plans that they own to ensure that they become more resilient in times of adversity. Additional targeted plans addressing flooding and power loss are also being developed.</p>			
Quarter	Quarters	Target (Quarters)													
Q2 2022/23	1	1													

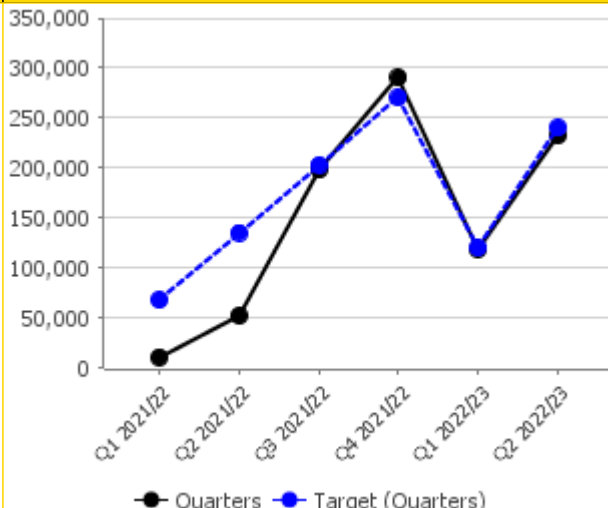


Culture and Leisure Portfolio Cllr Clive Harriss



Culture and Leisure portfolio AMBER

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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Number of visits to main cultural venues	Aim to Maximise	232,530	240,000		None Available	<p>This measure cumulatively records the number of visitors to Aylesbury Waterside Theatre, Wycombe Swan Theatre, Discover Bucks Museum and Wycombe Museum.</p> <p>In Q2 these venues had 113,498 visitors (Q1 and Q2 cumulative 232,530 visitors), which is slightly fewer than Q1 (119,032 visitors), and both quarters were below the quarterly target of 120,000 visitors. This sector was particularly affected by the pandemic, and while some aspects are starting to pick up, areas such as school visits are proving more challenging to reach pre-Covid levels. Theatres are looking positively ahead towards panto season in December/January.</p> <p>Improvement Action:</p> <ul style="list-style-type: none"> • We will continue to monitor visitor levels closely.

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Number of library information enquiries (signposting and referral)	Aim to Maximise	8,211	8,500	<table border="1"> <caption>Quarterly Enquiries Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2 2020/21</td> <td>1,500</td> <td>3,000</td> </tr> <tr> <td>Q3 2020/21</td> <td>2,800</td> <td>6,000</td> </tr> <tr> <td>Q4 2020/21</td> <td>2,800</td> <td>9,000</td> </tr> <tr> <td>Q1 2021/22</td> <td>2,500</td> <td>2,000</td> </tr> <tr> <td>Q2 2021/22</td> <td>6,500</td> <td>3,500</td> </tr> <tr> <td>Q3 2021/22</td> <td>11,000</td> <td>5,500</td> </tr> <tr> <td>Q4 2021/22</td> <td>16,000</td> <td>7,000</td> </tr> <tr> <td>Q1 2022/23</td> <td>4,000</td> <td>4,000</td> </tr> <tr> <td>Q2 2022/23</td> <td>8,211</td> <td>8,500</td> </tr> </tbody> </table>	Quarter	Quarters (Actual)	Target (Quarters)	Q1 2020/21	0	0	Q2 2020/21	1,500	3,000	Q3 2020/21	2,800	6,000	Q4 2020/21	2,800	9,000	Q1 2021/22	2,500	2,000	Q2 2021/22	6,500	3,500	Q3 2021/22	11,000	5,500	Q4 2021/22	16,000	7,000	Q1 2022/23	4,000	4,000	Q2 2022/23	8,211	8,500	None available	<p>This measure reports the number of information requests received cumulatively in libraries relating to council and Government services. The purpose of this measure is to establish the extent to which our libraries allow people to access other council services. There are 15 Council Access Points (CAPs) situated around the county, 11 of which are libraries.</p> <p>4,078 enquiries were made in Q2 bringing the cumulative total to 8,211, which is just below the cumulative Q2 target of 8,500 enquiries. This trend is consistent with Q1 where 4,133 enquiries were made against a target of 4,250 enquiries.</p> <p>The CAP service in libraries saw a substantial increase in Q1 due to financial activities linked to the beginning of the financial year i.e., rent and council tax changes, but still slightly below projected targets. Libraries also received a high number of enquiries in Q2 as CAP+ offices (“+” managed through the headquarters Council customer services teams) were temporarily closed, with customers being re-directed to their nearest library. Despite this activity, we are slightly below target.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • We will continue to monitor enquiry levels closely. • A project with customer services is currently underway to review the CAP model and identify improvements to optimise this service.
Quarter	Quarters (Actual)	Target (Quarters)																																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Number of downloads (e-audiobooks, e-magazines and e-news)	Aim to Maximise	346,341	350,000		None available	<p>This measure records the number of electronic downloads in libraries, including e-magazines, e-books, e-audiobooks and e-news. The purpose of this measure is to understand the usage of online services.</p> <p>Libraries have achieved 99% (346,341) e-resource downloads against a target of 350,000 total downloads for Q1 and Q2. There was a slight drop in Q1 (96%) with libraries achieving 168,508 downloads against a quarterly target of 175,000, but in Q2 we exceeded the quarterly target achieving 177,833 downloads. The continued growth is evidence that e-resources are a service that continues to be in demand from our customers.</p> <p>Improvement Action:</p> <ul style="list-style-type: none"> • We will continue to monitor closely to understand customer demand for e-resources.

Culture and Leisure portfolio GREEN

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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Country and Town Park Satisfaction Ratings (Trip Advisor & Google)	Aim to Maximise	4.4	4.4	 <table border="1"> <caption>Country and Town Park Satisfaction Ratings Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>4.0</td><td>4.0</td></tr> <tr><td>Q2 2020/21</td><td>4.5</td><td>4.0</td></tr> <tr><td>Q3 2020/21</td><td>4.4</td><td>4.0</td></tr> <tr><td>Q4 2020/21</td><td>4.4</td><td>4.0</td></tr> <tr><td>Q1 2021/22</td><td>4.4</td><td>4.4</td></tr> <tr><td>Q2 2021/22</td><td>4.4</td><td>4.4</td></tr> <tr><td>Q3 2021/22</td><td>4.4</td><td>4.4</td></tr> <tr><td>Q4 2021/22</td><td>4.4</td><td>4.4</td></tr> <tr><td>Q1 2022/23</td><td>4.4</td><td>4.4</td></tr> <tr><td>Q2 2022/23</td><td>4.4</td><td>4.4</td></tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2020/21	4.0	4.0	Q2 2020/21	4.5	4.0	Q3 2020/21	4.4	4.0	Q4 2020/21	4.4	4.0	Q1 2021/22	4.4	4.4	Q2 2021/22	4.4	4.4	Q3 2021/22	4.4	4.4	Q4 2021/22	4.4	4.4	Q1 2022/23	4.4	4.4	Q2 2022/23	4.4	4.4	None available	<p>This measure records public satisfaction ratings for our Country and Town Parks on Trip Advisor and Google.</p> <p>Q2 performance was 4.4 out of 5 (90.76% positive, 2.86% negative) and as such was better than the target of 4.4 (>90% positive, <3% negative), as was Q1 at 4.4 out of 5 (91.06% positive, 2.56% negative). The loss of Google data for a major site (Wycombe Rye) which previously had over 2,000 reviews has had an impact on the percentage scores. We are investigating why this data has been removed from Google.</p>
Quarter	Quarters	Target (Quarters)																																					
Q1 2020/21	4.0	4.0																																					
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Hours contributed by archive volunteers	Aim to Maximise	272	210	 <table border="1"> <caption>Hours contributed by archive volunteers Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr><td>Q4 2021/22</td><td>205</td><td>210</td></tr> <tr><td>Q1 2022/23</td><td>264</td><td>210</td></tr> <tr><td>Q2 2022/23</td><td>272</td><td>210</td></tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q4 2021/22	205	210	Q1 2022/23	264	210	Q2 2022/23	272	210	None available	<p>This measure records the number of hours contributed by archive volunteers.</p> <p>In Q2 performance was 272 hours, which is higher than Q1 (264 hours) and is higher than the target of 205 hours. Targets are being exceeded because of the increase in the number of volunteers being recruited.</p>																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
Number of visitors to leisure centres and pools	Aim to Maximise	1,807,332	1,450,000	<table border="1"> <caption>Visitor Numbers Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>~100,000</td><td>~100,000</td></tr> <tr><td>Q2 2020/21</td><td>~200,000</td><td>~200,000</td></tr> <tr><td>Q3 2020/21</td><td>~300,000</td><td>~300,000</td></tr> <tr><td>Q4 2020/21</td><td>~300,000</td><td>~300,000</td></tr> <tr><td>Q1 2021/22</td><td>~400,000</td><td>~300,000</td></tr> <tr><td>Q2 2021/22</td><td>~1,000,000</td><td>~800,000</td></tr> <tr><td>Q3 2021/22</td><td>~1,500,000</td><td>~1,300,000</td></tr> <tr><td>Q4 2021/22</td><td>~2,400,000</td><td>~1,800,000</td></tr> <tr><td>Q1 2022/23</td><td>~900,000</td><td>~700,000</td></tr> <tr><td>Q2 2022/23</td><td>1,807,332</td><td>~1,450,000</td></tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2020/21	~100,000	~100,000	Q2 2020/21	~200,000	~200,000	Q3 2020/21	~300,000	~300,000	Q4 2020/21	~300,000	~300,000	Q1 2021/22	~400,000	~300,000	Q2 2021/22	~1,000,000	~800,000	Q3 2021/22	~1,500,000	~1,300,000	Q4 2021/22	~2,400,000	~1,800,000	Q1 2022/23	~900,000	~700,000	Q2 2022/23	1,807,332	~1,450,000	None available	<p>This measure records the number of visitors to council owned leisure centres and pools in Buckinghamshire.</p> <p>In Q2 there were 891,519 visitors, which is slightly lower than Q1 (915,813 visitors), but both quarters were above the quarterly target of 725,000 visitors. Leisure centre and pool visitor numbers typically reduce during the summer months (Q2), so the decrease seen between Q1 and Q2 was anticipated.</p>
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Engagement with Archives through social media and in-person visits	Aim to Maximise	101,391	22,500	<table border="1"> <caption>Engagement Numbers Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr><td>Q1 2021/22</td><td>~10,000</td><td>~10,000</td></tr> <tr><td>Q2 2021/22</td><td>~25,000</td><td>~15,000</td></tr> <tr><td>Q3 2021/22</td><td>~35,000</td><td>~20,000</td></tr> <tr><td>Q4 2021/22</td><td>~40,000</td><td>~25,000</td></tr> <tr><td>Q1 2022/23</td><td>~40,000</td><td>~15,000</td></tr> <tr><td>Q2 2022/23</td><td>101,391</td><td>~22,500</td></tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2021/22	~10,000	~10,000	Q2 2021/22	~25,000	~15,000	Q3 2021/22	~35,000	~20,000	Q4 2021/22	~40,000	~25,000	Q1 2022/23	~40,000	~15,000	Q2 2022/23	101,391	~22,500	None available	<p>This indicator measures the engagement with Archives through social media and in-person visits.</p> <p>Performance in Q2 was 61,124 engagements (cumulative total 101,391 (Q1 40,267, Q2 61,124)) which was not only ahead of the Q2 cumulative target of 22,500 engagements (11,250 per quarter) but has already exceeded the annual target of 45,000 engagements. Exceeding performance is attributed to the new Community Engagement post which has been managing the Service's social media.</p>												
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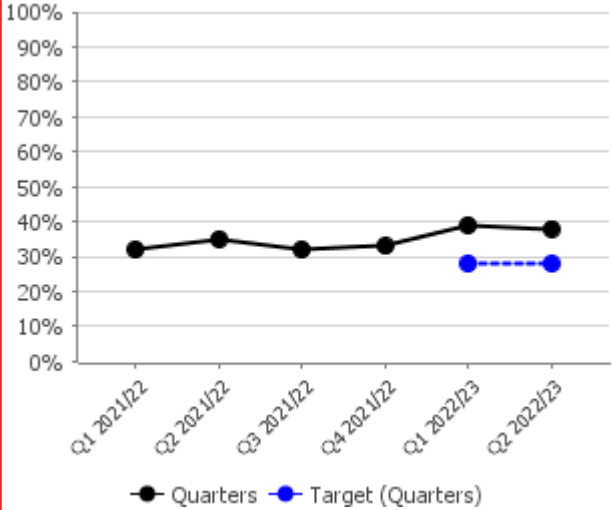
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Number of visitors to Country Parks	Aim to Maximise	694,638	675,865	<table border="1"> <caption>Quarterly Visitor Numbers</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>300,000</td> <td>300,000</td> </tr> <tr> <td>Q2 2020/21</td> <td>750,000</td> <td>550,000</td> </tr> <tr> <td>Q3 2020/21</td> <td>1,100,000</td> <td>750,000</td> </tr> <tr> <td>Q4 2020/21</td> <td>1,750,000</td> <td>950,000</td> </tr> <tr> <td>Q1 2021/22</td> <td>350,000</td> <td>350,000</td> </tr> <tr> <td>Q2 2021/22</td> <td>750,000</td> <td>600,000</td> </tr> <tr> <td>Q3 2021/22</td> <td>1,000,000</td> <td>800,000</td> </tr> <tr> <td>Q4 2021/22</td> <td>1,400,000</td> <td>1,000,000</td> </tr> <tr> <td>Q1 2022/23</td> <td>350,000</td> <td>350,000</td> </tr> <tr> <td>Q2 2022/23</td> <td>694,638</td> <td>675,865</td> </tr> </tbody> </table>	Quarter	Quarters (Actual)	Target (Quarters)	Q1 2020/21	300,000	300,000	Q2 2020/21	750,000	550,000	Q3 2020/21	1,100,000	750,000	Q4 2020/21	1,750,000	950,000	Q1 2021/22	350,000	350,000	Q2 2021/22	750,000	600,000	Q3 2021/22	1,000,000	800,000	Q4 2021/22	1,400,000	1,000,000	Q1 2022/23	350,000	350,000	Q2 2022/23	694,638	675,865	None available	<p>This indicator measures the number of visitors to country parks. It is compiled from an automated count of cars entering car parks at Black Park, Langley Park and Denham. A multiplier of 2.5 is applied (assuming 2.5 visitors per vehicle).</p> <p>There were 349,983 visitors in Q1 and 344,655 in Q2 bringing the cumulative Q2 total to 694,638, which is higher (better) than the cumulative Q2 target of 675,865 visitors. This is despite the increase in availability of overseas holidays and other activities. Post-pandemic visitor numbers are 14.5% below last year's totals year-to-date.</p>
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Education and Children's Services Portfolio Cllr Anita Cranmer



Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
% of re-referrals within 12 months	Aim to Minimise	38%	28%	 <table border="1"> <caption>Quarterly Re-referral Rates</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>32</td> <td>28</td> </tr> <tr> <td>Q2 2021/22</td> <td>35</td> <td>28</td> </tr> <tr> <td>Q3 2021/22</td> <td>32</td> <td>28</td> </tr> <tr> <td>Q4 2021/22</td> <td>33</td> <td>28</td> </tr> <tr> <td>Q1 2022/23</td> <td>39</td> <td>28</td> </tr> <tr> <td>Q2 2022/23</td> <td>38</td> <td>28</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	32	28	Q2 2021/22	35	28	Q3 2021/22	32	28	Q4 2021/22	33	28	Q1 2022/23	39	28	Q2 2022/23	38	28	<p>England 23%, South East 28%, Statistical Neighbours 23% (CIN Census 2020/21)</p>	<p>This indicator measures the percentage of children who have been referred to Children's Social Care in each quarter, where they have also had an open referral within the previous 12 months. Referrals to the service are received by the Multi-Agency Safeguarding Hub (MASH).</p> <p>Re-referrals increased during the covid pandemic from 26% in 2019/20, to 33% in 2021/22. The percentage of re-referrals continued to increase this year to 39% in Q1 then decreased slightly to 38% in Q2. This is above the target of 28%, which is in-line with performance in the South East during 2020/21.</p> <p>The number of both contacts and referrals have increased by 65% and 53% respectively during April to September 2022 (compared to the same period last year), where this additional activity is impacting on referral rates.</p> <p>The most common reason for re-referrals relates to Domestic Violence and Abuse (DVA) concerns, which was a factor in a quarter of all re-referrals in Q2. DVA was not originally identified as a factor in 60% of these cases and was a newly identified concern, indicating that the reason for these re-referrals are different to the original concerns raised.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • A newly appointed officer that is focusing on DVA referrals will continue to improve how these referrals are triaged in the MASH. • The service is improving the transfer process between the Family Support service and the MASH to better assist families with support and advice, ensuring that they are given the right support at the right time. • A new approach continues to be piloted in the MASH that is evidencing improved and timely decision making at the initial stage of referral, through professional conversations with referrers. This involves giving advice and guidance about a common set of principles which promote the welfare and safety of children.
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q1 2021/22	32	28																									
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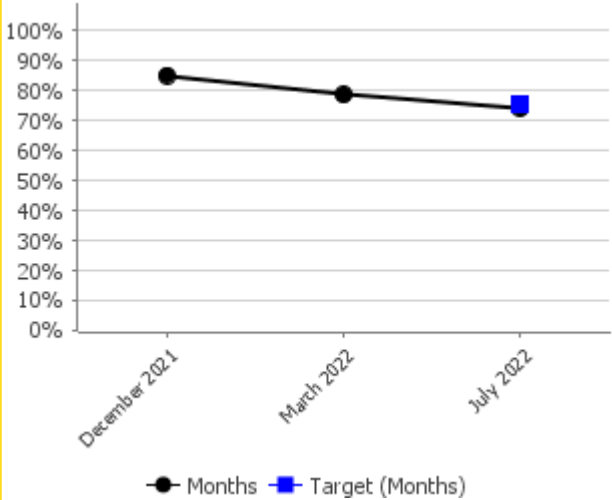
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% new Education, Health and Care Plans (EHCPs) issued within 20 weeks (excluding exceptions)	Aim to Maximise	67.1%	75%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>60</td> <td>55</td> </tr> <tr> <td>Q2 2020/21</td> <td>68</td> <td>55</td> </tr> <tr> <td>Q3 2020/21</td> <td>75</td> <td>55</td> </tr> <tr> <td>Q4 2020/21</td> <td>82</td> <td>55</td> </tr> <tr> <td>Q1 2021/22</td> <td>85</td> <td>75</td> </tr> <tr> <td>Q2 2021/22</td> <td>85</td> <td>75</td> </tr> <tr> <td>Q3 2021/22</td> <td>82</td> <td>75</td> </tr> <tr> <td>Q4 2021/22</td> <td>78</td> <td>75</td> </tr> <tr> <td>Q1 2022/23</td> <td>70</td> <td>75</td> </tr> <tr> <td>Q2 2022/23</td> <td>67.1</td> <td>75</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	60	55	Q2 2020/21	68	55	Q3 2020/21	75	55	Q4 2020/21	82	55	Q1 2021/22	85	75	Q2 2021/22	85	75	Q3 2021/22	82	75	Q4 2021/22	78	75	Q1 2022/23	70	75	Q2 2022/23	67.1	75	<p>2021 calendar year: South East = 49.3% England = 59.9% Buckinghamshire = 82.0%</p>	<p>This indicator measures the percentage of Education, Health and Care Plans (EHCPs) that are issued to families within 20 weeks. This indicator is cumulative for the calendar year, and Q2 reports on the EHCPs issued from January 2022 to September 2022.</p> <p>From January to September 2022 67.1% of EHCPs were issued within 20 weeks, which is below target but above the latest published national and regional averages (National 59.9% and South East 49.3% for 2021).</p> <p>Teams are focused on actively managing the process to ensure that assessments are completed in time (where possible), despite the increase in demand and partners providing late appendices that are needed as part of the EHCP process.</p> <p>In response to the rising number of Education, Health and Care Needs Assessments (EHCNA), the Education Psychology (EP) Team has changed the way this information is collected and presented. The default assessment is completed through online consultations with the young person, parents/carers and with the school, which enables outcomes to be co-produced. There is a new EHCNA report format to reflect these changes, which emphasises the distinction between ordinarily available provision and additional SEND provision required to meet the individual's needs.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • To embed the new EHCNA report format, that will improve how EHCPs are issued. • Greater management oversight from Senior Education Health and Care Co-ordinators to ensure that appendices are requested and received from partners, to further improve the timeliness of issuing EHCPs. • Introduce clear guidance to services regarding the process for late appendices and to embed a tracker to manage this work.
Quarter	Quarters (%)	Target (Quarters) (%)																																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
% of initial Family Support Plans completed within 31 working days	Aim to Maximise	76%	85%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>92</td> <td>85</td> </tr> <tr> <td>Q2 2021/22</td> <td>90</td> <td>85</td> </tr> <tr> <td>Q3 2021/22</td> <td>93</td> <td>85</td> </tr> <tr> <td>Q4 2021/22</td> <td>90</td> <td>85</td> </tr> <tr> <td>Q1 2022/23</td> <td>85</td> <td>85</td> </tr> <tr> <td>Q2 2022/23</td> <td>76</td> <td>85</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	92	85	Q2 2021/22	90	85	Q3 2021/22	93	85	Q4 2021/22	90	85	Q1 2022/23	85	85	Q2 2022/23	76	85	None available	<p>This indicator measures the percentage of Initial Plans completed within 31 working days of the start of Family Support Service involvement, which provides one to one support for families and individuals (Level 3 support).</p> <p>Between July to September 2022, 76% of Initial Plans had been completed within 31 working days of the start of Family Support Service involvement (181 of 238 Initial Plans). This is 11 percentage points less than Q1.</p> <p>Performance has been affected by staff vacancies and an increase in demand (a 28% increase in families accessing the service at the end of September 2022, compared to September last year). Teams have been reorganised to ensure that resource is effectively used, which includes the recruitment of Assistant Team Managers to increase capacity and drive improvement.</p> <p>Improvement Actions</p> <ul style="list-style-type: none"> • The recent increase in management resource across each of the area teams will continue to improve oversight of performance. • Continue to focus on recruiting to vacancies to improve the level of staff resource.
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q1 2021/22	92	85																									
Q2 2021/22	90	85																									
Q3 2021/22	93	85																									
Q4 2021/22	90	85																									
Q1 2022/23	85	85																									
Q2 2022/23	76	85																									

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
% children who became the subject of a Child Protection Plan for a second or subsequent time within 2 years	Aim to Minimise	13%	10%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>~8%</td> <td>10%</td> </tr> <tr> <td>Q2 2021/22</td> <td>~8%</td> <td>10%</td> </tr> <tr> <td>Q3 2021/22</td> <td>~5%</td> <td>10%</td> </tr> <tr> <td>Q4 2021/22</td> <td>~8%</td> <td>10%</td> </tr> <tr> <td>Q1 2022/23</td> <td>~15%</td> <td>10%</td> </tr> <tr> <td>Q2 2022/23</td> <td>13%</td> <td>10%</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	~8%	10%	Q2 2021/22	~8%	10%	Q3 2021/22	~5%	10%	Q4 2021/22	~8%	10%	Q1 2022/23	~15%	10%	Q2 2022/23	13%	10%	None available	<p>This indicator measures the percentage of children becoming subject to a Child Protection (CP) Plan during the quarter who had previously been on a CP plan within the last 2 years.</p> <p>During Q2, of the 150 children starting on a CP plan 13% (19 children) had previously been subject to a CP plan within the last 2 years, which is 4 children above the target of 10%.</p> <p>Performance was below target over the last year, rising in Q1 this year as we are seeing more children coming back onto plans where there are Domestic Violence and Abuse concerns.</p> <p>Child Protection Advisors and managers continue to work together with schools, police and health organisations, to ensure that children are supported on a CP plan until there is sufficient evidence that they are no longer at risk of significant harm.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Child Protection Advisors (CPA) will continue to ensure that plans end when there is sufficient evidence that outcomes and changes have been achieved. • All CP Plans are being reviewed during Q3 to ensure that a clear and effective step down plan is in place, to monitor each child's journey from a Child Protection plan to a Child in Need plan.
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q1 2021/22	~8%	10%																									
Q2 2021/22	~8%	10%																									
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
% of Children in Need seen within 4 weeks	Aim to Maximise	78%	90%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>88</td> <td>90</td> </tr> <tr> <td>Q2 2021/22</td> <td>84</td> <td>90</td> </tr> <tr> <td>Q3 2021/22</td> <td>89</td> <td>90</td> </tr> <tr> <td>Q4 2021/22</td> <td>81</td> <td>90</td> </tr> <tr> <td>Q1 2022/23</td> <td>79</td> <td>90</td> </tr> <tr> <td>Q2 2022/23</td> <td>78</td> <td>90</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	88	90	Q2 2021/22	84	90	Q3 2021/22	89	90	Q4 2021/22	81	90	Q1 2022/23	79	90	Q2 2022/23	78	90	None available	<p>This indicator measures the percentage of children subject to a Child in Need (CIN) plan who have been seen in person in the last 4 weeks. The purpose of visits to children and their families is to check on a child's physical and emotional wellbeing, to ensure that all their needs are being met. Alongside this, the child's plan will be progressed and the social worker will explore the child's wishes and feelings. This will help to inform the type of support they need, both now and in the future.</p> <p>At the end of September 2022, 78% of children were seen within 4 weeks, which is 1% lower than the position at the end of June. There is stringent oversight of children on CIN plans and visits are organised in advance and prioritised according to risk. Where it has not been possible to visit children, measures are put in place to ensure that children remain safe. When considering where children are seen within 6 weeks, performance remains high at 93%.</p> <p>There is a shortage of social workers which has had an ongoing impact on staffing resource and affected performance within the service, as it is difficult to recruit staff. Additional resource has been bought in to support workers with administration tasks, to allow more time for them to prioritise visits.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • The service is continuing to prioritise recruitment activity to sustain workforce capacity and ensure resource is available to manage demand. • Performance data continues to be reviewed regularly, to ensure that there is stringent oversight of children on CIN plans and that risks are mitigated against.
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q1 2021/22	88	90																									
Q2 2021/22	84	90																									
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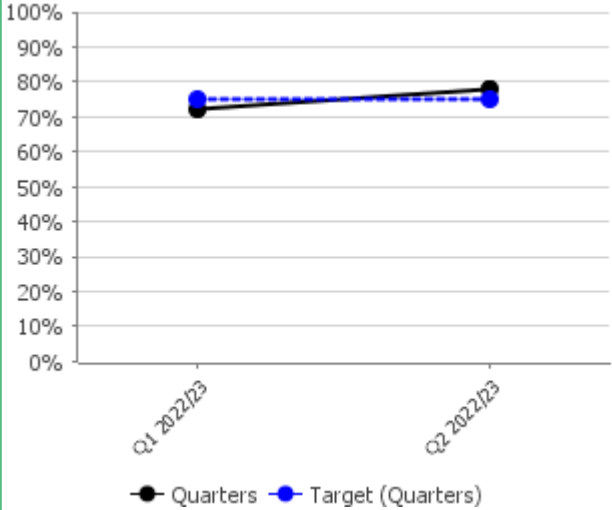
Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary												
% of eligible two-year-olds registered to receive funded early education entitlements	Aim to Maximise	74%	75%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Months (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>December 2021</td> <td>85</td> <td>75</td> </tr> <tr> <td>March 2022</td> <td>79</td> <td>75</td> </tr> <tr> <td>July 2022</td> <td>74</td> <td>75</td> </tr> </tbody> </table>	Month	Months (%)	Target (%)	December 2021	85	75	March 2022	79	75	July 2022	74	75	England (January 2022) = 72%	<p>This measure shows the number of 2 year olds, for whom we have received official confirmation that they are attending an early years provider, as a percentage of the number of children who were on the list of potentially eligible 2 year olds received from the Department for Education. Eligible two-year olds are entitled to 570 hours of funded early education and childcare per year if their parents choose to apply for and take up a place.</p> <p>At the end of the summer term (July 2022) 74.0% of eligible 2 year olds were attending an early years provider. This is slightly below target, but is above the same point last year (July 2021 was 65.6%) and above the latest published national average. The number of eligible children varies throughout the year from approximately 1,200-1,500, so a one percentage point gap to target is the equivalent of approximately 15 eligible children not accessing a funded childcare place.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> The Childcare Brokerage Service continues to work with families to help them apply and confirm their eligibility for 2 year old funding. They then work with families and childcare providers to find a suitable childcare placement for each eligible child.
Month	Months (%)	Target (%)																
December 2021	85	75																
March 2022	79	75																
July 2022	74	75																

