



BUCKINGHAMSHIRE COUNCIL

Medium-Term Financial Plan 2024-25 to 2026-27 Capital Programme 2024-25 to 2027-28



MEDIUM TERM FINANCIAL PLAN 2024/25 to 2026/27

CAPITAL PROGRAMME 2024/25 – 2027/28

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Section 1: Medium Term Financial Plan

Revenue Budget 2024/25 – 2026/27

The 2024/25 to 2026/27 Medium-Term Financial Plan (MTFP) delivers a 3-year balanced budget and demonstrates the financial sustainability of the council despite the considerable challenges faced by us and the sector. The budget provides a 'best estimate' which reflects the uncertainties in future costs and demand levels, national policy and economic conditions and local government funding. The medium-term outlook for Buckinghamshire Council finances remains extremely challenging with significant pressures identified in relation to both inflation and ongoing increases in demand for key services, which reflects the position being experienced nationally. The focus of this plan is therefore matching the need to ensure that core services continue to be delivered to residents whilst ensuring that resources are used as efficiently as possible through driving efficiency, service reviews, income generation and savings plans.

The Revenue Budget includes inflationary growth of £36.0m, unavoidable demand growth of £97.4m offset by portfolio savings and income proposals of £95.3m. As a result, overall Portfolio net revenue budgets are set to increase by £27.5m (5.9%) in 2024/25 rising to £51.0m (11.0%) in 2026/27.

The main areas of budget increases are the Health and Wellbeing, Education & Children's Services, Homelessness & Regulatory Services and Transport Portfolios. These Portfolios have experienced the highest budgetary impact from the pressures identified above, and in combination account for 96% of growth and 94% of inflation added to the budget.

There is a significant amount of risk in these budget proposals in particular around inflation, growth in demand and supply chain. These are set out in further detail later within this report.

Key Financial pressures

The Council has experienced significant financial pressures during 2023/24 due to continued increase in demand and complexity of need in key services, such

as Adults Social Care and Children's Social Care. The revenue outturn position is forecast for a significant adverse variance within Portfolio budgets (at Quarter 3 £4.5m or 1% of Portfolio budgets). The ongoing impact of this is built into the Budget and MTFP.

Service demand

The growth identified in the MTFP is linked to significant demand increases in

- Adult Social Care growth of £13.6m rising to £33.5m due to increases in client numbers, complexity and increased cost of care packages.
- Children's Social Care, Looked After Children growth of £21.4m rising to £42.5m predominantly due to reductions in foster carers and the national insufficiency of placements resulting in very high unit costs for residential placements. This is offset by savings from in-house children's homes.
- Growth of £1.6m in temporary accommodation due to increased demand, particularly for nightly paid accommodation.
- Growth of £6.9m rising to £13.7m linked to increased volume and contract costs in Home to School Transport linked to growth in Education & Health Care Plans (EHCPs).

Inflation and Market Sustainability

The cost of delivering council services has increased due to the ongoing high levels of inflation impacting on our suppliers and providers. Given the nature of the services we operate inflation has affected different budgets in different ways and remains a significant pressure. The cost of delivering services has increased and have placed pressures on our supply chains.

- Inflationary uplifts have resulted in budget pressures, in Adults (£10.1m) & Children's (£2.8m) Social Care linked to uplifts in the National Living Wage; and Highways (£0.5m rising to £2.9m) and in Waste (£1.1m rising to £2.3m) linked to contractual uplifts.
- Pay inflation, held corporately, subject to the local pay award.

Section 1: Medium Term Financial Plan

Delivery of additional income and savings

As a relatively new Council, we have developed a strong track record of delivering additional income and savings. The MTFP includes:

- Savings in Children’s Social Care of £10.1m rising to £36.4m linked to investment in additional children’s homes to reduce the use of high-cost external placements and increase in foster carers.
- Savings in Adult Social Care of £5.2m rising to £12.3m from promoting independence, contract re-procurement, strengths-based reviews and from service re-design.
- Savings from Business Operations, HR, Finance, ICT totalling £6m by 2026/27.
- Savings arising from actions to reduce demand and increase efficiencies through the Home to School Transport improvement plan of £1.1m rising to £3.8m.
- Savings in Property & Assets of £1.1m rising to £2.3m linked to rationalisation of office space.
- Efficiencies in Housing and Investment in temporary accommodation units to reduce spend on nightly-paid accommodation, saving £1.8m by 2026/27.
- Reduction in funding to Community Boards of £1.5m from 2025/26.
- Review of delivery model and efficiencies across Culture & Leisure services delivering £1.4m of savings by 2026/27.

