



Cabinet agenda

Date: Tuesday 28 July 2020

Time: 10.00 am

Venue: Via video conference call - available to the public at <https://buckinghamshire.public-i.tv/core/portal/home>

Membership:

M Tett (Chairman) (Leader), A Macpherson (Cabinet Member Adult Social Care) (Deputy Leader), K Wood (Cabinet Member Resources) (Deputy Leader), S Bowles (Cabinet Member Town Centre Regeneration), B Chapple OBE (Cabinet Member Environment and Climate Change), J Chilver (Cabinet Member Property & Assets), A Cranmer (Cabinet Member Education and Skills), I Darby (Cabinet Member Housing & Homelessness), T Green (Cabinet Member Youth Provision), C Harriss (Cabinet Member Sports and Leisure), P Hogan (Cabinet Member Culture), D Martin (Cabinet Member Logistics), N Naylor (Cabinet Member Transport), M Shaw (Cabinet Member Children's Services), W Whyte (Cabinet Member Planning and Enforcement), G Williams (Cabinet Member Communities & Public Health) and F Wilson (Cabinet Member Regulatory Services)

| Agenda Item | Page No |
|---|---------------|
| 1 Apologies | |
| 2 Minutes To approve as a correct record the Minutes of the meeting held on 7 July 2020. | 5 - 12 |
| 3 Declarations of interest | |
| 4 Question Time The following question has been received from Councillor Robin Stuchbury and will be responded to during the meeting: | |

Draft accounts for 2019/20 for the Aylesbury Vale, Chiltern, South Bucks and Wycombe District Councils have all been made available for public inspection, but those for Buckinghamshire County Council have been delayed by up to three months. It is therefore difficult to apply any diligence to review of the reported outturn figures for 2019/20.

However, with BCC recording a deficit on provision of services on its balance sheet for each of the last 6 years, we would be interested to hear if there is any early view on what this figure will be for 2019/20. BCC's deficit on provision of services increased significantly over the last two years, to £85.5M last year, and I am wondering whether we should expect the figure for 2019/20 to continue this trend. I also note that when comparing the draft accounts for the four District Councils with the reports reviewed by cabinet on July 7th, we note some significant variations in the reported revenue outturn for Aylesbury Vale DC. The most striking of these is in the Economic Development portfolio, the outturn for which was listed as £3,163,000 in the report reviewed last week, but which is recorded as only £459,000 in the draft accounts. Which of these figures is correct and why are we seeing so much change in the figures reported only a few weeks ago?

| | | |
|-----------|--|------------------|
| 5 | Forward Plan (28 Day Notice) | 13 - 24 |
| 6 | Buckinghamshire Local Plan | 25 - 34 |
| 7 | Buckinghamshire Recovery Plan | 35 - 52 |
| 8 | Corporate Performance Indicators 2020/21 | 53 - 82 |
| 9 | Q1 Budget Monitoring Report 2020-21 | 83 - 98 |
| 10 | Tatling End Housing Development, Denham | 99 - 108 |
| 11 | <p>Exclusion of the public (if required) To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.</p> <p>Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> | |
| 12 | <p>Tatling End Housing Development, Denham To consider the confidential appendix.</p> | 109 - 114 |
| 13 | <p>Date of next meeting Tuesday 8 September 2020.</p> | |

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

For further information please contact: Sally Taylor on 01296 531024, email democracy@buckinghamshire.gov.uk.

This page is intentionally left blank



Cabinet Minutes

Minutes of the meeting of the Cabinet held on Tuesday 7 July 2020 in via video conference call, commencing at 10.04 am and concluding at 10.58 am.

Members present

M Tett (Leader) (Chairman), A Macpherson (Deputy Leader), K Wood (Deputy Leader), S Bowles, B Chapple OBE, J Chilver, A Cranmer, I Darby, T Green, C Harriss, P Hogan, D Martin, N Naylor, M Shaw, W Whyte, G Williams and F Wilson

Agenda Item

1 Apologies

Apologies were received from Sarah Ashmead, Deputy Chief Executive and Monitoring Officer; Nick Graham, Service Director, Legal and Democratic Services, attended in place of Sarah.

2 Minutes

RESOLVED: The minutes of the meeting held on 16 June were AGREED as an accurate record.

Martin Tett, Chairman and Leader, advised that an addendum had been published relating to a correction to the minutes of the meeting held on 26 May 2020. Nick Graham stated that the error, which related to the call-in procedure and parish council involvement, had not been noticed when the minutes were approved at the meeting on 16 June 2020. The webcast had been checked and the addendum clearly set out the verbatim record on page 11 and the clarification/amendment on page 12 of the all-in-one agenda pack.

RESOLVED: Cabinet APPROVED the amendment to the approved minutes of the meeting held on 26 May 2020.

3 Declarations of interest

Angela Macpherson, Deputy Leader and Cabinet Member for Adult Social Care, declared a personal interest as she was a member of the Vale of Aylesbury Housing Trust Board (Item 7, Financial Outturn, Asbestos Warranty, page 63 of the all-in-one agenda pack) and would take advice from Nick Graham as to whether she would

need to leave the meeting if this point was discussed.

Bill Chapple, Cabinet Member for Environment and Climate Change, declared an interest in item 6, Children's Improvement Plan Progress Update, in that his son worked in the Children's Services Department, Buckinghamshire Council.

4 Question Time

Three questions had been submitted for this item, two from Cllr Robin Stuchbury and one from Cllr Alan Bacon. The question and response to Robin Stuchbury's second question would be published with the minutes. Unfortunately, Alan Bacon was unable to join the meeting so Martin Tett read out his question.

Test and Trace

"Government is allocating funds to local authorities across England to support Covid-19 test and trace services. Will the portfolio holder please report on the Council's progress in working with Public Health England to develop and improve these test and trace services in Buckinghamshire?"

Response provided by Gareth Williams, Cabinet Member for Communities and Public Health:

Test and trace was designed to keep COVID infection levels low and prevent local outbreaks as lockdown restrictions were eased nationally. The Council had carried out the following:

- Multi-faceted outbreak plans had been developed.
- A Member Recovery Board, which included councillors, to oversee the outbreak control had been set up.
- The Health Protection Board had been created which would take the necessary action to prevent, contain and manage outbreaks. The Board included members from Buckinghamshire Council, PHE and the NHS. The Board met regularly and was chaired by the Chief Executive of Buckinghamshire Council.
- The Council had worked closely with PHE to develop focussed outbreak control plans for Buckinghamshire with specific focus on settings (e.g. schools, care homes, universities, hospices, workplaces etc.) and at risk population groups (e.g. homeless, people from Black Asian and Minority ethnic groups).
- Increased local testing capacity; there were two mobile local swab teams operating seven days a week in various locations in Buckinghamshire which were promoted by the Communications team. Residents had access to regional testing centres in Milton Keynes and Oxfordshire and a drop-in centre in Slough. Postal/courier-delivered swab kits were also available.
- The Council was working closely with PHE and the Joint Biosecurity Centre to closely monitor the data on cases and risks and spot rising levels of infection and outbreaks early.

- The Public Health team was also monitoring the Pillar 1 and Pillar 2 data.
- Communication was a very important element of the Member Recovery and Member Engagement Board and the Board would liaise with the public to support residents to stay safe.

M Tett clarified that Pillar 1 data referred to the data from tests carried out in a hospital and Pillar 2 data related tests carried out in a clinical setting.

Cllr Robin Stuchbury - Free school meals and all the equivalent support over the forthcoming summer holidays

“What work has been undertaken by the local authority based upon the information available to the council to ascertain what will be the true volume of children currently within education within Buckinghamshire who are/were in receipt of free school meals historically, who are currently, through the pandemic, not receiving this valuable support? And what preparation has been undertaken within social care to both identify these children as we approach the summer holiday period insuring no child goes hungry. The scheme was coming to an end on 17 June and was a multi-faceted voucher and credit card scheme.”

Response provided by Anita Cranmer, Cabinet Member for Education and Skills

Thank you for your question relating to free school meals. All children who were entitled to free school meals had been receiving supermarket vouchers through the DfE scheme since its inception at the start of the lockdown. As an authority we had lobbied the DfE to ensure that the early issues with the scheme were corrected and that all families received their due entitlement. We had occasionally had to contact schools to address issues regarding the deployment of the scheme that had been raised with us by parents – all of them had been resolved satisfactorily. The DfE announced on Tuesday 16 June 2020 that all children who were eligible for free school meals would be entitled to supermarket vouchers to ensure that they did not go hungry over the summer holiday period. All teams across children’s services would monitor the situation closely, and work with schools and families to resolve any issues should they arise. All children who were eligible would be reached and taken care of during the summer holidays.

5 Forward Plan (28 Day Notice)

RESOLVED: Cabinet NOTED the forward plan.

6 Children's Improvement Plan progress update

Mark Shaw, Cabinet Member for Children’s Services, introduced the report. M Shaw advised that he had met with the children’s social care leadership team to discuss how the service had managed during the pandemic. The Children’s Services team had reacted swiftly at the start of the crisis; staff had worked from home and continued to do the best they could to protect the vulnerable children. Home visits

were increasing now that restrictions had eased but the virtual meetings had proved successful and provided learning for the future on how best to communicate and connect with young people and families. The recruitment challenge continued and new ways were being sought to encourage people to work for the Service. The Improvement Plan showed a number of positive changes but there were still some areas which required improvement. M Shaw highlighted that there had been an improvement in the data statistics and the recent staff survey had shown that the number of staff who felt well supported, with good engagement had risen from 85% to 89%.

Tolis Vouyioukas, Corporate Director, Children's Services highlighted the following points:

- Paragraph 1.6 provided the detail of the work carried out at the start of the lockdown.
- Paragraph 1.21 highlighted that the work with schools had been exemplary and the leadership shown by school leaders across the county had been inspiring.
- The social workers had not been exempt from the impact of Covid-19; T Vouyioukas expressed his thanks and gratitude for their achievements during the pandemic.

The following points were raised by members of the Cabinet:

- In response to concern over the number of agency staff and the current percentage; T Vouyioukas stated that the Service was fortunate to have agency staff helping with the improvement plan work. Some agency staff had converted to a permanent contract and the recruitment plan had gone ahead during the pandemic. The Academy was going well, although there had been a slight delay due to the crisis. The number of agency staff varied between 20%-25% with some teams showing a higher percentage. Some teams were more difficult to recruit to but T Vouyioukas was optimistic about future recruitment. Richard Nash, Service Director, Children's Social Care, added that there were four people in the process of converting from agency to permanent; specific targeted work was being carried out to ensure the Service did not rely too heavily on agency staff.
- In response to a request from a cabinet member, T Vouyioukas listed the top three issues:
 - To ensure the percentage of management oversight supervisions on assessments continued at the same pace.
 - To capture the learning from Covid-19.
 - There had been significant improvement but 100% consistency was required.
- A member of the Cabinet asked if the Service was prepared for a possible spike in the number of domestic abuse cases. M Shaw acknowledged the

importance of the connection with the Police and Buckinghamshire Healthcare Trust. It was possible that cases could rise when children returned to school in September and planning was underway to deal with an increase in numbers. T Vouyioukas added that it was difficult to predict; some areas had seen a spike at the beginning of lockdown, but this did not happen in Buckinghamshire. Close contact with partner agencies would be maintained in order to gain information and help families as much as possible.

- A Cabinet member emphasised the importance of all councillors being ‘corporate parents’ and that it was vital the ‘voice of the child’ came through all facets of the Children’s Service.
- T Vouyioukas advised that the learning from the pandemic would be applied to current and future practice.
- The quality of the relationship between the staff, social workers and young people is extremely important.

It was agreed that Cabinet should maintain a close oversight of the Improvement Plan.

M Tett thanked the Children’s Services staff, colleagues and partner organisations for their response to the Covid-19 pandemic and the Improvement Plan update. He emphasised that improving Children’s Services remained a top priority for the council and one upon which he and the council were focused.

RESOLVED: Cabinet NOTED the service response to COVID-19 (C-19), the report on the impact of these actions the update on service improvement.

7 Financial Outturn report for 2019/20

Katrina Wood, Deputy Leader and Cabinet Member for Resources, introduced the report which presented the financial outturn reports for the legacy councils for Buckinghamshire for 2019-2020. There was an overarching revenue and capital provisional outturn for that period with appendices which covered each legacy Council, noting that Chiltern District Council and South Bucks District Council reports were combined. The Wycombe District Council report also contained appendices for the High Wycombe Town Committee outturn and the capital carry forwards. The overarching report provided a summary of the revenue and capital outturn position and the general fund balances which in total forecasted £49.7m.

The revenue table in paragraph 1.4 showed that although all the Councils had achieved either a balanced or underspend position there were service pressures due to an increase in service demand and costs. These had been managed mainly through the use of reserves, favourable grant funding or favourable variances on corporate items. The total capital programme across the five councils was just under £168m against which £134m was spent. If approved by Cabinet, the majority of the unspent programme (£33.5m) would be carried forward to complete the projects in future years. The variances at the end of Quarter 3 were fully considered

as part of setting the budgets for 2020-2021 and the variances arising since then were being reviewed to understand any ongoing impacts and mitigations. This, along with the financial impact of COVID-19, would be reported as part of the Quarter 1 monitoring position. K Wood advised that the figures were provisional and work to complete year end was ongoing and could have an impact on the final outturn position. K Wood highlighted that there was an error in recommendation b (to approve recommendation in respect of capital carry forward £14.7m as detailed in the Aylesbury Vale District Council outturn report). The actual amount should read £13.825m not £14.7m; £14.7 is what was spent not what was being carried forward. Richard Ambrose, Section 151 Officer, added that the district council audits should be completed by the end of July 2020 and the Buckinghamshire County Council audit should be completed by the end of September 2020.

The following points were raised by members of the Cabinet:

- M Tett emphasised that the outturn was the start of the new Buckinghamshire Council and was the ending point of the previous councils.
- In response to whether the outturns were as anticipated; R Ambrose stated that the position was generally as had been assumed but there were changes in the final quarter in home to school transport; there were also some late variances for Aylesbury Vale District Council related to bad debt provision and the waste budget. These would be reported to Cabinet on 28 July 2020.
- A Cabinet member asked if comparative figures for the last year would be provided. R Ambrose advised that it would be difficult to provide comparators as it was not 'like for like'; however, comparisons would be carried out where possible.

M Tett stressed the need to understand the implications of Covid-19 as the Council had suffered a huge loss of income. The Government had provided support on expenditure and had recently announced the provision of additional funding on income protection but the Council would have to pick up the first 5%. R Ambrose acknowledged it was likely that there would be a gap between the additional expenditure due to Covid-19 and lost income compared to the funding provided. A report would be presented to Cabinet on 28 July 2020 which would set out the strategy for mitigating the pressure. The strategy, currently, was to protect the general fund or unallocated balances, as the reserves could only be used once and it would be better to use them in a planned way rather than to cover any shortfall in the current financial year, but it provided some flexibility to ensure a sustainable budget going forward.

RESOLVED: Cabinet AGREED to:

- a) CONSIDER and NOTE the summarised Revenue and Capital outturn for all the five legacy Councils.**
- b) APPROVE recommendation in respect of Capital carry forward £13.825m (this**

amount was amended during the meeting as the figure of £14.7m in the agenda pack was an error) as detailed in the Aylesbury Vale District Council outturn report.

- c) **APPROVE** recommendation in respect of Revenue (£1.2m) carry forward and Capital (£4.5m) carry forward as detailed in the Wycombe District Council outturn report.

8 Date of next meeting

28 July 2020 at 10.00 am.

This page is intentionally left blank



Buckinghamshire Council Cabinet/Cabinet Member forward plan

The local authorities (executive arrangements) (meetings and access to information) (England) regulations 2012

This is a notice of an intention to make a key decision on behalf of Buckinghamshire Council (regulation 9) and an intention to meet in private to consider those items marked as 'private reports' (regulation 5).

A further notice (the 'agenda') will be published no less than five working days before the date of the decision meeting and will be available via the [Buckinghamshire Council website](http://www.buckinghamshire.gov.uk).

All reports will be open unless specified otherwise.