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
% of children with Initial Child Protection Conferences completed within 15 working days of the strategy discussion	Aim to Maximise	78%	82%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>72</td> <td>82</td> </tr> <tr> <td>Q2 2021/22</td> <td>35</td> <td>82</td> </tr> <tr> <td>Q3 2021/22</td> <td>62</td> <td>82</td> </tr> <tr> <td>Q4 2021/22</td> <td>78</td> <td>82</td> </tr> <tr> <td>Q1 2022/23</td> <td>78</td> <td>82</td> </tr> <tr> <td>Q2 2022/23</td> <td>78</td> <td>82</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	72	82	Q2 2021/22	35	82	Q3 2021/22	62	82	Q4 2021/22	78	82	Q1 2022/23	78	82	Q2 2022/23	78	82	<p>England 83%, South East 82%, Statistical Neighbours 87% (CIN Census 2020/21)</p>	<p>This indicator measures the percentage of Initial Child Protection Conferences (ICPCs) held within 15 working days of a child's Strategy Discussion. ICPCs are convened when a child is assessed through a Section 47 investigation as either having suffered significant harm or being at risk of suffering significant harm.</p> <p>Additional resource has been put in place to support the administration of ICPCs, and capacity within the service was increased to help manage periods of higher demand. During Q4 2021/22, 277 children were subject to an ICPC. Demand has since decreased, with 166 children subject to an ICPC during Q1 (April to June) and 157 during Q2 (July - September). This has led to continued improvement in performance and during Q2 78% of ICPCs were completed on time.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • Social workers continue to hold consultations with Child Protection Advisors and regular auditing is carried out by senior managers, to ensure timely and proportionate decision making for children at risk of significant harm. • The service manager regularly attends meetings with managers in the safeguarding teams, working closely to ensure any potential delays are addressed so that ICPCs are carried out on time. • The service continues to work with Assessment teams, to monitor rises in demand and ensure there are plans in place to continue managing this going forward. • The service continues to review out of time cases and monitor safety plans so that those children are safe.
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q1 2021/22	72	82																									
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Education and Childrens Services Portfolio GREEN

Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary									
Education Health and Care Plan (EHCP) Annual Reviews - % of CYP with an EHCP who have had an annual review within the last 12 months	Aim to Maximise	78.2%	75%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>72%</td> <td>75%</td> </tr> <tr> <td>Q2 2022/23</td> <td>78.2%</td> <td>75%</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2022/23	72%	75%	Q2 2022/23	78.2%	75%	None available	<p>The Annual Review of an Education Health and Care plan (EHCP) is a process by which the outcomes set out in the EHC Plan, and the effectiveness of provision are reviewed alongside all other sections of the EHCP. EHCPs must be reviewed, and the process completed by the local authority (LA) as a minimum within every 12 months. For under 5's with EHCPs, this review must be within 6 months.</p> <p>At the end of Q2, 78.2% of children and young people with an EHCP had had an Annual Review in the past 12 months. This is up from 72% at the end of Q1.</p> <p>The service are introducing a consistent reporting mechanism for the Annual Review Strategy during the calendar year 2022, which focuses on the most vulnerable children and young people (priority 1) by Area Team. Front-line staff are focusing on ensuring that there is timely logging of reviews, and protected time has been introduced for staff to process Annual Reviews.</p> <p>We are awaiting a response to the open public consultation launched by the DfE on annual review timescales in light of the Devon ruling (case law), which may change the requirements around this measure.</p>
Quarter	Quarters (%)	Target (Quarters) (%)													
Q1 2022/23	72%	75%													
Q2 2022/23	78.2%	75%													

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% of pupils attending schools rated good and outstanding by Ofsted	Aim to Maximise	90%	89%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>90</td><td>89</td></tr> <tr><td>Q2 2020/21</td><td>90</td><td>89</td></tr> <tr><td>Q3 2020/21</td><td>90</td><td>89</td></tr> <tr><td>Q4 2020/21</td><td>90</td><td>89</td></tr> <tr><td>Q1 2021/22</td><td>90</td><td>89</td></tr> <tr><td>Q2 2021/22</td><td>89</td><td>89</td></tr> <tr><td>Q3 2021/22</td><td>89</td><td>89</td></tr> <tr><td>Q4 2021/22</td><td>89</td><td>89</td></tr> <tr><td>Q1 2022/23</td><td>90</td><td>89</td></tr> <tr><td>Q2 2022/23</td><td>90</td><td>89</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	90	89	Q2 2020/21	90	89	Q3 2020/21	90	89	Q4 2020/21	90	89	Q1 2021/22	90	89	Q2 2021/22	89	89	Q3 2021/22	89	89	Q4 2021/22	89	89	Q1 2022/23	90	89	Q2 2022/23	90	89	<p>State-funded schools in England (31/08/2022) = 87.2%</p> <p>State-funded schools in the South East region (31/08/2022) = 91.3%</p>	<p>This indicator reports the percentage of Buckinghamshire pupils who are attending schools judged by Ofsted to be good or outstanding.</p> <p>At the end of September 2022, 90.0% of Buckinghamshire pupils were attending a good or outstanding school, which is above target and also above the national average.</p> <p>Schools that were previously judged 'outstanding' (including converter academies whose predecessor school was outstanding) between May 2012 and November 2020 were 'exempt' from routine inspections. Following a change in regulations all outstanding schools are now subject to routine inspection. Many of these schools have not been inspected for over ten years, during which time the Ofsted inspection framework has been tightened with significant changes in 2019 and 2021.</p> <p>Focused intensive work is carried out for schools in the Requires Improvement or Inadequate Ofsted categories through the Side by Side intervention programme. All schools have been risk assessed for academic year 2022/23 based on their vulnerability, and additional support is put in place for schools in need through the Side by Side programme prior to inspection. In addition, a rigorous programme of Headline Visits to schools nearing their Ofsted inspection window is being undertaken this academic year and a traded school service is providing additional, non-statutory support for schools.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																																					
Q1 2020/21	90	89																																					
Q2 2020/21	90	89																																					
Q3 2020/21	90	89																																					
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Q4 2021/22	89	89																																					
Q1 2022/23	90	89																																					
Q2 2022/23	90	89																																					

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% of assessments completed in 45 working days	Aim to Maximise	89%	80%	<table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>85</td> <td>80</td> </tr> <tr> <td>Q2 2020/21</td> <td>85</td> <td>80</td> </tr> <tr> <td>Q3 2020/21</td> <td>72</td> <td>80</td> </tr> <tr> <td>Q4 2020/21</td> <td>73</td> <td>80</td> </tr> <tr> <td>Q1 2021/22</td> <td>82</td> <td>80</td> </tr> <tr> <td>Q2 2021/22</td> <td>65</td> <td>80</td> </tr> <tr> <td>Q3 2021/22</td> <td>74</td> <td>80</td> </tr> <tr> <td>Q4 2021/22</td> <td>73</td> <td>80</td> </tr> <tr> <td>Q1 2022/23</td> <td>80</td> <td>80</td> </tr> <tr> <td>Q2 2022/23</td> <td>89</td> <td>80</td> </tr> </tbody> </table>	Quarter	Actual Performance (%)	Target (%)	Q1 2020/21	85	80	Q2 2020/21	85	80	Q3 2020/21	72	80	Q4 2020/21	73	80	Q1 2021/22	82	80	Q2 2021/22	65	80	Q3 2021/22	74	80	Q4 2021/22	73	80	Q1 2022/23	80	80	Q2 2022/23	89	80	<p>England 88%, South East 89%, Statistical Neighbours 92% (CIN Census 2020/21)</p>	<p>This indicator measures the percentage of children's social care assessments completed within 45 working days, in each quarter. Assessments are conducted to determine what services to provide to children and their families.</p> <p>During Q2 the percentage of children's assessments completed within 45 working days was 89%. This is an improvement of ten percentage points since Q1 and is above this year's target of 80%.</p> <p>Demand in the assessment teams has decreased in recent months. During Q4 2021/22 1,755 children required an assessment after being referred to the service. This decreased to 1,517 in Q1 and 1,277 in Q2.</p> <p>Increased capacity within the teams during previous periods of high demand, alongside a decrease in demand during Q2, has led to improved performance. Management capacity within the teams has also been increased. This has meant that there is greater oversight across the service, ensuring decisions are made in a timely manner so that families get the right support when it is needed.</p>
Quarter	Actual Performance (%)	Target (%)																																					
Q1 2020/21	85	80																																					
Q2 2020/21	85	80																																					
Q3 2020/21	72	80																																					
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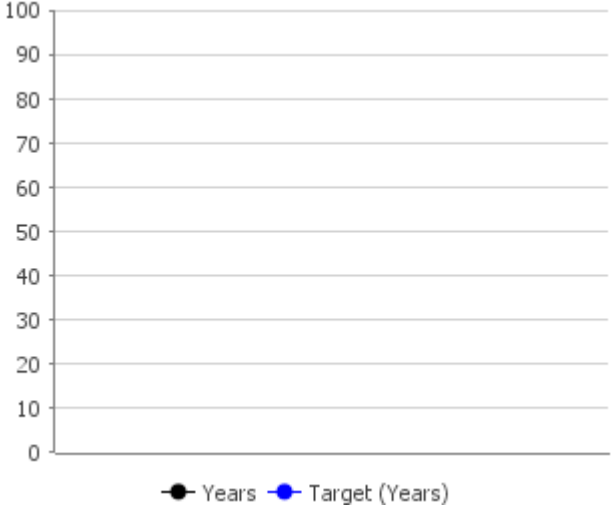
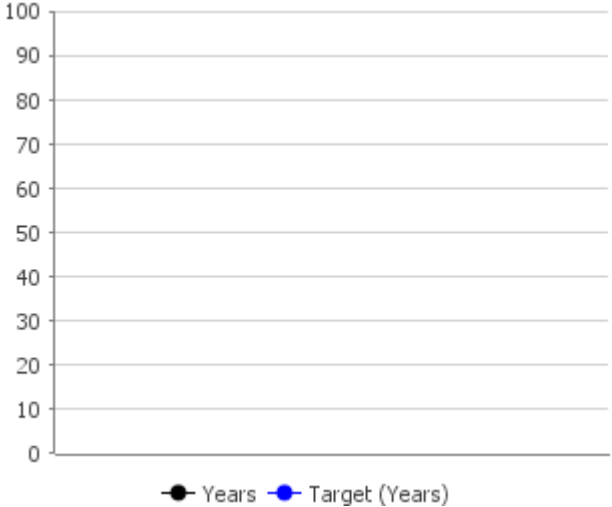
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% of 19-21 year olds who have left care that are in education, employment or training	Aim to Maximise	69%	65%	<p>The chart displays two data series: 'Quarters' (solid black line with black dots) and 'Target (Quarters)' (dashed blue line with blue dots). The Y-axis represents the percentage from 0% to 100%. The X-axis shows quarters from Q1 2020/21 to Q2 2022/23. The 'Quarters' line starts at approximately 60% in Q1 2020/21, dips to 50% in Q2 2020/21, rises to 60% in Q4 2020/21, peaks at 78% in Q3 2021/22, and ends at 69% in Q2 2022/23. The 'Target (Quarters)' line remains constant at 65%.</p>	<p>England 52%, South East 51%, Statistical Neighbours 52% (Children Looked After Return - SSSDA903, 2020/21)</p>	<p>This indicator measures the percentage of care leavers aged between 19 and 21 who are in education, employment, or training (EET).</p> <p>The figure at the end of September 2022 was 69%, which remains above both the target of 65% and the benchmark figures for England, the South East and our statistical neighbours.</p> <p>Of the care leavers aged 19-21, 128 are in EET. Targeted support is being provided to 57 care leavers who are not in EET due to their illness/disability, parenting or pregnancy or other circumstances.</p> <p>During July and August performance is affected by the transition of young people from University and college into other employment or learning, as well as the school holiday period.</p> <p>Regular panel meetings are held about the care leavers who are not in EET, to discuss the opportunities available to them and how best to support them, both now and in the future. There is also a designated lead Personal Advisor in post who works with these young people.</p> <p>Care leavers are also being supported to take part in a range of schemes, aimed at helping young people get involved in education or employment appropriate to their level of need.</p>
% of children subject to a Child Protection Plan seen within 4 weeks	Aim to Maximise	96%	95%	<p>The chart displays two data series: 'Quarters' (solid black line with black dots) and 'Target (Quarters)' (dashed blue line with blue dots). The Y-axis represents the percentage from 0% to 100%. The X-axis shows quarters from Q1 2021/22 to Q2 2022/23. The 'Quarters' line starts at approximately 96% in Q1 2021/22, dips slightly to 95% in Q2 2021/22, rises to 97% in Q3 2021/22, and ends at 96% in Q2 2022/23. The 'Target (Quarters)' line remains constant at 95%.</p>	None available	<p>This indicator measures the percentage of children subject to a Child Protection (CP) Plan who have been seen in person within the last 4 weeks.</p> <p>At the end of September 2022, 96% of children subject to a CP plan were seen within 4 weeks.</p> <p>There is a shortage of social workers, as it is difficult to recruit staff. This has had an impact on staffing resource and affected performance within the service. Additional resource has been bought in to support workers with administration tasks, to allow more time for them to prioritise visits.</p> <p>There is strong oversight of children on CP plans within the service, which is supported by performance information being reviewed weekly by senior managers to ensure that visits are timely and that children are safeguarded. In situations where children are not visited within timescales, social workers liaise with families to ensure plans are in place and children remain safe.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
% of children looked after visited within timescales	Aim to Maximise	90%	90%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>90</td> <td>90</td> </tr> <tr> <td>Q2 2021/22</td> <td>90</td> <td>90</td> </tr> <tr> <td>Q3 2021/22</td> <td>92</td> <td>90</td> </tr> <tr> <td>Q4 2021/22</td> <td>92</td> <td>90</td> </tr> <tr> <td>Q1 2022/23</td> <td>90</td> <td>90</td> </tr> <tr> <td>Q2 2022/23</td> <td>90</td> <td>90</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	90	90	Q2 2021/22	90	90	Q3 2021/22	92	90	Q4 2021/22	92	90	Q1 2022/23	90	90	Q2 2022/23	90	90	None available	<p>This indicator measures the percentage of looked after children who were visited in person within timescales.</p> <p>The aim of the visit is to check on a child's physical and emotional wellbeing to ensure that all their needs are being met, alongside exploring their wishes and feelings and the environment in which they live. This will help to inform the type of support they need both now and in the future.</p> <p>The frequency of visits is determined by the child's needs and care plan, in accordance with statutory requirements. At the end of September 2022 90% of children had been visited within timescales, which is the same figure as at the end of Q1 in June 2022.</p> <p>When visiting children, social workers are responsible for planning future visits at a time convenient for the child and their carer, to ensure that they are seen regularly.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q1 2021/22	90	90																									
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Q1 2022/23	90	90																									
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Education and Childrens Services Portfolio NO RAG

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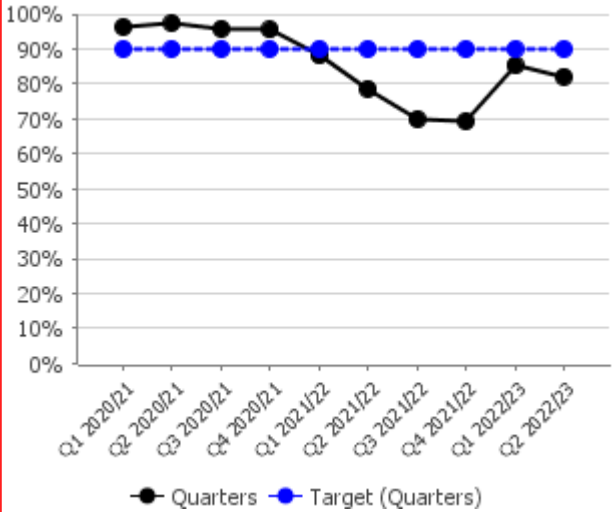
PI	Aim To	Current Value	Trend Chart	Commentary
Key Stage 4 average Attainment 8 score	Aim to Maximise			Not due to be published until Q3.
Key Stage 4 average Attainment 8 score for disadvantaged pupils	Aim to Maximise			Not due to be published until Q3.



Health and Wellbeing Portfolio Cllr Angela Macpherson



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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% of births that receive a face-to-face New Birth Visit within 14 days by a health visitor in the quarter	Aim to Maximise	82.1%	90%		<p>79.7% England (Q4 2021/22)</p> <p>74.2% (Q4 2021/22 South East region)</p> <p>73.8% (Q4 2021/22 mean of CIPFA peers)</p>	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator measures the percentage of new birth visits (NBV) undertaken within 14 days.</p> <p>Performance (82.1%) is below the contractually targeted level (90%). Although a slight decrease on the previous quarter (85.3%), it remains a significant improvement on previous quarters (at the end of 2021/22) and above comparator areas.</p> <p>The proportion of new birth visits taking place within 14 days decreased due to capacity within Aylesbury and Wycombe teams (staff shortages and illness). The majority of visits (96%) have taken place within 21 days. There has not been any significant change to the proportion of children with no recorded visit which has remained at less than 2%.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> Addressing staff capacity across locality teams and providing a review of staffing within the service looking at skill mix and new approaches for recruitment. Reducing administration by developing a standardised process for health visitors to report NBV outcomes. Working with maternity units (inside and outside of Buckinghamshire) to reduce the level of late notifications of births for women resident in Buckinghamshire.

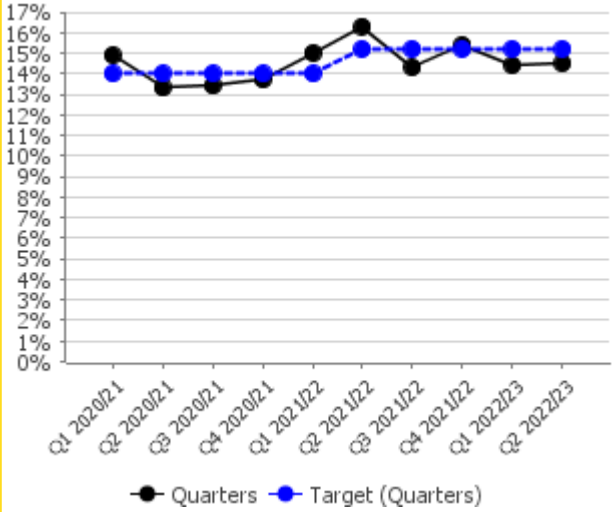
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% of service users due an annual review that receive their review	Aim to Maximise	41%	45%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>20</td> <td>20</td> </tr> <tr> <td>Q2 2020/21</td> <td>40</td> <td>40</td> </tr> <tr> <td>Q3 2020/21</td> <td>58</td> <td>60</td> </tr> <tr> <td>Q4 2020/21</td> <td>75</td> <td>80</td> </tr> <tr> <td>Q1 2021/22</td> <td>18</td> <td>18</td> </tr> <tr> <td>Q2 2021/22</td> <td>38</td> <td>30</td> </tr> <tr> <td>Q3 2021/22</td> <td>48</td> <td>45</td> </tr> <tr> <td>Q4 2021/22</td> <td>55</td> <td>60</td> </tr> <tr> <td>Q1 2022/23</td> <td>22</td> <td>22</td> </tr> <tr> <td>Q2 2022/23</td> <td>41</td> <td>45</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	20	20	Q2 2020/21	40	40	Q3 2020/21	58	60	Q4 2020/21	75	80	Q1 2021/22	18	18	Q2 2021/22	38	30	Q3 2021/22	48	45	Q4 2021/22	55	60	Q1 2022/23	22	22	Q2 2022/23	41	45	28% South East (April to September 2020/21)	<p>This indicator measures the percentage of Adult Social Care service users due an annual review in year who receive their review and is good to be high. This is a cumulative measure and performance increases during the year along with the target.</p> <p>From 1 April 2022 to 30 September 2022, 41% of service users annual reviews were completed (1,733 people), which is 4% (186 people) below the stretching graduated target of 45%.</p> <p>Performance (41%) is significantly higher than the South East benchmark level of 28%, and if activity continues at this level, 81% of all annual reviews will be completed by March 2023.</p> <p>Reviews that are due in 2022/23 are being undertaken by our permanent social work teams which have completed three quarters of the reviews. In addition to this, a quarter of the reviews were completed by our short-term project team, which was formed to support the pressures that resulted from the Covid pandemic. These reviews are signed-off by the Head of Service and there is regular auditing of activity to ensure high quality care plans.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • All of the 186 reviews that were not undertaken earlier this year have been allocated to social workers to be completed. • The short-term project team will continue to complete the 705 reviews overdue from last year (2021/22). • Continue to allocate service users a named social worker to oversee their care, which will improve how annual reviews are completed.
Quarter	Quarters (%)	Target (Quarters) (%)																																					
Q1 2020/21	20	20																																					
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Number of older people (65+) admitted to permanent residential or nursing care homes per 100,000 population	Aim to Minimise	264.1	244.5		244.5 South East (April to September 2020/21)	<p>This indicator measures the number of older adults whose long-term support needs are best met by admission to a residential or nursing care home, relative to the population size. It is expressed as a rate per 100,000 population and is good to be low.</p> <p>Between 1 April 2022 and 30th September 2022, 275 older adults (264.1 per 100,000 population) were permanently admitted to care homes. This is 20 above the target of 255 people (244.5 per 100,000 population) which was set at last year's South East benchmark level.</p> <p>The rate of permanent admissions amongst older adults is higher than previous years because of the Covid pandemic. This is in part due to the Hospital Discharge to Assess pathway that was put in place due to the pandemic, which is now resulting in increased admissions, and accounts for one third of all permanent residential and nursing admissions.</p> <p>Social workers are continuing to ensure that practice is based on the Better Lives independence model, which focuses on independence and short-term and strength-based interventions, thereby minimising long-term care placements. This is also enabling 8 in 10 people contacting the council to receive information, advice and guidance to support them to continue to live independently.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • A Transfer of Care Hub is being developed for Winter 2022, which will evaluate and improve a person's discharge pathway from hospital, with an emphasis on people returning to their own home.

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary									
<p>% of carers who report that they have been included or consulted in discussions about the person that they care for.</p>	<p>Aim to Maximise</p>	<p>61.2%</p>	<p>70%</p>	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Years (Current Value)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~58%</td> <td>70%</td> </tr> <tr> <td>2022/23</td> <td>61.2%</td> <td>70%</td> </tr> </tbody> </table>	Year	Years (Current Value)	Target (Years)	2018/19	~58%	70%	2022/23	61.2%	70%	<p>64.1% South East (2021/22)</p>	<p>This indicator measures the percentage of carers who reported they always or usually felt included or consulted in discussions about the person they care for (in the previous 12 months). The outturn is calculated from the biennial statutory carers survey and is good to be high.</p> <p>In the 2021/22 survey, 101 of 165 carers responded very positively to this question (61.2%) which is below the target of 70%.</p> <p>A further 47 carers (28.5%) reported that they sometimes felt included or consulted in discussions, and 17 carers (10.3%) reported that they never felt involved or consulted in discussions about the person they care for.</p> <p>In total 9 out of 10 carers who responded to the survey felt they were consulted.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • A series of co-design workshops with carers and partners were held earlier this year that have identified the highest priority needs for improving the Carers experience, this work forms part of the ASC Transformation 'Carers Transformation and Co-Production' project. Work is now underway to develop an implementation plan to address these high priority needs and will be agreed and managed by the newly formed Carers Co-Production Board.
Year	Years (Current Value)	Target (Years)													
2018/19	~58%	70%													
2022/23	61.2%	70%													

Health and Wellbeing Portfolio AMBER

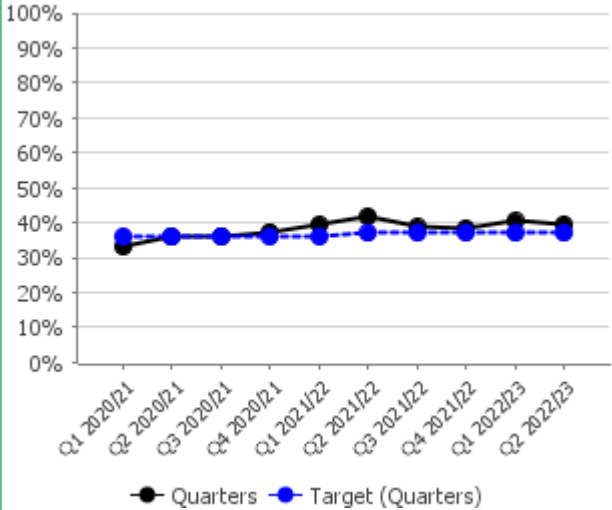
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% of successful drug treatment completions of those in treatment	Aim to Maximise	14.5%	15.2%	 <p>The trend chart displays the percentage of successful drug treatment completions over time. The Y-axis represents the percentage, ranging from 0% to 17% in 1% increments. The X-axis shows quarters from Q1 2020/21 to Q2 2022/23. Two data series are plotted: 'Quarters' (black solid line with black dots) and 'Target (Quarters)' (blue dashed line with blue dots). The 'Quarters' series starts at approximately 14.5% in Q1 2020/21, fluctuates, and ends at 14.5% in Q2 2022/23. The 'Target (Quarters)' series is a constant horizontal line at 15.2%.</p>	<p>14.1% (Q1 2022/23 England)</p> <p>16.5% (Q1 2022/23 South East region)</p> <p>14.4% (Q4 2021/22 England)</p> <p>17.0% (Q4 2021/22 South East region)</p> <p>14.4% (Q3 2021/22 England)</p> <p>17.3% (Q3 2021/22 South East region)</p>	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator measures the percentage of adults who have successfully completed drug treatment of all those receiving treatment. It covers all drugs.</p> <p>Performance is at 14.5% (135 out of 928 clients) against a target of 15.2%. Approximately 6 more clients would need to successfully complete to reach the target.</p> <p>Improvement Actions:</p> <p>The provider has appointed a new non-opiate lead with the aim of increasing the number of successful completions.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																														
Percentage of all clients attending GUM clinics seen or assessed by a healthcare professional within 48 hours (2 working days) of first contacting the service	Aim to Maximise	79%	80%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>85</td><td>80</td></tr> <tr><td>Q2 2020/21</td><td>82</td><td>80</td></tr> <tr><td>Q3 2020/21</td><td>80</td><td>80</td></tr> <tr><td>Q4 2020/21</td><td>85</td><td>80</td></tr> <tr><td>Q1 2021/22</td><td>80</td><td>80</td></tr> <tr><td>Q2 2021/22</td><td>78</td><td>80</td></tr> <tr><td>Q3 2021/22</td><td>85</td><td>80</td></tr> <tr><td>Q4 2021/22</td><td>85</td><td>80</td></tr> <tr><td>Q1 2022/23</td><td>80</td><td>80</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	85	80	Q2 2020/21	82	80	Q3 2020/21	80	80	Q4 2020/21	85	80	Q1 2021/22	80	80	Q2 2021/22	78	80	Q3 2021/22	85	80	Q4 2021/22	85	80	Q1 2022/23	80	80	There is no national benchmarking available for this indicator but this is a clinical standard which has to be achieved by all sexual health services and links to the requirement for the provision of open access services.	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator measures the percentage of GUM (Genitourinary Medicine Level 3 Sexual Health Service) clinic clients who have been seen or assessed within 48 hours of contacting the service.</p> <p>Performance is 1 percentage point below target, 2,397 out of 3,041 patients were seen within 48 hours. Annual performance was 82% (2021/22).</p> <p>Improvement Actions:</p> <p>In September, the service is re-starting walk-in clinics with an additional two clinics per week in Aylesbury and Wycombe. This will have a positive impact, as people who attend these clinics often get seen and assessed at the same appointment.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																																		
Q1 2020/21	85	80																																		
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Q1 2022/23	80	80																																		

