



Finance & Resources Select Committee agenda

Date: Thursday 1 October 2020

Time: 2.00 pm

Venue: via video conference

Membership:

R Bagge (Chairman), J Jordan (Vice-Chairman), D Anthony, M Appleyard, M Bateman, T Butcher, S Chhokar, A Christensen, R Gaffney, G Harris, H Mordue, D Shakespeare OBE, M Smith, M Stannard and C Whitehead

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Agenda Item	Time	Page No
1 Apologies for absence/changes in membership	14:00	
2 Declarations of interest		
3 Minutes The minutes of the meeting held on Thursday 25th June 2020 to be confirmed as a correct record.		5 - 10

- 4 Public Questions**
No public questions have been received.
- 5 Chairman's update**
For the Chairman to update the Committee on Finance and Resources scrutiny activity since the last meeting.
- 6 Return of staff to the office environment and update on future ways of working** **14:10** **11 - 26**
The Committee will receive an update on the return of staff to the office environment and future ways of working.
- Contributors:**
Katrina Wood, Deputy Leader and Cabinet Member for Resources
John Chilver, Cabinet Member for Property and Assets
Ian Thompson, Corporate Director for Planning, Growth and Sustainability
Sarah Murphy-Brookman, Corporate Director for Resources
John Reed, Service Director for Property and Assets
John McMillan, Service Director for HR & OD
Tony Ellis, Service Director for ICT
- Paper:**
Return of staff to the office environment and update on future ways of working
- 7 6 Month Review of Recommendations from the 2020 Budget Scrutiny Task & Finish Group** **15:00** **27 - 42**
The Committee will consider a 6 month review of recommendations from the 2020 Budget Scrutiny Task and Finish Group.
- Contributors:**
Martin Tett, Leader
Katrina Wood, Deputy Leader and Cabinet Member for Resources
Sarah Murphy-Brookman, Corporate Director for Resources
Ian Thompson, Corporate Director for Planning, Growth and Sustainability
Richard Ambrose, Service Director for Corporate Finance (Section 151 Officer)

Paper:

6 month review paper

- 8 Q1 Budget Monitoring Report 15:45 43 - 58**
The Quarter 1 Budget Monitoring Report as presented to Cabinet at its meeting on 28 July is attached for the Committee to consider.

Contributors:

Martin Tett, Leader

Katrina Wood, Deputy Leader and Cabinet Member for Resources

Richard Ambrose, Service Director for Corporate Finance (Section 151 Officer)

Paper:

Q1 Budget Monitoring Report

- 9 Work Programme 16:15 59 - 60**
The Committee will discuss the work programme and agree the items for the next meeting.

Contributors:

All Committee Members

Papers:

Work Programme attached

- 10 Date of Next Meeting 16:30**
The next meeting will take place on Thursday 26th November 2020 at 2pm.

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

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

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Agenda Item 3
Buckinghamshire Council
Finance & Resources Select
Committee

Minutes

MINUTES OF THE MEETING OF THE FINANCE & RESOURCES SELECT COMMITTEE HELD ON THURSDAY 25 JUNE 2020 VIA VIDEO CONFERENCE, COMMENCING AT 2.00 PM AND CONCLUDING AT 4.08 PM

MEMBERS PRESENT

R Bagge, J Jordan, D Anthony, M Bateman, T Butcher, S Chhokar, A Christensen, R Gaffney, G Harris, H Mordue, D Shakespeare OBE, M Stannard and C Whitehead

OTHERS IN ATTENDANCE

J Chilver, M Tett and K Wood

Agenda Item

1 ELECTION OF CHAIRMAN

Leslie Ashton, Democratic and Electoral Services Officer, welcomed everyone to the meeting and called for nominations for Chairman. Mrs Jilly Jordan proposed that Mr Ralph Bagge be elected Chairman; Mr David Anthony seconded the proposal and in the absence of any other nominations was declared Chairman of the Finance and Resources Select Committee.

RESOLVED: That Mr Ralph Bagge be elected as Chairman for the ensuing year.

2 APPOINTMENT OF VICE-CHAIRMAN

Mr Bagge proposed Mrs Jilly Jordan be appointed as Vice-Chairman; Mr David Anthony seconded the proposal.

RESOLVED: That Mrs Jilly Jordan be appointed as Vice-Chairman for the ensuing year.

3 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Apologies had been received from Mr Brian Roberts and Mr Mike Smith.

The committee members introduced themselves and stated the area they represented.

4 DECLARATIONS OF INTEREST

The following declarations of interest were made:

- Ms Katrina Wood (Deputy Leader and Cabinet Member for Resources) - Board member of Aylesbury Vale Estates (AVE)

5 COVID-19 UPDATE

The Chairman explained that a Covid-19 update would be provided at this meeting; however, there would be further opportunities to scrutinise the Council's response to the pandemic. On behalf of the whole committee, the Chairman extended his thanks to all staff for their efforts in supporting the Council's response, particularly those in Customer Services, Revenues and Benefits and Finance who had worked additional hours, including weekends, undertaking tasks such as processing business grants throughout the pandemic.

Ms Katrina Wood, Deputy Leader and Cabinet Member for Resources advised the committee that it had been an extremely challenging time for the resources service area and reinforced the message from the Chairman thanking those staff who had gone and above and beyond in dealing with the Council's response to the pandemic. Ms Wood summarised the significant work undertaken as outlined in the report included in the agenda pack. Within her update, Ms Wood highlighted the following:

- The co-ordinated response of the council was in partnership with the NHS and Thames Valley Resilience Forum. 12 'cells' were established, each led by a member of the Corporate Management Team with an aligned partner. The relevant cells to this committee were business and suppliers; mutual aid and resources. Details of the work and responsibility of each cell can be seen on pages 6-10 of the agenda pack.
- Through close working with Buckinghamshire Business First (BBF) the Council administered business rate relief grants of over £80m and had processed over 6100 applications from eligible businesses. From the start of June, the council also administered discretionary grants for businesses and had received £4.59m of Government funding to support small businesses. Further, following the award of £2.8m of hardship funding from Government, the council had agreed a policy to support working age claimants most in need with their council tax during the crisis.
- It was anticipated that additional costs and lost income would exceed overall funding from Government but by how much was dependant on the timescales around the current lockdown and the period of time before 'normal' services resumed. The council continued to lobby government to ensure additional costs and lost income were fully recovered.
- The IT service had supported over 3,500 staff to work from home, many of whom were working at home for the first time. IT had supported the rollout of Microsoft Teams and a vulnerable client tracking system for staff to use ensure requests from residents could be logged, tracked and completed during the crisis. With home working introduced 80% of staff were consistently available for work throughout the pandemic.
- The council procurement of PPE had been centralised and work had been undertaken to create an online ordering system for staff to use and to enable the monitoring of stock levels.
- Positive results had come out of the staff survey with staff identifying that priorities were clear and work life balance had improved.