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|---|----------------|---|---------------------------------|---------------|
| Cabinet 28 July 2020 | | | | |
| Buckinghamshire Local Plan To provide an update on development of the new Buckinghamshire Local Plan and also to provide an indicative timetable. | | Councillor Warren Whyte Steve Bambrick | | 29/6/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|---|----------------|---|---------------------------------|---------------|
| Buckinghamshire Recovery Plan To consider a report on the Buckinghamshire Recovery Plan | | Councillor Martin Tett Sarah Ashmead | | 12/6/20 |
| Corporate Performance Indicators 2020/21 Quarterly report | | Councillor Katrina Wood Matthew Everitt | | 12/6/20 |
| Q1 Budget Monitoring Report 2020-21 Quarterly report | | Councillor Katrina Wood Richard Ambrose | | 12/6/20 |
| Tatling End Housing Development, Denham To consider a report on Tatling End housing development, Denham | Denham | Councillor John Chilver John Reed | Part exempt (para 3) | 12/6/20 |
| Cabinet 8 September 2020 | | | | |
| Climate Change To consider a report on climate change | | Councillor Bill Chapple OBE Edward Barlow | | 12/6/20 |
| Director of Public Health Annual Report (2019) General Overview of Population Health | | Councillor Gareth Williams Dr Jane O'Grady | | 29/6/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|----------------|--|---------------------------------|---------------|
| Safer Buckinghamshire Plan 2020-23 To ratify the Safer Buckinghamshire Plan 2020-23 | | Councillor Gareth Williams Rebecca Carley | | 13/7/20 |
| July 2020 Leader Decisions | | | | |
| Adult Learning Fees 2020-21 Decision required for Adult Learning course fees, charges and concessions delivered in the 2020-21 academic year. | | Councillor Anita Cranmer Jacqueline Wilson | | 29/6/20 |
| Allocation of Grants for Children's Social Care purposes The government has provided grant funding for specific purposes to the Council but these were not ring-fenced grants. This decision report is to ring-fence these grants for the Children's Social Care Portfolio to use in the intended way. | | Councillor Mark Shaw Elizabeth Williams | | 5/3/20 |
| Allocation of Grants for Education purposes The government has provided grant funding for specific purposes to the Council but these were not ring-fenced grants. This decision report is to ring-fence these grants for the Education Portfolio to use in the intended way. | | Councillor Anita Cranmer Elizabeth Williams | | 5/3/20 |
| An Approved List for Children's Domiciliary Care To agree an approved List for Children's Domiciliary Care | | Councillor Mark Shaw Stuart Kelly | Part exempt (para 3) | 9/4/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|----------------|--|---------------------------------|---------------|
| <p>Approved Venue Licence Extensions (Weddings & Civil Partnerships) To extend all existing Approved Venue Licences by four months at point of renewal.</p> | | Councillor Fred Wilson Wendy Morgan-Brown | | 29/6/20 |
| <p>Bledlow Household Waste & Recycling Centre Bledlow Household Waste & Recycling Centre, Wigans Lane, Bledlow – Grant of Lease to the Bledlow Ridge HRC Community Interest Company</p> | Ridgeway West | Councillor John Chilver Brian Dean | Part exempt (para 3) | 1/5/20 |
| <p>Buckinghamshire Network Tender Award contract for implementing a new data network for Buckinghamshire, in partnership with the Buckinghamshire NHS Trust and the CCG.</p> | | Councillor Katrina Wood Prod Sarigianis | Part exempt (para 3) | 19/3/20 |
| <p>Budget Adjustments to the Approved Capital Programme To approve amendments to the approved budgets within the Capital Programme</p> | | Councillor Katrina Wood Sue Palmer | | 19/3/20 |
| <p>Developer funded schemes Approval of release of funding for transport works programme using section 106 funds</p> | | Councillor Nick Naylor Joan Hancox | | 20/5/20 |
| <p>Development of specialist disability children's home provision Property allocation and business case approval for project to develop specialist disability children's home provision</p> | | Councillor John Chilver, Councillor Mark Shaw Nathan Whitley | Part exempt (para 3) | 21/4/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|----------------------------|---|---------------------------------|---------------|
| Haydon Hill Cycleway Extension of Waddesdon Greenway | Aylesbury North West | Councillor Nick Naylor Joan Hancox | | 20/5/20 |
| Revenues & Benefits system procurement To combine existing 4 legacy District systems into a single software system that will act as a catalyst for service transformation | | Councillor Katrina Wood Dave Skinner | Part exempt (para 3) | 29/6/20 |
| Whaddon CE School The school is presently a Voluntary Controlled school and they are consulting on a proposal that they become a Voluntary Aided school. If agreed the main changes would be that the board becomes the employer of the school's staff, increased control over their admissions and the Oxford Diocese became responsible for any on-going and future capital works at the school. | Winslow | Councillor Anita Cranmer Andrew Tusting | | 20/5/20 |
| Westhorpe Interchange - Globe Park access Decision to progress the Westhorpe junction improvement project from feasibility through to detailed design and construction. Purchase land required for the scheme. | Marlow | Councillor John Chilver, Councillor Nick Naylor Ian McGowan | Part exempt (para 3) | 19/3/20 |
| Aston Clinton - Traffic Calming Vertical traffic calming and speed limit reduction | Aston Clinton & Bierton | Councillor Nick Naylor Zunara Aslam | | 19/3/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|----------------|---|---------------------------------|---------------|
| <p>Court Lane and Marsh Lane, Dorney, Proposed Waiting and Loading Restrictions (Amendment 1030) This report summarises the results of the statutory consultation for formalising the “No Waiting at any time” restrictions on Court Lane and Marsh Lane, Dorney.</p> | Cliveden | Councillor David Martin Ryan Curtis | | 19/3/20 |
| <p>Grafton Street, High Wycombe, Proposed Waiting Restrictions (Amendment 1041) Results of statutory consultation exercise on proposals to introduce 'no waiting at any time' double yellow line restrictions at a number of places on Grafton Road to secure access to off-street parking and ensure visibility for traffic leaving the off-street parking to avoiding danger to persons or other traffic using the highway.</p> | West Wycombe | Councillor David Martin Ian Thomas | | 19/3/20 |
| <p>Knights Templar Way, Daws Hill - No Waiting and No Loading Parking Restrictions S106 Scheme for the provision of a parking TRO in Knights Templar Way / Daws Hill Lane in mitigation of parking related concerns as a result of residential development in the nearby vicinity. The proposal relates to the introduction of waiting and loading restrictions.</p> | Abbey | Councillor David Martin Tom McCarthy | | 19/3/20 |
| <p>Long Crendon - Traffic Calming Vertical traffic calming, Increase of a speed limit</p> | Bernwood | Councillor Nick Naylor Zunara Aslam | | 19/3/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|--|---|---------------------------------|---------------|
| <p>Malthouse Way/Barley, Marlow - Waiting Parking Restrictions S106 Scheme for the provision of a parking TRO in Malthouse Way / Barley in mitigation of parking related concerns as a result of residential development in the immediate vicinity. The proposal relates to the introduction of waiting restrictions.</p> | Marlow | Councillor David Martin Tom McCarthy | | 19/3/20 |
| <p>Mary Macmanus Drive, Buckingham, Proposed Parking Restrictions Mary Macmanus Drive, Buckingham, Proposed Parking Restrictions</p> | Buckingham East | Councillor David Martin Ian Thomas | | 19/3/20 |
| <p>Park Parade in Hazlemere, High Wycombe, Proposed Waiting & Parking Restrictions Park Parade in Hazlemere, High Wycombe, Proposed Waiting & Parking Restrictions</p> | Hazlemere | Councillor David Martin Ian Thomas | | 19/3/20 |
| <p>Parkway, Marlow - Waiting Restrictions Introduction of waiting restrictions along Parkway, Marlow.</p> | Flackwell Health, Little Marlow & Marlow South East | Councillor David Martin Daniel Pearson | | 19/3/20 |
| <p>Pednormead End Flood Alleviation scheme Approval of full business case and release of contract to undertake works</p> | Chess Valley | Councillor Nick Naylor Rob Smith | | 20/5/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|---|--|---------------------------------|---------------|
| <p>Reclassification Order, Bellingdon Road and Townsend Road, Chesham</p> <p>A short section of Bellingdon Road and Townsend Road in Chesham are classified as B Roads. It seems that this is a historic issue which was not correctly dealt with at the time the A416 St Marys Way was constructed. This order resolves this historic issue</p> | Chesham | Councillor Nick Naylor Keith Carpenter | | 19/3/20 |
| <p>Rights of Way Enforcement Policy</p> <p>To review and update the existing Rights of Way Enforcement Policy The document will outline the legislative powers available to the authority regarding enforcement, give details of what action our customers may expect the authority to take on illegalities found on the rights of way network.</p> | | Councillor Nick Naylor David Sutherland | | 19/3/20 |
| <p>Sandelswood Waiting Restrictions</p> <p>Cabinet Member Decision for Sandelswood Waiting Restrictions, following Statutory Consultation and the objections received.</p> | Beaconsfield; Penn Wood & Old Amersham | Councillor David Martin Shane Thomas | | 19/3/20 |
| <p>The Broadway, Amersham, Proposed Waiting and Loading Restrictions (Amendment 1028)</p> <p>Proposed Waiting and Loading Restrictions out side the retirement development on The Broadway, Amersham</p> | Penn Wood & Old Amersham | Councillor David Martin Ian Thomas | | 19/3/20 |
| <p>Willow Road, Aylesbury, Proposed Waiting and Parking Restrictions</p> <p>Willow Road, Aylesbury, Proposed Waiting and Parking Restrictions</p> | Aylesbury North West | Councillor David Martin Ian Thomas | | 19/3/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|---|----------------|--|---------------------------------|---------------|
| August 2020 Leader Decisions | | | | |
| <p>A4157 Douglas Road, Aylesbury - No Right Turn into Stocklake (Urban) Traffic Regulation Order Buckinghamshire Council as traffic authority intends to make the above ETRO. This will prohibit any vehicle (other than a vehicle in emergency use for police, fire brigade or ambulance purposes) proceeding in a south-easterly direction in A4157 Douglas Road to turn right into Stocklake (Urban)</p> | Aylesbury East | Councillor Nick Naylor David Cairney | | 19/3/20 |
| <p>Community Asset Transfer to agree the community asset transfer list for devolution.</p> | | Councillor Gareth Williams Marco Dias | | 13/7/20 |
| <p>Devolution Pilots To agree the list of devolution pilots.</p> | | Councillor Gareth Williams Marco Dias | | 13/7/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|----------------------------------|--|---------------------------------|---------------|
| September 2020 Leader Decisions | | | | |
| <p>Burnham Beeches Special Area of Conservation Mitigation Strategy – Supplementary Planning Document This Supplementary Planning Document (SPD) is supplementary to the 2011 Chiltern Core Strategy and the 2011 South Bucks Core Strategy. The SPD sets out the mitigation strategy for any net increase in homes within a zone between 500 meters and 5.6 kilometres. The purpose of this report is seek the delegation of the Cabinet Member to adopt the SPD following a four week public consultation.</p> | Farnham Common & Burnham Beeches | Councillor Warren Whyte Simon Meecham | | 7/5/20 |
| <p>Crest Road, High Wycombe Signalisation Buckinghamshire Council are looking to develop ‘Cressex Island’, and this is a proposed signalisation scheme to convert the existing mini roundabout at the junction of A4010 John Hall Way/Crest Road to a traffic signal controlled junction to reduce the impact of expected increases in traffic. In addition, it is proposed to create a new shared use cycleway along John Hall Way to meet Holmers Farm Way and the Handy Cross Roundabout. This will make it possible to cycle off road form Crest Road to Holmers Farm Way and Cressex.</p> | Abbey | Councillor Nick Naylor Ian McGowan | | 8/6/20 |

| Item and description | Wards affected | Councillor(s) / contact officer | Private report? (relevant para) | Date notified |
|--|----------------|---|---------------------------------|---------------|
| <p>Proposed Traffic Calming Scheme, Flat Top Road Hump – Rutland Street, High Wycombe, Buckinghamshire Buckinghamshire Council, in exercise of its powers under Section 90 of the Highways Act 1980 and all other enabling powers that Buckinghamshire Council in conjunction with Inland Homes Developments No2 Ltd are undertaking a statutory consultation for the introduction of a Flat Top Road Hump along Rutland Street, High Wycombe in compliance with planning permission 16/08306/FUL.</p> | Abbey | Councillor Nick Naylor Darryl Bonsor | | 13/7/20 |

Individual cabinet member decisions are not discussed at meetings – a report is presented to the cabinet member and they will decide whether to sign the decision. Cabinet members can take key decisions that only affect their portfolio area and can also take joint cabinet member decisions. However, if a decision crosses portfolios, this generally should be agreed by cabinet.

If you have any questions about the matters contained in this forward plan, please get in touch with the contact officer. If you have any views that you would like the cabinet member to consider please inform the democratic services team in good time ahead of the decision deadline date. This can be done by telephone 01296 382343 or email democracy@buckinghamshire.gov.uk. You can view decisions to be made and decisions taken on the council’s website.

The council’s definition of a ‘key decision’ can be seen in part 1 of the council’s [constitution](#).

Each item considered will have a report; appendices will be included (as appropriate). Regulation 9(1g) allows that other documents relevant to the item may be submitted to the decision maker. Subject to prohibition or restriction on their disclosure, this information will be published on the website usually five working days before the date of the meeting. Paper copies may be requested using the contact details below.

*The public can be excluded for an item of business on the grounds that it involves the likely disclosure of exempt (private) information as defined in part I of schedule 12a of the Local Government Act 1972. The relevant paragraph numbers and descriptions are as follows:

Paragraph 1 - Information relating to any individual

Paragraph 2 - Information which is likely to reveal the identity of an individual

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Paragraph 4 - Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority

Paragraph 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

Paragraph 6 - Information which reveals that the authority proposes:

(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or

(b) to make an order or direction under any enactment

Paragraph 7 - Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

Part II of schedule 12a of the Local Government Act 1972 requires that information falling into paragraphs 1 - 7 above is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Nothing in the regulations authorises or requires a local authority to disclose to the public or make available for public inspection any document or part of a document if, in the opinion of the proper officer, that document or part of a document contains or may contain confidential information. Should you wish to make any representations in relation to any of the items being considered in private, you can do so – in writing – using the contact details below.

Democratic services, Buckinghamshire Council, The Gateway, Gatehouse Road, Aylesbury, Buckinghamshire HP19 8FF 01296 382343
democracy@buckinghamshire.gov.uk



Report to Cabinet

Date: 28th July 2020

Title: Buckinghamshire Local Plan

Relevant councillor(s): Cllr Warren Whyte

Author and/or contact officer: Ian Manktelow

Ward(s) affected: All

Recommendations:

- 1. That Cabinet notes the current position regarding the scoping work on the Buckinghamshire Local Plan including the broad timetable for its preparation.**

Reason for decision:

This report is to inform members of the early scoping work on the local plan and the broad timetable for its preparation.

Executive summary

The Council has to adopt a new local plan for its area within five years of vesting day. The plan provides an exciting opportunity to shape the future of Buckinghamshire. It is also a timely one, enabling the Council to take forward its priorities and respond to new agendas, such as how we shape our town centres in a post-covid world and address the climate change agenda.

This report provides the background to the preparation of a local plan, including key requirements of Government policy. This report outlines the potential broad timetable for its preparation and the form of the plan. It then outlines a number of issues identified as part of the early scoping work that has been undertaken to date. These issues include challenges in relation to the potential timetable, the scope of the Plan, the opportunities that preparing the plan presents, and the risks associated in a time of national and strategic change in planning generally.

Content of report

Background

- 1.1 Buckinghamshire Council is required under the transitional regulations to have a new local plan adopted within 5 years of vesting day. Although a statutory requirement, it also provides an opportunity for the new council to set out not just how it intends to manage current growth issues, but also address new and emerging agendas.
- 1.2 The Council is faced with a challenging strategic planning agenda – the Oxford to Cambridge Growth Arc, possible Heathrow expansion, East West Rail, possible Expressway, development pressures from surrounding areas including Slough, Milton Keynes and Luton Airport expansion, housing provision in the London Plan, as well as the Government’s overall growth agenda and potential planning reforms. This provides a challenging agenda for preparing a new local plan for a new authority with a population of 546,000.
- 1.3 The National Planning Policy Framework (NPPF) makes clear that the planning system should be genuinely plan-led. It states that:
“Succinct and up-to-date plans should provide a positive vision for the future of each area: a framework for addressing housing needs and other economic, social and environmental priorities; and a platform for local people to shape their surroundings.”¹
- 1.4 The regulations do not prescribe the form of that local plan other than it must cover the whole of the geographic area of the new authority. National planning policy, facilitated by existing planning legislation, sets out a flexible approach to plan making but indicates that plans must include strategic policies to address the priorities for the development and use of land in its area. These can be set out in a local plan for its area or in a joint local plan with other local authorities.
- 1.5 More detailed “non-strategic policies”, which tend to be policies used in day to day development management, can be set out in the same local plan as the strategic policies, or in a separate local plan and/or neighbourhood plans.
- 1.6 This means that there are different potential alternatives to preparing local plans in the new authority whilst complying with both the transitional regulations and existing planning legislation and policy.
- 1.7 The challenges set out above and the flexible approach to being able to deal with them through the Local Plan are overlain with the uncertainty regarding how

¹ NPPF, February 2019, para 15.

things will proceed as the country tries to recover from the economic and social impacts of the coronavirus pandemic.

Plan Making

1.8 The NPPF sets out national policy on preparing local plans, underpinned by primary and secondary legislation, with further more detailed guidance provided by Planning Practice Guidance. Key elements of plan making include that plans should:

- be prepared with the objective of contributing to the achievement of sustainable development (Appendix 1 sets out what the NPPF defines as Sustainable Development);
- be prepared positively – aspirational but deliverable
- be shaped by early, proportionate and effective engagement
- contain policies that are clearly written and unambiguous
- be accessible through use of digital tools to assist public involvement and policy presentation
- serve a clear purpose, including avoiding unnecessary duplication of policies (including with the NPPF).

1.9 Ultimately Local Plans, through their independent examination process, have to:

- be legally compliant, including satisfying the statutory “Duty to Cooperate” in relation to effective cooperation and collaboration on strategic planning matters with other authorities and agencies;
- pass the tests of soundness set out in the NPPF, namely:

***(a) Positively prepared** – providing a strategy which, as a minimum, seeks to meet the area’s objectively assessed need; and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;*

***(b) Justified** – an appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence;*

***(c) Effective** – deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground; and*

***(d) Consistent with national policy** – enabling the delivery of sustainable development in accordance with the policies in this Framework.*

What has happened to date?