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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% of successful alcohol treatment completions of those in treatment	Aim to Maximise	39.4%	37%	 <p>Legend: ● Quarters ● Target (Quarters)</p>	<p>36.8% (Q1 2022/23 England)</p> <p>37.2% (Q1 2022/23 South East region)</p> <p>37.4% (Q4 2021/22 England)</p> <p>38.2% (Q4 2021/22 South East region)</p> <p>37.5% (Q3 2021/22 England)</p> <p>38.1% (Q3 2021/22 South East region)</p>	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator measures the percentage of adults who have successfully completed alcohol treatment of all those receiving treatment.</p> <p>Performance is at 39.4% (207 out of 526 clients) and therefore above target. While this is a decrease since last quarter (40.4%), it is 2.4 percentage points above target and above both the South East and National averages.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% of those who have set a quit smoking date who have successfully quit at 4 weeks	Aim to Maximise	71.6%	50%		England 55% (Apr to Dec 2021) South East 53% (Apr to Dec 2021)	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator measures the percentage of people who have set a quit date with the service and who have successfully quit smoking at 4 weeks.</p> <p>Performance is improved from Q4 by 25 percentage points to 72%, with 131 people successfully quitting smoking out of the 183 people who set a quit date.</p>
% of those in most deprived quintiles (DQ 4/5) who have set a quit smoking date who have successfully quit at 4 weeks	Aim to Maximise	73.1%	50%		None available	<p>This indicator is reported one quarter in arrears.</p> <p>This indicator measures the percentage of people who have set a quit date and successfully quit at 4 weeks who live in the more deprived areas of Buckinghamshire (quintiles 4 and 5). This is important as smoking and the harm it causes are not evenly distributed across the population. Smoking is increasingly concentrated in more disadvantaged groups and is the main contributor to health inequalities.</p> <p>In Q1, there were 93 people from the more deprived areas that set a quit date and 68 successfully quit at 4 weeks (73%). Performance improved from Q4 and is now 23 percentage points above target.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
<p>Number of younger people (aged 18-64) admitted to permanent residential or nursing care homes per head of 100,000 population</p>	<p>Aim to Minimise</p>	<p>6.3</p>	<p>6.9</p>		<p>South East 6.9 (April to September 2020/21)</p>	<p>This indicator measures the number of younger adults whose long-term support needs are best met by admission to a residential or nursing care home. The number of admissions is expressed as a rate per 100,000 population and is good to be low.</p> <p>Between 1 April 2022 and 30 September 2022, 20 younger adults (6.3 per 100,000 population) were permanently admitted to care homes. This is below the target of 22 people (6.9 per 100,000 population) which was set at last year's South East benchmark level.</p> <p>Improved commissioning arrangements made an additional 40 providers available to support people to live in community settings, rather than in care homes. A further 40 providers will be evaluated in 2023, supporting our Better Lives strategy to support people in the community.</p>
<p>% of younger adults (aged 18-64) with a learning disability living in their own home or with friends/family</p>	<p>Aim to Maximise</p>	<p>78%</p>	<p>75.6%</p>		<p>75.6% South East (2020/21)</p>	<p>This indicator measures the percentage of younger adults, with a primary support reason of 'learning disability support', who are receiving Adult Social Care Services and living in their own home or with friends/family. It is good to be high.</p> <p>At the end of September 2022, there were 1,067 younger adults with a learning disability accessing adult social care services, of which 832 (78.0%) were living in their own home or with friends/family. This is above the target 75.6% (807 people).</p> <p>Performance is good when also considering the impact of the Covid pandemic, which affected people's ability to support their family or friends at home, and current performance continues to be aligned with our Better Lives strategy to support people in the community.</p>

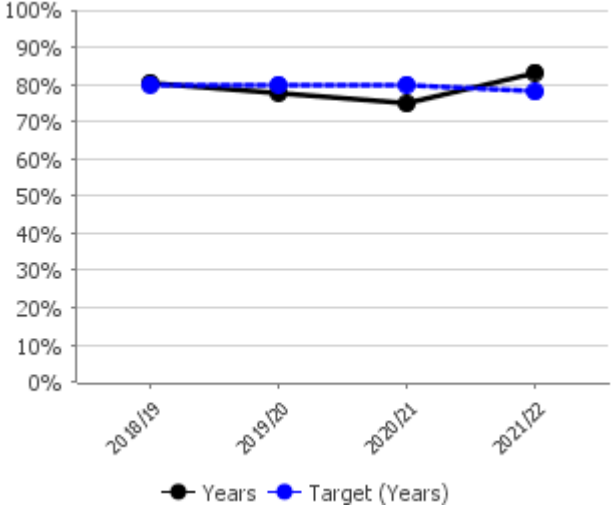
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																											
% of adults in contact with secondary Mental Health Services (aged 18-69) living in their own home or with friends/family	Aim to Maximise	62%	61%	<p>The chart displays quarterly data for the percentage of adults in contact with secondary mental health services living in their own home or with friends/family. The Y-axis ranges from 0% to 100%. The X-axis shows quarters from Q3 2020/21 to Q2 2022/23. A solid black line with circular markers represents 'Quarters' data, and a dashed blue line with circular markers represents the 'Target (Quarters)' at 61%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>62</td> <td>61</td> </tr> <tr> <td>Q4 2020/21</td> <td>72</td> <td>61</td> </tr> <tr> <td>Q1 2021/22</td> <td>73</td> <td>61</td> </tr> <tr> <td>Q2 2021/22</td> <td>73</td> <td>61</td> </tr> <tr> <td>Q3 2021/22</td> <td>70</td> <td>61</td> </tr> <tr> <td>Q4 2021/22</td> <td>65</td> <td>61</td> </tr> <tr> <td>Q1 2022/23</td> <td>69</td> <td>61</td> </tr> <tr> <td>Q2 2022/23</td> <td>62</td> <td>61</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q3 2020/21	62	61	Q4 2020/21	72	61	Q1 2021/22	73	61	Q2 2021/22	73	61	Q3 2021/22	70	61	Q4 2021/22	65	61	Q1 2022/23	69	61	Q2 2022/23	62	61	61% South East (2020/21)	<p>This indicator measures the proportion of adults (below the age of 70) receiving secondary mental health services who were living in settled accommodation at the time of their most recent assessment, formal review or other multi-disciplinary care planning meeting. It is based on all NHS and Adult Social Care patients that are open to the Oxford Health Foundation Trust (OHFT) that live in the area covered by the Buckinghamshire Clinical Commissioning Group (CCG).</p> <p>At the end of July 2022 there were 1,064 adults in receipt of secondary mental health services, of which 661 (62%) were living in settled accommodation. This is above the target 61% (649 people).</p> <p>Settled accommodation includes people that are living in their own homes, with family or friends or in supported accommodation, rather than living in a care home or a communal establishment including a long-term hospital ward.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																															
Q3 2020/21	62	61																															
Q4 2020/21	72	61																															
Q1 2021/22	73	61																															
Q2 2021/22	73	61																															
Q3 2021/22	70	61																															
Q4 2021/22	65	61																															
Q1 2022/23	69	61																															
Q2 2022/23	62	61																															
% people that live independently after receiving reablement.	Aim to Maximise	77.5%	74.1%	<p>The chart displays quarterly data for the percentage of people that live independently after receiving reablement. The Y-axis ranges from 0% to 100%. The X-axis shows quarters Q1 2022/23 and Q2 2022/23. A solid black line with circular markers represents 'Quarters' data, and a dashed blue line with circular markers represents the 'Target (Quarters)' at 74.1%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>77.5</td> <td>74.1</td> </tr> <tr> <td>Q2 2022/23</td> <td>77.5</td> <td>74.1</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2022/23	77.5	74.1	Q2 2022/23	77.5	74.1	74.1% South East (2020/21)	<p>This indicator measures the percentage of people that receive the Home Independence Service (reablement) that did not require any long term Adult Social Care service once the re-ablement service was completed. It is good to be high.</p> <p>From 1 April 2022 to 30 September 2022, 77.5% of people accessing the service were successfully re-abled, which is above the target (74.1%) and is consistent with the performance of South East benchmark authorities.</p>																		
Quarter	Quarters (%)	Target (Quarters) (%)																															
Q1 2022/23	77.5	74.1																															
Q2 2022/23	77.5	74.1																															

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																								
% of safeguarding enquiries where personal outcomes were fully or partially achieved (where expressed).	Aim to Maximise	97%	96%	<table border="1"> <caption>Trend Chart Data (Safeguarding Enquiries)</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>96</td> <td>96</td> </tr> <tr> <td>Q2 2021/22</td> <td>96</td> <td>96</td> </tr> <tr> <td>Q3 2021/22</td> <td>96</td> <td>96</td> </tr> <tr> <td>Q4 2021/22</td> <td>97</td> <td>96</td> </tr> <tr> <td>Q1 2022/23</td> <td>96</td> <td>96</td> </tr> <tr> <td>Q2 2022/23</td> <td>97</td> <td>96</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	96	96	Q2 2021/22	96	96	Q3 2021/22	96	96	Q4 2021/22	97	96	Q1 2022/23	96	96	Q2 2022/23	97	96	96% South East (2020/21)	<p>This indicator measures the percentage of safeguarding enquiries that had outcomes expressed by either the individual or an advocate where the outcomes were either fully or partially achieved when the safeguarding enquiry closed. It is good to be high.</p> <p>From 1 April 2022 to 30 September 2022, 882 safeguarding enquiries concluded where desired outcomes were expressed and in 852 of these enquiries (97%) outcomes were fully or partially achieved. Performance is above target and is consistent with the performance of South East benchmark authorities.</p>			
Quarter	Quarters (%)	Target (Quarters) (%)																												
Q1 2021/22	96	96																												
Q2 2021/22	96	96																												
Q3 2021/22	96	96																												
Q4 2021/22	97	96																												
Q1 2022/23	96	96																												
Q2 2022/23	97	96																												
% of young people whose Adult Social Care Assessment was completed before they turned 18 years old (cumulative).	Aim to Maximise	85%	65%	<table border="1"> <caption>Trend Chart Data (Young People Assessment)</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2020/21</td> <td>73</td> <td>65</td> </tr> <tr> <td>Q1 2021/22</td> <td>90</td> <td>65</td> </tr> <tr> <td>Q2 2021/22</td> <td>67</td> <td>65</td> </tr> <tr> <td>Q3 2021/22</td> <td>63</td> <td>65</td> </tr> <tr> <td>Q4 2021/22</td> <td>100</td> <td>65</td> </tr> <tr> <td>Q1 2022/23</td> <td>85</td> <td>65</td> </tr> <tr> <td>Q2 2022/23</td> <td>85</td> <td>65</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q4 2020/21	73	65	Q1 2021/22	90	65	Q2 2021/22	67	65	Q3 2021/22	63	65	Q4 2021/22	100	65	Q1 2022/23	85	65	Q2 2022/23	85	65	None available	<p>This indicator measures the percentage of clients that turned 18 in the period, that had an Adult Social Care assessment prior to their 18th birthday. It is good to be high.</p> <p>Between 1 April and 30 September 2022, 85% (11 of 13) of young people that moved into adult services, were assessed by the 18-25 service before they turned 18. This is lower than Buckinghamshire's position for the same period last year (90%).</p>
Quarter	Quarters (%)	Target (Quarters) (%)																												
Q4 2020/21	73	65																												
Q1 2021/22	90	65																												
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary									
% of safeguarding eligibility decisions made within 2 working days of the concern being received.	Aim to Maximise	70%	70%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>50</td> <td>70</td> </tr> <tr> <td>Q2 2022/23</td> <td>70</td> <td>70</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2022/23	50	70	Q2 2022/23	70	70	None available	<p>This indicator measures the percentage of safeguarding concerns that have been completed within 2 working days, to decide on whether the issue needs to progress to be a Safeguarding Enquiry. It is good to be high.</p> <p>From 1 July 2022 to 30 September 2022, 3,156 eligibility decisions were completed of which 2,194 were completed in 2 working days (70%), with performance improving more recently in August (85%) and September (76%). Over the course of this year, improvements have been made to how safeguarding concerns are allocated to workers, to ensure that there is sufficient time for them to be triaged within the 2 working day target.</p>
Quarter	Quarters (%)	Target (Quarters) (%)													
Q1 2022/23	50	70													
Q2 2022/23	70	70													

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PI	Aim To	Current Value	Trend Chart	Commentary															
% of people who use services who have control over their daily life	Aim to Maximise		 <table border="1" data-bbox="752 343 1361 852"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Years (Actual)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>80%</td> <td>80%</td> </tr> <tr> <td>2019/20</td> <td>78%</td> <td>80%</td> </tr> <tr> <td>2020/21</td> <td>75%</td> <td>80%</td> </tr> <tr> <td>2021/22</td> <td>82%</td> <td>80%</td> </tr> </tbody> </table>	Year	Years (Actual)	Target (Years)	2018/19	80%	80%	2019/20	78%	80%	2020/21	75%	80%	2021/22	82%	80%	<p>This is an annual indicator which will be reported at Q3.</p> <p>This indicator measures the proportion of service users who report they have at least adequate control of their daily lives. The outturn is expressed as a percentage. It is good to be high.</p> <p>Data for this indicator is captured by the annual survey of people supported by adult social care, conducted during January to March 2022.</p>
Year	Years (Actual)	Target (Years)																	
2018/19	80%	80%																	
2019/20	78%	80%																	
2020/21	75%	80%																	
2021/22	82%	80%																	



Homelessness and Regulatory Services Portfolio

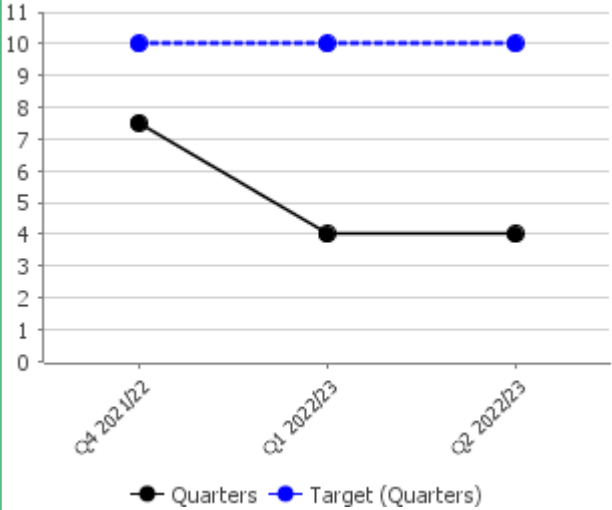
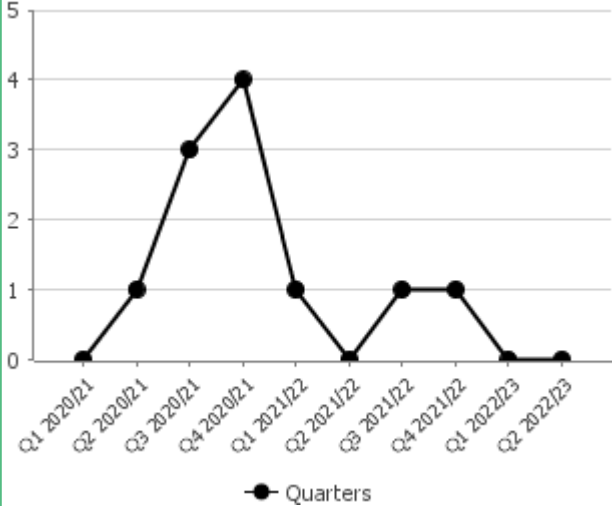
Cllr Mark Winn



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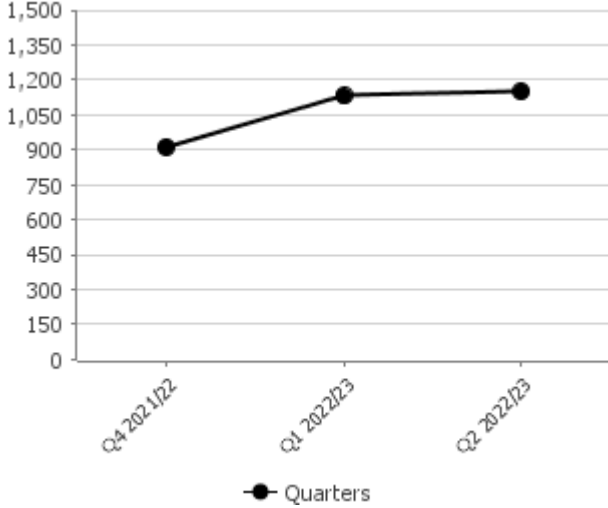
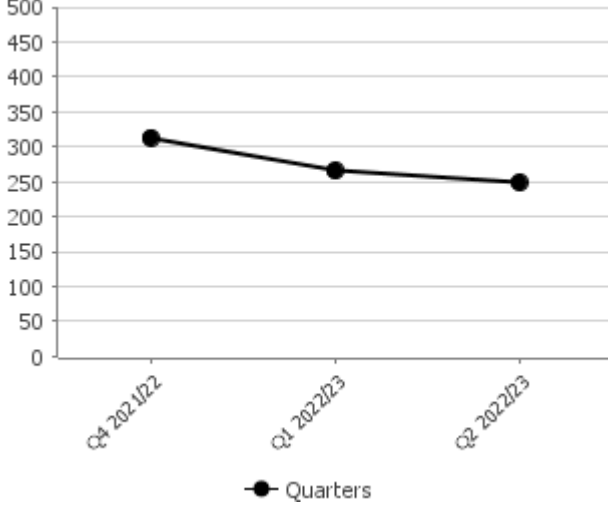
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Average number of days to issue taxi vehicle licence and plate from valid application received	Aim to Minimise	4	10		None available	<p>This indicator measures the average number of working days to issue a taxi vehicle licence and plate from the date a valid application is received. This excludes an application that needs to be passed on to an officer for investigation and a decision as applications are not deemed valid until all aspects are deemed satisfactory.</p> <p>In Q1 and Q2 performance was 4 working days, which is better than the target of 10 working days. Q1 and Q2 have seen an improvement in the average number of days to process valid applications from Q4 (7.5 days) and have remained at a consistent level throughout both quarters. Whilst numbers of applications have remained consistent, efficiencies in processing procedures have led to improved turnaround times of licences and plates which are now typically issued within 4 days of receipt of a valid application.</p>
Number of applicants with/expecting children who have been in non-self-contained Bed & Breakfast accommodation for longer than 6 weeks	Aim to Minimise	0	0		None available	<p>This is a snapshot at the end of the quarter to show the number of applicants for housing with/expecting children who have been in non-self-contained Bed & Breakfast (B&B) accommodation for longer than 6 weeks.</p> <p>In both Q2 and Q1 there are no applicants with/expecting children who have been in non-self-contained B&B accommodation for longer than 6 weeks. The Service will continue to monitor this area closely.</p>

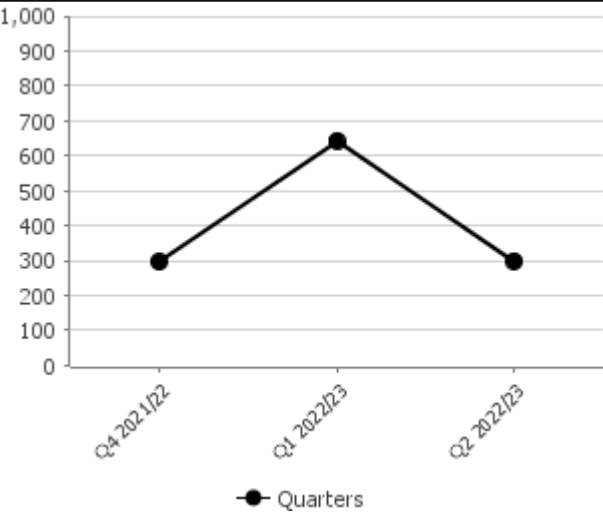
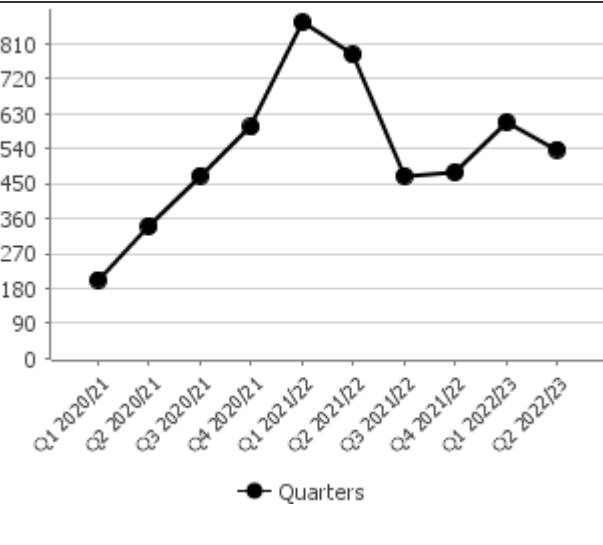
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
Financial impact on residents as a result of scams intervention	Aim to Maximise	£456,610.14	£300,000.00	<table border="1"> <caption>Financial Impact on Residents as a Result of Scams Intervention</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>£150,000.00</td> <td>£150,000.00</td> </tr> <tr> <td>Q2 2021/22</td> <td>£425,000.00</td> <td>£300,000.00</td> </tr> <tr> <td>Q3 2021/22</td> <td>£575,000.00</td> <td>£450,000.00</td> </tr> <tr> <td>Q4 2021/22</td> <td>£725,000.00</td> <td>£600,000.00</td> </tr> <tr> <td>Q1 2022/23</td> <td>£275,000.00</td> <td>£150,000.00</td> </tr> <tr> <td>Q2 2022/23</td> <td>£456,610.14</td> <td>£300,000.00</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2021/22	£150,000.00	£150,000.00	Q2 2021/22	£425,000.00	£300,000.00	Q3 2021/22	£575,000.00	£450,000.00	Q4 2021/22	£725,000.00	£600,000.00	Q1 2022/23	£275,000.00	£150,000.00	Q2 2022/23	£456,610.14	£300,000.00	None available	<p>This indicator reports on the financial impact on residents as a result of scams and fraud interventions (direct and future savings).</p> <p>Q2 performance is £456,610 against a target of £300,000 and suggests that the Service is on track to meet the full year (£600,000) target for this indicator. This is despite the numbers of people receiving interventions being lower, but the quality of those interventions has increased due to increased timeliness of referrals from the National Trading Standards Scams Team and with the Service continuing to use new high-quality interventions piloted last year, in particular using door cameras to prevent re-targeting and further losses. The Multi Agency Approach to Fraud in the Thames Valley Region is developing across a range of partners and with a variety of Services within Bucks Council.</p>
Quarter	Quarters	Target (Quarters)																									
Q1 2021/22	£150,000.00	£150,000.00																									
Q2 2021/22	£425,000.00	£300,000.00																									
Q3 2021/22	£575,000.00	£450,000.00																									
Q4 2021/22	£725,000.00	£600,000.00																									
Q1 2022/23	£275,000.00	£150,000.00																									
Q2 2022/23	£456,610.14	£300,000.00																									
Number of businesses registered as primary authorities	Aim to Maximise	157	127	<table border="1"> <caption>Number of Businesses Registered as Primary Authorities</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>130</td> <td>127</td> </tr> <tr> <td>Q2 2021/22</td> <td>130</td> <td>127</td> </tr> <tr> <td>Q3 2021/22</td> <td>135</td> <td>127</td> </tr> <tr> <td>Q4 2021/22</td> <td>148</td> <td>127</td> </tr> <tr> <td>Q1 2022/23</td> <td>155</td> <td>127</td> </tr> <tr> <td>Q2 2022/23</td> <td>157</td> <td>127</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2021/22	130	127	Q2 2021/22	130	127	Q3 2021/22	135	127	Q4 2021/22	148	127	Q1 2022/23	155	127	Q2 2022/23	157	127	None available	<p>This indicator measures the number of businesses registered as primary authority partners to receive tailored advice on meeting environmental health, trading standards or fire safety regulations through a single point of contact at a local authority.</p> <p>Performance in Q2 is 157 and is above (good) the target 127. There has been a steady growth in the number of partnerships such that the service is on track to deliver the target for the year. This is despite the service doing little proactive recruitment of partners, with the service reputation causing businesses to regularly approach it about creating a partnership.</p> <p>Research shows that a positive regulatory environment can contribute significantly to economic development and sustainable growth, improving the openness of markets and creating a less constricted business environment for innovation and entrepreneurship. It can protect compliant businesses by enabling fair competition and promoting a level playing field and provide business with the confidence to invest, grow and create new jobs. Primary Authority Partnerships (PAPs) contribute to a positive regulatory environment as they provide a robust platform for Trading Standards to understand a business in depth and give appropriate and timely advice.</p>
Quarter	Quarters	Target (Quarters)																									
Q1 2021/22	130	127																									
Q2 2021/22	130	127																									
Q3 2021/22	135	127																									
Q4 2021/22	148	127																									
Q1 2022/23	155	127																									
Q2 2022/23	157	127																									

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
Customers rating the Registration Service as good or excellent	Aim to Maximise	97%	95%	<p>The trend chart displays a vertical axis from 0% to 100% in 10% increments. A horizontal line is drawn at the 95% target level. A single data point for 'Q2 2022/23' is plotted at 97%, represented by a blue dot. A legend below the chart identifies 'Quarters' with a black dot and 'Target (Quarters)' with a blue dot.</p>	None available	<p>This indicator measures the number of customers rating the Registration service as Excellent or Good. This is measured on a half-yearly basis in Q2 and Q4.</p> <p>For Q2 2022/23 97% of customers rated the service as Good or Excellent. 78 customers responded via customer survey cards covering birth and death registrations and attendance at ceremonies. 1 rated the service as Good and 75 rated the service as Excellent. This was a small decrease from 100% reported in the previous period.</p>

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PI	Aim To	Current Value	Trend Chart	Commentary								
Total homelessness approaches into service	Monitor	1,150	 <table border="1"> <caption>Total homelessness approaches into service</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2021/22</td> <td>900</td> </tr> <tr> <td>Q1 2022/23</td> <td>1,131</td> </tr> <tr> <td>Q2 2022/23</td> <td>1,150</td> </tr> </tbody> </table>	Quarter	Value	Q4 2021/22	900	Q1 2022/23	1,131	Q2 2022/23	1,150	<p>This measure records the total number of homelessness approaches into the Service.</p> <p>In Q2 there were 1,150 approaches which is an increase from Q1 where there were 1,131 approaches. These high and increasing levels are in part due to the Ukraine family approaches and general landscape, including a consistently high number of debt advice referrals regarding affordability.</p>
Quarter	Value											
Q4 2021/22	900											
Q1 2022/23	1,131											
Q2 2022/23	1,150											
Homelessness cases closed because homelessness has been prevented	Monitor	249	 <table border="1"> <caption>Homelessness cases closed because homelessness has been prevented</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2021/22</td> <td>313</td> </tr> <tr> <td>Q1 2022/23</td> <td>266</td> </tr> <tr> <td>Q2 2022/23</td> <td>249</td> </tr> </tbody> </table>	Quarter	Value	Q4 2021/22	313	Q1 2022/23	266	Q2 2022/23	249	<p>This measure records the number of homelessness cases that have been closed because homelessness has been prevented.</p> <p>Fewer people have been prevented from becoming homeless quarter-on-quarter Q4 2021/22 313, Q1 266, Q2 249. This is due to the increasing caseload (new approaches) diverting officers to work on other relief activities preventing them from conducting prevention work. As Housing Officer caseloads increase beyond usual levels, prevention rates (cases closed because homelessness prevented) fall as Officers' time is diverted away from prevention to other activities such as arranging temporary accommodation and dealing with those clients in crisis and homelessness that day. The increasing caseload coming via the Homes for Ukraine scheme where prevention initiatives have already been tried, is heightened as the language barriers mean the officers spend more time dealing with these cases. This is against a backdrop of lack of affordable accommodation options. The Service will continue to prevent homelessness wherever possible.</p>
Quarter	Value											
Q4 2021/22	313											
Q1 2022/23	266											
Q2 2022/23	249											