Mr John Chilver, Cabinet Member for Property and Assets added to Ms Wood's update and highlighted:

- That Property and Assets had assisted in the shutdown of significant parts of the estate at the start of the lockdown period. Four council buildings remained open with a small number of staff continuing to work from the office environment. PPE provision was being managed and the Health and safety team had supported staff with equipment needs.
- Support was provided to the local resilience forum by coordinating mobile testing sites and the mobile maintenance team set up NHS PPE stores at Stoke Mandeville social club.
- Support provided to tenants by directing them to BBF and where a need was established make provision for rental holidays.

The following key points were raised by the Select Committee members during discussion:

- A member raised that it would be helpful for future reports to identify where improvements could have been to the council's pandemic response and highlight where lessons had been learned. Ms Wood advised that the council wishes to be open and transparent and as the pandemic was very much ongoing there would be a detailed review of the council's response at an appropriate time.
- Members raised concerns about overall council finances and the funding gap between government funding and additional costs/lost income. Ms Wood confirmed the council continued to lobby government and local MPs had been supportive of this. Mr Richard Ambrose, Service Director for Corporate Finance (and Section 151 Officer) advised the committee that it had been difficult to forecast the full implications of the pandemic on council finances whilst it remained unknown how long the pandemic would continue and how long the recovery period would be. Mr Ambrose confirmed that the council was not in the position where it would have to publish a section 114 notice, although explained that whilst the council had reserves at present these could only be utilised once so there were concerns around the longer term, with the biggest impact expected to be seen in the next financial year and onwards.
- Mr Ambrose advised that the council was in a position at present to complete this financial year without making service cuts. Modelling had started for future years and forecasts had been produced for various scenarios ranging from low to high impact. Cabinet members were receiving regular updates and would look at any strategy to address shortfall. The committee requested an update at future meetings displaying key financial indicators. **Action: R Ambrose**
- A member asked how marginalised, hard to reach groups were receiving support and questioned what plans were in place should a localised lockdown be required. Ms Wood confirmed that a large amount of work had gone into reaching vulnerable residents - central Government had provided lists and any individual the council was unable to contact received a visit from Bucks Fire and Rescue to ensure that they were managing ok. A health protection board was being set up jointly with Buckinghamshire Healthcare Trust (BHT) and Public Health and Buckinghamshire's response to the initial wave would inform where improvements could be made in case of a second wave. Further advice from Government was awaited on localised lockdowns.
- In response to a point made on a lack of publicity of the council's response to the pandemic, the committee was advised that the Leader of the Council had sent regular emails to a large resident distribution list and regular updates had been provided to parish councils. There had also been regular video blogs and the Council's website and social media channels were regularly updated.
- The R number for the South East region which included Bucks was currently in the range of 0.7 to 0.9.

- Mr David Skinner, Service Director for Service Finance provided an up to date response on the impact of Covid on the council's business rates and council tax collection. In terms of cash collection this was 1.7% down on the previous year, which was below the average national overall collection rate. This continued to be monitored monthly. Business rates collection had been suspended for April and May, these had not been waived but would be re-profiled for the remainder of the year and collection had restarted in June. Rejected direct debits for June had been around 2%.
- In response to concerns raised around residents who were in financial difficulty as a result of covid, the committee was advised that the council encourages any resident experiencing hardship to make contact and the service area would look at options available to residents such as re-profiling payments and payment plans. Whilst the Government supported the business furlough scheme it was difficult to predict the estimated numbers of residents who may need support in the coming months.
- A member queried whether the appeal process for unsuccessful discretionary grants for small businesses had been working effectively. Mr Skinner reported that the Government policy had changed during the initial set up of the process and this was an area where lessons had been learnt with queries and complaints taking up a great deal of resource. Additional resource was now in place and the council should be better positioned to manage these appeals if the scheme or similar was run again.
- During a discussion on reserves, Mr Ambrose reported that the general fund reserve was approximately £49m with earmarked reserves for committed schemes and initiatives being in the region of £100m. Work was ongoing to look at earmarked reserves and identify what funds were genuinely committed.

In response to a query on covid's impact on capital expenditure, Mr Chilver reported that there had been minimal delays to capital schemes in the property portfolio although the housing project at Tatling End would be delayed by a couple of months.

6 CABINET MEMBER PRIORITIES FOR 2020-21

Ms Wood summarised the ongoing projects within the Resources portfolio and listed the key priorities as follows:

- Bring our back office systems, applications and infrastructure together to deliver transformation and a great customer service
- Develop our employee offering to attract, develop and retain our staff especially moving out of the Covid pandemic
- Ensure our systems for tracking and monitoring our finances are robust and agile to provide confidence in our financial outturn

Mr Chilver summarised the ongoing projects within the Property and Assets portfolio and listed the key priorities as follows:

- Financial update on property income
- Accommodation Strategy
- Residential Property Development

The following key points were raised by the Select Committee members during discussion:

- The impact of home working was highlighted and it was queried whether certain employees would need to return to office space, at least not to the level they had been

pre-pandemic and whether there were associated cost savings to this. Ms Wood confirmed that productivity had not decreased as a result of home working and sickness rates had reduced with an improved work life balance also reported in the staff survey. A significant piece of work looking at this was ongoing and would be incorporated in to phase two of the accommodation strategy. Mr Ian Thompson, Corporate Director for Planning, Growth and Sustainability advised that staff would be increasingly encouraged to work from home and the return to office space also needed to take in to account social distancing measures, the differing layouts across building and the effects these had on maximum occupancy in council accommodation. It was accepted many staff needed to be in the office to deliver certain services and further, it was identified that many staff benefit from the social side of work and the accommodation strategy would reflect individual's needs. By the time of the next meeting there should be progress to report on this area. The impact of downsized office spaces on town centres would also be taken in to account with discussion to be held with key stakeholders, such as town councils or committees.