Council Tax

The Secretary of State announced that the basic Council Tax Referendum threshold will be 3% for 2024/25. In addition, there is the ability to levy an Adult Social Care Precept of up to 2%. Councils that are facing significant financial difficulties have been given individual Council Tax referendum

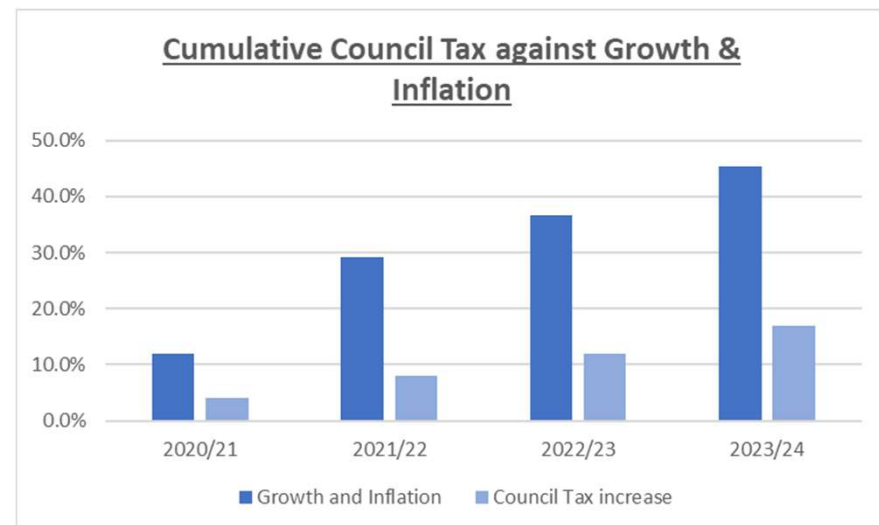
thresholds.

The budget includes an increase of 4.99% in the Average Band D Council Tax. This comprises a 2.99% increase in the basic element of Council Tax and a 2% increase in the Adult Social Care precept. This is below the referendum thresholds set. For an average Band D Council taxpayer this represents an additional £1.69 per week in 2024/25.

In line with central Government requirements the additional £8.14m of funding raised through the Adult Social Care precept is all allocated to offset the £13.6m growth pressures and £10.1m of inflationary pressures in Adult Social Care budgets.

Our Council Tax base continues to grow as new properties are built within the County and disused properties are brought back into use. The Council Tax base was approved by Cabinet on 4th January 2024. This sets the number of properties which are expected to pay Council Tax.

The overall increase in Council Tax receipts of includes a 0.94% growth in the tax base including an increase in the collection rate to 98.4%.



Section 1: Medium Term Financial Plan

Corporate Budgets

Key updates to the corporate budgets include:

- An increase in Business Rates retained local of £4.6m linked to the September CPI uplift of 6.7%.
- Increase in interest on balances from Treasury Management of £2.8m above previous expectations.
- An increase in un-ringfenced grants of £10.1m, based on the Local Government Settlement and subsequent announcements.
- Use of £2.476m of Corporate Budget smoothing reserve in 2024/25 to manage the risks around successful delivery of savings plans.

These proposals support maintaining core front line services to residents in the face of increased demand, lost income, and high levels of inflation whilst remaining within the referendum threshold for Council tax.

Capital Programme 2024/25-2027/28

The Capital Programme is presented for 4 years as many schemes span multiple financial years. The Council currently has borrowing headroom of £100m. It is proposed that Council delegate to Cabinet the addition of schemes to the Capital Programme up to this level which have a financially viable business case, subject to due diligence and final Cabinet approval.

This will enable additional priorities, such as regeneration and housing projects, to come forward and be added to the capital programme once positive business cases are fully developed. The prudential borrowing facility may also be used to provide capital loans to our property company, our joint venture property company and the Enterprise Zone should there be a financially viable and robust business case.

The overall Capital programme totals £666.3m over 4 years. Around 9% of the programme is funded from revenue. Each Portfolio's element of the

Programme is included at Section 5.

- £37.1m to support economic growth & regeneration projects;
- £168.3m on schools, and school improvement projects;
- £137.0m on strategic highways maintenance including;
 - £63.4m on major highway resurfacing schemes;
 - £17.7m on Plane & Patch (smaller planned and reactive repairs);
 - £12.0m on failed roads;
 - £8.4m on footway repairs;
 - £5.9m on street lighting repairs, replacement and maintenance;
- £179.6m on strategic infrastructure (HIF);
- £34.0m investment in waste, primarily on vehicle replacement and household recycling centres;
- £26.1m to support housing and homelessness including affordable housing action plans and disabled facilities grants;
- £14.7m on climate change and flood management.

All revenue consequences of the Capital programme, including interest and debt costs and the Minimum Revenue Provision required under Local Authority accounting guidance have been included in the Revenue Budget.

Section 1: Medium Term Financial Plan

The Local Government Finance Settlement

The Government announces the Local Government Finance Settlement each year, which defines the level of funding which will be received from central Government, and the levels at which the Council Tax referendum limits will be set each year.

Within the Local Government Settlement, the government reports the 'Core Spending Power' of every council in the country. This is the Government's preferred measure of funding for Councils. This measure assumes that councils increase their Council Tax by the maximum allowable without triggering a referendum.

Over the last 3 settlements Buckinghamshire has received a lower percentage increase in its Core Spending Power than the average for all councils in England and compared to the average for 'Shire Counties'. In the 2023/24 Local Government Settlement Buckinghamshire Council received the lowest increase in Core Spending Power of any comparable council.

Since the Council has received consistently low increases in Core Spending Power, the only lever available to minimise this funding gap is to maximise Council Tax receipts. Since the Council was formed in 2020, Council Tax increases have been maintained at just below the Referendum threshold.