- 1.10 In autumn 2019 a member task and finish group was established to consider the key issues relating to the future planning service. This considered in broad terms the nature of the new Buckinghamshire Local Plan. It reported to Informal Shadow Executive in November 2019.
- 1.11 The key outcomes from that process are:
- the new local plan should be a strategic, high level document focusing on the key challenges for the area.
 - that Cabinet will establish an informal Member reference group or working party to support the production of the Local Plan.
 - the Bucks Growth Board will also play a key role in shaping and influencing the Local Plan, however accountability for the plan will rest with Buckinghamshire Council
 - corporate high level visioning work should be prepared to set out the Council's ambitions early on, to inform Council strategies generally, including the local plan.
- 1.11 Work on that visioning work is underway, being led by the Economic Growth and Regeneration service, the team that also takes the Council's lead on the Growth Board.
- 1.12 An officer team has been formed to commence the detailed scoping of the Local Plan. The team draws from the 3 existing local plan teams in the Planning and Environment Service, from the Strategic Planning team within the Economic Growth and Regeneration service and the Transport Strategy team. The group will be proceeding on to more detailed project planning, including scoping of evidence base requirements (and its procurement), detailed timetabling, scoping of potential engagement (stakeholders, public and critically the Duty to Cooperate), and consideration of resources. Liaison across different sectors of the Council will be necessary as part of this work.
- 1.13 The key output of this process is the preparation of a Local Development Scheme – a statutory requirement, setting out the scope of the local plan that the Council intends to produce and the timetable for preparation. Cabinet will be asked to agree this document later in the year.
- 1.14 In addition, a new Buckinghamshire Statement of Community Involvement (SCI) will need to be prepared. This statutory document will set out not just how the Council intends to engage with the public and stakeholders in preparing the Local Plan but also in the development management process and the Council's role in

relation to neighbourhood plans. Public consultation on a draft SCI is not required by statute, but may be desirable.

Issues at this stage

(a) Timetable

1.15 Set out below is a broad timetable for the preparation of the Plan considered as part of early discussions:

| Timing | Stage/Milestone | Main elements/Comments |
|---------------------------|---|--|
| Jul-Dec 2020 | Scoping/early discussions and preparation | Scoping/project planning Agree Local Development Scheme Preparation of Statement of Community Involvement Corporate development of Vision Early engagement – issues, ambitions etc Call for sites Scoping/early engagement on Duty to Cooperate Commence evidence procurement |
| 2021 to early 2022 | Evidence gathering | Evidence gathering Duty to Cooperate |
| Spring 2022 | Main Consultation/Engagement Phase | Consultation phase Duty to Cooperate |
| Spring 2023 | Consultation on Proposed Submission Plan | This is the statutory Regulation 19 stage – this is the Plan that is then submitted for formal public examination Completion of Duty to Cooperate |
| Summer 2023 | Submission of Plan for Examination | |
| Summer 2023 – Autumn 2024 | Examination | By an independent planning inspector |
| End 2024 | Adopt the Plan | |

- 1.16 This timetable would ensure adoption of the Plan within 5 years. Officers will now review this timetable in more detail as part of the project planning exercise and the outcome of this will be reflected in the Local Development Scheme later in the year.
- 1.17 Although 5 years appears to be a long time, experience from local plan preparation across the former authorities and elsewhere shows that this will be a challenge. The consequence of not adopting a new Local Plan within 5 years are not clear, although the Government do have intervention powers. Key challenges in relation to the timetable include:
- the ongoing work on the existing local plans and supporting neighbourhood planning
 - sequencing in relation to key external factors – e.g. Oxford to Cambridge Growth Arc, the timing of updates to the Government’s local housing need methodology etc.
 - timely compliance with the Duty to Cooperate – there will be a large number of local authorities with which the Council will have to cooperate and seek statements of common ground, and they will want us to cooperate on their plans.
 - the nature and extent of public consultation – clarity on this is very important.
 - the fact that once the Plan is submitted the Council does not control the process or the timetable.
- 1.18 It should be noted that the Government has indicated that they want all local planning authorities to have up to date local plans by the end of 2023. They have not specified what they mean by that, or whether the current round of Plans under preparation would satisfy that requirement. Nevertheless it is difficult to see how this would override the pre-existing statutory requirement to prepare a Buckinghamshire Local Plan within 5 years of vesting day.

(b) Scope of the Plan

- 1.19 Early discussions about the Plan indicated that it should be a strategic plan. The alternative would have been to produce a detailed plan covering strategic growth issues, detailed allocations and development management policies, which would be unlikely to have been delivered in the timescale available.
- 1.20 As such it is suggested that a strategic plan is prepared. Further advice will be taken on the precise form of the plan and the scoping exercise will propose a more detailed potential contents list for consideration. Members will be updated on this in due course. However, as a minimum it will need to set the vision and objectives for growth, the quantum of growth and identify directions and broad areas for growth, and provide a set of strategic policies to guide development and subsequent non-strategic plans. A number of issues and challenges come out of this:

- where and when does the detail follow, particularly the allocation of sites and the updating of development management policies?
- what is the relationship between the new Plan and neighbourhood plans? How does the Plan provide the strategic framework for neighbourhood plans, including housing requirements for neighbourhood areas²
- whether the Plan should specifically allocate (i.e. precise lines on a plan) major growth areas (e.g. major urban extensions, new settlements) or leave the detailed allocation to subsequent plans
- what is the timescale for the Plan? – the Oxford to Cambridge Growth Arc, Milton Keynes and the Oxfordshire authorities are looking to 2050. Much of the growth up to 2035 would hopefully be accommodated in existing Plans, suggesting a Phase 1 to 2035 and a Phase 2 for 2035-2050. However this issue will need further careful consideration.
- Ensuring that a strategic plan has some local expression

1.21 In relation to the first two points, the detail could follow in non-strategic (but still statutory) plans. These could include:

- an Allocations Local Plan – allocating sites in accordance with the strategic direction set by the Strategic Plan
- Area Action Plans – statutory plans that allocate and set out how a specific growth area (e.g. potential new settlement) should be delivered. This could sit alongside an Allocations Local Plan
- A Development Management Policies Local Plan – providing a Buckinghamshire-wide set of development management policies.
- Detailed policies and allocations in neighbourhood plans.

Whilst all the above could be accommodated in one detailed plan, there may be benefit in splitting them into more than one plan, so if one element is delayed, the other elements can progress.

1.22 Understanding the degree to which neighbourhood plans can provide more detailed policy and allocations will be important before progressing to the non-strategic stage. The likelihood is that there will be significant gaps in neighbourhood plan coverage across Buckinghamshire, with much of the south area in particular being without neighbourhood plans, or any intent from parishes to prepare one. Non-strategic local plans prepared by the Council will need to fill the gaps, and the Strategic Local Plan will need to consider carefully what framework it provides for both neighbourhood plans and non-strategic local plans.

² NPPF para 65 states that strategic policies should also set out a housing requirement for designated neighbourhood areas which reflects the overall strategy for the pattern and scale of development and relevant allocations

- 1.23 Further consideration of these issues of scope and the role of other statutory local plans and neighbourhood plans will be considered as part of the ongoing scoping work.

(c) An opportunity to innovate

- 1.24 The preparation of a new local plan for a new authority provides the opportunity to do things differently, to innovate. This could include:
- How we engage with communities and stakeholders
 - The format, conciseness and accessibility of what is produced
 - How we address new issues and agendas in the content of the Plan. This could include how we build in greater flexibility/ability to react to unforeseen circumstances, such as Covid 19.

(d) All Change?

- 1.25 The one thing we can expect during the course of preparing the Local Plan is change. This will include change to the strategic context of what is going on in the surrounding area.
- 1.26 At a national level, the Government is due to consult later in the year on a new methodology for calculating local housing need which is a critical starting point for plan preparation. More fundamentally, a Planning White Paper is due to be published soon which could bring significant reforms to plan making and the latest reporting of the White Paper suggests it could be quite radical and far reaching.

2. Other Options Considered

- 2.1 There is a statutory requirement to prepare and adopt a Buckinghamshire Local Plan within 5 years. As such it is not a realistic option to not prepare a plan. As part of the more detailed scoping and development of the project, different options around the form and broad content of the Plan will be developed. The preparation of the Local Plan itself will nevertheless require consideration of different options or “reasonable alternatives” and these will have to be assessed through a sustainability appraisal process.

3. Legal, Financial and HR Considerations

- 3.1 Legal – the requirement to prepare a local plan covering the whole authority area is set out in Regulation 19 of the Local Government (Structural Changes) (Transitional Arrangements) (No.2) Regulations 2008 (as amended). The main statutory requirements in relation to preparing a local plan are set out in the Planning and Compulsory Purchase Act (2004) (as amended) and the Town and Country Planning

(Local Development)(England) Regulations (2012) (as amended). The Plan must also be consistent with national planning policy.

- 3.2 Finance - The development of the Local Plan will incur costs of technical work from consultants as part of the evidence base for the plan, public consultation and engagement, legal advice and the cost of the planning inspector for the examination process. The more detailed project planning work will consider these costs in more detail. £750k per annum, for 4 years, has been set aside in the MTFP for 2021/22 to 2024/25, a total of £3m, for the development of the local plan. Any costs needing to be incurred in 20/21 will be initially met from reserves, and then 'paid back' in future years from the £3m budget (i.e. we will use existing reserves to help smooth timing/profile differences).
- 3.3 Human Resources – the Planning and Environment service has been identified as a service to undergo transformation in this current financial year. Due consideration will be given to the transformation process to ensure minimal disruption to the delivery of the local plan.

4. Corporate implications

- 4.1 The Buckinghamshire Local Plan will be an important Council strategy helping to deliver all of the four priorities of the Corporate Plan, but particularly Strengthening our Communities, Improving our Environment and Increasing Prosperity.

5. Consultation and communication

- 5.1 No external consultation or communication is required at this stage. However the consultation and engagement programme for the Plan is an important part of the scoping and project planning exercise.
- 5.2 An early stage of engagement will be to consider the key issues, challenges and ambitions for the new plan to address. With this in mind, it is suggested that some sort of "market stall" interactive event be planned for later in the year, for all members to attend to explore the issues, challenges and ambitions.

6. Next steps and review

- 6.1 The next steps are to undertake more detailed scoping and project planning.

7. Background papers

- 7.1 National Planning Policy Framework (NPPF)(February 2019)

<https://www.gov.uk/guidance/national-planning-policy-framework>

Appendix 1 NPPF Definition of Sustainable Development

The NPPF explains that: *“Achieving sustainable development means that the planning system has three overarching objectives, which are interdependent and need to be pursued in mutually supportive ways (so that opportunities can be taken to secure net gains across each of the different objectives).*

- *an economic objective – to help build a strong, responsive and competitive economy, by ensuring that sufficient land of the right types is available in the right places and at the right time to support growth, innovation and improved productivity; and by identifying and coordinating the provision of infrastructure;*
- *a social objective – to support strong, vibrant and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering a well-designed and safe built environment, with accessible services and open spaces that reflect current and future needs and support communities’ health, social and cultural well-being; and*
- *an environmental objective – to contribute to protecting and enhancing our natural, built and historic environment; including making effective use of land, helping to improve biodiversity, using natural resources prudently, minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.”³*

³ Paragraph 8 National Planning Policy Framework (Feb 2019)



Report to Cabinet

Date: 28 July 2020

Title: Buckinghamshire Recovery Framework

Relevant councillor(s): Councillor Martin Tett

Author and/or contact officer: Sarah Ashmead Deputy Chief Executive
Sarah.Ashmead@buckinghamshire.gov.uk

Ward(s) affected:

Recommendations: Cabinet is recommended to endorse the recovery framework for Buckinghamshire attached at Appendix 1.

Reason for decision: The Recovery Framework provides a structured approach to ensure that all partners have a collective understanding of Covid recovery priorities and that activities are coordinated across Buckinghamshire for maximum impact.

Content of report

- 1.1 Cabinet will be aware of the significant work across the public, private and voluntary sectors in Buckinghamshire in response to the Covid pandemic. Cabinet received an update about the Council's Covid response work at its meeting on 26 May 2020, and Cabinet Members delivered a presentation on this to the Council meeting on 15 July 2020.
- 1.2 As we now move from Response to Recovery as a place, it is important to establish clear co-ordination and governance arrangements for recovery planning across Buckinghamshire. In order for partners to focus our resources, we have agreed to put in place formal place-based governance arrangements which will be sustainable in the longer term.
- 1.3 Building on discussions with a range of partners, the attached Recovery Framework aims to ensure that we avoid duplication and work collectively to do all we can to benefit the people, communities and businesses of Buckinghamshire.

- 1.4 As set out in the Framework, Buckinghamshire’s recovery activity is driven by four thematic partnerships, with each becoming a focal point for leading in-depth recovery planning. These partnerships and areas of focus are as follows:
- Health and Wellbeing Board –leading on population health
 - Local Enterprise Partnership Board – leading on economic recovery
 - Buckinghamshire Growth Board – leading on public realm, environment and infrastructure recovery
 - Voluntary and Community sector Board– leading on community resilience.
- 1.5 These four partnerships will allow us to maintain a clear focus on important aspects of Buckinghamshire’s recovery.
- 1.6 At a very local level, the partnership plans will be complemented by activity coordinated by our new 16 community boards each chaired by a local elected member.
- 1.7 At a strategic level, the leads of the Boards come together with other key partners at the Strategic Partners Forum, which was established in January. This Forum provides the mechanism to ensure that we share information across the different strands of activity and understand the place-based picture for Buckinghamshire as a whole. The Forum met recently on 14 July and agreed to develop plans for a Recovery Seminar in September.
- 1.8 In addition, in the Council’s community leadership role, we have a Member Recovery Board meeting on a regular basis with the partnership leads to help manage the dependencies between the partnerships and drive activity. This Board also has a role in relation to the outbreak control planning responsibilities that Government has asked councils to discharge.

Legal and financial implications

- 2.1 There are no direct legal or financial implications arising from the Recovery Framework.

Next steps and review

- 3.1 Each of the thematic partnerships are developing detailed recovery plans for agreement in September 2020. In addition, the community boards are developing local area action plans. These will be reviewed by the Member Recovery Board in October 2020.

Background papers

Covid-19 Report to Cabinet 26 May 2020

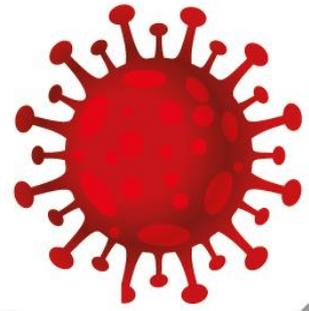
<https://buckinghamshire.moderngov.co.uk/documents/s7158/Cabinet%20Report%20Implications%20of%20Coronavirus%20April%202020v8.pdf>

Your questions and views (for key decisions)

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

This page is intentionally left blank

THE 3 R'S TO RECOVERY



Buckinghamshire framework
for place based recovery
from Covid - 19



June 2020

Background

Recovery is defined as the “Process of rebuilding, restoring and rehabilitating the community following an emergency or disaster, continuing until the disruption has been rectified, demands on services have been returned to normal levels, and the needs of those affected have been met”. It is a co-ordinated process of supporting affected communities in the reconstruction of the economic and social infrastructure and restoration of emotional, social, economic and physical well-being. Recovery in this case will need to enable people to develop a new ‘normal’ state until the risk of further Covid-19 outbreaks is mitigated. However unlike with a traditional disaster, the Coronavirus situation will not have an easily defined move from the emergency response phase into recovery phase.

As the UK emerges from the first peak of cases and deaths from Covid-19 it is beginning to take the first cautious steps towards easing the lockdown and towards recovery. However, it will be several months before all services and activities are fully opened up again. This crisis has impacted on every section of our society and the process of recovery will take years rather than weeks or months.

Early findings and lessons from the first few weeks of the crisis and response are as follows:

- The economic consequences are severe – the OBR anticipates a 35% fall in GDP in Q2 if lockdown continues through June. Unemployment is expected to rise by 2 million to 10%. Lower paid sectors tend to be harder hit by lockdown (from IFS estimates).
- Education and learning has been affected with the loss of up to 5 months teaching. Educational disparities are also anticipated to grow as disadvantaged pupils have fewer learning opportunities outside school.
- Lockdown will also have longer term health impacts. Non-Covid visits to GPs and daily hospital visits for illnesses such as heart disease have seen sharp drops. New and existing mental health challenges will have lasting effects as people deal with bereavement, the effects of social isolation and financial and other economic pressures.
- Communities and individuals have demonstrated high levels of social capital through volunteering and support for others.
- Organisations and individuals have transformed the way that they work – achieving change in a few weeks that might have taken years to achieve.
- New and stronger alliances have been formed that have focused on the task at hand.

Recovery Planning in Buckinghamshire – A Place Based Approach

On 11 May 2020 the Government published 'Our plan to rebuild': the UK Government's COVID-19 recovery strategy. The Government's aim at the centre of that plan was to return to life as close to normal as possible, for as many people across the UK as possible, as fast and fairly as possible; in a way that avoids a new epidemic, minimises lives lost and maximises health, economic and social outcomes.

The Local Resilience Forums have co-ordinated the emergency response to the Covid-19 crisis at a regional level. In Thames Valley, the TVLRF has identified common strategic priorities for recovery and will play a coordinating role in providing progress information to government. However, delivery plans will be developed and led at the place level (Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes).

Organisations and partnerships, however large or small, will all have individual or sector-based recovery plans. Some will be focused solely on the individual organisation (e.g. local business), others will have a strong national template (NHS) and a few will look both internally at the organisation and externally in their role as a system coordinator and community leader (e.g. the council). It is likely that for some organisations, particularly those that have been hit hardest by the crisis, their focus will be on their immediate survival, rather than the indirect or longer-term consequences.

Taking a place based approach to recovery at a Buckinghamshire level enables us to build on the existing networks and partnerships, strengthen those arrangements that have been set up during the response phase, establish new networks or forums where there are gaps, in a way that will benefit the county in the future and capitalise on the willingness of communities and groups to identify and respond to local issues.