PI	Aim To	Current Value	Trend Chart	Commentary																						
Bucks Home Choice Lets	Monitor	299	 <table border="1"> <caption>Bucks Home Choice Lets - Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2021/22</td> <td>300</td> </tr> <tr> <td>Q1 2022/23</td> <td>643</td> </tr> <tr> <td>Q2 2022/23</td> <td>299</td> </tr> </tbody> </table>	Quarter	Value	Q4 2021/22	300	Q1 2022/23	643	Q2 2022/23	299	<p>This measure records the number of Bucks Home Choice lets via Buckinghamshire council's housing register in the quarter.</p> <p>In Q2 there were 299, which is a reduction from Q1 643. The number of Bucks Home Choice lets naturally fluctuates from quarter-to-quarter and is often higher in Q1 as providers try to complete properties towards the end of the financial year, resulting in more being advertised at the start of the new year. As such 299 in Q2 still demonstrates a healthy flow of properties being let.</p>														
Quarter	Value																									
Q4 2021/22	300																									
Q1 2022/23	643																									
Q2 2022/23	299																									
Number of unrated premises which are awaiting an inspection and are trading	Monitor	538	 <table border="1"> <caption>Number of unrated premises - Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>200</td> </tr> <tr> <td>Q2 2020/21</td> <td>300</td> </tr> <tr> <td>Q3 2020/21</td> <td>450</td> </tr> <tr> <td>Q4 2020/21</td> <td>580</td> </tr> <tr> <td>Q1 2021/22</td> <td>810</td> </tr> <tr> <td>Q2 2021/22</td> <td>720</td> </tr> <tr> <td>Q3 2021/22</td> <td>450</td> </tr> <tr> <td>Q4 2021/22</td> <td>480</td> </tr> <tr> <td>Q1 2022/23</td> <td>600</td> </tr> <tr> <td>Q2 2022/23</td> <td>538</td> </tr> </tbody> </table>	Quarter	Value	Q1 2020/21	200	Q2 2020/21	300	Q3 2020/21	450	Q4 2020/21	580	Q1 2021/22	810	Q2 2021/22	720	Q3 2021/22	450	Q4 2021/22	480	Q1 2022/23	600	Q2 2022/23	538	<p>This measure records the number of unrated premises which are awaiting inspection and are trading.</p> <p>In Q2 there were 538 premises, which is down (good) from 608 in Q1. The Commercial Team continues to work hard to reduce the number of new businesses that are awaiting inspection. All new food business registrations are triaged to determine whether they are potentially a high-risk business, which then becomes a priority to inspect over those of more low-risk. Increased resource has been brought in to help with this demand, however caseloads remain high. During Q2, 117 new food businesses were inspected but 134 new businesses were received. In addition, officers continue to inspect existing businesses as part of the inspection programme and meeting the food Standards Agency's recovery roadmap by March 2023. During the past quarter officers have also been involved in other activities, including a large number of summer events, British GP, home visit checks for the 'Homes for Ukraine' scheme and investigating a number of serious accidents.</p>
Quarter	Value																									
Q1 2020/21	200																									
Q2 2020/21	300																									
Q3 2020/21	450																									
Q4 2020/21	580																									
Q1 2021/22	810																									
Q2 2021/22	720																									
Q3 2021/22	450																									
Q4 2021/22	480																									
Q1 2022/23	600																									
Q2 2022/23	538																									

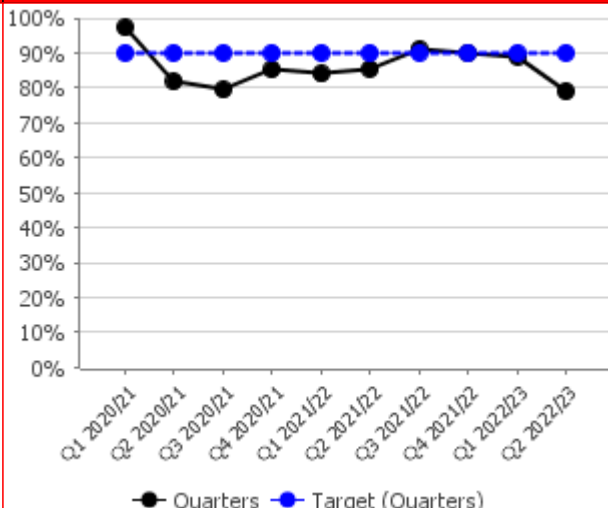


Planning and Regeneration Portfolio Cllr Peter Strachan



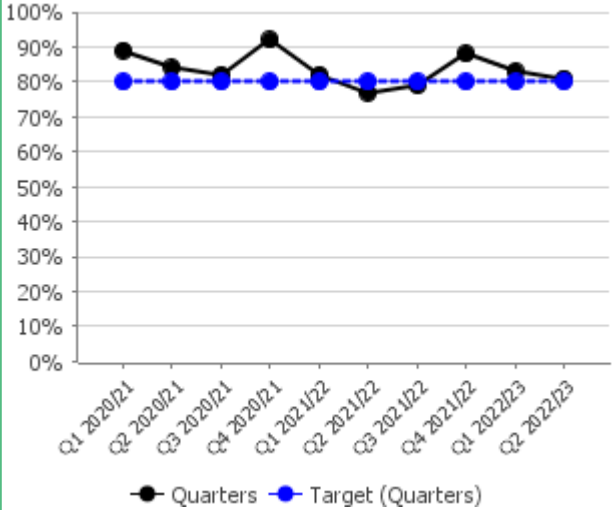
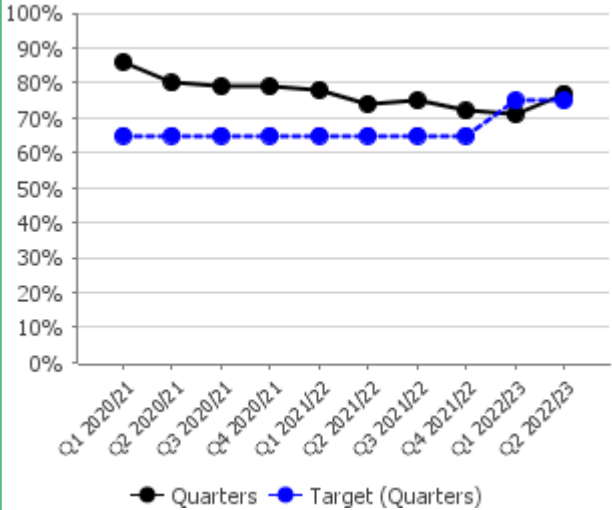
Planning and Regeneration Portfolio RED

Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% of Building Control applications checked within 21 days	Aim to Maximise	79%	90%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>98</td><td>90</td></tr> <tr><td>Q2 2020/21</td><td>82</td><td>90</td></tr> <tr><td>Q3 2020/21</td><td>80</td><td>90</td></tr> <tr><td>Q4 2020/21</td><td>85</td><td>90</td></tr> <tr><td>Q1 2021/22</td><td>84</td><td>90</td></tr> <tr><td>Q2 2021/22</td><td>85</td><td>90</td></tr> <tr><td>Q3 2021/22</td><td>90</td><td>90</td></tr> <tr><td>Q4 2021/22</td><td>89</td><td>90</td></tr> <tr><td>Q1 2022/23</td><td>89</td><td>90</td></tr> <tr><td>Q2 2022/23</td><td>79</td><td>90</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	98	90	Q2 2020/21	82	90	Q3 2020/21	80	90	Q4 2020/21	85	90	Q1 2021/22	84	90	Q2 2021/22	85	90	Q3 2021/22	90	90	Q4 2021/22	89	90	Q1 2022/23	89	90	Q2 2022/23	79	90	None available	<p>This indicator measures the percentage of Building Control applications that are checked within 15 working days (21 days).</p> <p>Q2 performance was 79%, which was lower than Q1 at 89% and lower than the target of 90%. This target is set high because customers require a fast response. There was an influx in June/July due to legislation changes that affected our speed of delivery. Since then, we have created a new Plan Checking team to speed up the process. Early results show a marked improvement and recent performance is on target and we expect this to be achieved moving forward.</p> <p>Improvement Action:</p> <ul style="list-style-type: none"> Continue to closely monitor the impact of the new Plan Checking team towards speeding up processes to improve performance.
Quarter	Quarters (%)	Target (Quarters) (%)																																					
Q1 2020/21	98	90																																					
Q2 2020/21	82	90																																					
Q3 2020/21	80	90																																					
Q4 2020/21	85	90																																					
Q1 2021/22	84	90																																					
Q2 2021/22	85	90																																					
Q3 2021/22	90	90																																					
Q4 2021/22	89	90																																					
Q1 2022/23	89	90																																					
Q2 2022/23	79	90																																					

Planning and Regeneration Portfolio GREEN

Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% of major planning applications determined in 13 weeks, or with agreed extension of time	Aim to Maximise	81%	80%		None available	<p>This measure records the percentage of “major” planning applications determined within 13 weeks, or within an agreed extension of time. Major development is defined as involving the provision of 10 or more houses, or outline housing proposals on an area of 0.5 hectares or more, or the provision of any other building(s) of 1,000 square metres or more, or development carried out on a site having an area of one hectare or more.</p> <p>Q2 performance was 81%, which is down slightly from Q1 at 83% but is still above the target of 80% showing that the speed in determination of “major” planning applications has remained consistently above target throughout the first half of the year. This strong performance is partly due to the service's continuous improvement programme and partly due to a slight drop in the number of new applications being received.</p>
% of minor planning applications determined in 8 weeks, or with agreed extension of time	Aim to Maximise	77%	75%		None available	<p>This measure records the percentage of “minor” planning applications determined within 8 weeks, or within agreed extension of time. Minor development is defined as where the number of dwelling/houses to be provided is between one and nine inclusive on a site having an area of less than one hectare. Where the number of dwelling/houses to be provided is not known, a site area of less than 0.5 hectares and for all other uses, a minor development is one where the floor space to be created is less than 1,000 square metres or where the site area is less than one hectare.</p> <p>Q2 performance was 77%, which is up from Q1 at 71% and is now above the target of 75% showing that the speed in determination of “minor” planning applications has improved throughout the first half of the year. This strong performance is partly due to the range of improvement programmes underway to improve our processes and customer service.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% of other applications determined in 8 weeks, or within the agreed extension of time	Aim to Maximise	91%	80%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>93</td> <td>80</td> </tr> <tr> <td>Q2 2020/21</td> <td>90</td> <td>80</td> </tr> <tr> <td>Q3 2020/21</td> <td>91</td> <td>80</td> </tr> <tr> <td>Q4 2020/21</td> <td>86</td> <td>80</td> </tr> <tr> <td>Q1 2021/22</td> <td>84</td> <td>80</td> </tr> <tr> <td>Q2 2021/22</td> <td>85</td> <td>80</td> </tr> <tr> <td>Q3 2021/22</td> <td>85</td> <td>80</td> </tr> <tr> <td>Q4 2021/22</td> <td>86</td> <td>80</td> </tr> <tr> <td>Q1 2022/23</td> <td>88</td> <td>80</td> </tr> <tr> <td>Q2 2022/23</td> <td>91</td> <td>80</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	93	80	Q2 2020/21	90	80	Q3 2020/21	91	80	Q4 2020/21	86	80	Q1 2021/22	84	80	Q2 2021/22	85	80	Q3 2021/22	85	80	Q4 2021/22	86	80	Q1 2022/23	88	80	Q2 2022/23	91	80	None available	<p>This measure records the percentage of "other" (e.g., house extensions, advert consent, listed building consent, changes of use, etc) planning applications determined within 8 weeks, or within an agreed extension of time.</p> <p>Q2 performance was 91%, which is up from Q1 at 87%, both of which were above the target of 80%, showing that the speed in determination of "other" planning applications has exceeded targets and improved throughout the first half of the year. This strong performance is partly due to the service's continuous improvement programme and partly due to a slight drop in the number of new applications being received.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																																					
Q1 2020/21	93	80																																					
Q2 2020/21	90	80																																					
Q3 2020/21	91	80																																					
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Q4 2021/22	86	80																																					
Q1 2022/23	88	80																																					
Q2 2022/23	91	80																																					

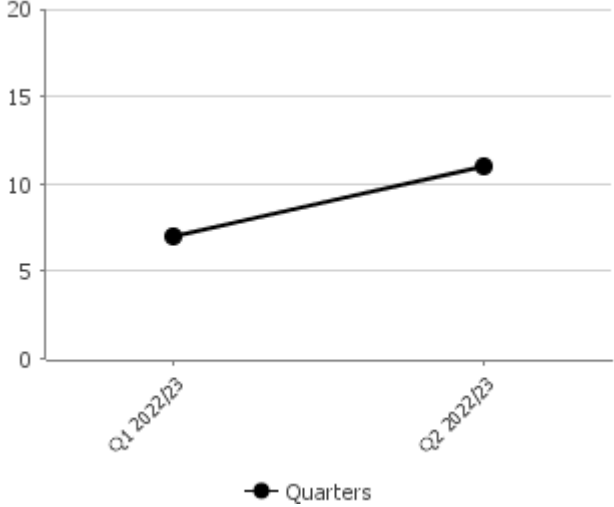
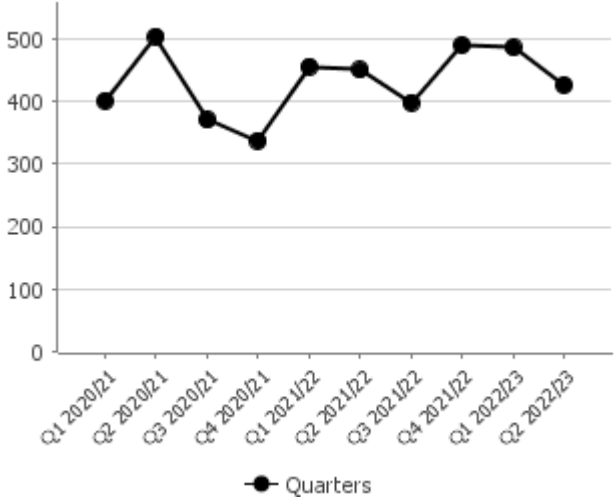
Planning and Regeneration Portfolio NO RAG

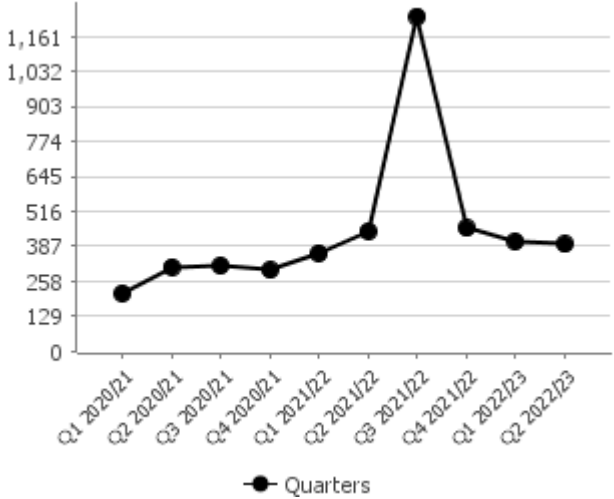
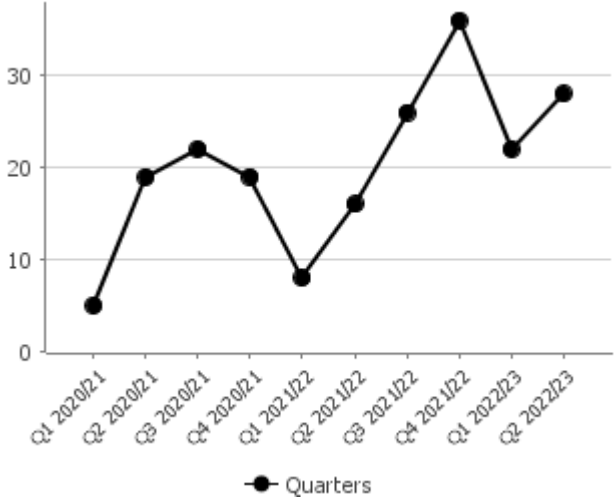


Generated on: 01 November 2022

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PI	Aim To	Current Value	Trend Chart	Commentary														
Town centre occupancy rate	Monitor	91.6%	<table border="1"> <caption>Town centre occupancy rate - Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Occupancy Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>91.0</td> </tr> <tr> <td>Q2 2021/22</td> <td>90.0</td> </tr> <tr> <td>Q3 2021/22</td> <td>92.0</td> </tr> <tr> <td>Q4 2021/22</td> <td>91.0</td> </tr> <tr> <td>Q1 2022/23</td> <td>91.0</td> </tr> <tr> <td>Q2 2022/23</td> <td>91.6</td> </tr> </tbody> </table>	Quarter	Occupancy Rate (%)	Q1 2021/22	91.0	Q2 2021/22	90.0	Q3 2021/22	92.0	Q4 2021/22	91.0	Q1 2022/23	91.0	Q2 2022/23	91.6	<p>This indicator measures the percentage of 'high street' premises that are occupied across key towns in Buckinghamshire (Aylesbury; Amersham (On-the-Hill and Old Town); Beaconsfield (Old and New); Buckingham; Chesham; Gerrards Cross; Great Missenden; High Wycombe; Marlow; Princes Risborough; Wendover and Winslow).</p> <p>The pre-Covid baseline for these towns was 93.3% (2,126 premises), falling to 89.4% (2,039 premises) during Covid and currently stands at 91.6% (2,089 premises). Of the current 191 empty shop units, 52 are subject to planning / being fitted out. The top three highest occupation rates are for Wendover (98.6%); Amersham-on-the-Hill (96.8%) and Beaconsfield New Town (96.3%). In the last six months we have seen a total of 53 business closures (19 chain - mostly banks and 34 independents) and a total of 74 new openings (20 chains and 54 independents - mostly food & drink / beauty). The towns where we have seen the most changes this year to date are Aylesbury (11 closures and 19 openings), High Wycombe (7 closures and 19 openings), Marlow (8 closures and 14 openings) and Buckingham (4 closures and 7 openings).</p>
Quarter	Occupancy Rate (%)																	
Q1 2021/22	91.0																	
Q2 2021/22	90.0																	
Q3 2021/22	92.0																	
Q4 2021/22	91.0																	
Q1 2022/23	91.0																	
Q2 2022/23	91.6																	
Town Centre footfall	Monitor	13,813,886	<table border="1"> <caption>Town Centre footfall - Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Footfall (Counts)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>10,500,000</td> </tr> <tr> <td>Q2 2021/22</td> <td>10,800,000</td> </tr> <tr> <td>Q3 2021/22</td> <td>12,500,000</td> </tr> <tr> <td>Q4 2021/22</td> <td>12,500,000</td> </tr> <tr> <td>Q1 2022/23</td> <td>14,000,000</td> </tr> <tr> <td>Q2 2022/23</td> <td>13,813,886</td> </tr> </tbody> </table>	Quarter	Footfall (Counts)	Q1 2021/22	10,500,000	Q2 2021/22	10,800,000	Q3 2021/22	12,500,000	Q4 2021/22	12,500,000	Q1 2022/23	14,000,000	Q2 2022/23	13,813,886	<p>This data is provided from Town and Place Artificial Intelligence (AI). Footfall is derived and modelled using anonymised mobile device data. 2019 data has now been populated which gives us a pre-Covid baseline to track against. Monitored towns include: Aylesbury; Amersham (On-the-Hill and Old Town); Beaconsfield (Old and New); Buckingham; Chesham; Gerrards Cross; Great Missenden; High Wycombe; Marlow; Princes Risborough; Wendover and Winslow - which gives a good spread of 'high street' locations by market town size and a rural/urban split.</p> <p>In Q2 the forecast footfall was 13,813,886 (based on actual 9,209,257 for Jul and Aug because there is a month's lag for verified data). For July and August there is an increase against 2019 (589k more counts) and 2021 (2.65m more counts, 29% increase). All monitored towns have increased compared to 2021 and 2019 levels, except Aylesbury, Gerrards Cross, Marlow and Winslow which are not quite at 2019 levels for the same two months.</p>
Quarter	Footfall (Counts)																	
Q1 2021/22	10,500,000																	
Q2 2021/22	10,800,000																	
Q3 2021/22	12,500,000																	
Q4 2021/22	12,500,000																	
Q1 2022/23	14,000,000																	
Q2 2022/23	13,813,886																	

PI	Aim To	Current Value	Trend Chart	Commentary																						
Number of other formal enforcement actions taken	Monitor	11	 <table border="1"> <caption>Number of other formal enforcement actions taken</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>7</td> </tr> <tr> <td>Q2 2022/23</td> <td>11</td> </tr> </tbody> </table>	Quarter	Value	Q1 2022/23	7	Q2 2022/23	11	<p>This indicator records the total number of "other" formal actions taken by the Compliance and Enforcement Team.</p> <p>There were 11 "other" formal actions taken in Q2, which is slightly higher than Q1 with 7. The Buckinghamshire Council team are currently the most active council in taking "other" actions across the country. The type and number of "other" actions will fluctuate due to the type of cases received within the team. However, the team remain consistently proactive in taking action. These figures include 5 injunctions that were sought to prevent anticipated breaches of planning control.</p>																
Quarter	Value																									
Q1 2022/23	7																									
Q2 2022/23	11																									
Number of enforcement cases logged	Monitor	427	 <table border="1"> <caption>Number of enforcement cases logged</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>400</td> </tr> <tr> <td>Q2 2020/21</td> <td>500</td> </tr> <tr> <td>Q3 2020/21</td> <td>370</td> </tr> <tr> <td>Q4 2020/21</td> <td>340</td> </tr> <tr> <td>Q1 2021/22</td> <td>460</td> </tr> <tr> <td>Q2 2021/22</td> <td>450</td> </tr> <tr> <td>Q3 2021/22</td> <td>400</td> </tr> <tr> <td>Q4 2021/22</td> <td>490</td> </tr> <tr> <td>Q1 2022/23</td> <td>487</td> </tr> <tr> <td>Q2 2022/23</td> <td>427</td> </tr> </tbody> </table>	Quarter	Value	Q1 2020/21	400	Q2 2020/21	500	Q3 2020/21	370	Q4 2020/21	340	Q1 2021/22	460	Q2 2021/22	450	Q3 2021/22	400	Q4 2021/22	490	Q1 2022/23	487	Q2 2022/23	427	<p>This indicator records the number of new planning enforcement cases received and logged on Buckinghamshire council's database. This reflects the cases where an alleged breach of planning control is received and where some form of investigation is required. It excludes any non-planning matters received.</p> <p>In Q2 there were 427 cases received and logged, which is slightly fewer than Q1 with 487. For comparison, in 2020/21 Q1 there were 457 cases logged, with 451 being logged in 2020/21 Q2. These figures indicate that the number of enforcement cases logged is remaining steady and there have been no significant increase in cases received.</p>
Quarter	Value																									
Q1 2020/21	400																									
Q2 2020/21	500																									
Q3 2020/21	370																									
Q4 2020/21	340																									
Q1 2021/22	460																									
Q2 2021/22	450																									
Q3 2021/22	400																									
Q4 2021/22	490																									
Q1 2022/23	487																									
Q2 2022/23	427																									

PI	Aim To	Current Value	Trend Chart	Commentary
Number of enforcement cases closed	Monitor	395	 <p>● Quarters</p>	<p>This indicator measures the number of enforcement cases that were closed in the period.</p> <p>In Q2 395 cases were closed, which is slightly fewer than Q1 405. For comparison, in 2020/21 Q1 362 were closed, and in 2020/21 Q2 this rose to 443 cases. Where it permits, the team are consistently aiming to close as many cases as opened to ensure the caseload remains consistent. Alongside the day-to-day cases, work continues on closing old in-active cases to make sure the performance outturns produced by the team are accurate and reflect current workloads.</p>
Number of enforcement notices issued	Monitor	28	 <p>● Quarters</p>	<p>This indicator records the total number of formal Enforcement Notices issued (including Minerals and Waste notices, and Listed Building Enforcement Notices).</p> <p>In Q2 28 notices were issued, which is slightly higher than Q1 22. For comparison, in 2020/21 Q1 8 notices were issued, with 16 being served in Q2 2020/21. These figures clearly show a stable increase in the formal action taken by the team. This has resulted in the team being the 5th most active council in serving enforcement notices in the country, equating to being the most active outside of London. The number of notices issued will fluctuate due to the type of cases received within the team, but the team remain consistently pro-active in taking action, where it is necessary and expedient to do so.</p>

PI	Aim To	Current Value	Trend Chart	Commentary														
Number of valid Planning Appeals received	Monitor	77	 <table border="1" data-bbox="750 183 1361 683"> <caption>Number of valid Planning Appeals received (Quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Appeals</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>51</td> </tr> <tr> <td>Q2 2021/22</td> <td>51</td> </tr> <tr> <td>Q3 2021/22</td> <td>55</td> </tr> <tr> <td>Q4 2021/22</td> <td>79</td> </tr> <tr> <td>Q1 2022/23</td> <td>92</td> </tr> <tr> <td>Q2 2022/23</td> <td>77</td> </tr> </tbody> </table>	Quarter	Number of Appeals	Q1 2021/22	51	Q2 2021/22	51	Q3 2021/22	55	Q4 2021/22	79	Q1 2022/23	92	Q2 2022/23	77	<p>This measure records the number of valid planning appeals received.</p> <p>In Q2 we received 77 appeals which is lower (better than) Q1 where 92 appeals were received. As the Planning Inspectorate continue to work to reduce the backlog of appeals resulting from lockdown, the number coming to the Planning Authority remains high. This is beyond the control of the Council and is putting an ongoing strain on resources.</p>
Quarter	Number of Appeals																	
Q1 2021/22	51																	
Q2 2021/22	51																	
Q3 2021/22	55																	
Q4 2021/22	79																	
Q1 2022/23	92																	
Q2 2022/23	77																	
Number of homes built against housing requirements	Aim to Maximise		 <table border="1" data-bbox="750 697 1361 1201"> <caption>Number of homes built against housing requirements (Years)</caption> <thead> <tr> <th>Year</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>2,100</td> </tr> <tr> <td>2021/22</td> <td>2,100</td> </tr> </tbody> </table>	Year	Number of Homes	2020/21	2,100	2021/22	2,100	<p>This measure is reported annually. Not due until Q4.</p>								
Year	Number of Homes																	
2020/21	2,100																	
2021/22	2,100																	

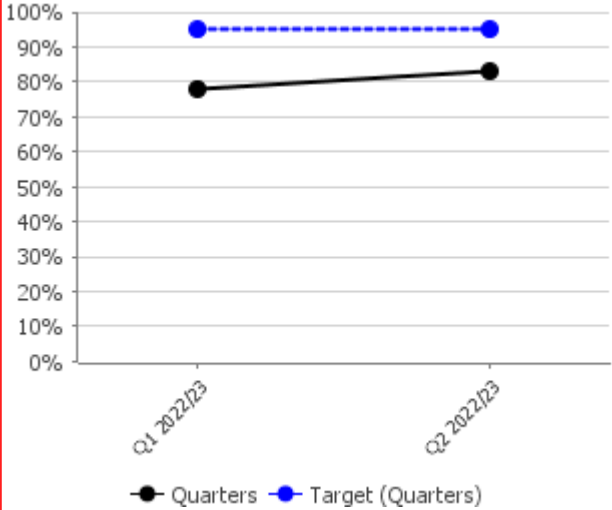


Transport Portfolio Cllr Steve Broadbent



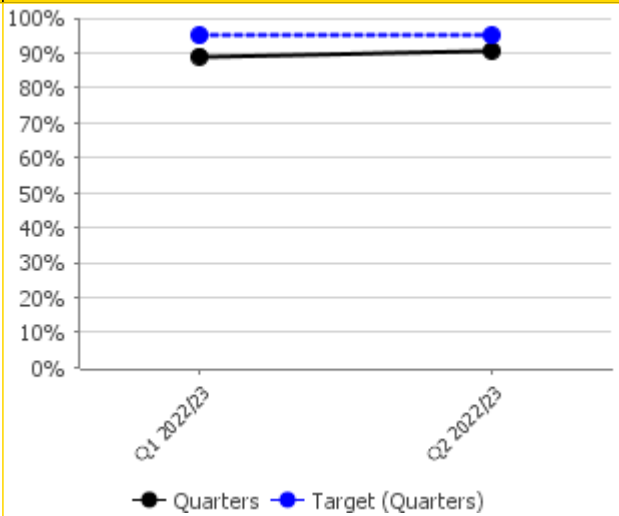
Transport Portfolio RED

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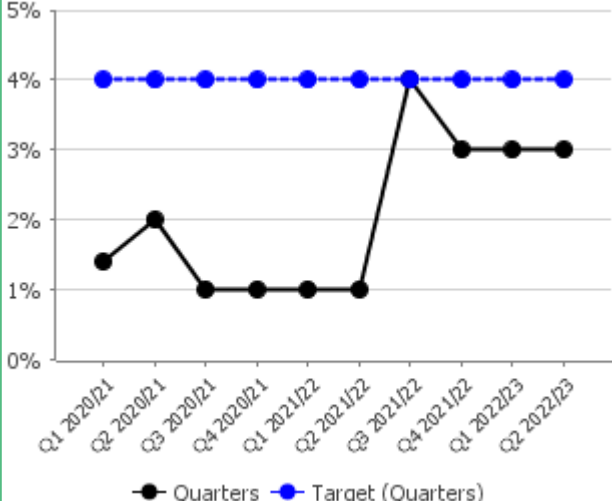
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary									
Highways capital programme % spend against forecast	Aim to Maximise	83%	95%	 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2022/23</td> <td>~78%</td> <td>95%</td> </tr> <tr> <td>Q2 2022/23</td> <td>83%</td> <td>95%</td> </tr> </tbody> </table>	Quarter	Quarters (Actual)	Target (Quarters)	Q1 2022/23	~78%	95%	Q2 2022/23	83%	95%	None available	<p>This indicator measures the percentage of spend against what was forecasted for the Highways Capital Programme at the beginning of the year.</p> <p>Q2 performance (end of August) was 83% against a target of 95%. A significant amount of work has been undertaken, and further substantial delivery of the capital programme is expected by the end of 2022 with full completion by March 2023. Variance against forecast is due to slippage in various programmes of work not envisaged at the time such as the extreme heat during the summer, and supply chain issues.</p> <p>Improvement Actions:</p> <ul style="list-style-type: none"> • We will continue to monitor the actual spend against the forecasted spend through the monthly operations board to help drive the Highways capital programme forward. • Look for alternative delivery opportunities to address supply chain issues
Quarter	Quarters (Actual)	Target (Quarters)													
Q1 2022/23	~78%	95%													
Q2 2022/23	83%	95%													

Transport Portfolio AMBER

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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% Streetlights in light	Aim to Maximise	90.63%	95%	 <p>Legend: ● Quarters ● Target (Quarters)</p>	None available	<p>This indicator measures the percentage of streetlight columns that are working (in light) as well as illuminated signs and bollards.</p> <p>In Q2 performance was 90.63% which is better than Q1 89%, but not quite above the target of 95%. This is a stretch target and an increase in resources in the Street Lighting team has helped manage those repairs.</p> <p>Improvement Action:</p> <ul style="list-style-type: none"> • Additional resource is planned to commence in October 2022 to help further manage repairs.