The Provisional Settlement was announced on 18 December, followed by a further funding announcement on 24 January 2024 of additional funding for Social Care and an increase to the Funding Guarantee. The budget has been amended to reflect these changes.

These announcements have resulted in an increase in Core Spending Power (CSP) by 7.8% (England average CSP increased by 7.5%). There are three elements to Core Spending Power:

- An estimate of the Council tax that a Council could levy including an estimate of the annual growth in the tax base plus
- An assumption that local authorities increase their Band D council tax in line with the maximum allowable set out by the council tax

referendum.

- Changes to Central Government grants, particularly the Social Care Support Grants, Better Care Fund, New Homes Bonus and Services Grant.

The 7.8% increase is mainly due to the assumed increases from Council Tax. The Council has benefited from the additional funding for Social Care and the Funding Guarantee which ensures that all Councils receive at least a 4% increase in CSP before decisions are made on increases to Council Tax. These increases are partially off-set by a reduction in the Services Grant.

The Provisional Settlement confirmed the Council Tax referendum thresholds at 3.0% for basic Council tax and an additional 2.0% for the Adult Social Care Precept. The Government sets these referendum thresholds to ensure that if a Council sets an increase in Council Tax which is deemed to be excessive (i.e. above the referendum thresholds) a local referendum must be held to approve the increase.

The Final Local Government Finance Settlement was announced on 5 February 2024. There are no material changes from the figures published in the recent announcements which form part of these budget proposals.

Special Expenses

Special Expenses are a separate element of Council Tax, charged only to unparished areas where the Council provides services which would otherwise be delivered through a Town or Parish Council. We have Special Expenses in operation for High Wycombe Town, West Wycombe Churchyard and Aylesbury Town. The cost of these services is covered by a Special Expenses precept in these areas rather than general Council Tax to ensure that all residents are not paying for Parish services in these areas.

Budgets and precepts for Special Expense areas are proposed by the area Committees and approved by Council. Details of the proposed 'Special Expenses' budgets and precepts are set out as appendices to this budget.

Section 1: Medium Term Financial Plan

Key principles in developing the MTFP

The Budget conforms to the following key principles:

- Requirement to deliver a robust and balanced budget and to remain financially sound over the short, medium and longer term.
- Any proposals to balance the budget need to be deliverable, sustainable and maintain the Council's financial health and longer-term viability.
- Must avoid over ambitious savings and income proposals; and need to be evidenced based with a track record of deliverability.
- Any proposals in relation to reserves must be time-limited and not require excessive use of reserves, given levels of risk and uncertainty.
- Proposals should not add unduly to the level of financial risk to which the Council is exposed and the Council's ability to meet statutory responsibilities.
- Inflation is a significant factor within the development of the Capital Programme, as it is with the Revenue Budget.
- A Capital programme review was conducted which covered the existing Capital programme, new capital bids and the prioritisation of those bids for inclusion in the programme to get to a recommended capital programme. The Corporate Capital Investment Board was consulted during this process to provide a steer on the approach to prioritisation.
- Opportunities were identified for reducing, reprofiling or removing projects where they were uncommitted, including delaying projects beyond the current planning window in order to create some headroom for new bids. Alongside this the available capital resources were reviewed and future funding estimated.
- The budget reflects the estimated impact of the changes outlined above. The robustness of existing and new budget proposals will continue to be monitored as part of normal financial management protocols.

Developing the Budget proposals

- The Budget has been developed by building on the budget agreed by Full Council in February 2023.
- Each Portfolio holder has been supported by officers to produce a set of revenue budget and capital programme proposals which support the delivery of the Corporate Plan and which address the growth and inflationary pressures identified above. Previously agreed budget plans were reviewed to ensure they still remain valid, and amendments were made to reflect the latest intelligence on deliverability and robustness.
- Growth and inflation assumptions have been reviewed using the latest available evidence, and future growth assumptions updated on this basis.
- In addition to this a series of savings proposals were developed to ensure the budget could be balanced. These have been reviewed and prioritised by Cabinet to ensure the minimum of impact on our residents.

Section 1: Medium Term Financial Plan

Track record on Income and Savings



£45million savings achieved
between 2020 and 2022



£75.4m

over our first 4 Years
17.1% of our net 2020-21 budget



£30.4million savings being
delivered in 2023/24



£95.3m

to be delivered over this MTFP
21.6% of our net 2020-21 budget



£41.3m further savings &
income for 2024/25



£170.7m

in **seven years**

38.7% of our net 2020-21 budget



£32.8m further savings &
income for 2025/26



£21.2m further savings &
income for 2026/27

Section 2: Budgetary Environment

National economic context

The national economy has been subject to a number of significant and overlapping shocks over recent years. The Covid-19 pandemic disrupted global trade and required significant financial intervention from governments around the world, and the conflict in Ukraine and the subsequent political responses have had a large impact on the price of globally traded commodities such as grain and gas, which has knocked-on to other products over time.

The impact of this has been that the rate of inflation in the UK peaked above 11% and currently sits at 4.0%. This inflationary pressure is exacerbated by a tightening in the available workforce, which is driving higher pay inflation.