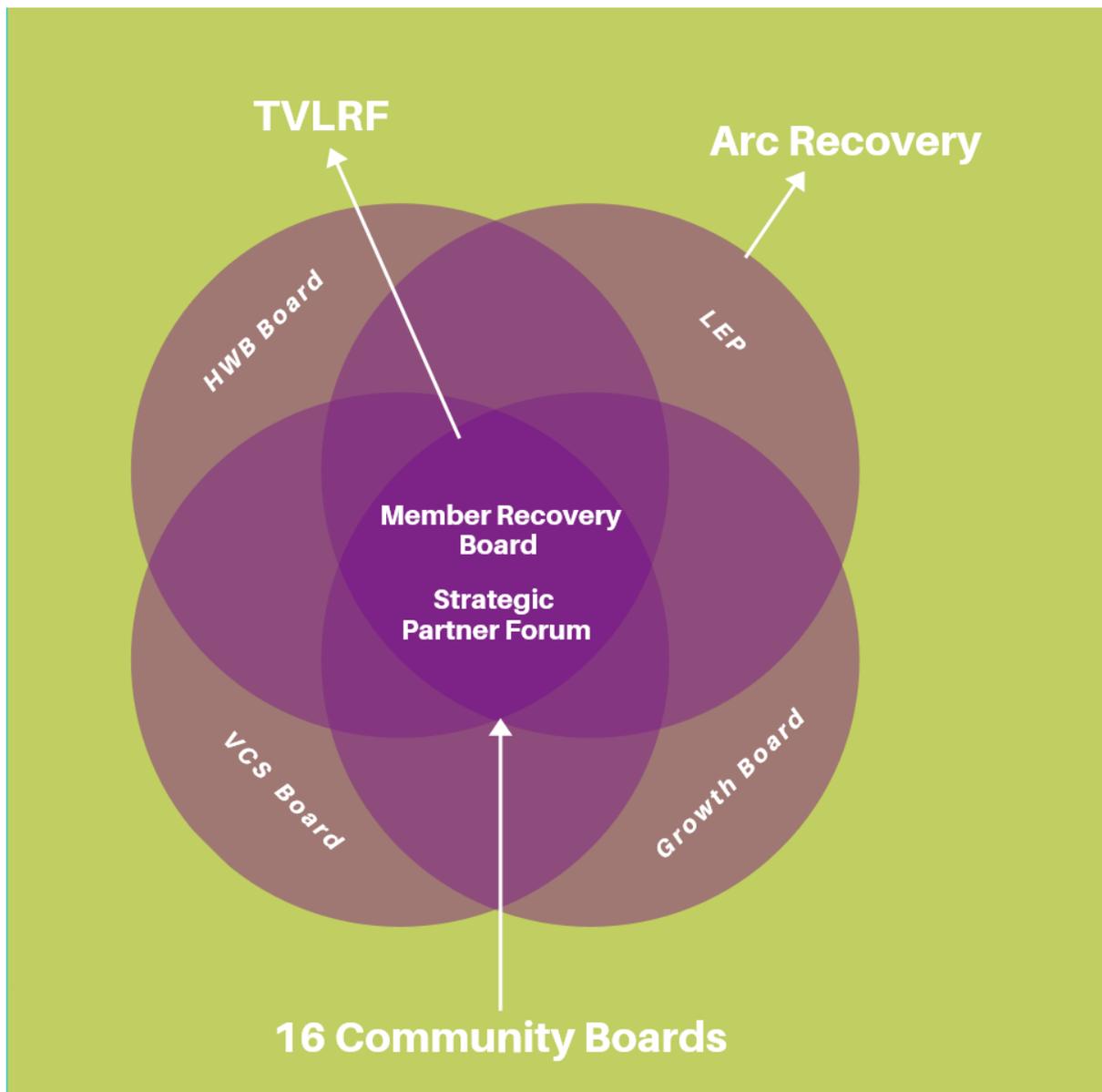
The place-based approach will identify the themes, dependencies and interdependencies to maximise outcomes for Buckinghamshire.

Place Based Governance

There are already multiple levels of national and regional governance around recovery plans and there is a danger that organisations could be engulfed by bureaucracy and governance. Place based governance should be proportionate and utilise existing structures, with new arrangements only established where there are gaps and there is a benefit in bringing people together.

The model for recovery in Buckinghamshire is set out at model 1 below:

Diagram 1 – Recovery Model for Buckinghamshire



Appendix 1 sets out the membership of each of these partnerships.

Roles and Responsibilities

1) Member Recovery Board

As part of the national infection control plans, we are required to establish a 'Member Led Engagement Board'. In order to avoid duplication, this Board will also take on the role of leading the delivery of the Buckinghamshire Recovery Framework, and providing political oversight. Core Membership includes Council portfolio holders, with partners joining the meeting according to the agenda items.

2) Strategic Partner Forum

The purpose of this Forum is to bring together leaders from the private, public and voluntary sectors to share information and understand dependencies. It is a forum for debate and problem solving. This forum was established in January this year and reconvened in July.

3) Thames Valley Local Resilience Forum

The LRF provides a forum for sharing best practice and coordinates information about activities across the Thames Valley, in order to inform Government about progress.

4) Community Boards

The 16 Community Boards provide a key mechanism for local engagement, coordination and action across Buckinghamshire. Each Community Board will have a recovery sub-group focused on driving local action, alongside local partners.

5) Thematic Boards

Four key partnerships across the County have been identified as playing a leading role in shaping and delivering against social, economic and environmental priorities for Buckinghamshire. The partnerships are as follows:

- Health & Wellbeing Board
- Voluntary and Community Partnership
- Growth Board
- Local Enterprise Partnership

The lead Council Portfolio Holder for each of these partnerships sits on the Member Recovery Board.

The 3 Rs Approach to Recovery

Buckinghamshire is adopting a '3 Rs' approach to Recovery:

- 1. Reset** – At the present time, it is clear that recovery will be to a new normal. Although there have been many difficult and disruptive consequences to the crisis, there have also been changes to the way that individuals and organisations work, live and play that have brought benefits. Some of these were accelerations to existing transformation plans and others were borne out of necessity. Whilst we are all still operating in this period of change it gives an opportunity to reimagine and reform our previous thinking and embed the opportunities into future designs. For Buckinghamshire, this is aligned to the work we are doing to restructure the Council and improve services.
- 2. Resilience** – any recovery in the short to mid-term will require us to learn to live with Covid-19 and be able to respond to increases and decreases in infection rates. This will affect everybody – both in work and social lives. Many people will have also been personally and collectively impacted by the crisis. Our staff who have been fully deployed will need time to recharge and recover, individuals who have lost friends and family will need time to grieve and many will be affected by mental health.
- 3. Restoration** – as the crisis took hold many parts of society were effectively put on hold and will need to restart at an appropriate time and in an appropriate way. However, whilst the activity might have paused, the requirement for it did not always stop and in fact in some settings (for example health) might have been aggravated. Planning an orderly restoration which understands the complexity of the whole system will be essential, whilst also taking the opportunity to reset the new operating model and build resilience into our system and people.

Principles for Place based Recovery in Buckinghamshire

Alignment across an agreed set of principles will ensure that any dependencies and interdependencies are managed in the best interests of the wider system and those that it serves. Building on the principles of individual organisations and sectors, principles for Buckinghamshire are:

- **Sharing information and resources** – to ensure that individuals, communities and organisations provide, and access, appropriate information, specialist services and resources.
- **Using an inclusive and multi-disciplinary approach** - to identify the themes, dependencies and interdependencies to maximise outcomes for Buckinghamshire.
- **Listen to individuals, communities and businesses** – to recognise the changing needs of affected individuals, families and groups within the population over time.
- **Work with communities** – to ensure the active participation of the affected communities and a strong reliance on local capacities and expertise.
- **Well-being at the core** – ensuring that all agencies involved in wellbeing and social support are engaged in decision-making
- **Equity and fairness for all** - to ensure that no individual, community or organisation is unfairly disadvantaged as a result of recovery actions.
- **Exploit opportunities arising from the pandemic** – to encourage and retain transformational improvements where appropriate (for example “Digital by Default”).
- **Be agile and innovative** - we will be light on bureaucracy and tight on delivery.
- **Learn from others** – to exploit opportunities to embed good practice.

Plans & Priority Areas for Recovery

The TVLRF has identified 4 strategic priority areas:

1. Health and Wellbeing Impact

- a. Assistance for those who have either had the virus and are recovering or those who have lost someone to the virus.
- b. Emotional support for the whole population who have been affected by significant disruption to their lives and may react to the threat of the pandemic or future pandemics in challenging ways.

2. Direct Hardship Impact

- a. Assistance for those who have lost their livelihood and potentially homes, relationships and more because of the global pandemic.
- b. Support for learners and recent leavers who need educational and career support to move to the next stage of their life.
- c. Memorials and other marks of respect

3. Structural Economic Impact

- a. Support for business and the Government to re-establish economic activity and an appropriate fiscal environment.
- b. Detailed assessments of impact across sectors and places, retraining and funding to assist restructuring.
- c. Apprenticeship support and job brokering (if required).
- d. Business advice and counselling.

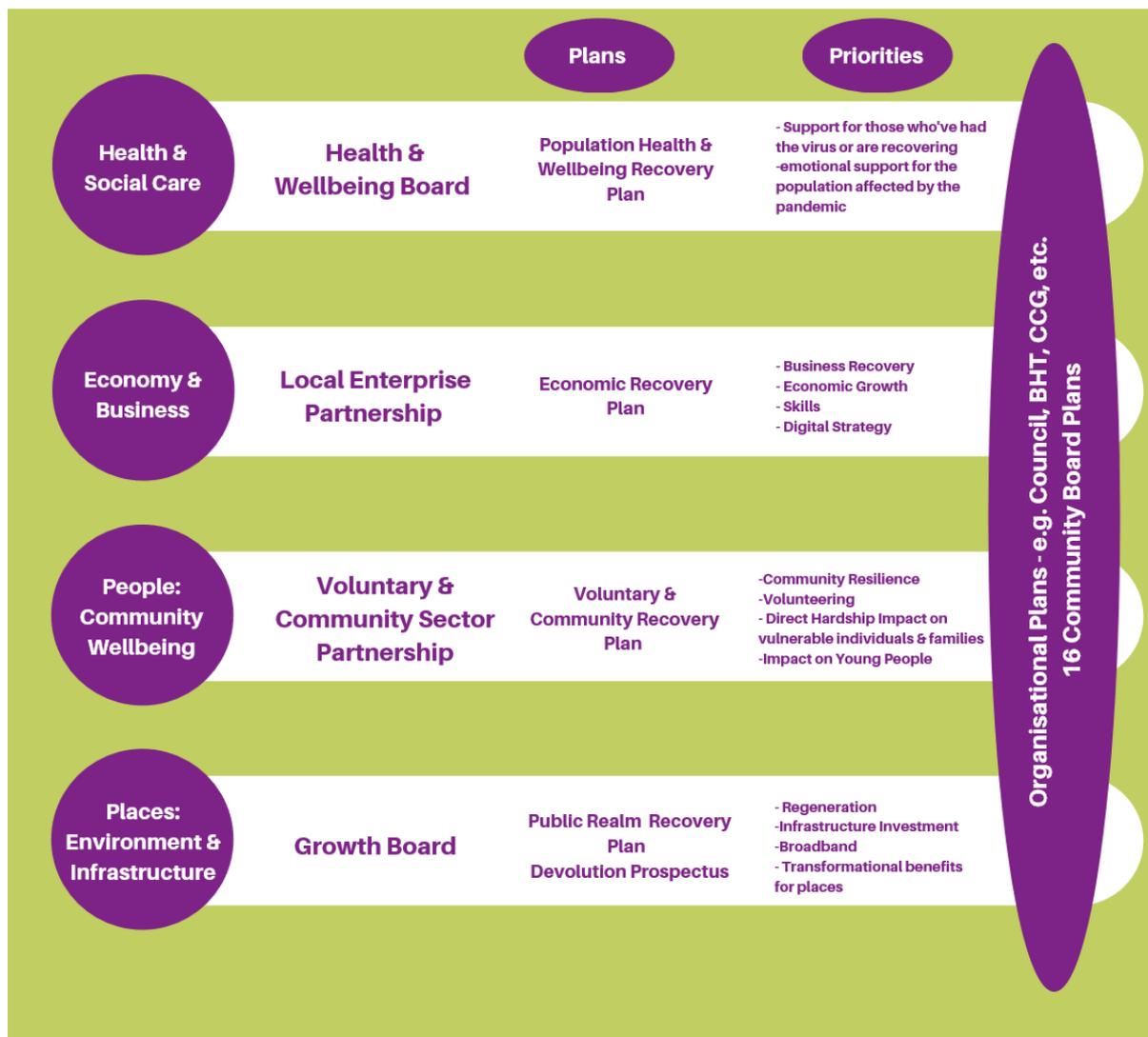
4. Building resilience and seizing the positives

- a. Future resilience to epidemic or pandemic viruses.
- b. Do we want services operating how they were, or do we want to recommission to new standards and behaviours?
- c. What changes to service, operations, behaviours and legislation are required to maintain low virus transmission rates and public safety?
- d. Pick up and cherish the transformational benefits of the behaviours demonstrated during the pandemic.
- e. Carbon Reduction/Air Quality/Less commuting
- f. NHS and other key worker recruitment
- g. Community Action/Volunteering

Within Buckinghamshire, each of these priorities have been aligned to relevant partnerships.

The following diagram provides an initial view about the alignment of emerging priorities and recovery plans to the 4 thematic partnerships. It also reflects the fact that individual organisations will have their own separate recovery plans which overlap the partnership plans.

Diagram 2 – Thematic Partnerships – Plans & Priorities



Each partnership will have its own supporting structures in relation to recovery, as well as regional and national networks. These relationships are set out at Appendix 2.

Next Steps

Understanding Impact

To support recovery planning, work is taking place to understand the impact of Covid through surveys, engagement, analysis of key data sources and horizon scanning. These impact assessments will collectively inform the development of the thematic recovery plans.

The key areas of work taking place include:

Economic Evidence Base

A review by the LEP of the evidence base developed for the local industrial strategy.

Public Health Impact Assessment

A health and inequality impact assessment using local qualitative and descriptive information to identify negative and positive potential impacts on 4 key areas- services, people, environment and economy and any inequalities within these areas. This includes a population survey.

Community Impact Assessment

A desk-based exercise focused on collating the risks and opportunities identified by partners in Buckinghamshire. This will be used to inform the TVLRF level impact assessment.

NHS Model for Service Delivery

Engagement activities to understand the impact of different ways of delivering health services on individuals and communities.

Developing Plans

Detailed recovery plans are under development for each of the four themes as follows:

| Thematic Recovery Plans | Lead | Timescale |
|-----------------------------------|--------------------|------------------|
| Population Health & Recovery Plan | Jane O'Grady | September 2020 |
| Economic Recovery Plan | Richard Harrington | September 2020 |
| Voluntary & Community Plan | Claire Hawkes | September 2020 |
| Public Realm Recovery Plan | Richard Barker | September 2020 |
| Devolution Prospectus | Sarah Ashmead | September 2020 |

In addition, the 16 Community Boards will be developing their area action plans by September.

A set of key indicators will be developed to enable the Recovery Board and the Strategic Partners Forum to understand our collective progress.

Appendix 1 – Partnerships

Member Recovery Board

- Martin Tett - Leader, Buckinghamshire Council
- Anita Cranmer - Cabinet Member for Education and Skills, Buckinghamshire Council
- Angela Macpherson – Deputy Leader & Cabinet Member for Adult Social Care, Buckinghamshire Council
- Mark Shaw - Cabinet Members for Children’s Services, Buckinghamshire Council
- Gareth Williams - Cabinet Member for Communities and Public Health, Buckinghamshire Council
- Katrina Wood – Deputy Leader & Cabinet Member for Resources, Buckinghamshire Council

Strategic Partner Forum

- Martin Tett – Leader, Buckinghamshire Council
- Rachael Shimmin –Chief Executive, Buckinghamshire Council
- Matthew Applegate – Chief Executive, Vale of Aylesbury Housing Trust
- Matthew Bailes – Chief Executive, Paradigm Housing Group
- Nick Braisby – Vice-Chancellor, Buckinghamshire New University
- Carole Burslem – Chief Officer, Bucks & Milton Keynes Association of Local Councils
- Jenifer Cameron – CEO, Action4Youth
- John Campbell – Chief Constable, Thames Valley Police
- Michael Garvey, Chairman, Buckinghamshire Business First
- Imelda Goldsboro – Senior Partnership Manager, Department for Work and Pensions
- Francis Habgood – Chairman, Buckinghamshire Safeguarding Children & Adults Boards
- Richard Harrington – Chief Executive, Buckinghamshire Local Enterprise Partnership
- James Kent – Chief Executive, Buckinghamshire Clinical Commissioning Group & ICS Executive Lead
- Michael Loebenberg – Local Area Commander, Thames Valley Police
- Neil MacDonald – Chief Executive, Buckinghamshire Healthcare NHS Trust
- Trevor Morrow – Chief Executive, Red Kite Community Housing
- David Norris – Head of Service Delivery, Buckinghamshire Fire & Rescue Service
- Andrew Smith – Chairman, Buckinghamshire Local Enterprise Partnership
- Jason Thelwell – Chief Fire Officer, Buckinghamshire Fire & Rescue Service
- James Tooley – Professor, University of Buckingham
- Chris Ward – Assistant Chief Constable, Thames Valley Police

Health and Wellbeing Board

- Gareth Williams - Cabinet Member for Communities and Public Health, Buckinghamshire Council
- Raj Bajwa -Clinical Chair, Buckinghamshire Clinical Commissioning Group
- Jenny Baker - Chair, Healthwatch Bucks
- Dr Nick Broughton - Chief Executive, Oxford Health
- Isobel Darby - Cabinet Member for Housing & Homelessness, Buckinghamshire Council
- Martin Gallagher - CEO, The Clare Foundation
- Katie Higginson - Group Chief Executive, Community Impact Bucks
- James Kent - Chief Executive, Buckinghamshire Clinical Commissioning Group & ICS Executive Lead