Generated on: 01 November 2022

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary
% of gullies cleaned against the cyclical gully programme	Aim to Maximise	49%	49%		None available	<p>This indicator measures the percentage of gullies cleaned against the cyclical gully programme (to clean all gullies within 1 year) with an annual target of >98%. This target has been pro-rata'd equally across each quarter to help show progress, although delivery may not be evenly distributed in reality.</p> <p>Q2 performance (percentage cleaned to date) is 49%, which shows we are on target (49%) half-way through the year.</p>
% of invalid PCNs (on- and off-street)	Aim to Minimise	3%	4%		None available	<p>This indicator measures the percentage of total Penalty Charge Notices (PCNs) issued, which are invalid due to civil enforcement officer errors, equipment error and spoils (cancelled by officer on site). The reasons for invalid PCNs vary including equipment failures and errors by staff issuing notices.</p> <p>Performance was 3% in both Q1 and Q2, which is lower (better) than the 4% target. Performance worsened in Q3 2021/22 to 4% when a new system was introduced, and civil enforcement officers needed to get used to new handheld equipment which continues to bed in as we have recently recruited more civil enforcement officers.</p>

PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																					
Major transport schemes: % of profiled spend achieved	Aim to Maximise	125%	50%	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>5</td> <td>25</td> </tr> <tr> <td>Q2 2021/22</td> <td>35</td> <td>50</td> </tr> <tr> <td>Q3 2021/22</td> <td>70</td> <td>75</td> </tr> <tr> <td>Q4 2021/22</td> <td>90</td> <td>100</td> </tr> <tr> <td>Q1 2022/23</td> <td>5</td> <td>25</td> </tr> <tr> <td>Q2 2022/23</td> <td>125</td> <td>50</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2021/22	5	25	Q2 2021/22	35	50	Q3 2021/22	70	75	Q4 2021/22	90	100	Q1 2022/23	5	25	Q2 2022/23	125	50	None available	<p>This indicator reports a single figure for the percentage of actual spend against profiled spend, for projects within the Capital Programme funded from the Capital Budget. Projects include A41 Primary Public Transport Corridor (PPTC), Abbey Barn Lane Improvement Scheme (ABLIS), Eastern Link Road (ELR) Dual, Princes Risborough Southern Road Link (PRSL), and Westhorpe. The target is to hit 100% by year end, which has been equally profiled throughout the year, even though actual spend may be more variable. The spend reported includes creditor values.</p> <p>For projects that span multiple years, budgets are set at a level that when met achieve an accelerated in-year spend. Therefore, in terms of reporting for this quarter spend has exceeded the year's budget. However progress of major infrastructure projects as a whole continues to face significant challenges linked to global events and the subsequent inflationary impact on the national and local economy. This has resulted in difficult conversations both internally and with our external partners, regarding the continuation of schemes as costs significantly increase. For instance, following a Leader (Cabinet Member) decision the ABLIS project has been stopped and is in the process of being closed down. Despite the ongoing challenges project progress has continued, with the A41 PPTC due to complete at the end of October; the July submission of the PRSL planning application, and surveys and design work continue for the ELR.</p>
Quarter	Quarters (%)	Target (Quarters) (%)																									
Q1 2021/22	5	25																									
Q2 2021/22	35	50																									
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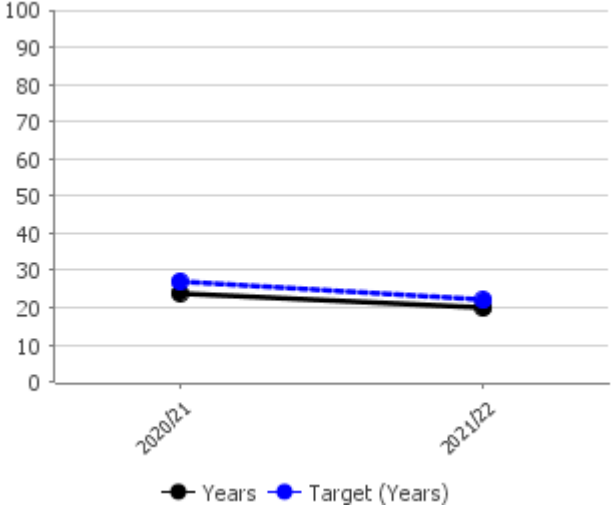
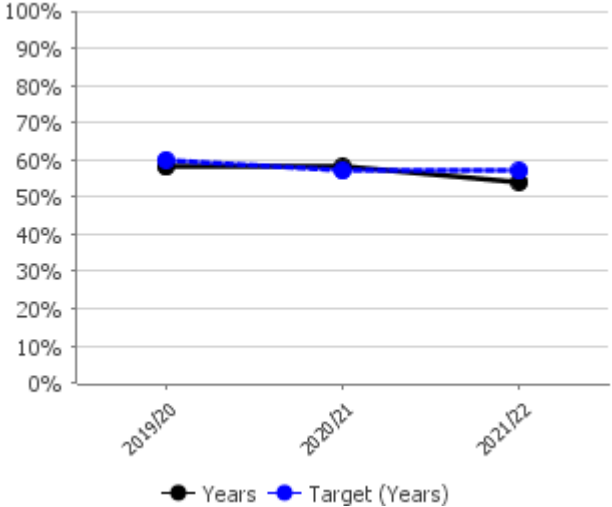
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
HS2 highways approvals: % responded within time limit	Aim to Maximise	100%	95%	<p>The chart shows the percentage of HS2 highways approval applications responded to within the time limit. The Y-axis ranges from 0% to 100%. The X-axis shows quarters from Q1 2020/21 to Q2 2022/23. A solid black line with circular markers represents 'Quarters' performance, and a dashed blue line with circular markers represents the 'Target (Quarters)'. Performance is at 100% from Q1 2020/21 to Q4 2021/22, drops to 90% in Q1 2022/23, and recovers to 95% in Q2 2022/23. The target is consistently at 95%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q2 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q3 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q4 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q1 2021/22</td><td>100</td><td>95</td></tr> <tr><td>Q2 2021/22</td><td>90</td><td>95</td></tr> <tr><td>Q3 2021/22</td><td>100</td><td>95</td></tr> <tr><td>Q4 2021/22</td><td>100</td><td>95</td></tr> <tr><td>Q1 2022/23</td><td>90</td><td>95</td></tr> <tr><td>Q2 2022/23</td><td>95</td><td>95</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	100	95	Q2 2020/21	100	95	Q3 2020/21	100	95	Q4 2020/21	100	95	Q1 2021/22	100	95	Q2 2021/22	90	95	Q3 2021/22	100	95	Q4 2021/22	100	95	Q1 2022/23	90	95	Q2 2022/23	95	95	None available	<p>This indicator reports on the percentage of High Speed 2 (HS2) highways approval applications that were responded to within the time limit.</p> <p>In Q2 100% of highways applications were determined within the timeframe or agreed extensions. This is continuation of 100% performance from Q1 2022-23.</p>
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HS2 planning approvals: % responded within time limit	Aim to Maximise	100%	95%	<p>The chart shows the percentage of HS2 planning approval applications responded to within the time limit. The Y-axis ranges from 0% to 100%. The X-axis shows quarters from Q1 2020/21 to Q2 2022/23. A solid black line with circular markers represents 'Quarters' performance, and a dashed blue line with circular markers represents the 'Target (Quarters)'. Performance is at 100% from Q1 2020/21 to Q4 2021/22, drops to 80% in Q1 2022/23, and recovers to 95% in Q2 2022/23. The target is consistently at 95%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q2 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q3 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q4 2020/21</td><td>100</td><td>95</td></tr> <tr><td>Q1 2021/22</td><td>100</td><td>95</td></tr> <tr><td>Q2 2021/22</td><td>80</td><td>95</td></tr> <tr><td>Q3 2021/22</td><td>100</td><td>95</td></tr> <tr><td>Q4 2021/22</td><td>100</td><td>95</td></tr> <tr><td>Q1 2022/23</td><td>95</td><td>95</td></tr> <tr><td>Q2 2022/23</td><td>95</td><td>95</td></tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	100	95	Q2 2020/21	100	95	Q3 2020/21	100	95	Q4 2020/21	100	95	Q1 2021/22	100	95	Q2 2021/22	80	95	Q3 2021/22	100	95	Q4 2021/22	100	95	Q1 2022/23	95	95	Q2 2022/23	95	95	None available	<p>This indicator reports on the percentage of High Speed 2 (HS2) planning approvals applications which were responded to within the time limit.</p> <p>In Q2 100% of planning applications were determined within the timeframe or agreed extensions. This is continuation of 100% performance since Q3 2021/22.</p>
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PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary																																	
% eligible clients who are provided with transport before the required start date, or no later than 15 working days from the date the transport assessment was completed (SEND), or all information was received to provide transport (Mainstream)	Aim to Maximise	100%	95%	<table border="1"> <caption>Transport Assessment Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>82</td><td>95</td></tr> <tr><td>Q2 2020/21</td><td>88</td><td>95</td></tr> <tr><td>Q3 2020/21</td><td>68</td><td>95</td></tr> <tr><td>Q4 2020/21</td><td>75</td><td>95</td></tr> <tr><td>Q1 2021/22</td><td>65</td><td>95</td></tr> <tr><td>Q2 2021/22</td><td>82</td><td>95</td></tr> <tr><td>Q3 2021/22</td><td>72</td><td>95</td></tr> <tr><td>Q4 2021/22</td><td>92</td><td>95</td></tr> <tr><td>Q1 2022/23</td><td>100</td><td>95</td></tr> <tr><td>Q2 2022/23</td><td>100</td><td>95</td></tr> </tbody> </table>	Quarter	Actual Performance (%)	Target (%)	Q1 2020/21	82	95	Q2 2020/21	88	95	Q3 2020/21	68	95	Q4 2020/21	75	95	Q1 2021/22	65	95	Q2 2021/22	82	95	Q3 2021/22	72	95	Q4 2021/22	92	95	Q1 2022/23	100	95	Q2 2022/23	100	95	None available	<p>This measure records the percentage of eligible clients who are provided with transport before the required start date, or no later than 15 working days from when the transport assessments were completed (SEND clients) or when all the information was provided (Mainstream clients).</p> <p>Performance has remained high at 100% in both Q1 (actual) and Q2 (forecast). This high performance is due to requests for transport in the 2021/22 academic year being actioned promptly, and Transport Officers correctly categorising requests for transport for the start of the 2022/23 new academic as future requests.</p>
Quarter	Actual Performance (%)	Target (%)																																					
Q1 2020/21	82	95																																					
Q2 2020/21	88	95																																					
Q3 2020/21	68	95																																					
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% of Category 1 and 2H defects repaired in 2 and 5 working days respectively.	Aim to Maximise	98%	94%	<table border="1"> <caption>Defect Repair Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2022/23</td><td>99</td><td>94</td></tr> <tr><td>Q2 2022/23</td><td>98</td><td>94</td></tr> </tbody> </table>	Quarter	Actual Performance (%)	Target (%)	Q1 2022/23	99	94	Q2 2022/23	98	94	None available	<p>This indicator measures the percentage of high-priority defects: category 1 (2 working days) and category 2H (5 working days) repaired in the agreed timeframes.</p> <p>Performance in Q2 was 98% and 99% in Q1, which is better than the 94% target.</p>																								
Quarter	Actual Performance (%)	Target (%)																																					
Q1 2022/23	99	94																																					
Q2 2022/23	98	94																																					

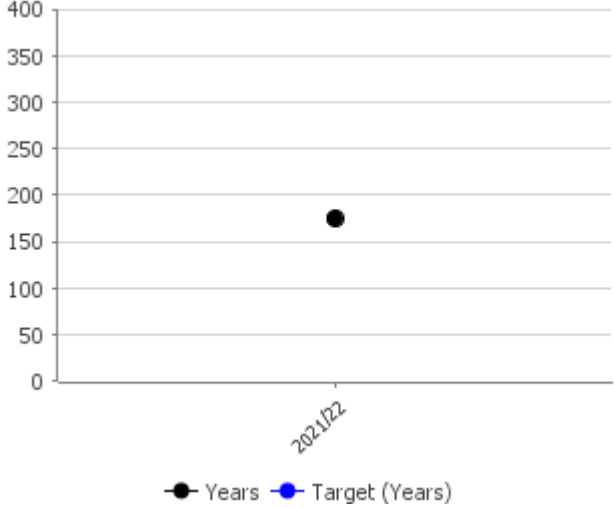
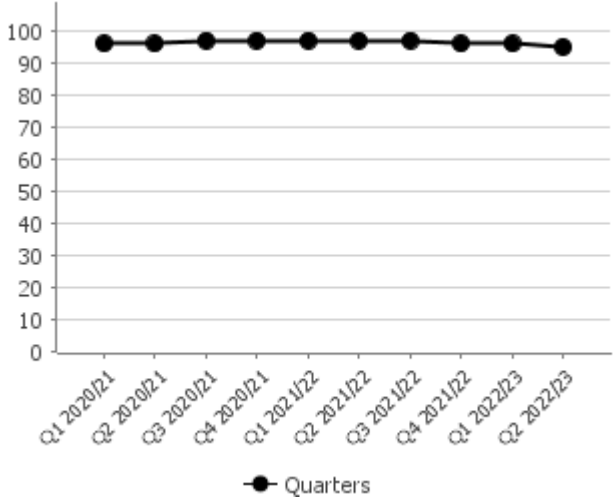
PI	Aim to:	Current Value	Target	Trend Chart	Benchmarking	Commentary												
Average daily cycling count per active cycle counter per day	Aim to Maximise	91.3	75	<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Current Value)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q4 2021/22</td> <td>70</td> <td>75</td> </tr> <tr> <td>Q1 2022/23</td> <td>76.1</td> <td>75</td> </tr> <tr> <td>Q2 2022/23</td> <td>91.3</td> <td>75</td> </tr> </tbody> </table>	Quarter	Quarters (Current Value)	Target (Quarters)	Q4 2021/22	70	75	Q1 2022/23	76.1	75	Q2 2022/23	91.3	75	None available	<p>This indicator records the average daily cycling count per active cycle counter per day.</p> <p>In Q2 there were 91.3 counts per day on average, which is higher than Q1 76.1 counts per day. Q1 and Q2 counts are generally higher than Q3 and Q4 due to favourable weather conditions in Spring and Summer.</p>
Quarter	Quarters (Current Value)	Target (Quarters)																
Q4 2021/22	70	75																
Q1 2022/23	76.1	75																
Q2 2022/23	91.3	75																

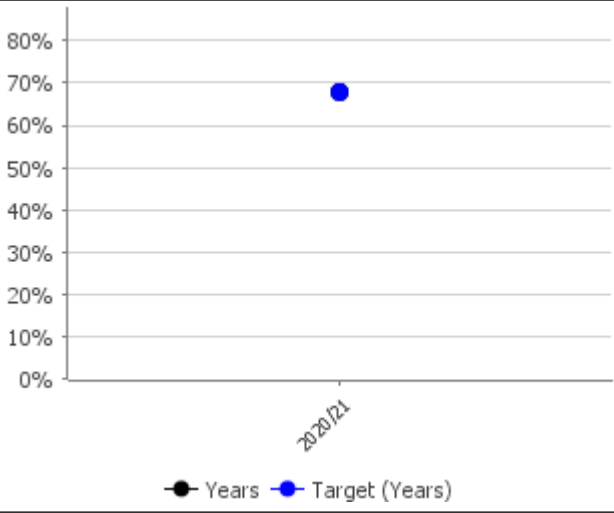
Transport Portfolio NO RAG

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PI	Aim To	Current Value	Trend Chart	Commentary												
NHT Public Satisfaction on the condition of road surfaces (HMBI 01)	Aim to Maximise		 <table border="1"> <caption>NHT Public Satisfaction on road surfaces</caption> <thead> <tr> <th>Year</th> <th>Years</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>24</td> <td>28</td> </tr> <tr> <td>2021/22</td> <td>21</td> <td>22</td> </tr> </tbody> </table>	Year	Years	Target (Years)	2020/21	24	28	2021/22	21	22	This measure is reported annually. Not due until Q3.			
Year	Years	Target (Years)														
2020/21	24	28														
2021/22	21	22														
NHT Public Satisfaction Survey: (KBI 15) % of customers satisfied with their local Rights of Way Network	Aim to Maximise		 <table border="1"> <caption>NHT Public Satisfaction Survey</caption> <thead> <tr> <th>Year</th> <th>Years</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>60%</td> <td>60%</td> </tr> <tr> <td>2020/21</td> <td>58%</td> <td>58%</td> </tr> <tr> <td>2021/22</td> <td>55%</td> <td>58%</td> </tr> </tbody> </table>	Year	Years	Target (Years)	2019/20	60%	60%	2020/21	58%	58%	2021/22	55%	58%	This measure is reported annually. Not due until Q3.
Year	Years	Target (Years)														
2019/20	60%	60%														
2020/21	58%	58%														
2021/22	55%	58%														

PI	Aim To	Current Value	Trend Chart	Commentary														
% of strategic carriageway network in fair/good and very good condition	Aim to Maximise		<table border="1"> <caption>Trend Chart Data: % of strategic carriageway network in fair/good and very good condition</caption> <thead> <tr> <th>Year</th> <th>Years (Actual)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>2020/21</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>2021/22</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	Year	Years (Actual)	Target (Years)	2019/20	95%	95%	2020/21	95%	95%	2021/22	95%	95%	<p>This measure is reported annually. Not due until Q4.</p>		
Year	Years (Actual)	Target (Years)																
2019/20	95%	95%																
2020/21	95%	95%																
2021/22	95%	95%																
Number of car parking ticket sales managed by Buckinghamshire Council	Monitor	976,055	<table border="1"> <caption>Trend Chart Data: Number of car parking ticket sales managed by Buckinghamshire Council</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>~670,000</td> </tr> <tr> <td>Q2 2021/22</td> <td>1,079,062</td> </tr> <tr> <td>Q3 2021/22</td> <td>~1,170,000</td> </tr> <tr> <td>Q4 2021/22</td> <td>~1,080,000</td> </tr> <tr> <td>Q1 2022/23</td> <td>~1,000,000</td> </tr> <tr> <td>Q2 2022/23</td> <td>976,055</td> </tr> </tbody> </table>	Quarter	Quarters (Actual)	Q1 2021/22	~670,000	Q2 2021/22	1,079,062	Q3 2021/22	~1,170,000	Q4 2021/22	~1,080,000	Q1 2022/23	~1,000,000	Q2 2022/23	976,055	<p>This indicator measures the number of car park ticket sales managed by Buckinghamshire Council. These figures combine on-street ticket sales and car park ticket sales.</p> <p>Following the easing of lockdown restrictions in Q2 2021/22 numbers of ticket sales increased into the winter months. For many car parks, numbers are still on the increase. There have however been problems with the barrier car parks in High Wycombe (Swan, Easton Street, and Handy Cross), which is the reason why overall, the ticket sale levels for this quarter are reduced. Q2 was 976,055; same period last year was 1,079,062. The barrier system has been out of action since July 2022. Work is ongoing to bring the barriers back online as soon as possible.</p>
Quarter	Quarters (Actual)																	
Q1 2021/22	~670,000																	
Q2 2021/22	1,079,062																	
Q3 2021/22	~1,170,000																	
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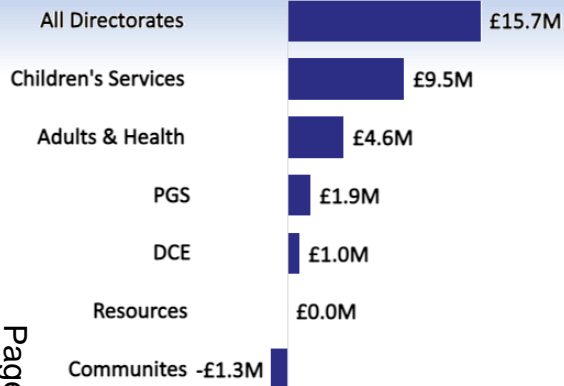
PI	Aim To	Current Value	Trend Chart	Commentary
Number of publicly accessible electric-vehicle charging bays on- and off-street in Buckinghamshire	Aim to Maximise		 <p>A line chart showing the number of publicly accessible electric-vehicle charging bays. The vertical axis (y-axis) is labeled from 0 to 400 in increments of 50. The horizontal axis (x-axis) has a single label '2021/22'. A single black dot representing the current value is plotted at approximately 175. A legend below the chart shows a black dot for 'Years' and a blue dot for 'Target (Years)', but no target value is visible on the chart.</p>	<p>This is an annual measure. Not due until Q4.</p>
Number of public transport bus routes in Buckinghamshire	Monitor	95	 <p>A line chart showing the number of public transport bus routes in Buckinghamshire over time. The vertical axis (y-axis) is labeled from 0 to 100 in increments of 10. The horizontal axis (x-axis) is labeled with quarters: Q1 2020/21, Q2 2020/21, Q3 2020/21, Q4 2020/21, Q1 2021/22, Q2 2021/22, Q3 2021/22, Q4 2021/22, Q1 2022/23, and Q2 2022/23. A series of black dots connected by a line shows the number of routes starting at 96 in Q1 2020/21 and remaining constant until Q4 2021/22, then dropping to 95 in Q1 2022/23 and remaining at 95 through Q2 2022/23. A legend below the chart shows a black dot for 'Quarters'.</p>	<p>This measure records the number of public bus routes in Buckinghamshire.</p> <p>There were 96 bus routes running in Q1 2022/23 dropping to 95 bus routes in Q2 2022/23. This drop is due to the withdrawal without replacement of a commercial bus service in the South of the county.</p>

PI	Aim To	Current Value	Trend Chart	Commentary				
% of Local Road network in fair/good and very good condition	Aim to Maximise		 <p>The trend chart displays a vertical axis from 0% to 80% in 10% increments. A single data point for the year 2020/21 is plotted at 68%. The legend indicates that black dots represent 'Years' and blue dots represent 'Target (Years)'.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>68%</td> </tr> </tbody> </table>	Year	Value (%)	2020/21	68%	<p>This is an two-yearly measure. Not due until Q4</p> <p>This measure is reported every other year. Last survey was taken in 2020 where 68% of the local road network was found to be in fair/good and very good condition.</p> <p>Surveys are currently being undertaken and 2022/23 data should be available end of Q4 2022/23 or early Q1 2023/24.</p>
Year	Value (%)							
2020/21	68%							

Quad 1 - Managing resources (finance)

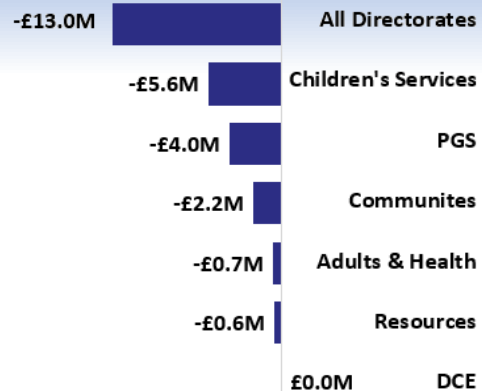
Revenue

Year End variance for 2022/2023 at Q2



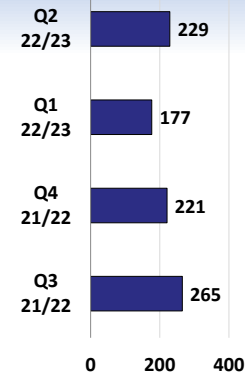
Capital

Year End variance for 2022/2023 at Q2



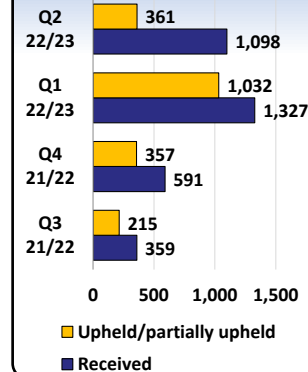
Quad 2 - Customer service

No. of Compliments Received (across the Council)