- In relation to Council meetings, virtual meetings were currently only legislated for until May 2021 so any changes to member meetings would be very much dependant on legislation.
- A member asked a question in relation to Aylesbury Vale Estates (AVE) and asked whether the council would be reviewing its shareholding. Mr Thompson confirmed that the shareholding would be kept under review, two councillors had been added as board members and discussions on the business plan continued with the council abiding by its contractual agreements.
- It was queried how many of the council's tenants had found themselves in financial difficulty during the pandemic. Mr John Reed, Service Director for Property and Assets reported that at the last quarterly update figures had been positive although he noted that this would have been at the start of the lockdown period. There would be a clearer picture of the effect covid has had on tenants at the end of this quarter and should there be no further spike in covid cases it was expected that the situation would improve as the economy does.
- The residential development plans highlighted by the Cabinet Member for Resources across the county were welcomed by the committee and members emphasised that the council should be a leader in using renewable energy on its developments and actively reducing its carbon use. Mr Chilver confirmed that the council's full estate was being audited as part of the council's carbon reduction programme and any opportunity to reduce carbon would be explored. This included fitting solar panels at a number of properties, replacing street lighting with LED lamps, replacing older boilers with energy efficient models, increased tree planting on agricultural estate and promoting electric vehicle usage with charging points. In response to a further query, Mr Chilver advised that opportunities were also being reviewed for solar farms on the council's agricultural estate.
- In relation to commercial opportunities, Mr Chilver advised that significant income streams would be progressed and these included the M25 motorway service area, although any commercial projects/acquisitions would be subject to Government restrictions on borrowing for commercial properties.
- In response to a question on the Woodlands development in Aylesbury, Mr Chilver confirmed that there had been delays linked to transport related issues, planning issues and section 106 agreements but progress was being made and the development was seen as critical to the delivery of a section of the eastern link road.
- A member raised a question on affordable housing numbers, to which Mr Chilver advised that this was a significant issue being addressed as part of any development proposals, and the 40% model used in the Tatling End development was a good model to follow. An

added benefit of affordable housing would be the potential savings to the council in areas such as provision of emergency bed and breakfast accommodation and other short term accommodation options used by the council.

- Mr Chilver confirmed that all capital proposals would have their business cases fully reviewed including those currently budgeted for, and where they are likely to have a positive impact on the local economy these could still be delivered in a structured way despite the financial challenges that have resulted from the pandemic.

7 WORK PROGRAMME DISCUSSION

The following suggestions were made for the work programme:

- Renewable Energy and the council's journey toward becoming a zero carbon council. The committee want the Council to be a lead on environmental matters and suggested receiving regular progress updates on the move to carbon neutrality.
- The return of staff to the office environment and the impact of this on the accommodation strategy following the relative successes of working from home for a large section of the workforce.
- Large contracts coming up for re-procurement such as the TfB contract were significant and involved large sums, the select committee wish to review these to ensure they are dealt with in the most appropriate way.
- Regular monitoring of the revenue budget (quarterly) and capital budget.
- The Committee requested a property assets register so that they have an overview and understanding of what this looks like now that the 5 previous councils have come together. A management plan of these for the next 2 to 5 years would also be useful.
- An oversight of the next business plan for AVE and any other commercial/property ventures the council has significant interest in.
- Progress monitoring of the anticipated savings from establishing a Unitary council
- The effects of the pandemic on certain groups within the county and ways to uplift socially deprived communities.

8 DATE OF THE NEXT MEETING

Thursday 1 October 2020 at 2 p.m.



Update on the return of staff to the office environment and future ways of working

Finance and Resources Select Committee –
1 October 2020



Our strategy

- Follow Govt and Public Health advice
- Maintain service delivery whilst minimising risk to health of staff, members, and customers
- Everyone would work from home unless they could not work from home
- Proactively engage, consult and communicate with staff
- Plan ahead but be flexible and responsive
- Consistent approach as far as possible, across all buildings
- Any return to the office would be 'gradual and phased'
- Learn from and use the experience of working practices during Covid to shape the longer term workspace strategy
- Maintain clear audit and record of the costs of Covid

Developing an action plan

- An officer Return to Office Steering Group, Chaired by Ian Thompson formed to review Govt guidance and develop dynamic action plan
- The Steering Group includes representatives from HR, IT, Property, Finance Health & Safety, and Comms
- Close liaison with Public Health to help interpret Govt advice and respond to specific scenarios
- First phase of the plan predicated on the Govt advice that everyone should work from home unless they cannot work from home
- The action plan is dynamic responding to a rapidly and constantly changing environment
- The action plan has been underpinned by regular engagement and consultation with Trade Unions and Employee Representatives

Focus the Steering Group

1. Categorising our employees to understand who could and could not work from home
2. Carrying out risk assessments for buildings, services (and individuals where needed)
3. Preparing our buildings to mitigate the risk of Covid particularly as and when staff started to return to work
4. Supporting people to work from home
5. Communications plan including consultation with the unions and staff representatives and employee engagement to capture the experience of working from home to inform the longer term workspace strategy
6. Capturing the workplace financial implications
7. On-going review of Govt and Public Health guidance as pandemic continues

Categorising our employees

Developed to help us primarily understand, the number of staff who:

- Needed to be in the office because of the nature of their role
- Are mainly community based, with an occasional need to work in the office
- Could be mainly home based, with the occasional need to work in office
- Could not work from home because of their environment
- Numbers of staff in each category under constant review

Risk assessments

- Each building and service risk assessed so that mitigation measures could be put in place including PPE supply needs. Some individual risk assessments.
- The risk assessments extend to other buildings where staff required to work to deliver a service eg community centres (used as PPE distribution centres), and crematoria
- New IT System implemented for staff to confirm they have read the Building Guide and Risk Assessment

Preparing the buildings

FM teams worked collaboratively to ensure consistent approach

- Floor plans produced with social distancing in place
- Out of 2,500 desks normally available, capacity reduced to around 800
- Desks that can and cannot be used clearly marked
- 'Touch down' space identified in each building for people who need to come to the office occasionally
- Meeting room capacity reduced in line with social distancing guidelines
- Screens installed in areas of customer contact – eg reception

Preparing the buildings continued

- Signage in place to show routes round buildings and remind people of the safe working requirements
- Enhanced cleaning regime
- Hand sanitisers and wipes in place throughout the buildings
- Everyone required to sign in on arrival and the desk space used recorded for track and trace
- Building guides and videos produced. All staff entering the a building, first required to sign to say that they had read and would follow the requirements

Preparing the buildings continued

- Implement new Track and Trace IT system to record all staff, visitors and Cllrs entering our main buildings
- Ability to immediately identify anyone working closely with someone later diagnosed with Covid
- Real time data feeds into analysis on future building options
- IT reallocating unused office equipment to Home Users