The Bank of England, acting under its remit to manage inflation to a 2% target, has consistently increased the Bank Base Rate, from a low of 0.1% in December 2021 to 5.25% in December 2023. This action is expected to reduce inflation to below the 2% target by mid 2025. Despite these pressures above the UK economy is not predicted to fall into a period of recession.

These high levels of inflation and increasing borrowing costs have created pressures which has impacted many residents and businesses across the country.

Nationally the Government has taken steps to respond to the prevailing economic shocks, which have placed additional pressures on the public purse. These pressures have dramatically increased Government borrowing which is creating pressure on Government spending priorities in future years as debt repayment costs have increased in line with the Bank of England base rate.

Nationally high inflation, a tight labour market and the resultant

domestic price pressures have shaped the Council's Budget through;

- Significant inflationary pressures to maintain services at existing levels. Inflation is variable across different services dependent on the main cost drivers in different services;
- Inflation of 20% across the construction industry impacting across the Capital Programme;
- Pay pressures in light of the wider market and the National Joint Committees pay award for other local government employers;
- Pressures across the NHS resulting in a higher demand for early hospital discharge, with subsequent higher needs of those discharged;
- Increased demand for Social Care places, both with continuing pent-up demand from the pandemic and as a consequence of the impact of the pandemic on both general and mental health;
- Supply-side pressures in Social Care as both market sufficiency and Social Care wages fail to keep pace with the private sector;
- Increased demand and costs of supporting the vulnerable across multiple service areas;

All of these pressures are set against the need to invest in the local economy to support jobs, growth and regeneration of town centres.

Section 2: Budgetary Environment

National funding context - The Autumn Statement

On the 22nd November the Chancellor presented his Autumn Statement. The Statement focused on reducing inflation, growing the economy and reducing debt.

- No further funding increases for local government with the additional funding for adult social care announced in the Autumn Statement 2022 confirmed.
- Local Housing Allowance (LHA) rates will be raised to the 30% percentile of local market rents from April 2024. No direct impact but this should indirectly reduce pressure on temporary accommodation.
- Departmental budgets will increase by 1.0% in real terms over the medium term, which imply real-terms cuts for local government services.
- Improvements in productivity in the public sector (by 0.5% per year) leading to a “more productive state not a larger state”.
- National Living Wage will increase to £11.44 for workers 21 years and over (an increase of 9.8%).
- Planning capacity funding - £5m in additional funding for Planning Skills Delivery Fund to target planning application backlogs.
- £450 million for a third round of the Local Authority Housing Fund to deliver 2,400 new housing units to house Afghan refugees and ease wider housing and homelessness pressures.
- Homes for Ukraine and homelessness prevention extended ‘thank you’ payments into a third year for Homes for Ukraine sponsors.
- Local Nutrient Mitigation Fund - £110m to support planning authorities to deliver high quality schemes to offset nutrient pollution, unlocking planning permissions that are otherwise stalled.
- Affordable Homes Guarantee Scheme - expanding the existing £3 billion scheme by a further £3 billion to support housing associations to access cheaper loans for quality and energy efficiency works as well as new homes.
- Infrastructure planning – designating low carbon infrastructure as a critical national priority with steps to ensure that the planning system prioritises the rollout of electric vehicle charging infrastructure, including EV charging hubs, and heat pumps.
- Planning system performance reforms – guaranteed accelerated decision dates for major developments in England in exchange for a fee, ensuring full refunds are given where deadlines are not met.
- Support for substantial commercial development and strengthen of Economic Regulation.
- Small business rates multiplier will be frozen with Local authorities fully compensated.

There remains significant financial uncertainty, particularly from 2025/26 onwards due to short term local government finance settlements. Fiscal tightening is back-loaded with the vast bulk of spending cuts in particular pencilled in for after April 2025.

Section 2: Budgetary Environment

Local Context: Budget Assumptions

The table to the right provides a summary of the high-level assumptions made which underpin the Budget. Key within this is the level of inflation which is forecast to stay higher for longer and changes in demand growth.

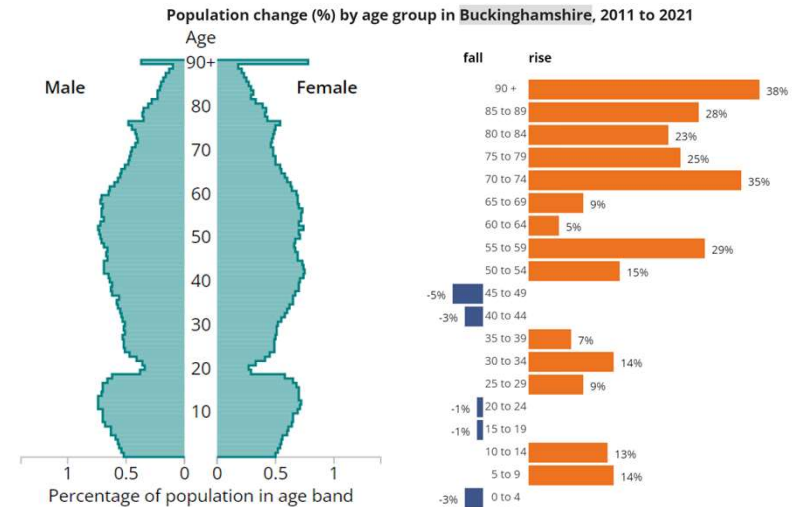
The population of Buckinghamshire continues to grow, most notably in the over 65 and over 80 age groups. These are the age groups most likely to require Adult Social Care.