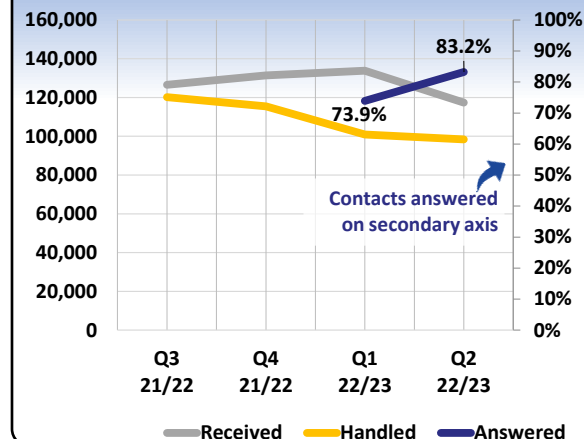


No of Complaints Received & Complaints Upheld

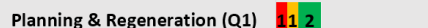
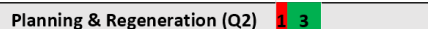
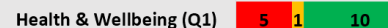
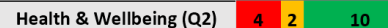
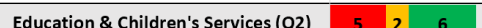
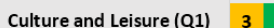
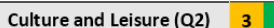
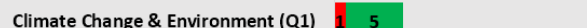
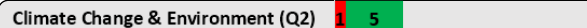
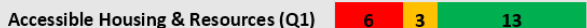
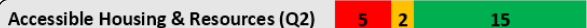
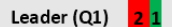
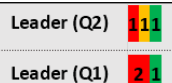
(Stage 1 & 2) - across the Council



No. of Customer Service Centre contacts (phone calls, emails & webchats)



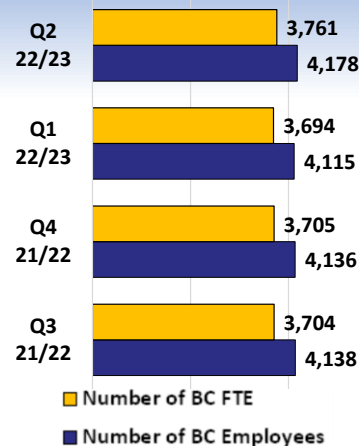
Quad 3 - Strategic priority indicators (RAG Status of Indicators by Portfolio Q1 & Q2 22/23)



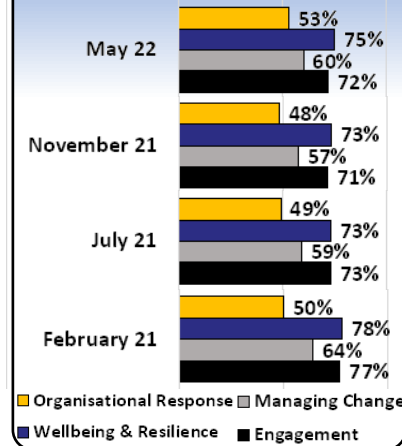
Red Amber Green

Quad 4 - Colleagues, self and partners (HR)

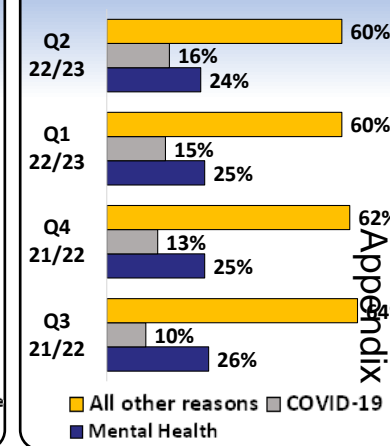
Numbers of BC staff (Headcount & FTE)



Employee Sentiment



Sickness Absence Reasons (rolling 12 month period)



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Report to Finance & Resources Select Committee

Date:

Reference number: n/a

Title: **Customer First and CSC Performance Update and Quarterly Dashboard**

Cabinet Member(s): Cllr John Chilver (Cabinet Member, Resources), Cllr Tim Butcher (Deputy Cabinet Member, Resources)

Contact officer: **Lloyd Jeffries, Service Director (Business Operations)**

Ward(s) affected: None specific

Recommendations:

- To note the Customer Service performance data for the 4 months through to October 2022 and the interventions put in place to stabilise and improve performance.
- To note the output of the review completed by consultants, IMPOWER, particularly in relation to building a more resilient Customer Services.
- To note the success of call shadowing during National Customer Service Week and the recommendation to build call shadowing into staff inductions and ongoing training.

Reason for decision: n/a

1. Executive summary

- 1.1. The last two years have changed the landscape for customer engagement in Buckinghamshire; with the transition to a unitary authority, a pandemic and numerous causes of spikes in customer demand taking place alongside significant internal reorganisation and consolidation of technology and systems.
- 1.2. Consequently, the Customer Service Centre (CSC) has experienced a sustained period of higher-than-normal levels of customer contact, driven by Line of Business activity arising from the continuing complexities and harmonisation of system implementation, contractor and supplier performance issues and recruitment challenges. This is driving performance challenges and a need to reflect on how a resilient and effective Customer Service model can be achieved in the future.
- 1.3. This report covers:
 - Current CSC performance
 - A review of our Customer First Activity over the last 12 months and the forward plan of actions
 - A review of Customer Service Week
 - Overview of the IMPOWER review covering CSC capacity, demand, rightsizing, and CSC resilience

2. Content of report

Current CSC performance

- 2.1 During the last 12 months, the Customer Service Centre (CSC) has experienced a sustained period of higher-than-normal levels of customer contact, driven by line of business activity and changes which has resulted in fluctuating CSC performance against key indicators, such as call abandonments and wait times.
- 2.2 There were some pressures that could not be anticipated – for example, the fuel rebate paid via Council Tax, and the major disruption and dissatisfaction residents felt about Southern Waste performance after the rounds were re-configured.

2.3 The current CSC performance indicators are set out in the table below:

Indicator	Target	21/22	Jul-22	Aug-22	Sep-22	Oct-22	Nov 22 (to 21st inc)
Calls offered	-	476,004	40,046	35,307	35,554	33,592	23100
Calls answered	-	#####	30,276	30,476	31,203	29,187	22374
% Calls answered	90%	85.25%	75.60%	86.31%	87.80%	94.48%	96.85%
% Calls abandoned	10%	11.74%	12.30%	11.40%	11.90%	4.71%	5.32%
Average call wait time	180 seconds	326	431	426	434	242	134
First call resolution	51%	71.41%	68.60%	70.40%	72.40%	75.30%	77.10%

2.4 Performance has steadily improved since the summer months in all metrics. Customer Services faced significant challenges in the early part of year, and the interventions put in place have made a substantial difference to our ability to support our residents through telephony. What follows are some examples of those interventions, and the impact they have had on the customer experience.

2.4.1 **Injixo Management System:** all members of the customer service team are now on this workforce management tool, which means we can re-allocate resource during the day based on demands and monitor behaviours in a consistent manner.

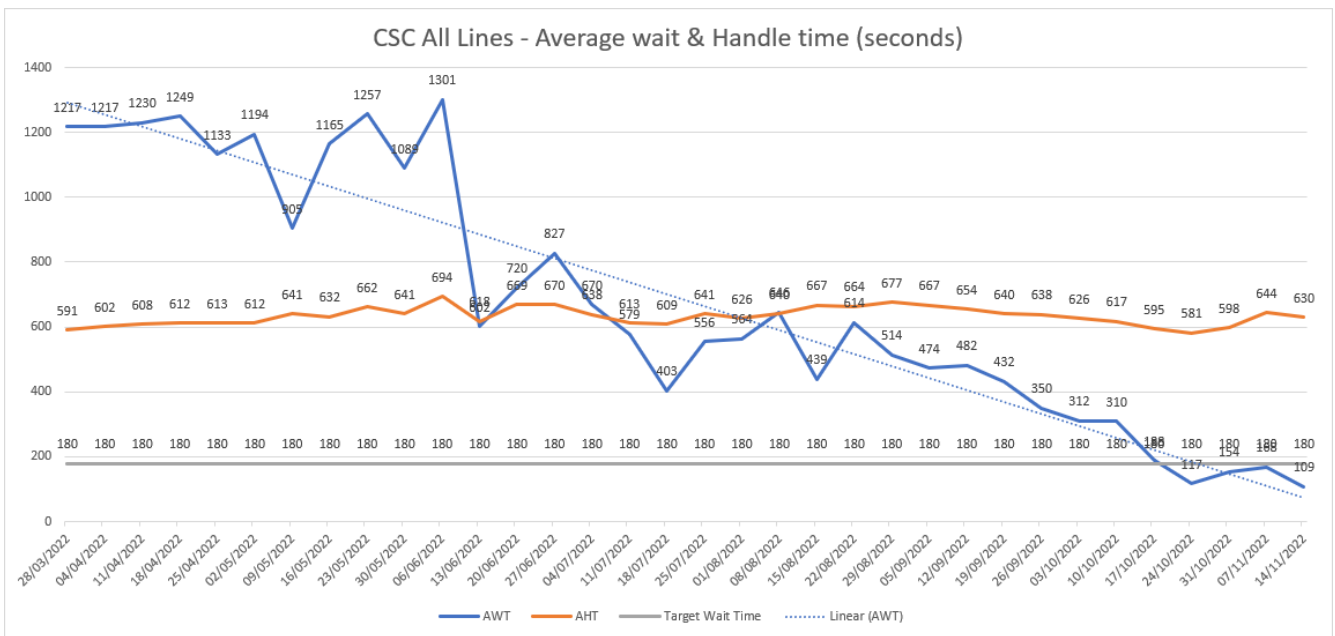
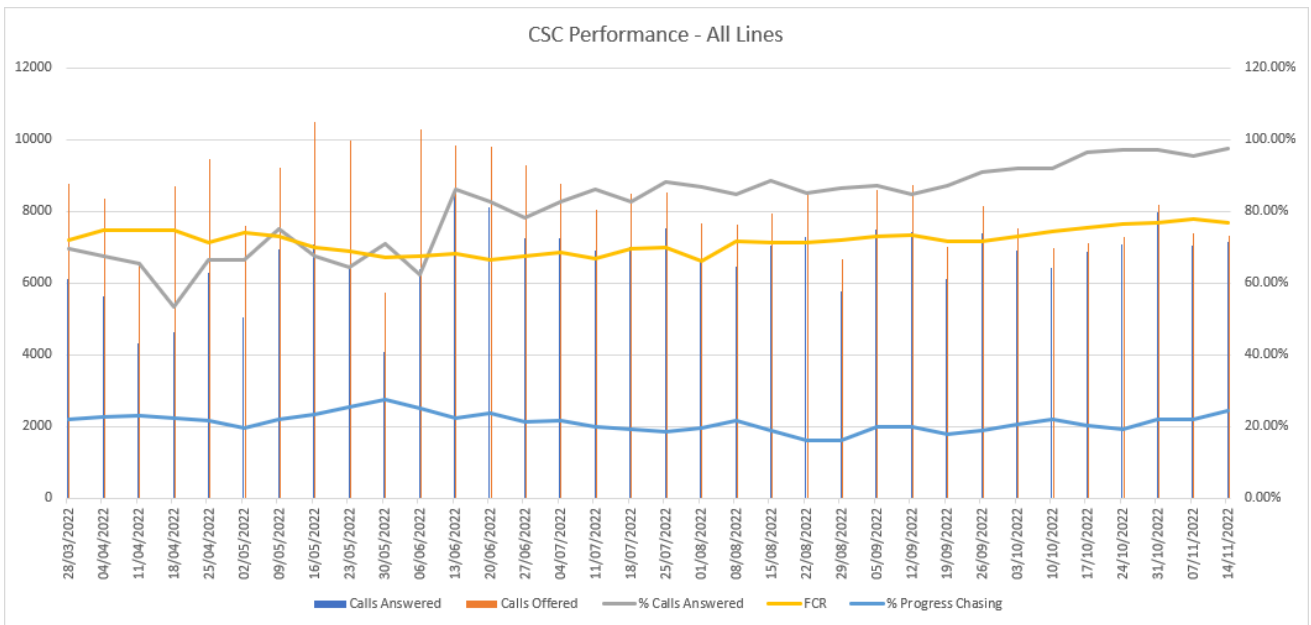
2.4.2 **Senior Management and Back Office Teams** are now helping resource the telephone lines when significant spikes in volumes occur, to flatten demand.

2.4.3 **IVR** (interactive voice response) has been redeveloped to provide better signposting for our residents and managing expectation, signposting them to the digital platform where appropriate. These have been particularly effective with Revenues and Benefits, particularly around the Fuel Rebate payments made available by Central Government paid via the Council Tax system.

2.4.4 **Increased scrutiny** of the data captured when a call cannot be transferred means a better understanding of whether the call was not answered, or where the service refused to answer. This heightened scrutiny has resulted in a significant reduction in 'refusals' by service areas.

2.4.5 **This scrutiny** has been extended to the data regarding progress chasing, to get an understanding why the resident feels ignored and has a compulsion to chase a request. This information is shared with Customer Service Managers to discuss at account management meetings, so service areas can address customer expectation around service level agreements and status updates to prevent residents from feeling forgotten and reaching for the telephone. Monthly Service Director performance packs are now being produced to share the information.

- 2.4.6 **Customer Services Staff** have shown commitment to working additional hours and have been remunerated for their efforts via overtime or time off in lieu. This has been particularly effective in dealing with 'contact us forms' which can be dealt with outside of core hours.
- 2.4.7 Introduction of a **call back** facility on our key service lines so that customers have the option to not wait on hold. Instead, the customer is called back when an agent is available.
- 2.4.8 **Targeted Recruitment of additional officers** into the Customer Service Centre has been effective. HR has supported Customer Services to introduce a series of assessment centres-style sessions to support recruitment at scale. These include "Try Before You Apply Sessions", where candidates listen to live customer calls and experience a day in the life of customer service agent. This mitigates against the risk of new starters being put off by the challenging environment when the beginning of their contract.
- 2.4.9 Introduction of **career-graded** customer services roles and apprenticeships as well as investing in our recruitment campaign and social media strategy to attract high quality candidates.
- 2.4.10 **Temporary staff** on-boarded to deal with known peak demand, in particularly to cope with additional pressures caused by the Southern Waste rounds re-organisation.
- 2.4.11 In addition, the Council is currently recruiting a **casual workforce** that will be made up of people looking for flexible working hours such as students, retired professionals, or volunteers. This bank of staff will be used for one-off pieces of work e.g., energy rebate calls or dealing with surge activity in a specific area, to support organisational resilience.
- 2.4.12 **Using Capita as an additional resource** to stand up 10 FTE trained revenues and benefits to cope with known additional demands following the single system implementation and 11 week shut down.
- 2.5 These interventions have helped us to see significant improvements in average wait times over the last 6 months, particularly in our high volume, transactional call lines such as Southern Waste or Revenues. This is demonstrated in the charts below, which shows how the average wait time across all telephone lines has gradually improved, from a peak of over 21 minutes in June 2022 to a current rate of just below 2 minutes (within targets). The percentage of calls answered has also gradually increased and is now above the 90% target.



2.6 We can see the impact of these changes not just through these metrics, but through the feedback we receive from residents on our social media channels. These positive changes, and further interventions, will help us to manage potential future disruptions, to keep this stability and to ensure we continue to give our residents the service they expect and deserve. In the last quarter, customer services received **37 official compliments**, with zero complaints for CSA performance.

2.7 Work to develop a **peripatetic workforce** is continuing to ensure that additional internal capacity can be drawn upon during times of very high customer demand. Customers services has recently piloted a **webchat trial**, whereby officers in services

outside of the CSC, are able to support demand through responding to webchats received via the website.

- 2.8 This option is easier for services to accommodate compared to taking customer calls - support can be time-boxed to parts of the day and as chats tend to be less hostile / confrontational than phone calls they don't require the same level of customer services skills to manage.
- 2.9 Chats can be held alongside ongoing BAU work (much like Teams messaging) and aren't as "real-time" as phone calls with a frustrated customers waiting for the right response immediately. There can be pre-defined responses to support staff and service-based chatters can have access to CSC Teams chat for asking questions, as well having access to a knowledge base, scripts, and frequently asked questions.
- 2.10 If a chat can't be resolved there and then, then they could book a call-back for customers (either CSA or service led) or even transfer to another officer to respond.
- 2.11 This model was successfully trialled in the Customer Improvement team, with additional capacity provided to support Council tax, Waste and Housing enquiries. We will extend this trial to Corporate Business Support staff and plan to roll out further to wider organisation in due course.
- 2.12 In October 2022, CMT agreed our new "**rising tide**" **resilience framework** – this was created in preparation for the launch of the single Revenues and Benefits system to ensure the CSC was ready to manage spikes in customer demand. Where call volumes start to breach the average wait time indicator, there is now tiered set of responses. The approved approach is now being rolled out to other key lines of services.

Customer First

- 2.13 Within the Corporate Plan the Council clearly sets out its customer centric ambition which we describe as Customer First. The Customer First Strategy was agreed by Cabinet in September 2021, and the Customer First service standards are published on our website as three promises. To support this strategy, we have put in place a Customer First Board to ensure that there is a single corporate approach to deliver this customer experience ambition.
- 2.14 The Customer First Board has been in operation since November 2021 and has excellent engagement from attendees across the Council and Customer First Champions. The Board tracks the Customer First activities which are all aligned to our Customer First promises.

- 2.15 The Customer First Board meets monthly and is chaired by the Corporate Director of Resources, Sarah Murphy Brookman, and the Corporate Director for Communities, Richard Barker. All directorates are represented on the board through the participation of Service Directors.
- 2.16 The Board is producing an 'Annual Report' to set out progress over the last year and priorities for the coming year. This is due to be published on the Buckinghamshire Council website in January 2022, following approval by the Customer First Board and CMT.

Customer First high level workplan 2021-2022

2.17 Our Customer First deliverables and associated projects are outlined in the table below.

Project	Commentary	Policy	Process	People	Performance	RAG	Comments
1. Customer First Champions	Recruit across the Buckinghamshire Council a network of customer first champions, representing each service area, to spread the ethos throughout the organisation, and to meet and exchange ideas. Also, to feed into the Customer First staff award category			X			Delivered, with constant review
2. HR Training Modules and Assets	To develop a suite of online training modules, to allow regular, engaging refresher sessions to staff on customer-centric behaviours. This can also include face to face training and online			X			First two modules deployed with rest to go live as planned
3. CAPs+ Site Aylesbury move	Relocating the customer access point from The Gateway to the Walton Street office		X				Completed as planned
4. Push Notification Project	Looking at how we can expand the use of push notifications in key service areas – notably client transport, schools admissions, household waste, revenues and benefits		X				Work still ongoing – deployed in waste and client transport – completion by Spring 2023
5. CRM / MDM Procurement	Procurement in place to replace our three incumbent CRM platforms with a new, Council wide replacement solution. This open procurement is reaching its final stages with award expected in the next four weeks		X				Nearing completion by December 2022
6. Performance Dashboards	Working with the Power BI team to introduce performance dashboards, that allow us a daily view of key performance measures in our main, customer facing services				X		Completed and in use



7. Feedback Dashboards	The provision of feedback terminals in our CAP+ locations to judge customer satisfaction in our reception areas. In addition, the provision of digital feedback dashboards, attached to emails, that help us judge customer satisfaction in our services				X		Completed and in use
8. Service Area Improvement Work	Development work around customer-centric processes and procedures, to give our residents an improved service and more visibility of their requests. Examples include Client Transport; Parks and Areas of Interest; Southern Household Waste, Adult Social Care, and Registrars; Consultation work for Planning		X				Completed and in use; ongoing activity with services as required
9. Contact Us Forms	A review of the use of contact us forms, with a view to streamline the process, particularly in preparation for the new CRM system		X				Review undertaken with completion in line with CRM development plans
10. Informing Policy Decisions	Examples include working with the communications team to look at a more sensitive approach around the use of gender titles; Establishing a set of standards to encourage the use of plain language across the organisation; and including customer-centric attitudes into training, recruitment, on-boarding, and the C4P process			X			Completed and in use; customer training module in production for plain language comms
11. Cautionary Contact Register	This is in progress and due for completion by the end of the year	X					To be completed by December 22
12. Web chat	Improving and advancing the offering around web chat, using our current assets to the best of their ability, and looking for improvements	X	X				To be completed by the end of 2022

Customer First high level workplan 2022-2023 – Project due to be started

2.18 There are also several projects in the pipeline for delivery across the next 12 months, summarised in the table below.

Project	Commentary	Policy	Process	People	Performance	RAG	Anticipated Completion
1. CRM / MDM Mobilisation and Implementation	Through a phased approach, streamlining our CRM down to a single solution from the incumbent platforms	X	X	X	X	Green	Split across 4 distinct phases: Phase 1: Summer 23 Phase 2: Winter 23 Phase 3: Spring 24 Phase 4: Summer 24
2. Customer Partnership Panel	Bringing together a customer-engaged panel of residents to help the Council look at our digital assets and how to make them more appealing and user-friendly for our residents	X		X	X	Green	Due to be in operation Q1 2023
3. AURA Programme	Supporting this piece of work, from the customer angle, as a critical friend, this work will include the HR CX programme	X				Green	Throughout 2023
4. Contracts CMA Database	To review and recommend, to identify contracts/activities which are approaching renewal and could be opportunities for improving customer experience	X				Yellow	This will be an ongoing activity – need to leverage SMG group to identify potential contracts to support.
5. Resource management	Helping service areas ensure they have the right resources in place to cope with demand	X	X	X	X	Yellow	Not yet available. This is an ongoing offering we can give services – available Q1 2023
6. Account management through Operating Level Agreements (OLA)	We can see the need for closer scrutiny of service areas, to see pressures emerge and triggers to identify where interventions may be needed. We will do this in conjunction with Customer Services Managers. This is combined with Service Area Audits and Performance Checks				X	Green	Ongoing through 2023



National Customer Service Week (3-7 October 2022)

- 2.19 National Customer Service Week (NCSW) is the first full week in October, every year, but this was the first time that Buckinghamshire Council has formally celebrated the event.
- 2.20 NCSW provides the opportunity to raise awareness of customer service and the vital role it plays in service delivery. We wanted to recognise the impact of good customer service and the hard work of the teams making those experiences happen every day.
- 2.21 All employees have elements of customer services in their roles across the Council and the purpose of the week was to recognise the importance of remaining customer focussed and understanding the benefits of a great customer experience at all stages of a customer journey.
- 2.22 During NCSW 2022, the aims were to:
- Re-enforce the customer accountability culture.
 - Showcasing Customer First projects.
 - Launch new training for Customer Experience.
 - Raise Service Standards awareness.
 - Recognise our staff
 - Encourage staff to listen to live customer calls
 - Build network of customer champions.
 - Recognising best practise internally and externally.
- 2.23 The week was a huge success with great feedback from staff, senior management, and members.
- 2.24 Throughout the week, videos and articles were added to a dedicated NCSW page on the Source to share customer improvements, staff profiles and training opportunities, including the first Customer Experience training module (over 300 staff completed the first module during the week). The content was well viewed by staff during the week and the page will now be an ongoing resource area for sharing Customer First news and updates on demand to the wider workforce and ensure that Customer First framework continues to be visible to staff at all levels
- 2.25 Across the week, there were 43 staff who listened to live customer calls, either virtually or within the Customer Service Centre. Feedback was extremely positive, with staff around the organisation gaining first-hand experience and an appreciation of the current issues faced by our residents as well as the role that customer service agents provide at the start of the customer journey.

- 2.26 It is imperative that we consolidate on the success of this initiative and encourage our staff to continue to listen to live (or recorded) customer calls and regular intervals and not just once a year. Customer Services has extended an “always on” invite to services to access live customer calls and it is recommended that shadowing is included in induction and training plans for new starters within the organisation. In addition, managers within services areas would benefit from regular call listening to better understand customer needs and identify any opportunities to improve customer and/or staff knowledge for resolving enquiries.
- 2.27 The Customer Service Centre has already setup a shadowing arrangement with the Highways team whereby new starters both teams spend time within each area to understand each side part of the customer journey. This type of collaboration is recommended to both upskill our staff and form closer relationships between service areas.

IMPOWER Review

- 2.28 During the last quarter, the main area of development focus has been the completion of a Customer Services review with external consultants, IMPOWER.
- 2.29 Building on the foundations laid by the Customer Services service review in 2021, the Council commissioned a 14-week project IMPOWER to review customer demand and identify demand management tools which can be deployed to improve performance.
- 2.30 The scope of this work was to:
- Build a better understanding of the realistic volumes that the CSC should expect as we go through our Unitary journey
 - Clarity on what the volumes look like for a stable Unitary Council
 - Use and training of demand management tools that can be deployed/ deployed better
 - A better view of how to manage the CSC performance journey as it picks up Line of Business work as set out in the Service Review Business Case, with confidence that it is not too optimistic/ over ambitious at this point
 - Agreement on how to best respond to unexpected peaks in demand.
 - A clear approach on supporting particular cohorts who contact the Council by telephone where there are alternative solutions.

Demand modelling

2.31 Impower were tasked with undertaking a full analysis of demand received in the Customer Service Centre.

2.32 A mix of data reports and sampling were used in the analysis as follows:

- All calls data from 8x8 for April to August 2022
- Firmstep and Data Capture wrap code report for October 2021 to June 2022
- Webchat summary report for May and June 2022
- Sample of 200 waste contact us forms received in late July and early August 2022

2.33 The keys findings from this analysis found that:

- Overall **calls to the CSC following a consistent pattern week to week** (and month to month), however there are **clear peaks in demand following known and unknown events** e.g., Council Tax reminders and summons letters or heavy rainfall.
- Modelling shows that, during that time, even with bridge funding there was an **8% capacity gap to be able to meet the 3-minute wait time** target across all call lines between May and August 2022.
- A **high proportion** of callers (44% of all callers who abandon) make the decision to **abandon the call around the time of the IVR message** – around 1-2 minutes into the call. The **majority (87%) of callers who drop out make a repeat call** within 7 days.
- **Callers to the benefits lines are the most likely to make repeat calls to other lines**, in particular the corresponding Council Tax line and to Helping Hands.
- There is **no email address recorded for 40% of callers, indicating these individuals may be less digitally able**. Callers for concessionary travel, community care and libraries were the least likely to have an email address recorded with callers to adult learning and waste the most likely.
- The majority (54%) of web chats were for queries relating to waste or Council Tax; overall **31% of webchats resulted in the customer needing to phone the CSC**.
- Detailed analysis of **contact us forms** received for waste showed that **41% of them were for tasks the individual could have completed via the website** and had not indicated that they had attempted to do so, and 34% where the individual had attempted to complete online but had run into an issue.

2.34 The outputs from this analysis were used to create demand and capacity and avoidable demand models to support future resource planning to better manage demand.

- 2.35 The **demand and capacity model** assesses the base demand (what an unexceptional day across all call lines would look like; what changes in expected demand (either from the avoidable demand modelling or elsewhere), capacity and target wait times have on the expected volume of calls; and how this differs to the capacity available.
- 2.36 Customer services can manipulate the expected demand and capacity per line of enquiry to calculate the likely capacity gap to service the total demand. This tool will now be used on an ongoing basis, alongside existing workforce planning tools, to prepare customer services for surge activity.
- 2.37 An **avoidable demand model** has also been produced – this takes the wrap codes from the CRMs as well as the digital exclusion analysis to assess where the greatest potential is to target avoidable calls and what the impact on overall call volumes could realistically be.
- 2.38 This model factors in the analysis completed around digitally excluded customers, who are unable to use digital services to access services or choose not to.
- 2.39 Across all call reasons, **40.7% of callers** has no email address associated with their customer record held on the CRM. We have used the lack of an email address being recorded for a caller (of calls recorded from April to June 2022 on Firmstep) as a proxy for digital exclusion. This is likely an over estimation as there will be some callers who are not digitally excluded but were either not asked or did not provide an email address. However, it does help us understand the trends across different call lines (**chart 1**) and the specific call reasons (**chart 2**) where callers are more or less likely to be digitally excluded.