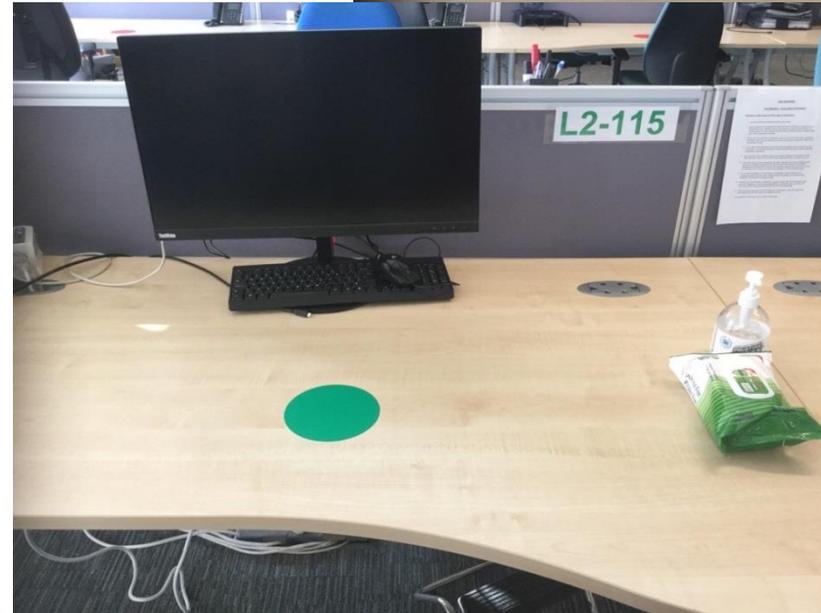
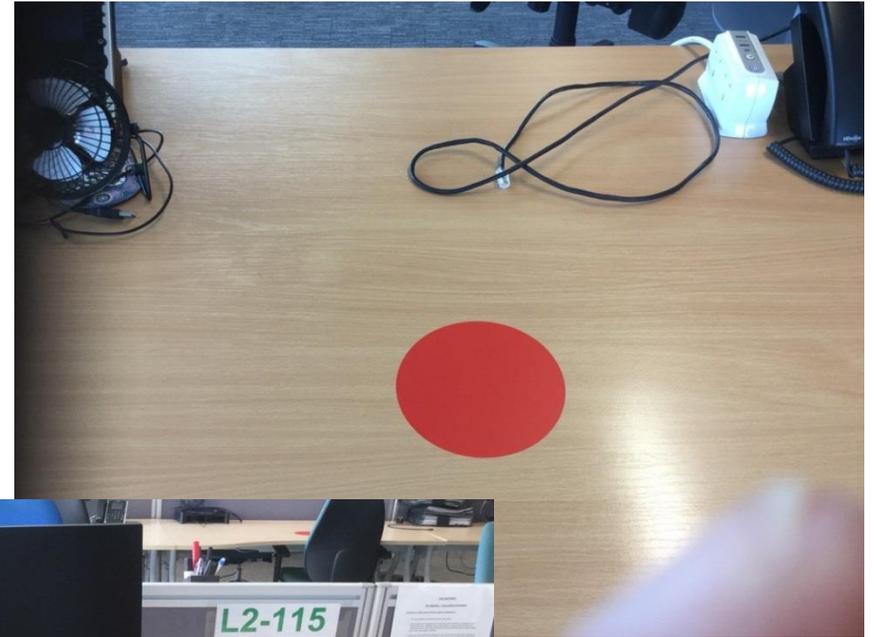
The different reception desks with
signage, way marking and screens
in place

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Signage and information boards in place in buildings



Supporting people to work from home

Two key objectives:

1. Providing staff with the right software and hardware to fulfil their role from home

- Staff complete a working from home health and safety assessment
- Monitor, keyboard, chair and headsets available
- Implemented new IT System to manage all orders with link to starters and leavers process
- Roll out of Microsoft teams for online calls and meetings

2. Caring for staff health, resilience and overall wellbeing. Comprehensive programme including

- Employee Assistance Programme which provides counselling
- Health and Wellbeing Champions
- Webinars, eLearning courses
- Online wellbeing and fitness activities organised by staff



Communications and engagement

Comprehensive and on-going including

- ‘In it together’ vlogs from Chief Executive
- Virtual roadshows for staff
- Regular updates on The Source
- Pulse and OLE Surveys undertaken to gauge staff experience of working from home
- Consultation with the Trade Unions & Employee representatives
- Survey and focus groups to capture reflections from staff, members and a wide range of staff and other stakeholders & partners of the Covid experience

Capturing the costs

- The costs of implementing the measures to enable home working and safe working in the buildings, is being captured.

Where are we now continued?

- Pre the Govt announcement on 22 September, we were considering how teams could return to the offices for meetings
- We are registering our different sites for the NHS test and trace app and displaying posters with the QR code for people to scan
- However, and the re-introduction of some lock down measures, our default position remains the same ie staff should continue work from home
- We are reviewing the longer term implications of the latest measures

The longer term workspace strategy



- Reviewing the Covid working from home experience for staff, members, customers, partners etc to help shape the longer term strategy
- The new 'normal' is yet to be established but more home working and more flexible working is likely to feature
- New IT Network design will include lessons learnt
- In due course Cabinet will be asked to approve a budget for support to develop the strategy
- The strategy will need to consider:
 - the needs of each service
 - our working practices
 - the IT and other support needed
 - the impact on our operational property and how we make the most efficient use of the estate



Budget Scrutiny 2020 – Recommendations from the Budget Scrutiny Task & Finish Group

Response from Buckinghamshire Council – Cllr Martin Tett, Leader

Recommendation	Response – Y/N & comments	6- Month Update	Officer
<p>1. a) There should be a consistent approach to how inflation and salary increases are applied across the budget.</p> <p>b) Where budgets include monies released from a reserve, this should be clearly noted in a separate budget line.</p> <p>c) Further work should be undertaken on Years 2 & 3 of the MTFP to ensure the robustness of the budgets in light of a number of external factors which are outside of the Council's control.</p>	<p>Agreed.</p> <p>In developing the budget for Buckinghamshire Council, we started with the existing budget plans of the 5 predecessor Councils. These budgets were set in different ways and in pulling them together some compromises were required. Buckinghamshire Council will continue to develop and improve the presentation of its budgets in future year to ensure transparency and robustness.</p> <p>December 2020</p>	<p>a) Given the increased complexity of pay budgets, with 20 different sets of Terms and Conditions in the Council, a review of the approach to budgeting for pay awards is currently underway and will be presented to SABC for consideration.</p> <p>b) The future presentation of the use of and contribution to reserves within budget papers will ensure transparency to ensure confidence that reserves are used sustainably.</p> <p>c) The 2021-25 MTFP process will ensure the robustness of the 2021-22 and 2022-23 budgets as well as those for 2023-25. This process will see proposals challenged through both 'Member Check & Challenge' Groups and Scrutiny processes.</p>	<p>Lead Cabinet Member: Martin Tett</p> <p>Richard Ambrose, Service Director for Corporate Finance</p>