- Neil Macdonald - Chief Executive, Buckinghamshire Healthcare NHS Trust
- Angela Macpherson - Deputy Leader & Cabinet Member for Adult Social care, Buckinghamshire Council
- Robert Majilton – Deputy Chief Executive, Buckinghamshire Clinical Commissioning Group
- Jane O'Grady - Director of Public Health, Buckinghamshire Council
- Gill Quinton - Corporate Director, Adults & Health, Buckinghamshire Council
- Dr Sian Roberts - Clinical Director, Buckinghamshire CCG
- Mark Shaw - Cabinet Member for Children's Services, Buckinghamshire Council
- Dr Juliet Sutton - Clinical Director, Buckinghamshire CCG
- Tolis Vouyioukas - Corporate Director, Children's Services, Buckinghamshire Council
- Dr Karen West - Member GP, Buckinghamshire CCG
- David Williams - Director of Strategy, Buckinghamshire Healthcare NHS Trust

Local Enterprise Partnership

- Andrew M Smith – Chairman
- Philippa Batting - Managing Director of Buckinghamshire Business First
- Steve Bowles - Cabinet Member for Town Centre Regeneration, Buckinghamshire Council
- Steven Broadbent - Member of Buckinghamshire Council
- Adrian Brown - Managing Director, Berkeley Strategic
- Isobel Darby – Cabinet Member, Housing & Homelessness, Buckinghamshire Council
- Lucy Edge - Chief Operation Officer, Satellite Applications Catapult
- Hiren Gandhi - Partner, Blaser Mills Law
- Michael Garvey, Chairman, Buckinghamshire Business First
- Alistair Lomax - Director of Arc Universities Group
- Eman Martin-Vignerte - Head of External Affairs, Governmental & Political Relations, Bosch
- Nick Naylor - Cabinet Member for Transport, Buckinghamshire Council
- Clare Pelham - Chief Executive, Epilepsy Society
- Emma Potts - Chief Operating Officer and University Secretary, University of Buckingham
- Martin Tett - Leader, Buckinghamshire Council

Buckinghamshire Growth Board

- Martin Tett - Leader, Buckinghamshire Council
- Richard Harrington, Chief Executive, Buckinghamshire Local Enterprise Partnership
- Neil Macdonald - Chief Executive of Buckinghamshire Healthcare Trust
- Angela Macpherson – Deputy Leader & Cabinet Member for Adult Social Care, Buckinghamshire Council
- Nick Naylor – Cabinet Member for Transportation, Buckinghamshire Council
- Rachael Shimmin - Chief Executive of Buckinghamshire Council
- Ian Thompson Corporate Director for Planning Growth and Sustainability, Buckinghamshire Council
- Warren Whyte – Cabinet Member for Planning & Enforcement, Buckinghamshire Council
- Katrina Wood – Deputy Leader & Cabinet Member for Resources, Buckinghamshire Council

Voluntary and Community Sector Partnership - *To be confirmed*

Community Boards

| Community Board | Chairman | Coordinator |
|--|-------------------|--------------------|
| Buckingham & Villages | Charlie Clare | Sophia Comer |
| Winslow & Villages | Susan Renshell | Leone Dale |
| Wing & Ivinghoe | Anne Wight | Katrina Kelly |
| Haddenham & Waddesdon | Michael Rand | Elaine Hassall |
| Aylesbury | Mark Winn | Amy Jenner |
| Wendover | Julie Ward | Michelle Parker |
| Chesham & Villages | Patricia Birchley | Helen Cavill |
| Missendens | Peter Martin | Liz Charleston |
| North-West Chilterns | Gary Hall | Jackie Binning |
| Amersham | Graham Harris | Lizzie Wright |
| South West Chilterns | Dominic Barnes | Makyla Devlin |
| Beaconsfield & Chepping Wye | Anita Cranmer | Andy Chapman |
| High Wycombe | Arif Hussain | Fay Ewing |
| Beeches | David Anthony | Jack Pearce |
| Wexham & Ivers | Jilly Jordan | Lee Scrafton |
| Denham & Gerrards Cross & Chalfonts | Santokh Chhokar | Ani Sultan |

This page is intentionally left blank



Report to Cabinet

Date: 28/07/2020

Title: Corporate Key Performance Indicators

Relevant councillor(s): Katrina Wood

Author and/or contact officer: Joanna Baschnonga and Matt Everitt

Ward(s) affected: None specific

Recommendations:

- 1. Recommend that key performance indicators for 2020/21 are agreed**
- 2. Recommend that associated targets for 2020/21 are agreed**

Reason for decision: Key performance indicators and targets have been developed collaboratively with each Directorate and agreed with the portfolio holder.

Executive summary

- 1.1 This report details the key performance indicators and targets being proposed for reporting to Cabinet in 2020/21 - the first year of Buckinghamshire Council. If agreed, reporting against these indicators will commence for Quarter 2.
- 1.2 Proposed key performance indicators and the associated targets to be reported to Cabinet have been agreed within each Directorate and with each portfolio holder. These will be reviewed on an annual basis.

Content of report

- 1.3 Cabinet Key Performance Indicators and targets are reviewed annually in accordance with the Corporate Performance Framework.
- 1.4 Proposed key performance indicators and targets are included in the appendix.
- 1.5 Cabinet are asked to consider:

- a) **Key Performance Indicators for 2020/21, considering**

Whether we will have a sufficient range of indicators to evidence the key Council objectives for 2020/21;

Whether we will have an appropriate number of indicators that evidence the outcomes we are seeking to achieve

- b) **Targets, considering**

Whether the targets proposed evidence the Council's ambition for 2020/21, are stretching but achievable, and are in line with latest benchmarking (where available)

Other options considered

N/A

Legal and financial implications

N/A

Corporate implications

N/A

Consultation and communication

N/A

Next steps and review

1.6 If agreed, outturns for key performance indicators will be reported for Quarter 2.

1.7 Indicators and targets will be reviewed annually.

Background papers

1.8 Details of key performance indicators, targets and a summary of the process are included in the appendix.

Your questions and views (for key decisions)

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 tel: 01296 382343 or email democracy@buckinghamshire.gov.uk

This page is intentionally left blank



Cabinet

Corporate Key Performance Indicators 2020/21

Business Intelligence & Insight

Report for decision



Summary of process

- Cabinet Performance Indicators and targets are reviewed annually
- Indicators and targets are developed collaboratively through discussion between Directorate teams and Business Intelligence & Insight
- Proposals have been signed off by the relevant Corporate Director and through CMT
- Cabinet Member approval has been obtained for the proposed indicators for their portfolio area
- Proposals are presented to Cabinet for approval
- There are 120 indicators for consideration.

Indicator and target setting



- Indicators selected will clearly evidence and/or support the objectives in the Corporate & Directorate plans.
- When setting indicators, the following factors will be considered:
 - a) Strength of link to outcomes for residents
 - b) Member views and priorities
 - c) Improvement indicators
 - d) Statutory indicators
 - e) Availability of benchmarking data
 - f) The availability of the relevant data
 - g) An appropriate target for the indicator
- The Business Intelligence & Insight team work with each service area, providing analysis and information to enable indicator and target setting.
- Cabinet members are responsible for signing-off indicators and targets within their portfolio area, in discussion with Corporate and Service Directors with support from the Business Intelligence and Insight team.

Adult Social Care

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-------------------------------------|-------------------------|---|-----------------------|
| ASC 001 | Delayed transfers of care from hospital attributable to NHS and/or ASC per 100,000 population. | Quarterly | 2.3 each quarter | Good to be low | Annual benchmark delayed due to Covid-19 impact | Q1 to Q3 2019/20: 2.9 |
| ASC 002 | Number of younger people (aged 18 - 64) admitted to permanent residential or nursing care homes per head of 100,000 population. | Quarterly | 13.5 by year end. (3.4 per quarter) | Good to be low | South East: 13.6, England 13.9 2018/19. | Q1 2020/21: 1.9 |
| ASC 003 | No. of older people (65+) admitted to permanent residential or nursing care homes per 100,000 population. | Quarterly | 400 by year end. (100 per quarter) | Good to be low | South East: 521.2, England 580.0 2018/19. | Q1 2020/21: 82.2 |
| ASC 004 | % of younger adults (aged 18-64) with a learning disability living in their own home or with friends/family | Quarterly | 75% | Good to be high | South East: 71%, England 77% 2018/19 | Q1 2020/21: 74% |
| ASC 005 | % of service users due an annual review that receive their review. | Quarterly | 80% by year end. (20% per quarter) | Good to be high | South East: 63%, England 61% 2018/19 | Q1 2020/21: 18% |



Adult Social Care

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|--------------------------------|-----------------|-------------------------|---------------------------------------|--|
| ASC 006 | Overall Satisfaction of Carers with Social Care Services. | Bi-annual reported in 2020/21. | 38% | Good to be high | South East: 38%, England 39% 2018/19. | 2018/19: 27%. |
| ASC 007 | Overall satisfaction of people who use services with their care and support. | Annual | 65% | Good to be high | South East: 66%, England 64% 2018/19. | 2018/19: 59% 2019/20: 63% (provisional) |
| ASC 008 | Proportion of people who use services who have control over their daily life. | Annual | 80% | Good to be high | South East: 80%, England 78% 2018/19. | 2018/19: 78% 2019/20: 75% (provisional) |
| ASC 009 | % of service users who say those services make them feel safe & secure (annual). | Annual | 87% | Good to be high | South East: 89%, England 87%). | 2018/19: 84% 2019/20: 84% (provisional) |
| ASC 010 | % of people discharged from hospital into re-ablement/rehabilitation services who are still in their own home 91 days after discharge. | Annual | 75% | Good to be high | South East: 80%, England 87% 2018/19 | 2018/19: 71% |
| ASC 011 | % of safeguarding concerns completed or progressed within 2 working days. | Quarterly | Monitor | Monitor | n/a | n/a |



Adult Social Care

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------|-------------------------|---|----------------------------------|
| ASC 012 | % of people in contact with secondary Mental Health Services (aged 18-64) living in their own home or with friends /family. | Quarterly | Monitor | Monitor | South East: 56%, England 58% 2018/19 | 2018/19: 43% |
| ASC 013 | Spend on Adult Social Care per person aged 18+ (annual monitor). | Annual | Monitor | Monitor | £406 CIPFA Nearest Neighbours, £425 England averages. | £403 Buckinghamshire Average. |
| ASC 014 | Spend on long and short term care per Adult Social Care Client aged 18-64. | Annual | Monitor | Monitor | £28,692 CIPFA Nearest Neighbours, and £25,184 England averages. | £29,912 Buckinghamshire Average. |
| ASC 015 | Spend on long and short term care per Adult Social Care Client aged 65+ . | Annual | Monitor | Monitor | £15,658 CIPFA Nearest Neighbours, and £14,286 England. | £16,223 Buckinghamshire Average. |



Children's Services

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--|--------------------------------|
| CS 001 | % of assessments completed in 45 working days. | Quarterly | 84% | Good to be high | England (83%), South East (82%), Statistical Neighbours (82%) (2018/19). | April 2020: 77%, May 2020: 84% |
| CS 002 | % of children with Initial Child Protection Conferences completed within 15 working days of the strategy discussion. | Quarterly | 78% | Good to be high | England (79%), South East (77%), Statistical Neighbours (78%) (2018/19). | April 2020: 80%, May 2020: 83% |
| CS 003 | % children subject to a Child Protection Plan seen within 4 weeks, includes physical visits and virtual contact. | Quarterly | 95% | Good to be high | n/a | 92% on 1 June |
| CS 004 | % of 19-21 year olds who have left care that are in education, employment or training. | Quarterly | 60% | Good to be high | England (52%), South East (54%), Statistical Neighbours (52%) (2018/19). | April 2020: 60%, May 2020: 59% |
| CS 005 | % Children Looked After who have had a review within timescales – including virtual reviews. | Quarterly | 92% | Good to be high | n/a | April 2020: 96%, May 2020: 95% |



Children's Services

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--|--------------------------------|
| CS 006 | % children waiting less than 14 months between entering care and moving in with their adoptive family. | Quarterly | 60% | Good to be high | England (56%), South East (58%), Statistical Neighbours (59%) (2018/19). | April 2020: 50%, May 2020: 50% |
| CS 007 | % of children who became subject to a Child Protection Plan for a second or subsequent time ever. Cumulative during the quarter, then reset at the end of quarter. | Quarterly | 25% per quarter | Good to be low | England (21%), South East (21%), Statistical Neighbours (21%) (2018/19). | April 2020: 29%, May 2020: 29% |
| CS 008 | % of children starting to be looked after that are placed in internal placements (from 1 April 2020). Cumulative percent from April 2020 each quarter. | Quarterly | 66% | Good to be high | n/a | 61% in April and May 2020 |
| CS 009 | % of Children Looked After looked after for 12+ months who have had their annual health assessment. | Quarterly | 92% | Good to be high | England (90%), South East (86%), Statistical Neighbours (90%) (2018/19). | April 2020: 87%, May 2020: 89% |

Children's Services

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------|-------------------------|---|------------------------------|
| CS 010 | Number of first time entrants into the criminal justice system. | Quarterly | Monitor | Monitor | n/a | Q1 2020/21: 17 |
| CS 011 | Rate per 10,000 of Child Protection Plans. | Quarterly | Monitor | Monitor | England (44), South East (41), Statistical Neighbours (34) (2018/19). | April 2020: 44, May 2020: 43 |
| CS 012 | Rate per 10,000 of Children Looked After. | Quarterly | Monitor | Monitor | England (65), South East (35), Statistical Neighbours (46) (2018/19). | April 2020: 39, May 2020: 38 |



Communities and Public Health

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------|-------------------------|-----------------------------|--------------------|
| CPH 001 | Appointment offered within 48 hours to clients attending GUM clinics | Quarterly | 98% | Good to be high | n/a | Q4 2019/20: 100% |
| CPH 002 | % of births that receive a face-to-face New Birth Visit within 14 days by a health visitor in the quarter | Quarterly | 90% | Good to be high | 87.8% National (2019/20 Q2) | Q3 2019/20: 95.4% |
| CPH 003 | % of those who have set a quit date who have successfully quit at 4 weeks | Quarterly | 50% | Good to be high | 52% National (2018/19) | Q3 2019/20: 55% |

Communities and Public Health

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--------------|--|
| CPH 004 | Number of library information enquiries (signposting and referral) | Quarterly | 9k per year | Good to be high | n/a | 2019/20: Average 3,000 per quarter. Q1 2020/21 was 0 due to lockdown |
| CPH 005 | Number of victims supported by IDVAs who have their risk level reduced | Quarterly | 65% | Good to be high | n/a | Q3 2019/20: 78% |
| CPH 006 | Number of downloads (e-audiobooks, e-magazines and e-news) | Annual | 200k per year | Good to be high | n/a | Q1 2020/21: 141,492 |

Culture

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------|-------------------------|--------------|-----------------------|
| CUL 001 | Number of archive items viewed | Quarterly | Monitor | Monitor | n/a | n/a |
| CUL 002 | Buckinghamshire County Museum visitor numbers | Quarterly | Monitor | Monitor | n/a | Q3 2019/20: 67,904 |

Education and Skills

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|---|---|
| ES 001 | % new Education, Health & Care plans issued within 20 weeks (excluding exceptions). | Quarterly | 55% | Good to be high | South East (47.4%), National (60.4%), Buckinghamshire (40.0%) (2019 calendar year). | January 2020 to June 2020: 60.1% cumulative |
| ES 002 | % of pupils attending schools rated good and outstanding by Ofsted. | Quarterly | 90% | Good to be high | South East (90%), National (86%) (March 2020). | 90%. Note: Ofsted inspections are currently suspended. |
| ES 003 | % of Early Years settings (Ofsted registered childcare on non-domestic premises) rated good/outstanding. | Quarterly | 97% | Good to be high | South East (98%), National (97%) (March 2020). | 98%. Note: Ofsted inspections are currently suspended. |
| ES 004 | % Early Help Family Support Service cases closed during the quarter where their outcomes have been met (families). | Quarterly | 60% | Good to be high | n/a | 2019/20: Q1:51%, Q2:56%, Q3:51%, Q4:53%. |

Education and Skills

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--|--|
| ES 005 | Permanent exclusion rate – primary. | Annual | 0.02% | Good to be low | South East (0.02%), National (0.03%), Buckinghamshire (0.04%) (2017/18 academic year). | Provisionally 0.02%. Final performance reported at Q2 for the academic year 2018/19 (when DfE release these figures). |
| ES 006 | Permanent exclusion rate – secondary. | Annual | 0.20% | Good to be low | South East (0.11%), National (0.20%), Buckinghamshire (0.25%) (2017/18 academic year). | Provisionally 0.14%. Final performance reported at Q2 for the academic year 2018/19 (when DfE release these figures). |
| ES 007 | Number of Early Help Family Support Service Assessments completed during the quarter (families). | Quarterly | Monitor | Monitor | n/a | Increasing since Q1 of 2019/20: Q1:147, Q2:118, Q3:191, Q4:182. |
| ES 008 | Number of open Early Help Family Support Service cases as at end of the quarter (families). | Quarterly | Monitor | Monitor | n/a | Increasing since Q1 of 2019/20: Q1:259, Q2:262, Q3:400, Q4:512. |

Environment and Climate Change

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------------|-------------------------|---------------------------------------|----------------------|
| ECC 001 | NI 192: % of waste collected for recycling, reuse, composting or anaerobic digestion) from household sources (household collection and Household Recycling Centres) | Quarterly | >60% | Good to be high | National (England) target of over 50% | Q3 2019/20: 55.9% |
| ECC 002 | NI 191: Residual Household Waste per Household (kg) | Quarterly | 125 kg/HH | Good to be low | n/a | Q3 2019/20: 115.59kg |
| ECC 003 | Missed Bin Collections | Quarterly | Weekly average <0.15% | Good to be low | n/a | Q1 2020/21: 0.15% |
| ECC 004 | Number of fly-tipping instances reported | Quarterly | Monitor | Monitor | n/a | Q4 2019/20: 301 |