Chart 1

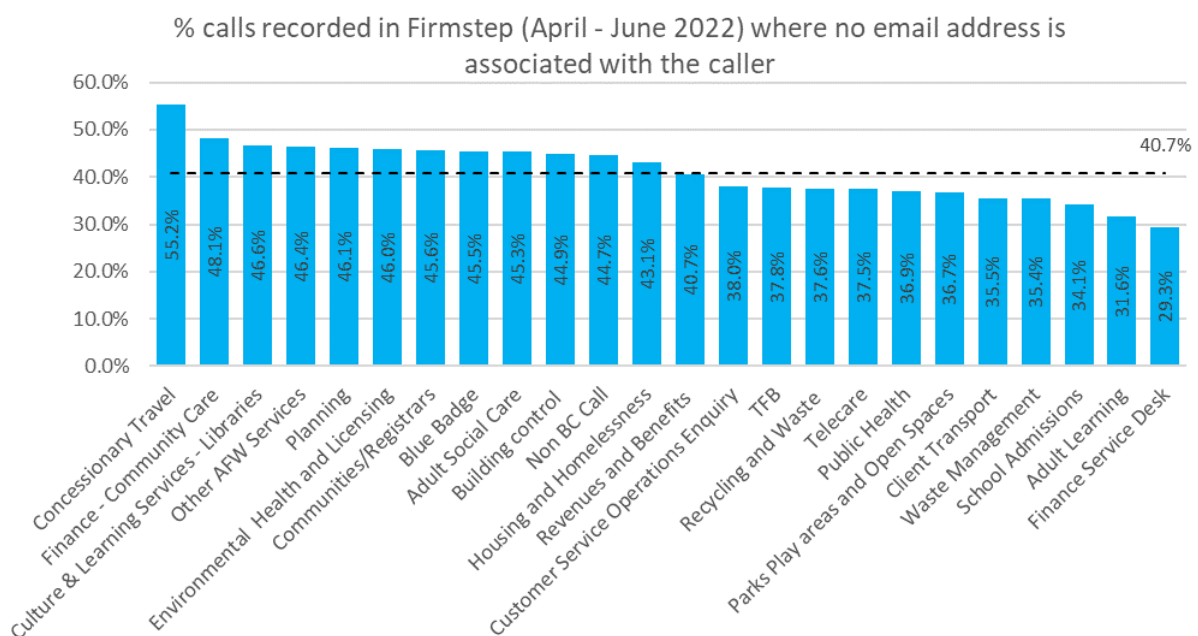


Chart 2

Call reasons (more than 50 calls) with the lowest proportion of digitally excluded callers

Topic	Reason	Total calls	No email address	
Waste Management	Waste Permit Scheme	61	14	23.0%
Customer Complaints	Customer Complaint	86	21	24.4%
SEN/SENDIAS	SEN/SENDIAS Enquiry	85	21	24.7%
Client Transport	Operational enquiries	67	17	25.4%
TFB	Compensation	94	27	28.7%
TFB	Street Lights	148	43	29.1%
Finance Service Desk	Finance Service Desk	133	39	29.3%
Recycling and Waste	Bin Enquiry	557	165	29.6%
Client Transport	Lost & replacement passes	53	16	30.2%
Recycling and Waste	Street scene Report it	120	37	30.8%
Adult Learning	Courses	316	98	31.0%
TFB	Dropped Kerb/Vehicle Access	99	32	32.3%
Telecare	Telecare Assessments/Referral	52	17	32.7%
TFB	Footway/Footpath Defects	159	52	32.7%
TFB	Verges/Ditches/Culverts	54	18	33.3%
TFB	Traffic Calming/Road Markings/Access Protection markings	66	22	33.3%
Adult Social Care	Disabled Facility Grant and other schemes	96	32	33.3%
TFB	Capital Maintenance	89	30	33.7%
Revenues and Benefits	Discount Query	68	23	33.8%
School Admissions	Admissions Directed to website	628	216	34.4%
Recycling and Waste	Missed Collection (too early/late to report)	279	96	34.4%
Recycling and Waste	Replacement/Upgrade Bin	1600	552	34.5%
Revenues and Benefits	Customer Payment not showing on account	55	19	34.5%

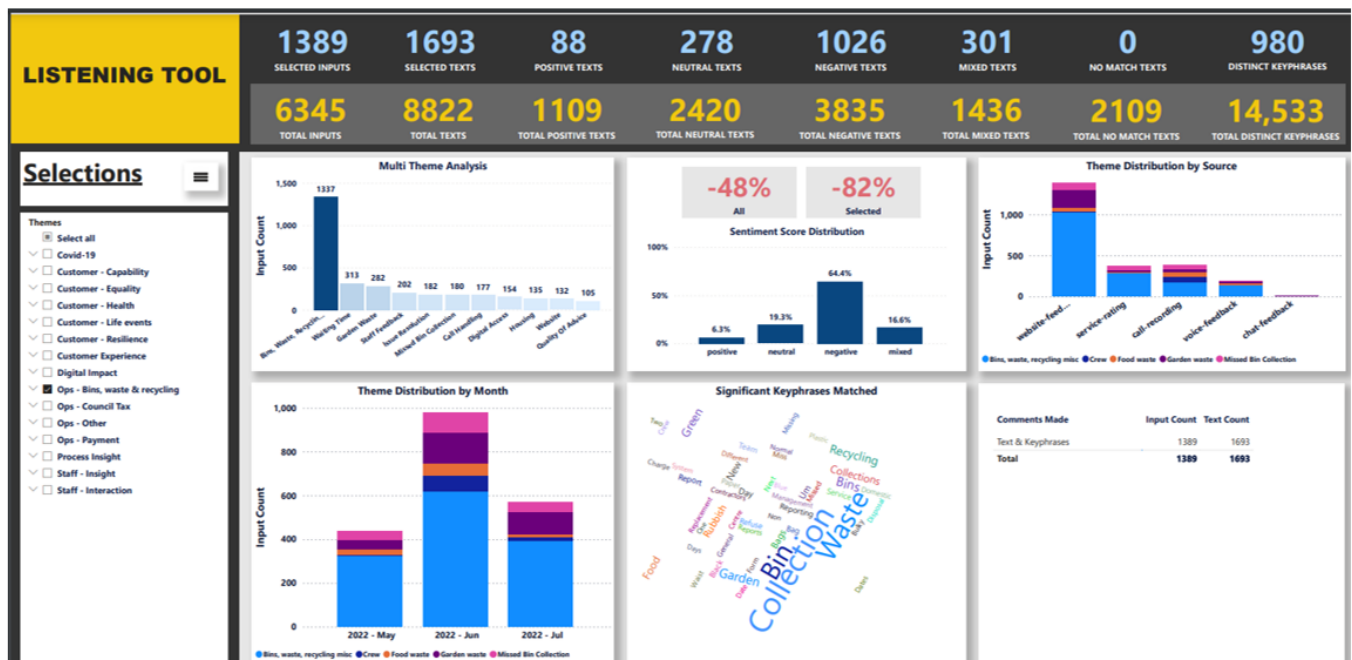
2.40 Callers to the **concessionary travel, community care and libraries lines** were most likely to not have an email address recorded; and those to the waste, school admissions and adult learning most likely to have an email address associated with them.

2.41 This analysis is helping us to gather feedback from our customers about the experiences that they have when they interact with the Council. The insight is informing improvements in customer experience across the organisation and allowing time and resources to be focused on where it is most needed.

Listening tool

2.42 Whilst the Council is currently able to produce performance reporting at pace, using PowerBI and other tools to provide progress against key metrics, there has historically been a capacity issue to properly analyse customer feedback received via our access channels at scale.

- 2.43 One of the key outputs from the IMPOWER review was the development of a “listening tool” which collates and analyses customer feedback across all channels and uses artificial intelligence to highlight emerging themes and customer sentiments.
- 2.44 A listening tool has been developed using data from several different feedback channels including:
- Website feedback
 - Webchat feedback
 - Online feedback
 - Post-call surveys (CSC)
 - HappyOrNot feedback (CAP+ and email surveys)
 - Telephony recordings (the tool can convert speech to text and then analyses the text for key themes)
- 2.45 The Listening Tool will be a key enabler to quickly identify why the CSC is experiencing failure demand and how to work with the relevant service to put in place a resolution.



- 2.46 The listening tool will support the Council in the following areas:
- **Testing hypothesis** – the Listening Tool is effective when used to test a hypothesis as you can drill down into the feedback relevant to the area that you want to test and can explore how feedback changes between different resident groups, over time and

through different access channels (e.g., calls, website, web chat). This insight can be used as evidence, alongside traditional performance reporting, to prove or disapprove a hypothesis for how to improve customer experience e.g. Residents being unable to view their Council Tax bill online is driving calls to the CSC.

- The tool was used as part of Waste improvement works to test the hypothesis that the timing of reporting missed bin collections was misunderstood and is driving calls to the CSC, resulting changes manage customer expectations on the web site.
- **Identifying emerging issues** - the tool allows you to narrow in on a selected period (from days to weeks and months). Feedback is categorised into themes and customer sentiments, so you can analyse the theme distribution changing over the time allowing for quick identification of emergency themes e.g., unable to make payments on a particular part of the website. The early identification of negative themes allows the Council to move faster to identify and remedy the root cause and restore the customer experience.
- **Staff feedback** – the listening tool is configured to allow the analysis of what customers are saying about their engagement with staff. This can be used both to share positive feedback (where it is not received as formal compliment) as well as identifying training needs. This feature has been used extensively within customer services to in the development of training plans.

2.47 The output from the listening tool and other feedback channels is to be used by Customer Services and service areas to monitor feedback and quickly identify service improvements and implement before they become major issues further down the line.

2.48 The use of the listening tool will also become integral to our account management function – regular meetings between customer services and key service representatives to discuss performance, calendar of events, future training requirements, ongoing projects etc.

2.49 Work is in progress to automate the extraction of feedback reports from source applications and feed directly into the listening tool, rather than the current manual process. This will allow users of the tool to benefit from the recent feedback received without relying on an officer to upload feedback at regular intervals.

Demand-led behavioural trials summary

2.50 Working alongside colleagues in the Customer Service Centre and Customer First programme to understand demand drivers, and where Behavioural Science could be used to influence demand, six trial areas were identified.

- IVR messaging
- Webchat
- Transport for Bucks automated responses
- Waste & Recycling
- Housing and Homelessness
- Other correspondence

- 2.51 The trials were focussed on small changes that can be made to better manage customer expectations, improve signposting, and deflect avoidable contacts away from customer services. We used a trials approach to quickly test new ideas, get buy in across the council and evidence potential impact. Small changes were tested which required limited approvals or governance, meaning they could be implemented quickly
- 2.52 These trials were developed and delivered from July to September 2022 with next steps identified for each to ensure the changes are embedded and rolled out wider. A full breakdown of each trial and next steps can be provided, as required.
- 2.53 Delivering these initial trials showed us that the approach that was effective and should be used for future improvement work. By trailing the impact of small changes and then looking for opportunities for scaling, we were able to build confidence and ability and only scale up with what we know works.

Networking group

- 2.54 Customer Services has previously been a member of a multi-Council networking and benchmarking group, but this group has begun to wind down, with a reducing number of members and little value created.
- 2.55 In response, IMPOWER have supported and facilitated a new networking and benchmarking group with other local authorities in August 2022.
- 2.56 The group which has representation from RB Kensington & Chelsea, Wiltshire, Surrey, South Gloucestershire, Nottinghamshire, North Yorkshire, Wokingham, Staffordshire, Somerset, and Hampshire Councils, and meets monthly to discuss best practice and approaches, as well as a commitment to share performance data as part of a new benchmarking cycle.
- 2.57 Initial feedback has been very positive and there has been interest from other Councils to join the group, including Oxfordshire and Northumberland County Councils. Although operating models may differ between Councils, which can make direct comparisons challenging, there is a shared ambition to improve customer satisfaction and rising to the challenge of meeting increasing customer demand with limited resources

2.58 Surrey were already facilitating a similar benchmarking group, which included East & West Sussex, Essex, Kent, Hampshire, Lincolnshire, and Lancashire County Councils. We have agreed to bring these two groups together for future meetings to form a wider discussion group to share best practice and uncover opportunities for improvement.

Performance framework

2.59 As part of the IMPOWER review, we are developing a new Customer Experience Performance Framework that will be relevant to all Council services. This will primarily focus on external customers but will be made to be relevant to all customer relationships, including those with partners and colleagues

2.60 The performance framework objectives are:

- Consistency in our customer service offer
- Ability to know how we are performing against our customer service offer, both from within the Customer Service Centre and in Customer engagement across the council
- To enable us to quickly identify trends, variances, and issues, address them and monitor the impact of the action taken
- Use information and intelligence to help maintain, develop, and improve services
- Enable us to forecast future trends, the impact of demand drivers and incidents, informing decisions about where to deploy resources
- Clear expectations, roles, and responsibility in managing customer experience performance
- Hold each other to account

2.61 Within the framework, we are developing a prototype Customer Experience Maturity Model / Self-Assessment for understanding the state of customer experience across our Service Areas and setting objectives for how to improve.

2.62 Service areas will be encouraged to regularly self-assess how they are performing, and the Customer First programme will also undertake assessments/audits to review the overall council position against these promises

2.63 The maturity model will act as a self-assessment tool and will provide a view of each services' respective strengths in relation to the Customer First themes and promises

2.64 Each theme will be broken down into further statements and scores which contextualize and rate the state of the overall customer experience maturity across key service area.







- 2.65 The self-assessment can be used as an improvement roadmap for, helping to identify areas which are underperforming in terms of data, resilience, delivery, culture, measurement/benchmarking etc as well as other key themes within the Customer First framework.
- 2.66 The aim is to raise awareness and accountability within services, through self-assessments and regular audits. We will work with the internal audit team to implement an audit cycle once the performance framework and self-assessment has been agreed.
- 2.67 Results from each service assessment will be present as part of the series of quarterly customer experience reports.

Organisational Resilience

- 2.68 IMPOWER were tasked with ascertaining the Customer Service Centre's resilience levels and ability to anticipate, adapt and move forward following disruption to our services, such as the four events highlighted above.
- 2.69 Over the course of the project, IMPOWER have introduced their Resilience Framework which they have developed, which focuses on six key characteristics of resilient organisations:
- *Strong leadership and decision.*
 - *Staff engagement, empowerment, and wellbeing*
 - *Learning driven improvement and innovation*
 - *Leveraged finance and performance intelligence.*
 - *Resource planning and flexibility.*
 - *Effective and collaborative relationships.*
- 2.70 *The IMPOWER framework then looks at resilience across three capabilities...*
- ***Absorptive capabilities*** – *the ability to undertake rapid change to be able to persist and keep going during a shock.*
 - ***Adaptive capabilities*** – *the ability to make incremental changes to be able to move forward.*
 - ***Anticipatory capabilities*** – *the ability ensure positive changes are sustained and optimised, and to prepare for future shocks.*
- 2.71 The challenge for our customer ambition is to build these three capabilities across the six key characteristics so that planned and unplanned disruptions to services or surges in contact demand, are managed proactively without significant reduction in service levels e.g., call wait times, call abandonment and ultimately, customer satisfaction.

2.72 Workshops have been held with Customer Service and Human Resources staff to gauge the relative strengths, weaknesses, and opportunities to grow the six organisation characteristics.

2.73 Following the workshops, the following opportunities were identified:

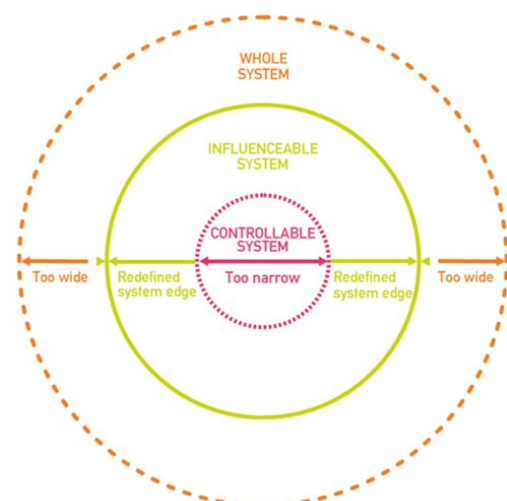
 <p>Ensure strong leadership and decision making by doing more to celebrate the positives, including the corporate improvement team in service reviews and using conditions for success consistently during projects</p>  <p>Ensure leveraged finance and performance intelligence by knowing customers and what is important to them, measuring what is useful rather than what's easy to measure, and seeking out and acting on customer feedback</p>	 <p>Ensure staff engagement, empowerment and wellbeing by reviewing wellbeing resources to ensure quality, do more to celebrate the positives and clarify what staff would like to be upskilled in</p>  <p>Ensure resource planning and flexibility by ensuring buy-in from services around a demand calendar, having an agreement with services to redeploy people when needed and better handle pressure from members</p>	 <p>Ensure learning driven improvement and innovation by holding a lessons learned session after each disruption, learning with our partners and other organisations, establishing a culture of positive risk-taking and using a framework rather than rules based approach to make decisions by</p>  <p>Ensure effective collaborative relationships by emphasising One Council policies to staff and maintaining open and honest communication with the services</p>
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Spheres of Influence

2.74 To achieve our customer centric ambition, it is vital that the Customer First programme widens the lens, looking beyond the Customer Service Centre to the whole council.

2.75 Doing so will enable:

- Commitment to a single customer experience vision
- Avoidable demand to be addressed at the cause
- Shared ownership of improving customer experience
- Senior Leaders to see their role in achieving the vision
- A better customer (and staff) experience



2.76 Customer Services not only needs to focus on what is controllable within its own operation but how it can influence other services to improve the overall customer experience.

2.77 During the IMPOWER review, the project team considered what actions could be taken to support the ambition, which are summarised in the table below.

Controllable actions (within the CSC)	Influenceable actions (outside of CSC direct control)
<ul style="list-style-type: none"> • Use of CRM, forms packages and knowledge bases • Resourcing (can flex according to priorities and across channels) • CSA skills and development and training programme • Customer record and updating systems able to access • Triage tools that staff can access • Prompts on phone messaging to encourage self service • Communication with other services – strong SLAs to control behaviours and encourage knowledge share • Follow up details to customers to advise on progress 	<ul style="list-style-type: none"> • Services through account management meetings • Professional support available from services • Digital transformation of service request • Sharing of call data to inform services which activities are driving progress chasing calls • Signposting from other departments • Communications going out through mass mailings • Drive from members and leaders to centralise transactional activities • Back-office systems and processes • Support team for all cloud applications • Ethos of a single, uniform customer journey • Provide system access to agents to deliver more at first point of contact • Customer First Champions network

2.78 Customer Services will continue to work with services, through account management sessions and deep-dive assessment workshops to deliver these actions.

Next steps

2.79 It is imperative that the findings and progress made during the IMPOWER review do not lose momentum now that the review has concluded.

2.80 As we start to define the next phase of the Customer First programme, the following next steps need to be taken:

- **Getting whole Council input** into defining the ambition – group engagement session using the Customer Champions network.
- Using the **spheres of influence alongside the avoidable demand modelling** to identify the priority areas of **avoidable demand** and where the control sits to be able to influence them.
- Extend the use of the listening tool to teams outside of Customer Services, sharing invaluable feedback and insight for use in improvement work.
- Continue with a **trials approach** to quickly kick-start change, testing out new ideas, getting engagement from across the Council and demonstrating impact as the programme develops.

3 Other options considered

3.1 Not applicable

4 Legal and financial implications

4.1 Not applicable

5 Corporate implications

5.1 HR - co-produced a draft peripatetic workforce model and will be required to support recruitment (assessment centres) for permanent and casual bank of customer staff

6 Local councillors & community boards consultation & views

6.1 Not applicable

7 Communication, engagement & further consultation

7.1 Not applicable

8 Next steps and review

Month	Action
November 2022	<ul style="list-style-type: none">• Recruitment to Customer Partnership Panel begins• Customer First Annual Report (1 year on)• Revised Customer First communication plan to item within Customer First Annual report (visible corporate champion)• Customer Experience embedded into C4P, interviews, recruitment packs and inductions• Call shadowing embedded within inductions and training plans• Listening tool extended beyond CSC• Behavioural science trails to be extended.
December 2022	<ul style="list-style-type: none">• Customer maturity assessments to begin• Award of single CRM contract• Peripatetic workforce / casual bank launched• Launch of Customer Partnership Panel - Co-produce standards with residents' panel• Webchat procurement to commence December 2022• Listening tool data feeds to be automated to provide near real-time intelligence.
January 2022	<ul style="list-style-type: none">• Mobilisation of CRM implementation• Customer First Annual Report published on website

9 Background papers

9.1 Not applicable



Report to Audit and Governance Committee

Date:	23 rd November 2022
Title:	Treasury Management Mid-Year Update Report
Cabinet Member(s):	Cllr John Chilver - Cabinet Member for Accessible Housing and Resources and Cllr Tim Butcher - Deputy Cabinet Member for Accessible Housing and Resources
Contact officer:	Julie Edwards
Ward(s) affected:	None specific
Recommendations:	The Committee is asked to note the Treasury Management Mid-Year Update Report for 2022/23.

1. Executive summary

1.1 The Council is required to report to members on the current year's treasury management activity. It has been agreed that a mid-year report on the treasury management activity for the first six months of the financial year would be reported to the Audit and Governance Committee.

1.2 The table below is a summary of the Council's borrowing.

£000	1st April 2020	31st March 2021	31st March 2022	30th Sept 2022	31st March 2023	31st March 2024
PWLB	333,193	286,459	279,638	266,194	262,728	255,728
LOBO	30,000	30,000	30,000	30,000	30,000	30,000
Total	363,193	316,459	309,638	296,194	292,728	285,728

1.3 The treasury cash (investments) position is summarised overleaf.

£000	31st Dec 2021	31st March 2022	30th June 2022	30th Sept 2022	31st Dec 2022	31st March 2023	30th June 2023
Term Deposits							
UK Banks	5,000	5,000	15,000	15,000	20,000	20,000	20,000
Overseas Banks	5,000	10,000	10,000	20,000	20,000	20,000	20,000
Building Societies	-	-	10,000	10,000	10,000	10,000	10,000
Local Authorities	113,000	103,000	70,000	75,000	65,000	55,000	45,000
UK Government	-	-	23,300	-	-	10,000	40,000
	123,000	118,000	128,300	120,000	115,000	115,000	135,000
Instant Access							
MMF	62,360	37,815	78,750	53,510	60,100	43,800	65,100
Property Fund							
CCLA	21,418	22,923	24,122	23,098	23,098	23,098	23,098
Total	206,778	178,738	231,172	196,608	198,198	181,898	223,198

- 1.4 In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions.
- 1.5 In overall budget terms, the Council is forecast to be £2.800m net better off during the year, the increase in interest rates means that the Council is forecast to achieve £1.884m more investment income than budgeted for. The Council is forecast to spend £8.379m on interest for external borrowing activity in the financial year, an underspend of £916k compared to the budget of £9.295m. The budget assumed that the Council would undertake new borrowing in 2022/23, to date no new borrowing has been undertaken. The table overleaf summarises the budget monitoring position. Another factor, however, was the continuation of the Council's strategy to use surplus cash instead of borrowing, to reduce risks and keep external financing costs low. The Council will continue the strategy of internal borrowing while it makes sense to continue to do so. The table overleaf summarises the year end forecast for interest on external borrowing an interest receivable on term deposits / Money Market Funds.

	Budget	Year End Forecast	Variance
	£000	£000	£000
External Interest Costs	9,295	8,379	-916
Interest Receivable on Term Deposits / MMFs	-1,469	-3,353	-1,884
Net Position	7,826	5,026	-2,800

2. Content of report

- 2.1 The Council is required to operate a balanced budget, which broadly means that income raised during the year will meet expenditure. Part of the treasury management operation is to ensure that cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 2.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 2.3 In line with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice for Treasury Management and the Council's Financial Procedure Rules, this Council is required to provide the Audit and Governance Committee with a mid-year report on the treasury management activity for the first six months of the financial year.
- 2.4 Treasury management is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code). CIPFA launched an updated Code of Practice in 2022.
- 2.5 The Code of Practice defines Treasury Management as: The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 2.6 The Council's Treasury Management Strategy Statement (TMSS) was approved by Council on 23rd February 2022. There are no policy change proposed to the TMSS at this stage. The general policy is the prudent investment of its treasury balances and

cost-effective borrowing to finance long term investment in the Council's assets. The approach to investments with other local authorities will be reviewed as part of the TMSS for 2023/24.

Interest rate forecasts

- 2.7 The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The table overleaf based on the latest forecasts from Link and Capital Economics, a consultancy that supports Link to develop / sense check their interest rate forecasts. It suggests that both short and long-dated interest rates will be elevated for some time.

Interest Rate Forecasts								
Bank Rate	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24
Link	4.00%	5.00%	5.00%	5.00%	4.50%	4.00%	3.75%	3.25%
Cap Econ	4.25%	5.00%	5.00%	5.00%	5.00%	4.75%	4.25%	3.75%
5Y PWLB RATE								
Link	5.00%	4.90%	4.70%	4.50%	4.20%	3.90%	3.70%	3.50%
Cap Econ	5.20%	5.00%	4.90%	4.70%	4.50%	4.30%	4.20%	4.00%
10Y PWLB RATE								
Link	4.90%	4.70%	4.60%	4.30%	4.10%	3.80%	3.60%	3.50%
Cap Econ	5.10%	4.90%	4.80%	4.70%	4.60%	4.40%	4.20%	4.00%
25Y PWLB RATE								
Link	5.10%	4.90%	4.80%	4.50%	4.30%	4.10%	3.90%	3.70%
Cap Econ	5.10%	5.00%	4.90%	4.90%	4.80%	4.60%	4.50%	4.30%
50Y PWLB RATE								
Link	4.80%	4.60%	4.50%	4.20%	4.00%	3.80%	3.60%	3.40%
Cap Econ	4.90%	4.90%	4.90%	4.80%	4.80%	4.60%	4.50%	4.30%

Borrowing

- 2.8 The Council has a combination of Public Works Loan Board (PWLB¹) loans and loans from financial institutions to meet its current borrowing requirements. Loans outstanding totalled £296.194m on 30 September 2022; £266.194m was from the PWLB, £30m Lenders Option Borrowers Option (LOBOs²) from the money markets. The Council pursues a strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, to reduce risk and keep external financing costs low. The Council is forecast to spend £8.379m on interest for external borrowing activity in the financial year, an underspend compared to the budget of £9.295m, to date no new borrowing has been undertaken. The budget assumed that the Council would undertake new borrowing in 2022/23. The table overleaf is a summary of the Council's borrowing on 30th September 2022, the borrowing position on 1st April 2020 and 31st March 2021. The table also forecasts the borrowing position for the 31st March 2023 and 31st March 2024; the forecasts assume no new borrowing takes place in the meantime.

£000	1st April 2020	31st March 2021	31st March 2022	30th Sept 2022	31st March 2023	31st March 2024
PWLB	333,193	286,459	279,638	266,194	262,728	255,728
LOBO	30,000	30,000	30,000	30,000	30,000	30,000
Total	363,193	316,459	309,638	296,194	292,728	285,728

¹ PWLB Public Works Loans Board. The PWLB is a statutory body, part of HM Treasury; its purpose is to lend money to local authorities. The Council's main objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required.

² LOBOs Lender Option Borrower Option. LOBOs are long-term borrowing instruments which include an option for the lender to periodically revise the interest rate. If the lender decides to revise the interest rate, the borrower then has the option to pay the revised interest rate or repay the loan.

- 2.9 Debt rescheduling opportunities have been limited in the current economic climate and therefore no debt rescheduling has been undertaken to date in the current financial year. However, now that the whole of the yield curve has shifted higher there may be better opportunities in the future, although only prudent and affordable debt rescheduling will be considered.