<p>2. The Corporate Plan for Buckinghamshire Council should include a stronger commitment to Climate Change, with the aim of the Council being net Carbon Neutral by 2035(subject to consideration of the results of the Council's Carbon Audit) and the County generally by 2050. This commitment should be explicit and transparent and will require strong political leadership to ensure delivery.</p>	<p>In part. The Corporate Plan sets out a clear ambition to address climate change. The detailed objectives will need to be developed by the leadership of the new council, once it has the chance to review the results of the carbon audit which is currently underway.</p>	<p>A Notice of motion regarding Climate Change was taken to full Council on the 15th July and agreed. This sets out the Council's position in terms of dates for achieving net zero with respect to our own Council's emissions as well Buckinghamshire wide emissions. The carbon audit for our own emissions has been completed and the results will feed into actions to be set out in a Climate Change Strategy of which, following the Full Council resolution, is intended to be presented to Cabinet later this year.</p>	<p>Lead Cabinet Member: Bill Chapple</p> <p>Ian Thompson, Corporate Director, Planning, Growth and Sustainability</p>
<p>3. The budget should include specific budget lines which demonstrate how it will deliver the Council being net Carbon Neutral by 2035.</p>	<p>Agreed. As the new council develops its detailed climate change plan, in response to the carbon audit, it will need to clearly identify the associated budget.</p>	<p>A sum of £5m has provisionally been allocated towards climate change within specific reserve as part of 20/21 budget setting process. Following Full Council resolution in July, the profile of spend is now being agreed with the Cabinet Member for Climate Change and Environment.</p> <p>As the Climate Change strategy and associated projects and actions become clear, this will then feed into the forthcoming MTFP cycle.</p>	<p>Lead Cabinet Member: Bill Chapple</p> <p>Ian Thompson, Corporate Director, Planning, Growth and Sustainability</p>
<p>4. A specific Portfolio and Portfolio Holder should be nominated to be responsible for driving the Climate Change & Carbon Neutral agenda forward across Buckinghamshire Council and to take a leading role in championing this across the County and beyond.</p>	<p>Whilst the Shadow Executive has a Portfolio Holder leading on the Environment, the organisation of future portfolios will be the responsibility of the new Leader of Buckinghamshire</p>	<p>The Cabinet Member responsible for climate change is the Cabinet Member for Environment and Climate Change (Bill Chapple).</p>	<p>Lead Cabinet Member: Bill Chapple</p> <p>Ian Thompson, Corporate Director,</p>

	Council, following the elections in May		Planning, Growth and Sustainability
5. An overall recruitment and workforce strategy for Buckinghamshire Council as a whole should be developed as a priority.	Agreed. A council wide strategy will be developed by October 2020	<p>The planned start of work to develop the recruitment and workforce strategy has been delayed as a result of Covid. The strategy will be developed in liaison with service areas and will now take into consideration our experiences of Covid and the way in which we are currently operating, together with the changes to the employment market.</p> <p>In recognition of the impact on timeframes and the critical need to engage with service areas in developing the strategy this is now likely to be completed in November 2020.</p>	<p>Lead Cabinet Member: Katrina Wood</p> <p>Sarah Murphy Brookman, Corporate Director Resources</p>
6. A strategy to reduce the number of agency staff should also be prioritised. The delivery & performance of this strategy should be monitored regularly.	Agreed. Whilst recognising that there are areas of the council's business where it is helpful to draw on agency staff and that agency staff provide organisational flexibility, there is a key priority to ensure that the use of Agency staff is appropriate and that an Agency worker's tenure is minimised through a clear exit plan. This will be one area of focus within the new recruitment and workforce strategy. In addition,	Reports on agency worker and High Cost Interims usage are reported to CMT on a monthly basis. An agency and high cost interim strategy has been developed and, working in liaison with services, tailored support is being put in place to manage down the reliance on agency assignments. Performance against this strategy will be reviewed on a quarterly basis.	<p>Lead Cabinet Member: Katrina Wood</p> <p>Sarah Murphy Brookman, Corporate Director Resources</p>

	each service area will monitor its performance on the use of agency staff, and this will be reviewed on a quarterly basis by the Directorate Workforce Boards and CMT.		
7. Buckinghamshire Council should ensure that there is sufficient capacity to deliver existing savings plans and an ambitious capital programme, as well as managing far-reaching service transformation.	Agreed. As the new Council develops its transformation programme, and reviews individual service areas, a key focus will be on ensuring that the organisation has the right skills and capacity to deliver the Corporate Plan ambitions.	All recovery, improvement and priority business as usual activity for the new Council (including capital and savings plans) has been captured through Directorate Recovery & Improvement plans, which aim to ensure activity during 2020/21 is focused on the right priorities, and the appropriate capacity and skills are in place to deliver. A budget has been established to support the delivery of the transformation programme.	Lead Cabinet Member: Martin Tett Sarah Ashmead, Deputy Chief Executive
8. Buckinghamshire Council should invest in Key Worker Housing as a priority, to aid recruitment, reduce staff turnover and unlock additional skills capacity in the County.	Agreed. Alternative options for developing Key Worker housing will be reviewed and business cases developed over the next year.	A preliminary set of sites has been identified and scoping, budgetary and preliminary business cases are being prepared. The ambition is to bring forward a report to Members in the Autumn.	Lead Cabinet Member: John Chilver Ian Thompson, Corporate Director, Planning, Growth and Sustainability
9. A robust centralised management system is put in place to manage all Developer Contributions across the County, including CIL, S106 and S278 monies which are so	Agreed. A harmonised approach to manage all developer contributions will be developed in the first year.	A report went to Planning, Growth & Sustainability Management team in July in terms of how S106 could be managed. Next step is to agree an approach with the Portfolio Holder. The outcome	Lead Cabinet Member: Warren Whyte

<p>integral to successful delivery of the Capital programme</p>		<p>is likely to be picked up as part of the current Planning and Environment service review as a quick win.</p>	<p>Ian Thompson, Corporate Director, Planning, Growth and Sustainability</p>
<p>10. Risks around funding bids from Housing Infrastructure Fund and other government bodies are acknowledged and implications on cash flow/borrowing/interest and the timing of building projects should be clearly identified.</p>	<p>Agreed. The final budget report to Shadow Executive / Shadow Authority will include a section on key risks, including those relating to cash flow and the potential need for temporary borrowing.</p> <p>February 2020.</p>	<p>Complete.</p>	<p>Lead Cabinet Member: Martin Tett</p> <p>Richard Ambrose, Service Director for Corporate Finance</p>
<p>11. Capital programme should be divided into those schemes which are fully funded, with deliverable business cases and those that are more aspirational, in order to give members and residents a clearer understanding of the programme. This detail should be included in the final budget.</p>	<p>Agreed. A further review of the capital programme will be undertaken post vesting day. This will include reviewing how the capital programme is presented with the aim to enhance both consistency in approach and transparency.</p> <p>September 2020.</p>	<p>A Capital Review is currently being undertaken of the Council's Capital Programme. There has been some slippage due to COVID-19, but this is being considered as part of the review. A review of the status of each project and the funding arrangements forms part of the review and will enable better classification of schemes and a much clearer understanding of the Capital Programme during the MTFP process. The review is now expected to be completed in Nov 2020.</p>	<p>Lead Cabinet Member: Katrina Wood</p> <p>Richard Ambrose, Service Director for Corporate Finance</p>
<p>12. A detailed breakdown of the funding for each Community Board should be included in the final budget.</p>	<p>Agreed. A detailed breakdown of funding has been presented to the Shadow Executive. A review of the presentation of</p>	<p>Complete.</p>	<p>Lead Cabinet Member: Martin Tett</p>