Housing and Homelessness

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--------------|------------------------------|
| HH 001 | Number of households living in temporary accommodation for over 12 months | Quarterly | 32 maximum | Good to be low | n/a | Q4 2019/20: 32 |
| HH 002 | Number of applicants with/expecting children who have been in non-self-contained B&B accommodation for longer than 6 weeks | Quarterly | 0 | Good to be low | n/a | Q4 2019/20: 1 |
| HH 003 | % of homelessness decisions taking over 56 days | Quarterly | 48% | Good to be low | n/a | Q4 2019/20: Wycombe only 48% |
| HH 004 | Total households on the housing waiting list | Quarterly | Monitor | Monitor | n/a | Q4 2019/20: 4,562 |
| HH 005 | Number of Bucks Home Choice Lets | Quarterly | Monitor | Monitor | n/a | Q4 2019/20: 351 |
| HH 006 | Number of cases closed as prevented from becoming homeless | Quarterly | Monitor | Monitor | n/a | Q4 2019/20: 179 |



Leader's

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------------|-----------------------------|--|
| LEA 001 | Number of new business registrations (rank against other LEPs) | Quarterly | Top 10 | Good to be high (ranked 1-10) | LEP League Table | Q4 2019/20: 6 |
| LEA 002 | Unemployment Claimant Rate (as a % of National Rate) | Quarterly | <55% | Good to be low | n/a | New dataset: Buckinghamshire went from 55% of the national rate in March to 72% in May (data released 16/06) |
| LEA 003 | Availability of Superfast Broadband (24mbps) (fixed fibre to residential and business premises in Buckinghamshire) | Quarterly | >95% | Good to be high | July 2020: South East 97.9% | Q4 2019/20: 96.12% |
| LEA 004 | % Floor space developed in Enterprise Zones relative to projected amount in Implementation Plan | Quarterly | >95% | Good to be high | n/a | Q4 2019/20: 100% |
| LEA 005 | Strategic Infrastructure projects: % profiled spend achieved | Quarterly | Monitor | Monitor | n/a | n/a |

Logistics

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------|-------------------------|--------------|--|
| LOG 001 | % of invalid PCNs (on- and off-street) | Quarterly | <4% | Good to be low | n/a | n/a |
| LOG 002 | % eligible clients who are provided with transport before the required start date, or no later than 15 working days from referral | Quarterly | 95% | Good to be high | n/a | 94.5% based on all 2020 data until 18 th June |
| LOG 003 | Number of <u>off</u> -street (car park) ticket sales across Buckinghamshire | Quarterly | Monitor | Monitor | n/a | Q1 2020/21: 0 (due to parking charge suspension from 27/03/2020) |
| LOG 004 | Number of <u>on</u> -street ticket sales across Buckinghamshire | Quarterly | Monitor | Monitor | n/a | Q1 2020/21: 0 (due to parking charge suspension from 27/03/2020) |
| LOG 005 | Number of eligible clients transported (adults) | Quarterly | Monitor | Monitor | n/a | n/a |
| LOG 006 | Number of eligible clients transported (children) | Quarterly | Monitor | Monitor | n/a | n/a |
| LOG 007 | Number of non-eligible clients transported (children) | Quarterly | Monitor | Monitor | n/a | n/a |
| LOG 008 | Number of public transport bus routes in Buckinghamshire | Quarterly | Monitor | Monitor | n/a | n/a |



Planning and Enforcement

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--|-------------------------|
| PE 001 | % of decisions for major developments that have been determined within agreed timeframes | Quarterly | >85% | Good to be high | n/a | As at 31/05/2020 : 86% |
| PE 002 | % of decisions for major developments that have been overturned at appeal | Quarterly | <2% | Good to be low | n/a | As at 31/05/2020 : 1.8% |
| PE 003 | % of decisions for non-major developments that have been determined within agreed timeframes | Quarterly | >85% | Good to be high | n/a | As at 31/05/2020 : 86% |
| PE 004 | % of decisions for non-major developments that have been overturned at appeal | Quarterly | <2% | Good to be low | n/a | As at 31/05/2020 : 0.9% |
| PE 005 | % of planning consultations responded to within agreed timeframes | Quarterly | >75% | Good to be high | n/a | n/a |
| PE 006 | % of building control applications checked within 21 days | Quarterly | >90% | Good to be high | Nationally recognised target as part of LABC | n/a |
| PE 007 | Building control market share % | Quarterly | >70% | Good to be high | n/a | n/a |
| PE 008 | % of enforcement appeals allowed | Quarterly | 20% | Good to be low | n/a | n/a |



Planning and Enforcement

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------|-------------------------|--------------|--------------------|
| PE 009 | Total amount secured (S106) | Quarterly | Monitor | Monitor | n/a | n/a |
| PE 010 | Total amount received (S106, Community Infrastructure Levy) | Quarterly | Monitor | Monitor | n/a | n/a |
| PE 011 | Compliance with the Local Development Scheme (Planning Policy) | Quarterly | Monitor | Monitor | n/a | n/a |
| PE 012 | Number of enforcement cases logged | Quarterly | Monitor | Monitor | n/a | n/a |
| PE 013 | Number of enforcement cases closed | Quarterly | Monitor | Monitor | n/a | n/a |
| PE 014 | Number of enforcement notices issued | Quarterly | Monitor | Monitor | n/a | n/a |
| PE 015 | Number of enforcement cases resolved through amicable negotiation | Quarterly | Monitor | Monitor | n/a | n/a |

Page 76

Property and Assets

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|------------------|-------------------------|--------------|---|
| PA 001 | % 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) | Quarterly | 0% | Good to be low | n/a | Q1 2020/21: Void >1 year 10.2% Void >2 years 4.1% |
| PA 002 | Gross yield from Investment portfolio | Quarterly | >6% | Good to be high | n/a | Q1 2020/21: 6.48% |
| PA 003 | Gross income from Property | Quarterly | >Annual Budget | Good to be high | n/a | n/a |
| PA 004 | Improvement of net asset value of companies AVE (Aylesbury Vale Estates) and Consilio | Annual | >0% | Good to be high | n/a | n/a |
| PA 005 | Gross income from properties in the companies AVE (Aylesbury Vale Estates) and Consilio | Annual | >Contract Budget | Good to be high | n/a | n/a |
| PA 006 | Net asset value of Investment portfolio | Annual | Monitor | Monitor | n/a | n/a |

Regulatory Services

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--------------|--------------------|
| REG 001 | % of interventions completed against the total due in the annual inspection plan of food premises (A-D rated premises) | Quarterly | 90% | Good to be high | n/a | Q4 2019/20: 96% |
| REG 002 | Number of unrated premises which are awaiting an inspection and are trading | Quarterly | Monitor | Monitor | n/a | n/a |
| REG 003 | % taxi licences issued vs suspensions/revocations | Quarterly | Monitor | Monitor | n/a | n/a |
| REG 004 | Total number of licence applications received in Buckinghamshire | Quarterly | Monitor | Monitor | n/a | n/a |
| REG 005 | Total number of licences granted in Buckinghamshire | Quarterly | Monitor | Monitor | n/a | n/a |

We are in the process of developing further meaningful KPIs for Regulatory Services. This is work in progress because many service standards, ways of working, and ways of collecting and managing data were not the same across the legacy areas.

Resources

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-------------------------|-------------------------|---|--|
| RES 001 | % of new BC website pages that meet accessibility standards | Quarterly | 80% | Good to be high | Industry benchmark June 2020: 76.3% | Q1 2020/21: 74.8% |
| RES 002 | Average % of phone calls in Customer Service Centres abandoned before being answered | Quarterly | 10% | Good to be low | Industry standard: 10% | May 2020: 3.9% |
| RES 003 | Average % customers with an appointment seen within 15 minutes of their scheduled appointment at Customer Service Centres | Quarterly | 90% | Good to be high | n/a | May 2020: 100% |
| RES 004 | % total capital spend across BC (forecast) compared to Budget (performance measure) | Quarterly | Within 90% | Banded within 90% | n/a | As at end of June 2020: 3% variance (within tolerance levels) |
| RES 005 | Overall revenue (forecast) variance across the council (performance measure) | Quarterly | Breakeven or underspend | Good to be low | n/a | May 2020: 1.4% overspend |
| RES 006 | £ value of unsecured debt >90 days (excl Business Rate, Housing Benefit and Council Tax, and not secured against a property or asset) | Quarterly | £6,500,000 | Good to be low | n/a | Q1 2020/21: £6,968,000 |

Resources

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-------------------------------|-------------------------|---|--------------------|
| RES 007 | % of invoices paid within 30 days | Quarterly | 95% | Good to be high | n/a | Q1 2020/21: 82% |
| RES 008 | % of Council Tax collected (cumulative) | Quarterly | 98.5% (24.6% per quarter) | Good to be high | n/a | Q1 2020/21: 27.7% |
| RES 009 | % of Business Rates collected (cumulative) | Quarterly | 98.5% (24.6% per quarter) | Good to be high | n/a | Q1 2020/21: 15.1% |
| RES 010 | Average time for processing new Housing Benefit claims (days) | Quarterly | 20 days | Good to be low | n/a | Q1 2020/21: 20.9 |
| RES 011 | Average time for processing Housing Benefit changes claims (days) | Quarterly | 7 days | Good to be low | n/a | Q1 2020/21: 4.6 |
| RES 012 | Number of sickness absence days per FTE annually (BC – rolling year) | Quarterly | 9 days by the end of the year | Good to be low | 2017 central/local government average: 9.3 days | Q1 2020/21: 1.28 |
| RES 013 | Voluntary staff turnover % (BC - rolling year) | Quarterly | 10-14% | Banded within 10-14% | n/a | Q1 2020/21: 1.5% |
| RES 014 | Number of permanent employees | Quarterly | Monitor | Monitor | n/a | Q1 2020/21: 4,006 |



Sport and Leisure

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|---|---------------------|-----------------|-------------------------|--------------|-------------------------------|
| SL 001 | Number of visitors to Country Parks | Quarterly | 917,899 | Good to be high | n/a | 2019/20: 917,899 (total year) |
| SL 002 | Country and Town Park Satisfaction Ratings (Trip Advisor) | Quarterly | Maintain (>4) | Good to be high | n/a | >4 |
| SL 003 | Number of visitors to leisure centres and pools | Quarterly | Monitor | Monitor | n/a | n/a |

Transportation

| Reference | Indicator | Reporting Frequency | Proposed Target | Good to be High or Low? | Benchmarking | Latest Performance |
|-----------|--|---------------------|-----------------|-------------------------|--------------|--------------------|
| TRA 001 | % of local carriageway network in fair/good and very good condition | Quarterly | 65% | Good to be high | Contract KPI | n/a |
| TRA 002 | % of strategic carriageway network in fair/good and very good condition | Quarterly | 93% | Good to be high | Contract KPI | n/a |
| TRA 003 | % of H1&2 footways in Fair/Good and Very Good Condition | Quarterly | 91% | Good to be high | Contract KPI | n/a |
| TRA 004 | % of overall Capital Programmes delivered against agreed programme* | Quarterly | >90% | Good to be high | Contract KPI | Q4 2019/20: 98% |
| TRA 005 | % of Category 1 defects repaired in 2 working days | Quarterly | >95% | Good to be high | Contract KPI | Q4 2019/20: 98% |
| TRA 006 | % of Flood Management applications responded to within 21 days of receipt | Quarterly | >85% | Good to be high | n/a | Q4 2019/20 98.3% |
| TRA 007 | NHT Public Satisfaction Survey: (KBI 15) % of customers satisfied with their local Rights of Way Network | Annual | 60% | Good to be high | NHT | 2019/20: 58% |
| TRA 008 | NHT Public Satisfaction Survey (Tackling Congestion) | Annual | 47% | Good to be high | NHT | 2019/20: 45% |
| TRA 009 | Major transport schemes: % of profiled spend achieved | Quarterly | Monitor | Monitor | n/a | n/a |
| TRA 010 | HS2 highways approvals: % responded within time limit | Quarterly | Monitor | Monitor | n/a | n/a |
| TRA 011 | HS2 planning approvals: % responded to within time limit | Quarterly | Monitor | Monitor | n/a | n/a |



Report to Cabinet

Date: 28 July 2020

Title: **Q1 2020/21 Budget Monitoring Report**

Relevant councillor(s): Cllr Katrina Wood

Author and/or contact officer: Luke Whitehead, Finance Accountancy Lead x3006

Ward(s) affected: None specifically

Recommendations:

- **Cabinet are asked to note the current forecast outturn for the financial year 2020/21 and the proposed mitigating actions to bring the position back into line with the budget.**
- **Cabinet are asked to delegate to the relevant Corporate Director, in consultation with the relevant Cabinet Member(s) and the S151 Officer, agreement on the usage of specific un ring-fenced Covid-19 grants.**

Reason for decision: To understand the current financial position.

1. Executive summary

- 1.1 This report sets out the overview of the financial Revenue and Capital outturn position for Buckinghamshire Council for the financial year 2020/21 as at quarter 1.
- 1.2 A full analysis of the forecast outturn for each of the Council's six Directorates is contained within the appendices to this report. As well as narrative information, the financial performance against their associated targets is shown.
- 1.3 Forecast Revenue outturn is an overspend of £5.97m (after estimating the overall Buckinghamshire allocation from the 2nd July 2020 government announcement on further funding to offset the impact of the pandemic) and forecast Capital outturn is £175.5m, representing slippage of £5.24m.
- 1.4 Mitigating actions to address the in-year forecast revenue overspend include continuing lobbying of government for the full recovery of all additional expenditure

and lost income in relation to Covid-19. Furthermore, Directorates are developing mitigations to address their business as usual pressures.

- 1.5 Over recent months there have been a number of funding announcements and the majority of these are ring-fenced for specific purposes (e.g. infection control grant). However, some recently announced funding has come through as an un ring-fenced grant (s31 grant) even though the purpose around the usage of the grant is quite specific (e.g. emergency assistance grant for food and essential supplies). Due to the urgency of allocating such funding it is recommended that cabinet delegate the usage of such funding to the relevant Corporate Director, in consultation with the relevant Cabinet Member(s) and the S151 Officer.

2. Content of report

2.1 Revenue Budget Outturn

The forecast revenue budget outturn is summarised in Table 1 below. The key Directorate variances are explained in Appendix 1. The outturn forecasts represent the anticipated year end position reflecting knowledge and understanding about the outcome of events and management actions within the remainder of 2020/21. Circumstances continue to change rapidly and consequently the forecast outturn position will continue to be monitored closely.

All six directorates are forecast to overspend this year, for most the driver behind this being the loss of income and increased costs in relation to the Council's response to Covid-19. Corporate budgets and external funding are forecast to underspend by £38.4 million, due to an estimated £35.5m of additional grant income from central government in response to Covid-19 (£6.5m of which is an estimate following the government announcement around compensating for lost income from sales, fees and charges on the 2nd July 2020) and £2.9m of corporate contingencies that can offset some of the directorate pressures. The Council's recent allocation from the latest distribution of the £500m national emergency funding was £3.548m.

Key variances in 'Business As Usual' (BAU) budgets are in Adults Directorate where a £1.8m pressure relates to increased costs within Learning Disabilities budgets, in Children's Services Directorate where there is a forecast overspend of £1.5m in Home to School Transport budgets, and in Planning, Growth & Sustainability where there are staffing pressures of approximately £0.7m.

Appendix 2 presents a breakdown of pressures arising from Covid-19.

Table 1 – Summary of Council Revenue budget outturn

| | | Budget | Y/E Out- turn | Forecast Variance | | of which COVID | of which BAU |
|--|--|------------------|------------------|----------------------|--------------|-------------------|-----------------|
| | | £000 | £000 | £000 | % | £000 | £000 |
| | Expenditure | 220,461 | 245,455 | 24,994 | 11% | | |
| | Income | (61,798) | (74,210) | (12,412) | (20%) | | |
| | Adults, Health and Housing | 158,663 | 171,245 | 12,582 | 8% | 10,827 | 1,755 |
| | Expenditure | 599,671 | 591,402 | (8,269) | (1%) | | |
| | Income | (496,289) | (481,881) | 14,408 | 3% | | |
| | Children's Services | 103,382 | 109,521 | 6,139 | 6% | 4,420 | 1,719 |
| | Expenditure | 92,245 | 95,684 | 3,439 | 4% | | |
| | Income | (33,033) | (22,735) | 10,297 | 31% | | |
| | Communities | 59,213 | 72,949 | 13,736 | 23% | 13,404 | 332 |
| | Expenditure | 22,027 | 23,102 | 1,075 | 5% | | |
| | Income | (1,647) | (1,397) | 250 | 15% | | |
| | Deputy Chief Executive | 20,380 | 21,705 | 1,325 | 7% | 1,386 | (61) |
| | Expenditure | 38,145 | 40,336 | 2,191 | 6% | | |
| | Income | (34,815) | (29,388) | 5,426 | 16% | | |
| | Planning, Growth & Sustainability | 3,330 | 10,948 | 7,618 | 229% | 6,608 | 1,010 |
| | Expenditure | 171,384 | 172,334 | 951 | 1% | | |
| | Income | (131,984) | (129,974) | 2,010 | 2% | | |
| | Resources | 39,400 | 42,360 | 2,961 | 8% | 2,401 | 559 |
| | Directorates | 384,368 | 428,729 | 44,361 | 12% | 39,046 | 5,314 |
| | Corporate | 56,083 | 53,163 | (2,921) | (5%) | 0 | (2,921) |
| | Funding | (440,452) | (475,922) | (35,470) | (8%) | (35,495) | 25 |
| | Corporate & Funding | (384,368) | (422,759) | (38,391) | (10%) | (35,495) | (2,896) |
| | Total | 0 | 5,970 | 5,970 | | 3,551 | 2,418 |

Actions to mitigate BAU pressures are being developed within each Directorate.

Mitigating actions to address the in-year Covid-19 overspend include continuing the lobbying of government for the full recovery of all additional expenditure and lost income.

2.2 Capital Budget Outturn

The capital programme forecast outturn position reflects underspend/slippage of £5.24 million and is summarised in Table 2 below.