The Council is experiencing exceptional increases in requests for Education Health and Care Needs Assessments (EHCPs), with an increase of 101% compared to 2016 in requests; and 76% increase in EHCPs maintained. This is driving significant cost pressures within Children’s Services and Transport.

The Council is funded from several different sources. It can raise Council Tax, it keeps a share of the Business Rates collected locally, receives both ringfenced (for specific purposes) and un-ringfenced (general purpose) grants from Government departments and it generates income from charges made to partners, customers and service users for the provision of services.

This position is underpinned by a robust financial risk management approach where risk reserves are held for one-off financial shocks, and contingency budgets are retained to ensure ongoing pressures can be addressed.

Measure	2024/25	2025/26	2026/27
ECONOMY			
CPI Inflation	3.2%	2.0%	2.0%
Interest Rates	4.0%	2.5%	2.0%
Growth of Bucks Economy	0.5%	1.0%	1.5%
Business Rates Revaluation	-	-	Yes
LOCAL GOVERNMENT FUNDING			
Council tax basic precept	2.99%	2.99%	2.99%
ASC precept assumption	2.0%	2.0%	2.0%
Business rates (CPI)	6.7%	3.2%	2.0%
Other Grants	CPI	CPI	CPI



A total population of 578,870 is projected in Buckinghamshire by 2026/2027*

*Source: Projections based on Office for National Statistics (ONS) subnational 2022 population estimates



130,300 5-18yr olds projected in Buckinghamshire by 2026/2027*



112,370 65+yr olds projected in Buckinghamshire by 2026/2027*



17,010 85+yr olds projected in Buckinghamshire by 2026/2027*

Section 2: Budgetary Environment

National policy

The Council operates under statute, regulations and national guidance. This is subject to change as Government introduces new legislation. Current and projected changes in legislation which impact on the Council and are considered within the Medium-Term Financial Plan are;

Adult Social Care reform

These headline policies, which will change the relationship between those receiving Adult Social Care, the Council and care providers have been postponed for at least two years following the chancellor's 2023 budget statement. The Budget & MTFP assumes that the Adult Social Care reforms will not be implemented within the MTFP period.

Asylum seekers and Refugees

The government has increased the requirement on Councils to take a greater share of Asylum seekers and Refugees in order to ensure there is capacity to house the increased numbers arriving following global political upheaval, especially in Hong Kong, Ukraine and Afghanistan.

This creates pressures on housing and accommodation services in the County as well as additional costs of supporting these vulnerable individuals and families.

Changes to local government funding

A review of local government funding has been promised since 2020, however this has now been further delayed to at least 2025.

The Fair Funding Review will develop a new formula for allocating Government funding to councils and update the data (all of which is at least 10 years old) used to drive allocations from the formula.

New Homes Bonus has been paid to councils for a significant number of years to support and encourage the creation of additional housing to address the

national housing shortage. The future of this funding is under review and remains uncertain.

The system of local Business Rates retention has been highlighted as a political problem for a number of years, especially with the recent expansion in the number of businesses operating virtually, who are not subject to Business Rates. The system is also due a reset in the level of growth retained locally, which will likely coincide with the implementation of the Fair Funding Review.

Council Tax increases remain limited by Government through Referendum thresholds. These thresholds are known for 2024/25, but there is no certainty on the levels for either basic Council Tax or the Adult Social Care precept beyond 2024/25.

Producer Extended Responsibility for Packaging

Producer Extended Responsibility for Packaging (PeRP) legislation was due to be implemented for October 2023. This has now been delayed until 2024. This policy is intended to tax the producers of packaging waste and provide councils with additional funding to pay for the disposal and treatment of packaging waste.

Local Economic Partnerships (LEPs)

Direct funding of LEPs has ended from 2024/25 with their functions transferring to upper tier authorities. Future delivery of these functions by councils will be dependent upon receiving additional funding from Government.

Virtual schools

Virtual schools are expected to take a wider role in supporting children through their education. At present it is uncertain exactly what these additional responsibilities are or whether there will be any additional funding to pay for the additional responsibilities.

Section 2: Budgetary Environment

Corporate Plan

The Council's main strategic planning document is the Corporate Plan ([Corporate Plan | Buckinghamshire Council](#)) which outlines ambitions and priorities for Buckinghamshire Council. Overall, our aim is to create positive changes for local people, communities, visitors, and businesses.

We are committed to making Buckinghamshire the best place to live, raise a family, work, and do business. We want our county to be a place everyone can be proud of, with excellent services, thriving businesses and outstanding public spaces for everyone. We want our residents, regardless of background, to live healthy, successful lives and age well with independence

The Council recognises that the Corporate Plan cannot be delivered in isolation, and we are committed to working with partners and organisations who have worked with the council on developing a number of county wide documents that sit alongside our Corporate Plan.