	the budget will be undertaken for future budget setting with the aim of enhancing transparency.		Richard Ambrose, Service Director for Corporate Finance
13. Responsibility for Community Boards and the associated budgets should sit with the Communities Portfolio to drive Localism forward and have visibility of community grants and support in one place.	The organisation of future portfolios will be the responsibility of the new Leader of Buckinghamshire Council, following the elections in May	Complete The responsibility for community board funding and community grants sits within the Localities and Strategic Partnerships which falls under the Cabinet Member for Communities and Public Health.	Lead Cabinet Member: Gareth Williams Sarah Ashmead, Deputy Chief Executive
14. Increased funding for feasibility work in years 2 & 3 should be investigated to reflect the quantum of Capital projects (£493m over 3 years)	Agreed. This will be considered as part of the next budget round. December 2020.	The current base budget for feasibility work is £1.2m p.a. Furthermore, some earmarked reserves exist. Future funding requirements will be reviewed as part of the MTFP.	Lead Cabinet Member: Martin Tett Richard Ambrose, Service Director for Corporate Finance
15. The balance of the Unitary Implementation transition fund should be added to the £14m transformation pot.	Agreed. This will be amended as part of the final budget. February 2020.	Complete. £2.7m of unused transition funding has been moved to the transformation pot.	Lead Cabinet Member: Martin Tett Richard Ambrose, Service Director for Corporate Finance

<p>16. Further assessment should be made during 2020-21 as to whether the £14m Transformation Pot will be sufficient to enable the required service transformation over the 3-year period of the MTFP.</p>	<p>Agreed. The process around how the transformation pot will be allocated out is to be agreed and any future investment requirements will be considered as part of the next budget round.</p> <p>December 2020.</p>	<p>The process for allocating service improvement funding (transformation pot) through a Service Improvement Board is currently being considered.</p>	<p>Lead Cabinet Member: Martin Tett</p> <p>Sarah Ashmead, Deputy Chief Executive</p>
<p>17. As soon as plans are finalised for the priority order of service transformation, these should be shared with all staff to enable them to understand the implications for them as individuals over the next 3 years.</p>	<p>Agreed. The senior leadership team is currently developing a programme of service reviews, in order to be able to provide all employees with clarity about the implications for their own individual roles.</p> <p>March 2020</p>	<p>A schedule of service reviews across the next two years was shared with all staff in June, clarifying when services can expect to commence their reviews as part of the Better Buckinghamshire programme. A commitment has been made to engage staff throughout the review programme, ensuring that there is sufficient opportunity for individuals to discuss changes that might impact them, as well as contribute to the discovery and design process.</p>	<p>Lead Cabinet Member: Martin Tett</p> <p>Sarah Ashmead, Deputy Chief Executive</p>
<p>18. A robust and clearly understood approach to risk management be adopted by Buckinghamshire Council as a priority.</p>	<p>Agreed. Risk Management is a key element of assessment of both individual proposals and the overall budget proposal, and this needs to be clearly evidenced in budget proposals.</p> <p>December 2020</p>	<p>The Council's Risk Management Strategy has been approved and is being embedded across all Directorates. Key financial risks are identified as part of the routine risk management process, and mitigating actions are monitored through Directorate Boards.</p> <p>The Risk Management Group will be established in September 2020 as a sub-group of the Audit and</p>	<p>Lead Cabinet Member: Katrina Wood</p> <p>Richard Ambrose, Service Director for Corporate Finance</p>

		Governance Committee. This group will play a key role in reviewing the key financial risks.	
19. The option of the Home to School Transport team being integrated in the Education service and the Client Transport team being integrated in Adult Social Care, to realise savings and improve outcomes for residents should be explored.	<p>In part. Further alignment with the teams will be considered as part of a wider review and improvement plan of the client transport service.</p> <p>September 2020</p>	<p>A staffing restructure was successfully completed in Transport Services in July 2020. This was the first transformation service review under the new Council and is designed to ensure that the right structures are in place to support improved transport outcomes for residents.</p> <p>The service provides integrated support for mainstream, social care (both children's and adults), fleet services and public transport in order to ensure efficiencies in management and staffing and a coordinated offer for service users.</p> <p>Alternative options of splitting teams and then allocating them to other service areas would require additional managers and decrease service resilience as currently staff work flexibly in client transport to ensure transport needs are met across the different activity areas. It would also reduce the capacity to ensure a coordinated approach across the provider market (including commercial services, Council contracted services and public transport services) which has proved to be essential during the Covid pandemic.</p> <p>A client transformation improvement programme is underway which includes actions to reduce costs on home to school transport through</p>	<p>Lead Cabinet Member: David Martin</p> <p>Richard Barker, Corporate Director, Communities</p>

		<p>managing demand and re-tendering contracts and will seek to provide a resilient and financially sustainable service.</p> <p>Given the transformation programme is underway, as the staff restructure has only very recently been completed and the continuing complexities of Covid with transport services, a further review is not recommended at this stage.</p>	
<p>20. A management reporting system should be established which enables a true comparison of costs and key performance indicators, in particular the quality of service, between in-house and contracted services on a like-for-like basis to support Buckinghamshire Council's future decision-making.</p>	<p>Agreed. The finance, procurement and business intelligence teams will develop a methodology which will support service areas in evaluating options for future models of service delivery as part of the transformation programme.</p>	<p>The Better Buckinghamshire service review methodology incorporates value for money (cost vs. outcomes) comparisons to enable services to challenge their current service models, including in relation to best practice delivery models. Zero based budgeting principles will be used to design new service models - costing the asset, people, process and technology elements and ensuring these costs are tied to the Council's strategic priorities.</p>	<p>Lead Cabinet Member: Martin Tett</p> <p>Sarah Ashmead, Deputy Chief Executive</p>
<p>21. Priority should be given to the recruitment of experienced staff to support the Planning service in dealing with increased demand and Members would recommend that a 'Grow your Own' programme such as those in Social Care should be investigated.</p>	<p>Agreed. The recruitment of experienced planning staff is a priority, and this will need to be reflected in the wider recruitment and workforce strategy mentioned in item 5 above. As part of this work, consideration will be given to whether a grow your own</p>	<p>The service is about to go out for a recruitment campaign for planning staff from graduate to senior officers to fill vacant posts and reduce the reliance on consultants. We are working with the recruitment team to undertake a comprehensive campaign to support this process.</p>	<p>Lead Cabinet Member: Warren Whyte</p> <p>Ian Thompson, Corporate Director, Planning, Growth and Sustainability</p>