The Adults Health & Housing Directorate is forecasting an in year overspend of £3.149 million due to some schemes progressing ahead of schedule. This is partially offset by slippage on other schemes, including (£800k) on Affordable Housing.

The Children's Services Directorate is forecasting an overspend of £459k due to a £800k overspend on Chesham Grammar, partially offset by slippage on Early years schemes of (£300k).

The Communities Directorate is forecasting underspend/slippage of £1.474 million due to a £1.1 million slippage within Highways & Technical Services, relating mainly to Wycombe area car parks, gainshare within Strategic Highways Maintenance, and vehicle costs of new Southern Waste contract.

The Planning, Growth & Sustainability Directorate is forecasting underspend / slippage of £7.26m million due to £3.75 million slippage on Strategic Transport & Infrastructure, £2.64 million on Regeneration projects. There is an £787k underspend on Agricultural Estate, pending the Agricultural Estate review.

The Resources and Deputy Chief Executive Directorates are forecasting at / close to budget.

Table 2 – Summary of Council Capital budget outturn

| 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 |
|----------------------------------|-------------------------|---------------------------|-----------------------------|------------------------|-------------------------------------|-------------------------------|----------------------------|-----------------------------|
| Adults Health & Housing | 3,087 | 14,464 | 0 | 14,464 | 17,613 | 0 | 17,613 | 3,149 |
| Children's Services | 1,154 | 33,356 | 4,510 | 37,867 | 34,129 | 4,197 | 38,326 | 459 |
| Communities Directorate | 11,550 | 56,433 | 15,776 | 72,209 | 65,540 | 5,195 | 70,735 | -1,474 |
| Deputy Chief Executive | 0 | 674 | 0 | 674 | 674 | 0 | 674 | 0 |
| Planning Growth & Sustainability | 1,834 | 28,006 | 19,811 | 47,818 | 33,664 | 6,896 | 40,560 | -7,258 |
| Resources Directorate | 1,162 | 6,619 | 1,085 | 7,704 | 6,584 | 1,007 | 7,591 | -113 |
| Grand Total | 18,787 | 139,552 | 41,183 | 180,735 | 158,203 | 17,296 | 175,499 | -5,236 |

3. Other options considered

3.1 None arising directly from this report.

4. Legal and financial implications

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

4.2 There are no legal implications arising from the report.

5. Corporate implications

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

6. Consultation and communication

6.1 N/A

7. Next steps and review

A further paper will be brought to Cabinet outlining the forecast outturn for the financial year 2020/21 following the conclusion of Q2.

8. Background papers

Appendix 1 – Directorate level summaries

Appendix 2 – Covid-19 'best estimate' scenario.

9. Your questions and views (for key decisions)

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].

This page is intentionally left blank

1 Directorate Summary

Adults, Health & Housing Directorate

Revenue Table

| | Budget | Y/E Out- turn | Forecast Variance | |
|--|----------------|------------------|----------------------|-------------|
| | £000 | £000 | £000 | % |
| Expenditure | 183,899 | 206,163 | 22,264 | 12% |
| Income | (35,093) | (46,477) | (11,384) | (32%) |
| Adult Social Care | 148,806 | 159,686 | 10,880 | 7% |
| Expenditure | 12,501 | 13,312 | 811 | 6% |
| Income | (4,514) | (3,588) | 926 | 21% |
| Housing & Regulatory Services | 7,987 | 9,724 | 1,737 | 22% |
| Expenditure | 24,061 | 25,981 | 1,920 | 8% |
| Income | (22,190) | (24,145) | (1,955) | (9%) |
| Public Health & Commissioning | 1,871 | 1,836 | (35) | (2%) |
| Total | 158,663 | 171,246 | 12,582 | 8% |

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 | 42 | 491 | 0 | 491 | 300 | 0 | 300 | -191 |
| Adult Social Care Total | 42 | 491 | 0 | 491 | 300 | 0 | 300 | -191 |
| Affordable Housing | 877 | 6,023 | 0 | 6,023 | 5,308 | 0 | 5,308 | -716 |
| Disabled Facility Grants | 284 | 2,574 | 0 | 2,574 | 2,186 | 0 | 2,186 | -388 |
| Enabling Schemes | 0 | 1,500 | 0 | 1,500 | 1,500 | 0 | 1,500 | 0 |
| Home Renovation Grants | 8 | 221 | 0 | 221 | 100 | 0 | 100 | -121 |
| Homelessness Mitigation | 0 | 150 | 0 | 150 | 150 | 0 | 150 | 0 |
| Temporary Accommodation | 1,876 | 3,504 | 0 | 3,504 | 8,069 | 0 | 8,069 | 4,565 |
| Housing & Regulatory Services Total | 3,045 | 13,973 | 0 | 13,973 | 17,313 | 0 | 17,313 | 3,340 |
| Grand Total | 3,087 | 14,464 | 0 | 14,464 | 17,613 | 0 | 17,613 | 3,149 |

Revenue

The overall revenue forecast is a pressure of £12.582m. £10.827m relates to Covid-19 impacts and £1.755m relates to Business as Usual pressures in Operations - Learning Disability. An action plan has been developed to mitigate these pressures. Impacts related to Covid-19 can be found in Appendix 2.

Savings tracker is currently on target to deliver the core £2.011m MTFP savings and additional £1m stretch target.

Risks are significant in relation to the unwinding of the Hospital Discharge Programme and the support to Provider Market. The opportunity for saving from excess death rates has reduced due to an increase in voids.

Capital

Capital spend on temporary Accommodation is progressing ahead of schedule and will be substantially complete by the end of the financial year. Consequently the 2021/22 budget of £4.5m is expected to be spent in the current year. There is supply chain disruption caused by Covid-19 and an increase in materials specification considering increased standards following Grenfell.

Children's Services Directorate

Revenue Table

| | | Budget | Y/E Out- turn | Forecast Variance | |
|----------------------------|-------------|----------------|------------------|----------------------|-----------|
| | | £000 | £000 | £000 | % |
| | Expenditure | 599,671 | 591,402 | (8,269) | (1%) |
| | Income | (496,289) | (481,881) | 14,408 | 3% |
| Children's Services | | 103,382 | 109,521 | 6,139 | 6% |

Capital Table

| Directorate | 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 | | | | | | | | |
| Expenditure | 33,356 | 4,510 | 37,867 | 34,129 | 4,197 | 38,326 | 459 | 1% |
| Net | 33,356 | 4,510 | 37,867 | 34,129 | 4,197 | 38,326 | 459 | 1% |

Revenue

The forecast for Children's Services at the end of the first quarter is a projected overspend of £6.139 million, of which £4.420 million (72%) relates to Covid-19.

The main non-Covid-19 variance relates to expenditure on Home to School Transport. This budget is projected to be £1.541 million overspent. The forecast will be updated as income levels and contract data from September are confirmed. Impacts related to Covid-19 can be found in Appendix 2.

Dedicated Schools Grant (DSG) are projected to break even, pressures of up to £1m have been identified against the High Needs Block. Schools Forum have agreed the approach to recovery planning and reducing high needs expenditure.

Further risks of up to £2 million have been identified across Children's Social Care budgets, these risks are not yet included in the forecast and mitigating actions are being put into place to reduce expenditure. The main areas of risk include: Placement costs for looked after children and Special Guardianship Orders, costs of accommodation for young people aged over 18, and costs of support packages for children and young people with disabilities. These risks are being continually monitored and assessed.

Capital

The capital programme is generally on track.

Communities Directorate

Revenue Table

| | Budget | Y/E Out- turn | Forecast Variance | |
|-------------------------------|---------------|------------------|----------------------|------------|
| | £000 | £000 | £000 | % |
| Expenditure | (130) | (130) | 0 | 0% |
| Corp Director | (130) | (130) | 0 | 0% |
| Expenditure | 9,539 | 11,584 | 2,046 | 21% |
| Income | (3,284) | 75 | 3,359 | 102% |
| Culture, Sport & Leisure | 6,255 | 11,660 | 5,405 | 86% |
| Expenditure | 34,561 | 34,607 | 46 | 0% |
| Income | (16,117) | (10,797) | 5,320 | 33% |
| Highways & Technical Services | 18,444 | 23,810 | 5,365 | 29% |
| Expenditure | 37,836 | 39,191 | 1,354 | 4% |
| Income | (12,444) | (10,909) | 1,535 | 12% |
| Neighbourhood Services | 25,392 | 28,282 | 2,889 | 11% |
| Expenditure | 10,439 | 10,432 | (7) | (0%) |
| Income | (1,188) | (1,105) | 84 | 7% |
| Transport Services | 9,251 | 9,327 | 76 | 1% |
| Total | 59,213 | 72,949 | 13,736 | 23% |

Capital

Table

| 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 |
|-------------------------|-------------------------|------------------------------|--------------------------------|---------------------------|---|----------------------------------|-------------------------------|--------------------------------|
| Communities Directorate | 11,550 | 56,433 | 15,776 | 72,209 | 65,540 | 5,195 | 70,735 | -1,474 |

Revenue

Revenue position shows an overall forecast overspend of £13,736k.

Total overspend relating to Covid-19 is £13,404k. Details can be found in Appendix 2 but include:

Culture, Sport & Leisure £5,520k – primarily relating to lost income and support to leisure providers.
Neighbourhood Services £2,450k – mainly relating to lost income, particularly waste related.
Highways & Technical Services £5,434k – mainly relating to lost parking income.

Capital

Capital position shows an overall forecast slippage of £1,474k on gross expenditure: £1,100k slippage within Highways & Technical Services relates mainly to £581k for Wycombe area car parks and £513k for gainshare within Strategic Highways Maintenance. £324k slippage in Neighbourhood Services includes £384k slippage in Waste and a £60k budget adjustment required within Crematorium.

£51k slippage within Culture, Sport & Leisure relates to 2 Parks & Play Areas.

Deputy Chief Executive Directorate

Revenue Table

| | Budget | Y/E Out- turn | Forecast Variance | |
|--|---------------|------------------|----------------------|------------|
| | £000 | £000 | £000 | % |
| Expenditure | 8,314 | 9,071 | 757 | 9% |
| Income | (1,214) | (1,022) | 193 | 16% |
| Legal & Democratic | 7,099 | 8,049 | 949 | 13% |
| Expenditure | 5,324 | 5,362 | 38 | 1% |
| Income | 0 | 0 | 0 | |
| Localities & Strategic Partnerships | 5,324 | 5,362 | 38 | 1% |
| Expenditure | 4,017 | 4,040 | 22 | 1% |
| Income | (366) | (366) | 0 | 0% |
| Policy, Performance & Comms | 3,651 | 3,673 | 22 | 1% |
| Expenditure | 793 | 793 | 0 | 0% |
| Income | (5) | 2 | 7 | 140% |
| Senior Management | 788 | 795 | 7 | 1% |
| Expenditure | 3,578 | 3,837 | 259 | 7% |
| Income | (61) | (11) | 50 | 82% |
| Service Improvement | 3,517 | 3,826 | 309 | 9% |
| Total | 20,380 | 21,705 | 1,325 | 7% |

Revenue

The Directorate is forecasting an overspend of £1.325m.

£1.386m of the overspend is due to the impact of COVID-19. Details can be found in Appendix 2.

Most Business as Usual budgets are forecasting a break-even position as they are subject to the outcome of the Service Improvement and Transformation programme commencing in July 2020.

Capital Table

No current programmes

Planning Growth & Sustainability Directorate

Revenue Table

| | Budget | Y/E Out- turn | Forecast Variance | |
|--|----------------|------------------|----------------------|-------------|
| | £000 | £000 | £000 | % |
| Expenditure | 3,612 | 3,592 | (19) | (1%) |
| Income | (455) | (423) | 33 | 7% |
| Economic Growth & Regenerativ | 3,156 | 3,170 | 13 | 0% |
| Expenditure | 14,205 | 14,905 | 700 | 5% |
| Income | (11,267) | (7,267) | 4,000 | 36% |
| Planning & Environment | 2,938 | 7,638 | 4,700 | 160% |
| Expenditure | 17,292 | 18,950 | 1,658 | 10% |
| Income | (22,133) | (20,986) | 1,147 | 5% |
| Property & Assets | (4,840) | (2,036) | 2,805 | 58% |
| Expenditure | 3,036 | 2,889 | (147) | (5%) |
| Income | (959) | (712) | 247 | 26% |
| Strategic Transport & Infrastruct | 2,077 | 2,177 | 100 | 5% |
| Total | 3,330 | 10,948 | 7,618 | 229% |

Capital

Table

| 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 |
|----------------------------------|-------------------------|------------------------------|--------------------------------|---------------------------|---|----------------------------------|-------------------------------|--------------------------------|
| Planning Growth & Sustainability | 1,834 | 28,006 | 19,811 | 47,818 | 33,664 | 6,896 | 40,560 | -7,258 |

Revenue

The Directorate is forecasting an overspend of £7.6m, of which £6.6m is Covid-19 related, and £1.0m BAU pressures.

Planning & Environment has staffing establishment pressures of around £700k, which we will seek to manage through reductions in agency staff and the use of earmarked reserves. The service is subject to the outcome of the Service Improvement and Transformation programme, which commenced in July 2020 and is due to conclude in early 2021.

Property & Assets position remains broadly static, with £310k of staffing pressures and income pressures from Gateway Conference Centre. Mitigations are being explored, but team resource is stretched on asset review & return to work projects.

Impacts related to Covid-19 can be found in Appendix 2.

Capital

Capital Projects are reporting £7.3m of slippage (not Covid-19 related), which will be addressed through budget reprofile as part of the Capital Programme Review.

Resources

Directorate

Revenue Table

| | Budget | Y/E Out- turn | Forecast Variance | |
|------------------------------|---------------|------------------|----------------------|-------------|
| | £000 | £000 | £000 | % |
| Expenditure | 13,006 | 13,285 | 279 | 2% |
| Income | (931) | (808) | 123 | 13% |
| Business Operations | 12,075 | 12,477 | 402 | 3% |
| Expenditure | 8,102 | 8,618 | 516 | 6% |
| Income | (2,993) | (2,993) | 0 | 0% |
| Corporate Finance | 5,109 | 5,625 | 516 | 10% |
| Expenditure | 5,981 | 5,268 | (714) | (12%) |
| Income | (1,550) | (461) | 1,089 | 70% |
| HR/OD | 4,432 | 4,807 | 375 | 8% |
| Expenditure | 12,795 | 13,320 | 524 | 4% |
| Income | (838) | (838) | 0 | 0% |
| ICT | 11,957 | 12,481 | 524 | 4% |
| Expenditure | 131,739 | 131,797 | 58 | 0% |
| Income | (125,672) | (124,874) | 798 | 1% |
| Service Finance | 6,067 | 6,923 | 856 | 14% |
| Expenditure | (240) | 47 | 287 | 120% |
| Resources Directorate | (240) | 47 | 287 | 120% |
| Total | 39,400 | 42,360 | 2,960 | 8% |

Capital Table

Capital Monitoring Period 3 - Resources Directorate

| 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 |
|-----------------------------------|----------------------------|------------------------------|--------------------------------|---------------------------|---|----------------------------------|-------------------------------|--------------------------------|
| WDC Digital First | 42 | 280 | 0 | 280 | 280 | 0 | 280 | 0 |
| Business Operations Total | 42 | 280 | 0 | 280 | 280 | 0 | 280 | 0 |
| CDC/SBDC 2019/20 ICT Developments | 0 | 74 | 0 | 74 | 74 | 0 | 74 | 0 |
| Delivery of Technology Strategy | 952 | 2,814 | -493 | 2,321 | 2,814 | -493 | 2,321 | 0 |
| ICT Hardware | 168 | 647 | 1,500 | 2,147 | 647 | 1,500 | 2,147 | 0 |
| Social Care Systems | 0 | 2,804 | 78 | 2,882 | 2,769 | 0 | 2,769 | -113 |
| ICT Total | 1,120 | 6,339 | 1,085 | 7,424 | 6,304 | 1,007 | 7,311 | -113 |
| Grand Total | 1,162 | 6,619 | 1,085 | 7,704 | 6,584 | 1,007 | 7,591 | -113 |

Revenue

Resources Directorate is projecting an overspend of £2.960m. £2.401m of the overspend is due to the impact of Covid-19 (see appendix 2).

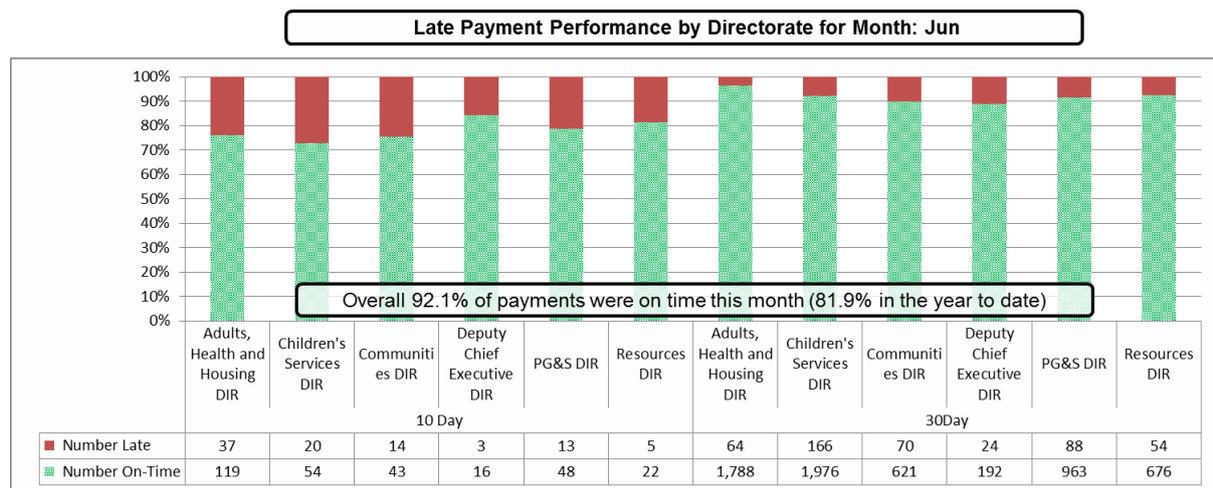
The residual £559k Business as Usual overspend is mainly within HR&OD (£139k) and Business Operations (122k).