These include:

- [Buckinghamshire's Strategic Vision for 2050](#)
- [Buckinghamshire Growth Plan](#) [Buckinghamshire Growth Plan](#)

Our key partners include:

- Integrated Care Partnership
- Police
- Fire & Rescue
- Town and parish councils
- Voluntary and community sector
- Cultural organisations

- Businesses
- Housing providers

We are committed to partnership working, focusing on shared priorities, and encouraging collaboration, sharing intelligence, and driving change and tackling key issues in a more coordinated way.



The Medium-Term Financial Plan is the financial expression of the Corporate and Portfolio plans. It sets out the revenue and capital resources available to deliver these plans, and how they are allocated to Service areas to deliver the outcomes of both the Corporate and Portfolio plans.

The current Corporate Plan runs for the full term until 2025 and has an annual refresh (last published in July 2023). The latest refresh for 2024/25 has started and the updated corporate plan will be presented to Full Council on 17 April 2024. This will be the last refresh of the current plan with a new plan to be created following the 2025 elections.

Section 2: Budgetary Environment

Corporate Plan

Strengthening our communities

Life expectancy in Buckinghamshire
81.5 years **85.1** years
(one of the highest in South East England)

57.6%
of children and young people meeting recommended levels of physical activity (2021/22)

Life expectancy gap
5.8 years **6.1** years
life expectancy gap between most and least deprived residents

60%
of adults are obese or overweight (2021/22)

Protecting the vulnerable

550 children had a Child Protection Plan on 31 March 2022 (752 as at 31 March 2022)

59.6 crimes per **1,000** people for the period April 2021 – March 2022

4,975 applications for homelessness assistance in 2022/23

509 children were looked after as at the 31 March 2023 (500 as at 31 March 2022)

89%
of adult social care clients were satisfied with the care and support they received - only 6% were unsatisfied (2022/23)

79% of people using Adult Social Care services saying that they had either adequate or as much social contact as they would like (2022/2023)

43.9%
Budget for adult social care has increased by since 2017/18

313 children in foster care (March 2022)

Improving our environment

46.83% of waste is recycled (2022/23)

Aim to facilitate the delivery of **1,000** public electric charging bays across the county by 2027 as part of our Electric Vehicle Action Plan

73% reduction in Buckinghamshire Council's CO2 emissions and we are comfortably within our carbon budgets (2022/23)

Around **2,100 miles** of publicly maintained carriageway in Buckinghamshire

1.2 million country park visitors in 2022/23

2,146 miles of public Rights of Way

In partnership with operators, bus passengers journeys have recovered to **85-90%** of pre-Covid levels

Increasing prosperity

47.8% of residents aged 16-64 are educated to NVQ4+ (equivalent to Higher Education Certificate/BTEC)

28% of vacant in Buckinghamshire jobs not filled due to lack of skills (25% national average)

90.6% of pupils attend good or outstanding schools in Buckinghamshire (compared to the South East 90.5% and England 88.3%)

£6.8 billion Value of exports (2023)

81.6% of residents in employment (employment rate aged 16-64) compared to the South East average of 78.1%

4.8% of those aged 16-64 have no qualifications (compared to the South East average of 5.0%).

Section 2: Budgetary Environment

Buckinghamshire in numbers

In 2023



553,300

population (as of mid-year 2021)



£453,000

average house price (March 2023)



£1,400 pcm

average rent for a three-bed property
(April 2022 - March 2023)



171

parish and town councils



32%

of the county is designated green
belt (England average 12.5%)



£18,485 million

size of Buckinghamshire economy national
output (ONS 2023)



237

schools, pupil referral units and state
funded nurseries



£38,600

median average annual gross pay in 2022
(full time workers)



304

state pension aged residents currently
per 1000 working age residents



On the horizon...



564,300

population in 2030
(Source: ONS projections)



By 2024, the number of state
pension age residents is
anticipated to rise to 371 per
1000 working age residents

In the next decade (2023-2033):



44.3%

increase in 85+ year olds



20.8%

increase in 65+ year olds



0.3%

increase in adults (18-64)*



5.1%

decrease in children (0-17)*

** Construction of new dwellings in the
county could lead to population changes/
increases beyond those currently
predicted by the ONS.*

Section 2: Budgetary Environment

Business Rates

Under the Business Rates Retention system, the Council retains a proportion of the Business Rates we collect. This is based on the assessed need of the Council and includes a retained share in any growth in the Business Rates base over time. The level of Business Rates assessed as being required is increased by CPI each year as part of the Local Government Settlement. Periodically retained growth is reset to zero, and this funding is lost to the Council. A reset is due but a timeframe for this has yet to be published by Government.

Un-ringfenced Government grants

The Council receives significant income from central Government through grants. Most of this funding is ringfenced, which means it can only be used for specific purposes or reflects the Government paying the Council for the costs of activities it has undertaken on behalf of the Government. Of the £758.6m of grant funding received in 2023/24 only £31.6m is un-ringfenced.