	programme would be the right solution		
22. Additional funding should be set aside for the Local Plan reserve as £3m over the next three years is likely to be inadequate.	As work commences on the Buckinghamshire Local Plan, we will develop a project plan including estimated costs for supporting evidence and the eventual Examination in Public. We will review the figure in the reserve on the basis of this work in the next 12 months.	The Planning Policy Managers are meeting to discuss and develop the project plan. The costs estimate for the evidence needed to support the Local Plan will be informed by an assessment of the actual costs incurred in the preparation of the three district local plans, and the possible impact of the new Planning white paper. This information is being collated prior to the meeting.	Lead Cabinet Member: Warren Whyte Ian Thompson, Corporate Director, Planning, Growth and Sustainability
23. When the Planning Service is reviewed, adequate resources should be allocated to enable an effective and timely response to planning enforcement issues.	Agreed. We are preparing a paper on the harmonised enforcement service looking at working practices and resources and will report back on the findings this year.	A new enforcement plan was adopted by Cabinet in July 2020. Structures will be considered as part of P&E service review which has just started.	Lead Cabinet Member: Warren Whyte Ian Thompson, Corporate Director, Planning, Growth and Sustainability
24. Development of a parking strategy, including how to increase capacity, should be a matter of priority for Buckinghamshire Council after the elections in May 2020.	Agreed. This work will be progressed during 2020/21. March 2021	This has not progressed as a result of the Covid – 19 pandemic and its impact on travel patterns in the short and long term. A programme will be established once post-pandemic travel patterns emerge.	Lead Cabinet Member: David Martin Richard Barker, Corporate Director, Communities

<p>25. A review should be undertaken ahead of the parking enforcement procurement, to investigate how the Council's on street and off street parking enforcement can be integrated to deliver an improved service and to review future requirements in light of the new parking strategy, to ensure quality service delivery and value for money.</p>	<p>Agreed - this work is already being progressed through the programme workstream and will be presented for decision by the new Council in 2020/21.</p> <p>October 2020</p>	<p>Work to establish an integrated parking team, for on and off-street parking management, including enforcement, is progressing. This will include opportunities to improve efficiency and effectiveness along with any wider enforcement benefits that may be achievable. A report will be brought forward in the autumn of 2020.</p>	<p>Lead Cabinet Member: David Martin</p> <p>Richard Barker, Corporate Director, Communities</p>
<p>26. During 2020-21, as Community Access Points are reviewed, consideration should be given to their future funding.</p>	<p>Agreed. As the plans for moving from Council Access to Community Access Points are developed, business cases will be developed which assess the financial implications of individual proposals. The Council will then be able to consider the need for any funding provision.</p> <p>December 2020</p>	<p>The initial focus has been on ensuring council access points are fully operational. The launch of the access points was affected by the Covid lockdown and, therefore, it is anticipated that the review will now take place in summer 2021.</p> <p>The Localities service will look to explore opportunities for community access points with partners and business cases will be developed around these.</p>	<p>Lead Cabinet Member: Martin Tett</p> <p>Sarah Ashmead, Deputy Chief Executive</p>
<p>27. There should be continued investment in the Social Work Academy, which utilises the apprenticeship levy and will provide more stability in the Adult Social Care workforce and positive outcomes for clients.</p>	<p>Agreed. The first cohort of students are due to be recruited in April and then a further cohort in September. Their progress will be closely monitored to ensure that the programme delivers the right outcomes and that a case can</p>	<p>Any cohort requires a minimum of 10 people to ensure it is cost-effective for the training provider to run the programme. Despite receiving 15 applications for the first cohort in April, a number of those did not meet the requirement of having maths and English at the required level.</p> <p>We have worked with a number of staff to help them gain English and maths qualifications and are</p>	<p>Lead Cabinet Member: Angela MacPherson</p> <p>Gillian Quinton, Corporate Director Adults, Health</p>

	<p>be demonstrated for ongoing investment.</p>	<p>delighted to now have 11 applicants who have been successful in the first stage of recruitment for the Social Work Apprenticeship Degree programme. The panel interviews with Buckinghamshire Council and the Training Provider (Bucks Uni) will take place on the 3rd September 2020.</p> <p>The Apprenticeship Levy will be used to fund the Apprentices during the three-year programme which will commence on the 23rd October 2020. The value of each programme is £23,000 over the three years.</p> <p>We also have a pipeline of 17 applicants who are interested in applying for the next cohort in 2021. We are working with ten of these applicants to upskill their Maths and English with the support of our partner Bucks Adult Learning.</p>	
<p>28. There should be further investment in the ASYE Academy to enable Children’s Services to recruit and retain more qualified staff, which will stabilise the workforce and lead to improved outcomes for children and families. In turn, this should also support the pace of change required for Ofsted Improvement.</p>	<p>Agreed. We will increase the ASYE academy by another two cohorts of up to 20 each between now and 2021. Work is underway to achieve this subject to applications and successful appointments.</p>	<p>The initial plan was to have a new cohort of up to 20 ASYEs join our academy in April 2020; however, this was unable to happen due to Covid-19.</p> <p>Covid-19 has also affected social work students as all placements ceased, delaying the completion of their qualification and subsequent social work registration. As a result, the next cohort of up to 20 ASYEs will not be ready to join the academy until January 2021.</p>	<p>Lead Cabinet Member: Mark Shaw</p> <p>Tolis Vouyioukas, Corporate Director Children’s Services</p>

		The plan at this stage is to have a further intake of up to 20 ASYEs in July 2021; however, this is reliant on (a) successfully recruiting the first cohort in January, and (b) no further delays to the completion of social work qualifications.	
29. A specific line should be included in the budget for Special Expenses.	Agreed. Special Expenses income will be specifically identified on the face of the budget and an appendix presented with the final budget papers showing the budgets for Special Expense areas. February 2020.	Complete.	Lead Cabinet Member: Martin Tett Richard Ambrose, Service Director for Corporate Finance
30. Voluntary sector organisations which provide vital community services at minimal cost should be nurtured and a full review carried out to establish how they have been funded to date and how grants and other funding from Buckinghamshire Council should be offered going forward to deliver improved outcomes for residents.	Agreed. A review of the council's relationship with the voluntary, community and charity sector will be undertaken during 2020/21, with a view to developing new funding arrangements for 2021/22. October 2020	VCS organisations remain a critical partner for the council, which was demonstrated throughout the coronavirus response where there was intense collaboration. The Localities service is working with the sector to develop a VCS Strategy, which will build on the positive partnership work highlighting the importance and value of the sector as well as what a good relationship looks like. The Localities service is also undertaking a grants and public spend review to understand the range of financial assistance and support the council provides to the voluntary and community sector and develop	Lead Cabinet Member: Gareth Williams Sarah Ashmead, Deputy Chief Executive