2 Non-Directorate

Costs

Corporate & Funding are forecast to underspend by £38.4 million, due to an estimated £35.5m of additional grant income from central government in response to Covid-19. Furthermore £2.9m of corporate contingency had been identified which could offset some of the directorate overspends.

3. Late Payments



The Council aims to make 90% of payments to small enterprises within 10 days. In June, 92% of invoices were paid on time whilst the year to date performance is 82%. Payment performance earlier in the financial year was impacted by Covid-19 and further improvement will be required over the remainder of 2020/21 to improve the overall performance from the current level.

This page is intentionally left blank

Appendix 2

| Best Estimate | Deputy Chief Executive | Communities | Adults Health & Housing | Planning, Growth & Sustainability | Children's Services | Resources | TOTAL |
|--|--|--------------------|------------------------------------|--|----------------------------|------------------|----------------|
| Loss of service income | 243 | 8,539 | 1,496 | 5,714 | 1,484 | 962 | 18,437 |
| Increased demand | - | 191 | 255 | - | 1,928 | - | 2,374 |
| Increased price | - | 169 | 161 | - | - | - | 330 |
| Market intervention | - | 4,052 | 5,318 | 33 | 583 | - | 9,987 |
| Other one-off expenditure | 1,143 | 272 | 2,676 | 550 | 147 | 1,294 | 6,082 |
| Delays to 2020/21 MTFP plans | - | 181 | 922 | 311 | 277 | 145 | 1,836 |
| TOTAL | 1,386 | 13,404 | 10,827 | 6,608 | 4,420 | 2,401 | 39,045 |
| | | | | | | | |
| Impact of national responses | Business Grants, Rate reliefs, Hardship fund, Infection Control disbursements | | | | | | 179,334 |
| Gross cost | | | | | | | 218,379 |
| Additional funding - ringfenced grants | Business Support Grants, Additional Business Rate reliefs, Hardship fund, Rough Sleepers, In | | | | | | - 179,363 |
| Additional funding - unringfenced | Emergency Grants | | | | | | - 25,466 |
| Net cost | | | | | | | 13,551 |

This page is intentionally left blank



Report to Cabinet

Date: 15th July 2020

Title: Tatling End Housing Project

Relevant councillor(s): Cllr John Chilver (Property & Assets)

Author and/or contact officer: John Reed, Richard Ambrose, Chris Marchant, Gill Cotterell

Ward(s) affected: Denham

Recommendations:

Members are recommended:

1. **To note the progress of this development and the financial details set out in part 2 of this report.**
2. **Authorise the Service Director Property and Assets in consultation with the Cabinet Member for Property & Assets and the Service Director Corporate Finance;**
 - **To agree the terms of the disposal of the development at Tatling End to Consilio Property Limited before or after Practical Completion in accordance with the values set out in Part 2 of this report, noting that the disposal value will comply with S123 of the Local Government Act 1972.**
 - **Agree the terms of the proposed funding agreement to Consilio Property Ltd to enable the transfer of the development to Consilio Property Ltd**
To be authorised to complete the legal agreements in relation to the disposal of the development at Tatling End and the proposed funding agreement to Consilio Property Ltd.
3. **To delegate to the Service Director Property & Assets in consultation with the Cabinet Member for Property & Assets and the Service Director Corporate Finance to monitor the performance of the Company and its arrangements for managing the units.**

Reason for decision: To ensure the development is managed and used for affordable and private rented housing upon completion as soon as possible.

Executive summary

- 1.1 Consilio as a wholly owned Council company, presents the Council with a great opportunity for future management of residential investment property, giving the Council flexibility and control over how the housing is used and by whom, be it for key workers or affordable housing with 100% nomination rights, as well as establishing a supply of well-maintained private rental accommodation. For this reason and to avoid setting up a Housing Revenue Account and consequential rights to buy for tenants, it is recommended that this development is transferred to Consilio Property Ltd to manage both the market rented and affordable housing. The transfer would be split into two transactions between the market rented properties and the affordable housing.

Content of Report

- 1.2 This paper updates the Executive on the Tatling End housing project in Denham and details of the proposed approach originally planned by SBDC, but which now falls to the Buckinghamshire Council, to transfer the asset to Consilio Property Ltd a wholly owned Council company for future ownership and management.

Background

- 1.3 The former Gerrard Cross police station site was acquired from Thames Valley Police on 4 July 2016 for the purpose of developing it for a combination of affordable and market rent housing.
- 1.4 The land purchase was originally acquired to guarantee the delivery of 40% affordable housing on site which private developers on other sites had been unable to deliver through the planning process for the past 15 years in the previous SBDC and now Buckinghamshire Council due to viability discussions related to land values. Secondly, to provide private rented flats that would provide income generating opportunities for the Council supporting the affordable provision as part of an overall strategy to offset the reduction in Government funding to the Council. The aspiration was to provide an exemplar project to demonstrate good private rented and affordable housing that could be delivered on site in South Bucks.
- 1.5 Planning consent for the mixed housing development was granted in August 2018 under application no. 17/02396/FUL.
- 1.6 The proposed design provides 34 residential apartments, 14 (41%) of which are for affordable housing and 20 units (59%) for the private rental market. A total of 62 vehicle parking spaces are provided as part of the proposed development with 40 cycle parking spaces. A site plan is attached at Appendix A. There is potential to develop a further 4 to 6 units on site in the future subject to planning.

- 1.7 The construction project was procured through the Scape Framework under a design and build contract delivered by the Principal Contractor, Willmott Dixon. The consultancy services for project management quantity surveying have been provided by Pick Everard. The overall project was managed by Officers. This approach minimised delay in starting works and provided a mainly fixed price with very few risks sitting with the Council – for example contamination (paid for by previous owner), Corvid 19 effects and utilities.
- 1.8 SBDC Cabinet on 17 October 2018, approved the final business case giving authority to proceed with the housing development project. Cabinet also authorised the Director of Resources to dispose of the development to Consilio Property Ltd (the Council’s wholly owned subsidiary Property Company), to manage the flats.
- 1.9 Construction works on site commenced in February 2019 with completion anticipated early August 2020 due to some delay because of Corvid 19 related supply chain issues and a 3-week site shut down.
- 1.10 The proposed model of mixed residential development enables the Council to retain control of all the properties for maximum flexibility on future use and occupation, including key worker housing as required.
- 1.11 Consilio was set up as a wholly owned Council company to be a vehicle for providing affordable and private rented housing and investing in commercial property. Legal advice was followed to ensure it was legally compliant. The financial return on the commercial property / private rental units was to be used to support the costs of developing and managing affordable housing.

The Business Case

- 1.12 SBDC Cabinet had the following aims when it agreed to purchase and develop the former Police Station site and then transfer ownership of the entire development to Consilio Property Ltd, its wholly owned investment company:
 - i. Acquire site at a premium from the Police as a special purchaser and thus avoid the site being developed by a London Borough.
 - ii. To deliver affordable housing in the district since there is a shortage of supply and temporary accommodation is costly. Part of that approach was to help to reduce spending on Bed and Breakfast (B & B) accommodation which at one point was costing approximately £600,000 pa, much of it out of Council in Slough, resulting in fractured social, mental and health care, as well as prejudicing safeguarding of vulnerable people. The 14 affordable units in this scheme would help to alleviate the reliance on B & B for those for whom more permanent accommodation is required. It is estimated this scheme would reduce potential B&B costs by £237,000 per annum (£16,950 per property calculated using the cost avoidance assessment basis

by Housing team) as there is likely to be an ongoing need for affordable housing to reduce the call for temporary housing.

- iii. To achieve an income stream from the provision of private mid-market rental accommodation.
 - iv. Maintain ownership and management of the flats to ensure future flexibility.
 - v. To transfer the assets to the Councils wholly owned subsidiary company Consilio to maximise the long term income and potential from the development.
 - vi. To retain 100% nomination rights to the affordable housing and the private rented that would provide high quality private rental accommodation to cross subsidise the affordable housing delivery.
 - vii. Following legal advice, to remove the risk of right to buy as Consilio cannot grant secure tenancies and tenants therefore would not enjoy the statutory Right to Buy scheme; this is the case even if Consilio granted longer term security of tenure. Tenants of housing associations or Councils have the right to buy or right to acquire which means tenants can purchase the freehold of the property they rent at a discounted price.
 - viii. The transfer will take place at Market Value to meet section 123 requirements and Stamp Duty Land Tax (SDLT) was paid on purchase but will not be paid on transfer to the wholly owned Council company. KPMG have confirmed that Stamp Duty on the transfer will be subject to inter-company relief of 100% as Consilio is a wholly owned subsidiary of Buckinghamshire Council, so is not a relevant consideration.
 - ix. As Buckinghamshire Council is completing the construction of Tatling End, it will have 'Person Constructing' status, and the transfer of interest to Consilio will be zero-rated for VAT purposes. However, the transfer should be completed before the first rents are received to allow the Council to recover all the VAT on professional fees and non- construction costs fees associated with the development.
- 1.13 With regards to the management of the affordable housing, the planning consent requires this to be done by an appropriately registered housing provider. To meet all of these objectives the longer term proposal is that Consilio Property Ltd will become a registered housing provider in order to manage the future lettings of the affordable housing directly but this will be for the new Council to decide in the context of its plans for Consilio going forward and a further report will be prepared in due course. The timescales for establishing a company as a Registered Housing Provider can be lengthy, with an expected lead time of 6 -12 months from completed submission.
- 1.14 To avoid any delays in letting the affordable flats an interim management arrangement has been put in place whereby Consilio as Landlord, would contract with a local managing agent to manage the affordable lettings, working very closely with the housing team to ensure a compliant approach or a registered provider. This

would still not give rise to the Right to Buy scheme, as stated in 3.1.7 above. The private rented flats will be managed through the same local agent. This approach is being agreed with planning officers.

- 1.15 There will be a separate maintenance agreement in place for the properties and landscaping, the cost of which is included in the Company operating costs.
- 1.16 Consilio is one of several options / models available to the Council to help deliver future housing plans whether for affordable, key worker, assisted living, private rented or other schemes. This could support the Council to deliver high quality homes and consider approaches to meet very low energy, carbon neutral and sustainable schemes.

Other options considered

1.17 The options are:

- Do nothing – This is not the recommended option for the reasons set out in this report.
- For Buckinghamshire Council to sell or rent the flats after Practical Completion of the construction works – This is not the recommended option for the reasons set out in this report.
- Transfer the residential properties created by the project to Consilio Property Limited in view of the progress of the development and that completion is due early August – This is the recommended option for the reasons set out in this report and the Part 2 report considered in the confidential part of this agenda.

Legal and financial implications

- 1.18 The total cost of the development including land acquisition, is considered in the confidential part of this report as set out in Part 2 of this agenda. The project has been fully funded from the Council Capital Budget.
- 1.19 The following view has been received by the 151 Officer: Market conditions have changed since this project was initially agreed, particularly in respect of the Treasury 1% increase on the margin used to determine PWLB rates. Although the original intention was to charge Consilio a 1% margin on the loan rate, this has been reduced to a 0.25% margin to reflect the increase in the cost of borrowing from PWLB. However, in order to deliver the affordable housing objective in the area, the transfer of the property into Consilio, will ensure that Right to Buy does not apply and therefore protects the model for the ongoing provision of affordable housing.
- 1.20 The government is currently consulting on PWLB borrowing, with the consultation running until the end of July 2020. The government is minded to remove the 1% increased margin, but only once there is legislation in place to prevent local

authorities from borrowing from PWLB for commercial investments, and this may take some time. The proposed loan rates in the report comply with State Aid requirements.

- 1.21 There is currently an MTFP target for income from Tatling End; £129k (20/21), £276k (21/22) and £285k (22/23). However, with this approach, the income will accrue in Consilio's accounts rather than the Council's, as per all their investment income. The Council receives income from Consilio on a regular annual basis from the margins it pays on loans from the Council and this is included in the Council's MTFP. The margin on this loan is set out in Part 2. In addition to this income, once Consilio has sufficient cash surpluses, profits from Consilio in the form of dividend payments will be made to the Council (business plan projection for 2021/22 is on target to achieve this). The new Business Plan for the company needs to be agreed by the Council later in the year.
- 1.22 The cashflow model allows for rental increases which will increase the margins on the development in future years, but the biggest risk is the level of voids. The 0.25% margin on the loan to Consilio is lower than originally intended, but this level has been proposed to allow for some element of void cashflow risk.
- 1.23 The following view has been received from legal colleagues: The report does mention the potential flexibility of using the private rental units for key worker housing in the future, should the need arise, but it needs to be recognised that this would compromise the rental income that could be achieved, which is key to subsidising the affordable housing provision. Any future consideration would of course be subject to a business case at the appropriate time.

Corporate implications

- 1.24 The risks and opportunities are covered in the report with the financial element covered in Part 2 report. This decision does not need an equality impact assessment or data protection impact assessment. The normal inclusive housing allocations process will be followed for the affordable flats and the relevant checks in place.

Consultation and communication

- 1.25 Not applicable. The local Councillors are aware of this scheme through previous reports. The local residents have been kept informed throughout this development. <https://www.southbucks.gov.uk/TatlingEndHousingProject> provides further details.

Next steps and review

- 1.26 The next steps are for the Council to finalise legal documents and transfer the development to Consilio as per the financial details within the Part 2 report before completion of the development in early August this year. It is estimated that the

private rented flats will all be let within 5 months and the affordable within 2 months through the Councils homes search process.

Background papers

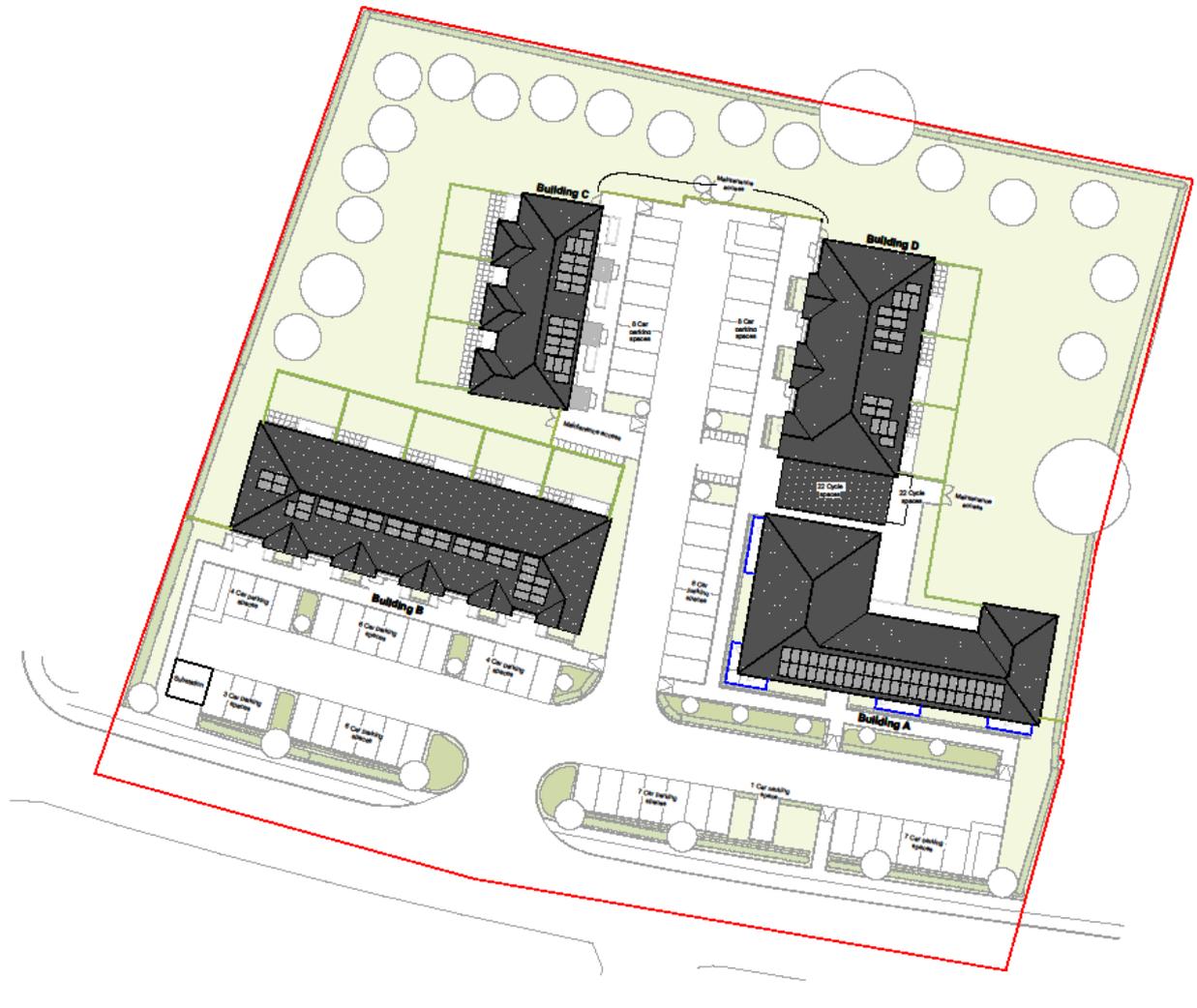
- 1.27 The background papers are the previous reports that were considered by the former South Bucks District Council.

Your questions and views (for key decisions)

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 tel: 01296 382343 or email democracy@buckinghamshire.gov.uk.

This page is intentionally left blank

Appendix A



This page is intentionally left blank

Document is Restricted

This page is intentionally left blank