Ringfenced Government Grants (2024/25)

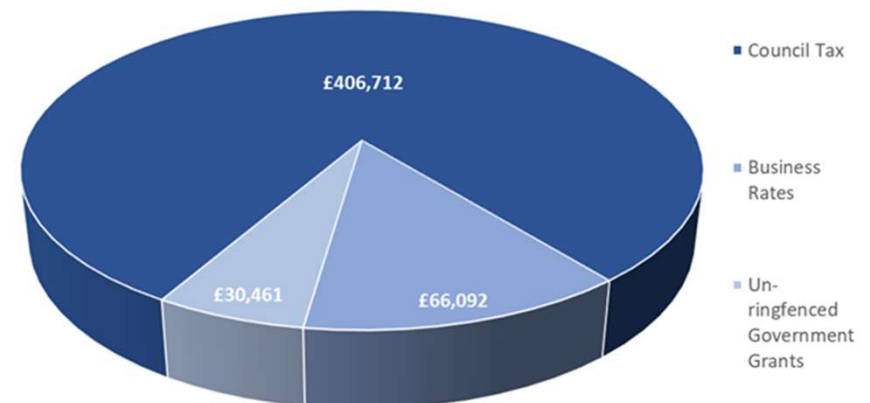
Key ringfenced grants include;

- Dedicated Schools Grant (passported to schools) £364m
- Housing Benefit Grant (passported from DWP) £72m (not announced)
- Public Health Grant £23m (not announced)
- Asylum Seekers – Unaccompanied Children £4.7m (not announced)

Customer and Client income

- Many of the activities which the Council is able to charge for are controlled by regulation and / or statute. In some cases, this is on the basis that we can recover our costs through charging and for others an absolute value of the charge allowable is set.
- In addition, there are activities which are funded by central Government based on claims for expenditure incurred.
- Income from customers and clients is increased each year through a review of Fees and Charges. For those charges increases are generally 7% for 2024/25 to keep pace with inflation.
- The schedule of Fees and Charges for 2024/25 was approved by Cabinet on 4th January 2024.
- Customer and client income includes income from our share of electricity sales from the Energy from Waste Plant, which is shown separately.

Funding by type (£000's)
2023/24



Section 2: Budgetary Environment

Closing the Budget gap

The Council is legally required to deliver a robust and balanced Budget and to remain financially sound over the short, medium and longer term.

How the Budget gap arose;

- Increasing demand for our statutory service
- Increasing costs to ensure Market sustainability and other inflationary pressures on our costs

An overall Budget gap of **£95.3m** over 3 years has been closed through:

- Targeted review of growth and inflation pressures
- Service deep dives, savings and cost avoidance through line-by-line review of Portfolio budgets
- Additional income opportunities (all-Member income workshop)
- Targeted Market interventions in temporary accommodation and children's homes
- Acceleration of the Strategic Property Review
- Increased income from Council Tax and Business Rates

Budget Scrutiny Review

During the week commencing 8th January 2024 the Draft Budget was reviewed and challenged by the cross-party Finance & Resources Select Committee (Budget Scrutiny task & finish group).

The recommendations of the Committee were reported to Cabinet.

Support for our Residents

Helping Hand Scheme

- 5,120 applications in first 6 months of 2023/24 (average 853 per month).
- 1,859 residents applied for the first time April to September
- Between April and September, Helping Hand provided, on average, £18k of direct financial support each week to residents.
- Between April and September, Helping Hand provided £225,000 of support through our partner organisation Heart of Bucks to support residents.

Council Tax Support

- The Council Tax Reductions (CTR) Scheme Policy includes the discretionary element of the Council Tax Reduction Scheme related to the Government's Cost of Living package. This is presented as an appendix for approval alongside the Final Budget.
- There are around 23,500 households who benefit from Council Tax Reduction which is c 10% of our tax base. For the most vulnerable the scheme will provide 100% discount, however, most receive a discount equivalent to 80%.
- In addition, the Council spends £724k on Discretionary Housing Payments and £305k on exceptional hardship reliefs.

Section 2: Budgetary Environment

Dedicated Schools Grant (DSG)

The 2024-25 DSG allocation is £632.5m before recoupment for academies. This is an increase of £37.8m on the comparative 2023-24 total DSG.

Schools Forum has considered the local funding formula for schools in Buckinghamshire and recommends that the proposed formula continues to be in line with the National Funding Formula (NFF) for schools. Due to affordability of the overall formula, funding factors for 2024-25 are calculated at 99.93% of the published NFF values. 20 schools will be protected through the Minimum Funding Guarantee (MFG).

As per the DSG guidance, the local Authority is responsible for making the decision on the Schools Funding Formula. There are no proposals to move funding between DSG blocks.

Growth in the high needs block is to support additional demand and complexity in the cost of supporting pupils with Special Educational Needs and Disability (SEND). The DSG deficit is projected to be £3.4m at the end of the current financial year, an increase of £1.8m from the deficit as at 31 March 2023.

Based on initial estimates there is a potential shortfall of £2.9m still to be met to set a balanced high needs budget. This will need to be managed through a deficit recovery plan. Subject to the outcome of the current bid, this will include the measures in the Delivering Better Value in SEND programme (DBV programme). It is important to recognise that the DBV programme forecast suggests that High Needs block pressures are likely to increase in the coming years and therefore all deficit recovery measures are high risk.

Reductions in the Central Schools Services Block can be met in 2024-25 from previously agreed savings plans.