Annual Investment Strategy

- 2.10 The TMSS for 2022/23, which includes the Council's Treasury Investment Strategy requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions.
- 2.11 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year to 30th September 2022, the Council's cash balances averaged £223m, including the CCLA (Churches, Charities and Local Authorities) property fund investment.
- 2.12 The treasury cash (investments) position is summarised below.

£000	31st Dec 2021	31st March 2022	30th June 2022	30th Sept 2022	31st Dec 2022	31st March 2023	30th June 2023
Term Deposits							
UK Banks	5,000	5,000	15,000	15,000	20,000	20,000	20,000
Overseas Banks	5,000	10,000	10,000	20,000	20,000	20,000	20,000
Building Societies	-	-	10,000	10,000	10,000	10,000	10,000
Local Authorities	113,000	103,000	70,000	75,000	65,000	55,000	45,000
UK Government	-	-	23,300			10,000	40,000
	123,000	118,000	128,300	120,000	115,000	115,000	135,000
Instant Access							
MMF	62,360	37,815	78,750	53,510	60,100	43,800	65,100
Property Fund							
CCLA	21,418	22,923	24,122	23,098	23,098	23,098	23,098
Total	206,778	178,738	231,172	196,608	198,198	181,898	223,198

2.13 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. The Council is forecast to achieve £3.353m interest on its investments, an overachievement of income of £1.884m compared to the budget of £1.469m. Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the period ended 30th September 2022.

2.14 Treasury management's role is to ensure that the Council has cash available to meet its day-to-day requirements. Environmental, Social and Governance (ESG) treasury investments are being developed but do not represent a significant proportion. Treasury investments are generally short term, some overnight, secure, providing access to cash when the Council needs it. They do not include fossil fuels or companies with a large carbon footprint. Treasury investments place cash somewhere safe that generates a return to the benefit of the residents of Buckinghamshire.

- 2.15 **Externally Managed Pooled Funds** Buckinghamshire Council has invested £20m in the CCLA property fund in three tranches, currently worth £23.098m. The CCLA property fund is an externally managed strategic pooled property fund where short-term security and liquidity are lesser considerations; the objectives instead are regular revenue income and long-term price stability.
- 2.16 **Sovereign Limits** The Council will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of AAA from Fitch (or equivalent). The cash limit for AAA sovereign rated countries is £20m per country and £40m in aggregate – Australia, Denmark, Germany, Luxembourg, Netherlands, Norway, Singapore, Sweden and Switzerland are AAA. On 30th September 2022 £20m was invested in banks domiciled in AAA sovereign rated countries.
- 2.17 **Other Local Authorities** The Council invests with other local authorities. Local Authorities are considered to be quasi government risk. In addition, there is also specific protection under the Local Government Act 2003, which sets out that no local authority can offer security to a lender, however there is specific regulation on loans to local authorities which makes clear that all loans are secured on future revenues and this includes the ability to take legal action if any debts are not repaid.
- 2.18 The 2022/23 TMSS includes a statement that where a local authority has issued a section 114 notice or has been granted permissions to use capital to help with their revenue budgets the investment can only be placed with the prior approval of the Service Director of Finance in consultation with the Cabinet Member for Accessible Housing and Resources. Following recent articles in the press about high levels of indebtedness with other local authorities, the Council has received a letter of assurance from another local authority that an outstanding loan will be repaid to the Council on the 6th January 2023. The number of local authorities who are experiencing financial difficulties has increased significantly over recent years resulting in s114 notices, Best Value reports and Public Interest reports, applications for Capitalisation Directives, as well as reports of general financial pressures being experienced by councils. In this economic environment, future investments with other local authorities require advance approval from the Chief Executive and the Leader of the Council.

Prudential Indicators

- 2.19 Each year, the Council agrees Prudential Indicators under the Local Government Act 2003 which are affordable, prudent and sustainable. The indicators were agreed by full Council at its meeting on 23rd February 2022. During the half year ended 30th September, the Council has operated within the treasury and prudential indicators set out in the Council's TMSS for 2022/23. The Service Director of Finance reports

that no difficulties are envisaged for the current or future years in complying with these indicators.

Borrowing Indicators

- 2.20 The Capital Financing Requirement (CFR) measures the Council’s underlying external need to borrow for capital purposes. This is essentially the Council’s outstanding debt, necessary to finance the Council’s capital expenditure. Each year the CFR is increased by the amount of debt required to support the capital programme and reduced by revenue charges for the repayment of debt. The actual debt is dependent on the type and maturity of the borrowing undertaken as well as seeking the optimal cashflow situation.
- 2.21 Comparing gross debt with the capital financing requirement is an indicator of the Council’s prudence in managing its capital expenditure and is designed to ensure that, over the medium term, external borrowing is only for capital purposes. Gross external borrowing should not, except in the short term, exceed the total of the CFR. The values are measured at the end of the financial year. The table below shows that the Council is projected to have borrowings of £292.728m by 31st March 2023 which means that it has utilised £286.98m of cash flow funds in lieu of borrowing (internal borrowing). The Council’s estimated annual saving by not paying interest on external debt and foregoing investment interest, which is low in the current economic circumstances, is £1.8m. The estimates for 2022/23 and 2023/24 take into account the £100m potential borrowing facility that Council has delegated to Cabinet where there exists a robust and financially viable business case, although the restrictions on borrowing from PWLB to invest primarily for yield and higher PWLB borrowing costs mean that there are fewer prudential borrowing opportunities available.

Indicator	Unit	Latest 2022/23	Estimate 2022/23	Estimate 2023/24
Gross Debt	£m	292.78	405.54	405.27
Capital Financing Requirement	£m	579.76	579.76	573.78
Internal Borrowing	£m	286.98	174.22	168.51

- 2.22 The Authorised Limit for External Debt is required to separately identify external borrowing (gross of investments) and other long-term liabilities such as covenant repayments and finance lease obligations. The limit provides a maximum figure that the Council could borrow at any given point during each financial year.
- 2.23 The Operational Boundary for External Debt is a key management tool for in-year monitoring and is lower than the Authorised Limit as it is based on an estimate of the most likely level of external borrowing at any point in the year. In comparison, the authorised limit is the maximum allowable level of borrowing.

Authorised limit £m	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Debt	510	510	510
Other long-term liabilities	10	10	10
Total	520	520	520

Operational boundary £m	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Debt	410	410	410
Other long-term liabilities	7.5	7.5	7.5
Total	417.5	417.5	417.5

- 2.24 The Operational Boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the Authorised Limit not being breached.

Treasury Management Indicators

- 2.25 The Council measures and manages its exposures to treasury management risks using the following indicators.
- 2.26 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk. The weighted average credit rating of AA- exceeds the target A.

Credit Risk Indicator	Indicator as at 30 th September 2022	Target
Portfolio average credit rating	AA-	A

Maturity structure of borrowing: This indicator is set to control the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits. The time periods start on the first day of the financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Actual 2022/23	Upper Limit	Lower Limit
Under 12 months	5%	15%	0%
12 months to 2 years	7%	17%	0%
2 years to 5 years	12%	22%	0%
5 years to 10 years	26%	34%	0%
10 years to 20 years	20%	33%	0%
20 years to 30 years	16%	33%	0%
30 years to 40 years	4%	30%	0%
40 years and above	0%	30%	0%

2.27 **Investment performance / risk benchmarking** - the Council uses the 7 day SONIA (Sterling Overnight Index Average) compounded rate as an investment benchmark to assess the investment performance of its investment portfolio. To date average investment returns of 1.16% are 0.03% below the 7 day SONIA of 1.19%; this is due to the Council holding term deposits placed before the recent increases in interest rates. These term deposits will mature over the next few months.

Risk benchmarking	7 day SONIA	Average investment returns
Investment performance	1.19%	1.16%

2.28 **Investment treasury indicator and limit** - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

Upper limit for principal sums invested for longer than 365 days			
£m	2022/23	2023/24	2024/25
Investments on 30 th September 2022 in excess of 1 year maturing in each year	£0m	£10m	£0m
Principal sums invested for longer than 365 days	£25m	£25m	£25m

- 2.29 CIPFA published a revised Treasury Management Code and Prudential Code on 20th December 2021 and has stated that formal adoption is not required until the 2023/24 financial year. This Council has to have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year.
- 2.30 The revised codes will have the following implications:
- a requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement;
 - clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. This will include the requirement to set a proportionate approach to commercial and service capital investment;
 - create new Investment Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices(TMPs));
 - ensure that any long term treasury investment is supported by a business model;
 - a requirement to effectively manage liquidity and longer term cash flow requirements;
 - amendment to TMP1 to address ESG policy within the treasury management risk framework;
 - amendment to the knowledge and skills register for individuals involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each council;
 - a new requirement to clarify reporting requirements for service and commercial investment, (especially where supported by borrowing/leverage).
- 2.31 In addition, all investments and investment income must be attributed to one of the following three purposes: -
- **Treasury management** Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to

prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

- **Service delivery** Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is “either related to the financial viability of the project in question or otherwise incidental to the primary purpose”.
- **Commercial return** Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council’s financial capacity – i.e., that ‘plausible losses’ could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not arrange new borrowing from the PWLB to invest primarily for financial return, there is no requirement to sell existing commercial acquisitions.

3. Legal and financial implications

- 3.1 The publication of an annual strategy, a mid-year treasury report and an annual treasury management report conforms to best practice as required by the Code of Practice CIPFA Treasury Management in the Public Services.

4. Corporate implications

- 4.1 There are none.

5. Background papers

- 5.1 There are none.



Report to Audit & Governance Committee

Date:	23 rd November 2022
Reference number:	N/A
Title:	Treasury Management Loans to Other Local Authorities
Cabinet Member(s):	John Chilver, Cabinet Member for Accessible Housing and Resources and Cllr Tim Butcher - Deputy Cabinet Member for Accessible Housing and Resources
Contact officer:	Mark Preston, Assistant Director of Finance (Pensions, Procurement and Revenues)
Ward(s) affected:	None specific
Recommendations:	That the Treasury Management Strategy being developed for 2023/24 will take into account the new range of government interventions and not just capitalisation directives and S114 notices as per the Audit and Governance Committee actions from the meeting of 27th September 2022. In the meantime, additional controls have been implemented for loans to other Local Authorities.
Reason for decision:	To reduce the reputational risk to the Council of making loans to local authorities who are experiencing financial difficulties or where concerns exist about their financial status.

1. Executive summary

- 1.1 The Council generates an income from interest it receives from the investment of the cash balances it holds. The Treasury Management Strategy sets out the parameters within which cash balances can be invested. Included in the Treasury

Management Strategy is the ability to loan up to £10m for 5 years with any individual local authority up to a total of £150m being placed with local authorities at any one time. The number of local authorities who are experiencing financial difficulties has increased significantly over recent years resulting in s114 notices, Best Value reports and Public Interest reports, applications for Capitalisation Directives, as well as reports of general financial pressures being experienced by councils.

- 1.2 This report looks to reassure the Council that there is no risk to the funds that are loaned to other local authorities, even when they are facing significant financial pressures, and explain why the council needs to loan money to other local authorities. Recognising that there is a lot of press coverage of local authorities suffering financial pressures outside of formal notices and reports, the report also looks at the options for further consideration before agreeing loans to other local authorities.

2. Content of report

Lender Protections

- 2.1 Local Authorities are considered to be quasi government risk. In addition, there is also specific protection under the Local Government Act 2003, which sets out that no local authority can offer security to a lender, however there is specific regulation on loans to local authorities which makes clear that all loans are secured on future revenues and this includes the ability to take legal action if any debts are not repaid.
- 2.2 The relevant sections of the Local Government Act are Section 6 (Protection of lenders) and Section 13 (Security for money borrowed etc). Section 6 provides that *'a person lending money to a local authority shall not be bound to enquire whether the authority has power to borrow the money and shall not be prejudiced by the absence of any such power'*.
- 2.3 However, it is Section 6 that sets out the specific security provided on any loans made to local authorities. In particular:

13 (3) All money borrowed by a local authority (whether before or after the coming into force of this section), together with any interest on the money borrowed, shall be charged indifferently on all the revenues of the authority.

13 (5) The High Court may appoint a receiver on application by a person entitled to principal or interest due in respect of any borrowing by a local authority if the amount due remains unpaid for a period of two months after demand in writing.

13 (7) The High Court may confer on a receiver appointed under subsection (5) any powers which the local authority has in relation to—

(a) collecting, receiving or recovering the revenues of the local authority,

(b) issuing levies or precepts, or

(c) setting, collecting or recovering council tax.

- 2.4 The above protections would enable the recovery of any outstanding debt with a local authority.
- 2.5 In addition, the CIPFA Code of Practice on Local Authority Accounting also makes clear that a local authority is not expected to default, so you make no 'Expected Credit Loss' in your accounts on any investment made with another local authority.
- 2.6 The maintenance of the 'Watch List' of local authorities where public announcements of financial difficulties have been made is a valid internal measure to put in place as a means of managing reputational risk. However, even where we have loaned money to local authorities that subsequently present with financial issues, there is no tangible financial risk to the Council.

Treasury Management

- 2.7 The level of cash balances that the Council currently holds is largely because of the healthy level of reserves that the Council has set aside. This has enabled the Council to undertake internal borrowing rather than having to borrow and incur additional revenue borrowing costs, however the level of cash balances the Council currently has is approximately £220m. The Council's Treasury Management Strategy sets out the parameters within which it can loan money to generate revenue income from interest received. The Council can loan up to £10m for up to 5 years with a single local authority, up to a maximum limit of £150m with local authorities at any one time.
- 2.8 Although the commercial market is improving with recent interest rate rises, the opportunities are intermittent and sometimes the counterparties do not conform to our Treasury Management Strategy in terms of loan amount being sought or duration required. The Treasury team use a mixture of Money Market Funds, Commercial Bank and Building Societies as well as local authorities to place its cash to maximise returns without risking the loan value given. There are sometimes good deals available with other local authorities, which would be better than interest that could be gained through the government Debt Management Office (DMO).

Local Authorities Lending

- 2.9 The advice from Link, the Council's treasury management advisers, is not to exclude local authorities from our lending list as they are the safest counterparties and using

other counterparties increases credit risk. Although there is no specific security against a loan, the statutory protections described at 2.1-2.3 provide for the ability to place a charge against a local authority's future revenues. This has never had to be tested, as historically no local authority has ever defaulted on a loan.

- 2.10 Despite this, the Treasury Management Strategy, that was agreed at Council in February, recognised that there were a number of local authorities that were issuing s114 notices or requesting capitalisation directives due to financial pressures being experienced and therefore the following section was added to the Treasury Management Strategy:

Other Local Authorities

The Council will invest with other local authorities. However, where a local authority has issued a section 114 notice or has been granted permissions to use capital to help with their revenue budgets the investment can only be placed with the prior approval of the Service Director – Corporate Finance and Section 151 Officer in consultation with the Cabinet Member for Finance, Resources, Property and Assets. If a local authority that the Council has invested in subsequently issues a section 114 or is given a capitalisation directive, then this will be reported to the Audit and Governance Committee at the earliest opportunity.

- 2.11 There was a recent LGC article published on 16th September 2022, about the scale of borrowing by Thurrock from other local authorities. Buckinghamshire Council was one of a large number of authorities named, due to a £10m 1 year loan given to Thurrock Council in January 2022. Although there is no section 114 notice or capitalisation directive, in September 2022 the government announced that it was appointing Essex County Council as commissioners to oversee Thurrock's finance and governance functions. The existing Treasury Management Strategy makes no formal requirement to report this loan to Regulatory and Audit, as there is no s114 notice or capitalisation directive in place, however this needs to be reviewed considering the potential reputational risk that such a loan poses to the Council.
- 2.12 The Interim s151 Officer of Thurrock Council has subsequently written to the Leader of Council to give assurance that the £10m will be repaid on 6th January 2023 as they have agreed a refinancing packing of their short-term loans through the PWLB with the Department for Levelling Up, Housing and Communities and the Treasury.
- 2.13 Although the formal strategy states that the Council should not loan to Councils with a section 114 notice or capitalisation directive in place, the Treasury Management watch list includes those authorities that have requested capitalisation directives or where commissioners have been appointed regardless of any formal notices or directives.

- 2.14 In the current macroeconomic context and the known pressures on local authority finances, there is a realistic probability that more councils will find themselves in an adverse funding scenario and that this could emerge without any notice.
- 2.15 It is being recommended that before any local authority loan is made, a thorough due diligence review is undertaken to ensure that there are no financial issues that have been raised regarding that local authority. In year budget pressures and Medium-Term Financial Planning funding gaps are commonplace in many local authorities and are regularly reported, but this does not necessarily mean there is any risk in making loans to those Councils. Therefore, following that review, a loan will only be placed with another local authority once it has been signed off by the s151 Officer, the Chief Executive and the Leader of the Council.
- 2.16 The Council had made a £10m loan to Spelthorne BC on 13th January 2022. This loan was repaid on 14th November 2022. Again, although there is no s114 notice or capitalisation directive in place or requested, Spelthorne has featured prominently in the press due to the significant level of investments it has made in Commercial Property. Under the new proposal this loan could not be made without getting s151 Officer, Chief Executive and Leader of the Council sign off first.

3. Other options considered

- 3.1 An analysis of a local authority's balance sheets and CIPFA data could be undertaken before a loan is issued. However, this analysis would only be backward looking and couldn't be future proofed. It would also be highly resource intensive and couldn't be carried out in sufficient time given that there is often a short window of opportunity to accept any deal and there wouldn't be sufficient time to undertake the analysis on a case-by-case basis.

4. Legal and financial implications

- 4.1 The statutory underwrite under the Local Government Act 2003 is explained in the report, which protects any loan made to another local authority.

5. Corporate implications

- 5.1 There are no other significant corporate implications not already covered in the report.

6. Next steps and review

- 6.1 The Treasury Management Strategy 2023/24 will be updated to reflect the actions from the 27th September 2022 Audit & Governance Committee meeting before coming to the 1st February 2023 Audit & Governance Committee for review.

7. Background papers

[Treasury Management Strategy 2022/23](#)



Report to Finance and Resources Select Committee

Date: 1 December 2022

Title: 2023 Budget Scrutiny Inquiry Group Scoping Paper

Relevant councillor(s): Councillor Ralph Bagge, Chairman of the Finance & Resources Select Committee and Councillor Martin Tett, Leader of the Council

Author and/or contact officer: Chris Ward, Senior Scrutiny Officer

Ward(s) affected: Not ward specific

Recommendations: That the Finance and Resources Select Committee approve the approach to the budget scrutiny process for the 2023/24 draft budget.

Reason for decision: Members require assurance that the budget proposals put forward for the Council are realistic and deliverable and in line with the Council's priorities, as outlined in its Strategic Plan. The Finance and Resources Select Committee will conduct meetings with Cabinet Members in January 2023 in order to develop the conclusions and recommendations of its 2023/24 Budget Scrutiny Inquiry and as such an approach requires agreement.

Executive summary

- 1.1 Buckinghamshire Council is developing a three-year revenue budget and a four-year capital budget. Members require assurance that the budget proposals put forward for the Council are realistic and deliverable in line with the Council's priorities, as outlined in its strategic plan. The Finance and Resources Select Committee will conduct meetings with Cabinet Members in January 2023 in order to develop the conclusions and recommendations of its 2023/24 Budget Scrutiny Inquiry.

Content of report

1.2 Through scrutiny of financial data and performance information and by questioning Cabinet Members and relevant supporting officers, the Inquiry Group will explore the risks and assess whether budget proposals are sufficiently robust in the current context. After gathering evidence, the Inquiry Group will produce a report making recommendations to Cabinet to highlight any areas of risk and to suggest any amendments to be considered ahead of the Budget being agreed by Full Council in February.

1.3 Scrutiny of the budget is a priority within the Select Committee's remit. The subject falls within the remit of the Leader but involves all Cabinet Members.

1.4 A key task for the Finance and Resources Select Committee is to scrutinise a Draft Buckinghamshire Council Budget for 2023/24 and the Medium-Term Financial Plan (MTFP).

1.5 The Inquiry will result in recommendations to Cabinet to ensure that the Budget for 2023/24 is robust.

1.6 *Key timing considerations*

- 21 and 22 November 2022 - Finance and Resources SC budget scrutiny private preparatory briefings on portfolios of Children's Services and Health
- 5 January 2023 – Cabinet agrees draft budget
- 6 January 2023 - The Section 151 Officer will give a more detailed private briefing to the Inquiry Group to confirm the Local Government Settlement and highlight any key challenges or budget pressures that members should be aware of. Members will also be informed of any public consultation feedback and guided through the Draft Budget paperwork.
- **9, 10 and 12 January 2023 – Budget Scrutiny**
- 14 February 2023 – Cabinet recommends final budget
- 22 February 2023 – Council agrees final budget

1.7 *Key Stakeholders*

- Cabinet Members
- Corporate Management Team
- Public (in terms of consultation)

Evidence Gathering

1.8 The Inquiry Group will be provided with a considerable amount of information as background to the financial proposals, including:

- Information provided by the Service Director for Finance
- Portfolio budget summary information, including any proposals for significant savings plans or capital investments.
- Published Performance data
- Benchmarking data for certain portfolios such as Children's Services, Health and Wellbeing and Transport
- Three days of meetings with Cabinet Members
- Consultation feedback
- Questions from the Public via social media

1.9 The Budget Scrutiny Inquiry Group, working closely with the Scrutiny Officer, will identify some key lines of inquiry to follow during the Portfolio Holder meetings. Whilst the portfolio areas are very different, there will be consistent questions that can be put to all of them, for example:

- How will your proposals impact on Buckinghamshire residents?
- How do your budget proposals fit with the Council's overall objectives and priorities as outlined in the strategic plan?
- What are the biggest areas of risk in your budget and what plans are in place to mitigate them?
- What are the key climate change and environment actions you are taking and how do these impact upon your budget?
- How have you taken inflationary pressures into account when building your budget and what action has been taken to mitigate them?

Consultation and communication

1.10 Meetings where each individual Cabinet Member will be questioned on their budget proposals should be held in public and webcast. Meetings with Cabinet Members are planned to take place over 3 days during the week commencing 9 January 2023. This helps members and officers to keep their focus and to identify interdependencies across portfolio areas.

- 1.11 Meetings and webcasts can be publicised to encourage public involvement. Questions will be invited from members of the public via social media and e-mail during Budget Scrutiny week.
- 1.12 A press release and social media communications are required to launch Budget Scrutiny week.
- 1.13 Feedback from the public budget consultation exercise will be shared with the Inquiry Group.

Next steps and review

The budget scrutiny week will commence on 9 January 2023. The inquiry will result in recommendations to Cabinet to ensure that the Budget is robust. Cabinet will consider these recommendations at its meeting on 14 February 2023. **Appendix A** notes the outline project plan and **Appendix B** details the timetable for the sessions.

Background papers

None

Appendix A

Stage	Key Activity	Dates
Scoping	Inquiry Scope Agreed by Select Committee	1 December 2022
Evidence-gathering	Pre-Budget briefings on portfolio areas of Children's Services and Health & Wellbeing respectively	22 November and 7 December 2022
	Private Budget briefing with Inquiry Group members	6 January 2023
	Budget Inquiry Meetings with individual Cabinet Members	9, 10 and 12 January 2023
Developing Recommendations	Inquiry Group/SC meeting – Key Findings Report & Possible Areas of Recommendations considered	12 / 13 January 2023
Reporting	Draft Inquiry Group report with recommendations completed (signed-off by SC Chairman)	w/c 16 January 2023
	Inquiry Group agrees report to go forward to decision-makers (via email)	w/c 23 January 2023
	Cabinet papers published	6 February 2023
	Cabinet considers recommendations	14 February 2023
	Full Council Report	22 February 2023

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Budget Scrutiny Sessions Commencing w/c 9 Jan 2023

22 November 2022 – confidential briefing session on Children’s Services

7 December 2022 – confidential briefing session on Adult Services

6 January 2023 – S151 David Skinner to hold a confidential briefing session following Cabinet signing off draft budget

Date	A.M.	P.M.
Monday 9 January	9 a.m. Confidential session	12.30 p.m. Lunch
	10 a.m. Opening Session with the Leader – to cover: a) Overall context for the proposed budget; b) overall capital position; c) scrutiny of Leader’s own Portfolio budget Martin Tett Corporate Directors - Sarah Ashmead & Ian Thompson Section 151 Officer – David Skinner	1.15 p.m. Transport Steve Broadbent Deputy – Peter Martin (EWR/HS2) Deputy – David King (Project Delivery) Corporate Directors – Richard Barker & Ian Thompson Heads of Finance - Fiorella Mugari & Claire Hunter
	11.15 a.m. Break	2.45 p.m. Break
	11.30 a.m. Communities Steve Bowles Deputy – Arif Hussain (Community Safety) Corporate Directors – Richard Barker, Sarah Ashmead & Gill Quinton Heads of Finance - Fiorella Mugari & Parm Phipps Head of Community Safety – Gideon Springer	3.00 p.m. Accessible Housing & Resources John Chilver Deputy – Tim Butcher (Resources) Corporate Directors – Sarah Murphy-Brookman & Ian Thompson Heads of Finance - Claire Hunter & Janaki Try
		4.15 p.m. Confidential recap/wash-up for committee members

Tuesday 10 January	9 a.m. Confidential session	12.45 p.m. Lunch
	10 a.m. Culture and Leisure Clive Harriss Corporate Director – Richard Barker Head of Finance - Fiorella Mugari	1.30 p.m. Homelessness and Regulatory Services Mark Winn Deputy – Carl Jackson (Regulatory Services) Corporate Directors – Ian Thompson & Richard Barker Heads of Finance - Claire Hunter & Fiorella Mugari
		2.30 p.m. Planning & Regeneration Peter Strachan Deputy – Rachael Matthews (Town Centre Regeneration) Deputy – Gary Hall (Enforcement) Corporate Director – Ian Thompson Head of Finance – Claire Hunter
	11 a.m. Break	3.30 p.m. Break
	11.15 a.m. Health & Wellbeing Angela Macpherson Deputy – Zahir Mohammed (Public Health) Corporate Director – Gill Quinton Head of Finance - Elspeth O’Neill	3.45 p.m. Confidential wash-up with committee members
Wednesday 11 January	Free day	

Thursday 12 January	9 a.m. Confidential session	12.45 p.m. Lunch
	10 a.m. Climate Change & Environment Gareth Williams Deputy – Jilly Jordan (Environment) Corporate Director – Ian Thompson Heads of Finance – Claire Hunter & Fiorella Mugari	1.30 p.m. Closing session with the Leader Martin Tett Chief Executive – Rachael Shimmin Section 151 Officer – David Skinner
	11 a.m. Break	2.30 p.m. Confidential wash up with inquiry group members
	11.15 a.m. Education & Children’s Services Anita Cranmer Deputy – Joseph Baum (Skills) Corporate Director – John Macilwraith Head of Finance – Elizabeth Williams	

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Finance and Resources Select Committee (Chairman: Ralph Bagge, Scrutiny officer: Chris Ward)

Date	Topic	Description & Purpose	Lead Officer	Contributors
9 – 13 January 2023		Budget Scrutiny	All Corporate and Service Directors	Cabinet Members, Deputies, Corporate and Service Directors
23 February 2023	Budget Inquiry 2022 Recommendations: 12-month review	To receive an update on the process of the budget scrutiny recommendations made in January 2022	David Skinner	Martin Tett
	Budget Performance Monitoring Q3	To review the Quarter 3 Budget Monitoring Report	David Skinner	John Chilver
	Q3 Performance Report 2022-23	To review the Quarter 3 Performance Report	Matthew Everitt Holly Pedrick	John Chilver
	Work Smart Programme	To receive an update on the programme and the Estates Strategy	Sarah Murphy-Brookman John Reed	John Chilver
6 April 2023	External Property Companies	Report on the performance and business plans of the Council's companies: AVE, Consilio, London Road Management Company, and Buckinghamshire Advantage	John Reed	John Chilver
	External Company Governance Annual Update	To receive a report following one year of the new governance arrangements with the external property companies	John Reed	John Chilver

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