		options for the future. The timing of the review has been delayed due to the Covid situation and a detailed review timetable is currently under development.	
31. A strategy for Homelessness and Rough Sleeping should be developed as a priority for Buckinghamshire Council.	Agreed – the strategy will be developed in the first year of operation of the new Council, using a collaborative approach with key partners.	The existing Homelessness and Rough Sleeping Strategies have been carried forward from the former District Councils. To date in 2020/21 the Council’s Housing Service has had to focus its homelessness resources on the Covid-19 response by initially bringing Rough Sleepers off the street and now planning for the next phase of supporting and moving on clients (including submitting a bid for funding to the Government Next Steps Accommodation programme). Consequently, work has not yet commenced on developing the new Buckinghamshire Council Homelessness and Rough Sleeping Strategy. During Quarter 3 of 2020/21 (following the outcome of the Next Steps Accommodation bid) a timetable and plan will be agreed for the development of the new Buckinghamshire Council strategy.	Lead Cabinet Member: Isobel Darby Ian Thompson, Corporate Director, Planning, Growth and Sustainability
32. A consistent approach to licensing for HMOs and Taxis should be applied across the County as soon as practicable after 1st April 2020.	Agreed - a country wide taxi licencing policy will be progressed during 2020/21. February 2021	A new Taxi Licensing Policy is now in development and is likely to go to the Licensing Committee meeting for approval to proceed to consultation in Autumn 2020. It is envisaged that a new harmonised policy for Taxis will be adopted in the Spring of 2021.	Lead Cabinet Member: Fred Wilson Richard Barker, Corporate

		All other Licensing policies will be harmonised by the end of 2021.	Director, Communities
33. The evaluation of the Wycombe Street Warden scheme, should be reported to the new Cabinet as part of a wider review of Community Safety/Anti-Social Behaviour.	Agreed. The evaluation will be included as part of a wider review of enforcement activity across the new Council December 2020	A review of the community safety service is currently taking place as part of the Better Buckinghamshire Programme. The evaluation of the street warden scheme is being progressed as part of this review and it is on track on meet the timetable of December 2020.	Lead Cabinet Member: Gareth Williams Sarah Ashmead, Corporate Director, Deputy Chief Executive

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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].

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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).

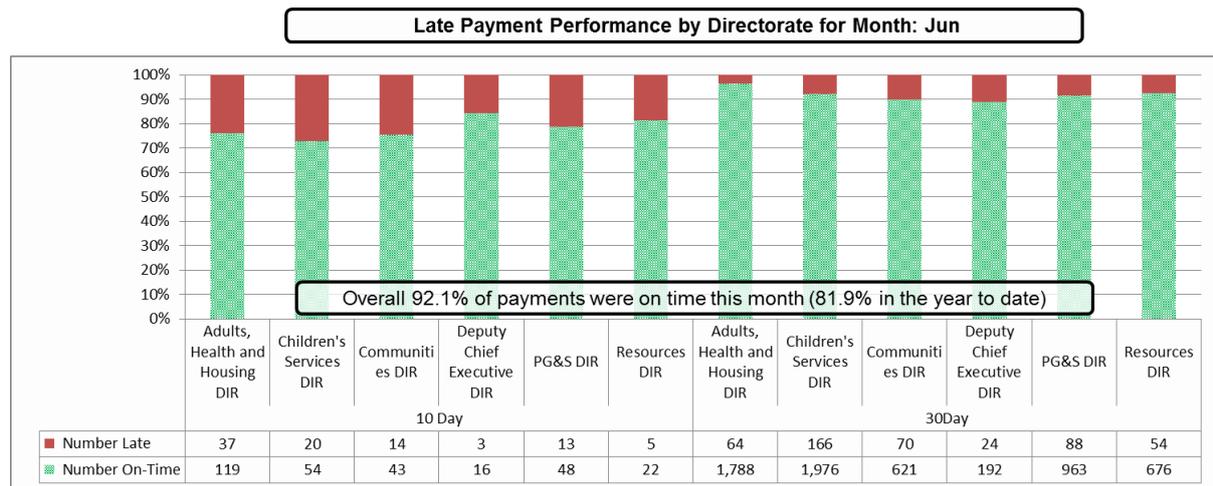
The residual £559k Business as Usual overspend is mainly within HR&OD (£139k) and Business Operations (122k).

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.

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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

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Finance and Resources Select Committee

Date	Topic	Description & Purpose	Lead Officer	Contributors
1 st October	Return of staff to the office environment and update on future ways of working	To receive an update on: <ul style="list-style-type: none"> ○ Progress made to date on the return to the office for staff ○ Increased remote working plans / impact on staff / new 'normal' ○ Accommodation Strategy phase 2 update ○ Covid safety measures 	Ian Thompson	Katrina Wood, John Chilver, John Reed, Tony Ellis, John McMillan
	6 month budget scrutiny review report	To review the status of the recommendations made by the Shadow O&S members during 2020 budget scrutiny.	Richard Ambrose	Katrina Wood, John Chilver, Martin Tett, Richard Ambrose and other officers as appropriate
	Budget Performance Monitoring Q1	For members to receive an update on Q1 performance.	Richard Ambrose	Katrina Wood, Richard
26 th November	Property Assets Register	To provide members with an overview of the property assets register following unitary transition and the medium to long term plans for these assets. To further provide a transformation and regeneration update. (check for confidentiality)	Ian Thompson	John Chilver, John Reed
	AVE / Commercialisation update	For members to understand what the council's approach to commercialism is/will be. To receive an update on the work and business plans of AVE, Consilio and other commercial ventures the Council has significant interest in. (confidential)	Ian Thompson	John Chilver, John Reed N.b. Katrina is a Board Member of AVE

	Budget Performance Monitoring Q2	For members to receive an update on Q2 performance.	Richard Ambrose	Katrina Wood, Richard
	2021 Budget Scrutiny scoping document	To update members with a suggested timetable and planned approach to the upcoming budget scrutiny sessions.	Leslie Ashton	
January 2021	BUDGET SCRUTINY TAKING PLACE			
28 th January 2021	Staffing Update	To receive an overview of staffing 9 months on from the unitary transition with updates on transformation progress made to date and the next steps.	Sarah Murphy-Brookman	Katrina Wood, Sarah, John McMillan
	Budget Performance Monitoring Q3 (if available – may be presented in March)	For members to receive an update on Q3 performance.	Richard Ambrose	Katrina Wood, Richard
25 th March 2021	Unitary Transition Review	Review of unitary implementation 1 year on - what key areas of work have been carried out and are planned, review of savings and impact of the Covid pandemic within the Resources and Property and Assets portfolio areas.	TBC	
	12 month progress report on 2020 budget scrutiny recommendations	To review the status of the recommendations made by the Shadow O&S members during 2020 budget scrutiny.	Richard Ambrose	John Chilver, Katrina Wood, Richard, Sarah, John R and others as appropriate.
	Budget Performance Monitoring Q4	For members to receive an update on Q4 performance.	Richard Ambrose	Katrina Wood, Richard