The 2024-25 funding arrangements for Early Years include the expansion of the scheme to support delivery of the new working parent entitlements for children aged 9 months up to and including 2 years old from 2024. Options were modelled for each of the formula (3- & 4-year-old, disadvantaged 2-year-olds, 2-year-old working parent, under 2s) and discussed with the Early Years Forum ahead of discussion at School Forum. The increase in the Early Years block will be passed directly to providers through an increase in the hourly rate paid by the council to early years settings and through inclusion budgets.

	Schools block £000	Central school services block £000	High needs block £000	Early years block £000	Total DSG £000
DSG Allocation 2024-25 (Dec 2023)	438,659	4,681	127,534	61,588	632,462
2023-24 Final Settlement (including supplementary grant for Schools & Early Years)	426,775	4,935	123,464	39,568	594,741
Movement from 2023-24	11,884	(254)	4,070	22,020	37,721
Council share of DSG	179,774	4,681	118,200	61,588	364,243

Section 2: Budgetary Environment

Key Issues & Risks

The table below identifies the key risks to these budget proposals

Inflation and national economic conditions	<p>Global economic instability, along with supply chain interruptions are continuing to impact on inflation levels within the UK economy, which peaked at 11.1% and is reported at 4.0% in December 2023. This is impacting both in terms of pay pressures and the costs of our supply chain. The impact of geo-political tensions and conflict continue to be significant and uncertain. As such forecasts are that inflation will return to more normal levels by the middle of 2025, but the longevity and voracity of these impacts remains uncertain.</p> <p>The response to inflation has been to increase interest rates, which has tightened Government spending power due to increased costs of servicing the debt incurred during the pandemic. This may impact both costs through sustained high supply chain prices, increased demand for services because of cost-of-living pressures and funding through reductions in local tax receipts.</p>
Central Government funding	<p>The Covid-19 pandemic and support for the Cost-of-Living pressures has left the Government with unprecedented levels of debt, and with interest rates rising the Government has taken decisions to reduce revenue expenditure in future years. This is likely to in reductions to funding available to the Council over the medium-term.</p> <p>The Government has long promised to reform the allocation of funding to local authorities. This is now expected to be enacted from 2025/26 at the earliest. Changes to this methodology could have a negative impact on the funding for the Council if our calculated level of need, and hence future funding allocation reduces significantly.</p> <p>The ‘Levelling Up’ agenda has the intention of reducing regional disparities. Without additional funding to raise the level of funding for higher need areas there is likely to be a movement of funding from ‘better’ funded areas to those with ‘greater’ need. This is likely to see funding moved from the Southeast to those areas assessed as higher need.</p> <p>Several grant allocations have not been announced for 2024/25, the Local Government Settlement will only cover the financial year 2024/25, and assumptions have been made within the Revenue Budget and Capital Programme as to the continuation of current funding to 2027/28.</p>

Section 2: Budgetary Environment

Key Issues & Risks

The table below identifies the key risks to these budget proposals

Geo-political tensions	The current level of political tension across the globe continues to interrupt supply chains and the availability of some commodities, contributing to the current high levels of inflation. It is also creating additional burdens on nation states through increased costs in supporting friendly nations in conflicts and through support to those displaced by conflict. The uncertainty and global impact of these tensions and conflicts means that future inflation forecasts and costs of further support are potentially very unpredictable.
Complexity and demand in Social Care & Client Transport	Social Care and Client Transport budgets remain subject to significant variations in terms of both demand and inflation. This is being exacerbated by the pressure on hospitals to discharge patients to free bed-space. This is seeing clients leave hospital with higher needs than in normal times. Whilst all reasonable efforts have been made to predict these pressures based on information available estimates remain volatile and uncertain.
Social Care Provider market & Care Reforms	<p>The Care Act places a statutory duty for local authorities with responsibility for adult social care in managing the market including, where necessary, making provision for the continuity of care if social care providers close. Although the reforms are now delayed the move to a Fair Cost of Care has seen an increase in fees, however market sustainability remains a concern.</p> <p>In Children's Social Care the national market has become sub-optimal, with demand significantly outpacing supply. This has contributed significantly to increasing placement costs in the current year. Whilst these are expected to continue in the short-term, this budget assumes a partial rebalancing of supply and demand in the medium-term through a National Placement Sufficiency Strategy.</p>

Section 2: Budgetary Environment

Our Supply Chain

60% of our spend is with our third-party providers and suppliers. Our top 10 contracts amount to over £129m of annual spend. Through the Supplier Management Policy, the Council actively manages the interface between those organisations supplying goods or services to the Council to maximise value, manage risks and seek innovative solutions.

Management of the supply chain is determined by complexity, risk and sensitivity. In the current economic climate, the focus is to drive value through the supply chain, identifying and delivering in-contract value improvement of at least 3-5% of contract value, maximising non-commercial benefits such as sustainability or better local economic or health outcomes, developing a culture of continuous improvement, strengthening the links between commissioning, sourcing and supplier management across the Council, monitoring and reducing exposure to supply chain and contract risk.

The chart sets out a forward look of expiring contracts. Key activities including analysis of the procurement pipeline to develop future strategies for securing suppliers and market development, developing a gateway process for larger procurements to facilitate strategic review, working with directorates to ensure there is effective review for contract efficiencies to be explored and to negate the need for direct awards, waivers and breaches, and ensuring the most appropriate procurement channels are explored (such as dynamic purchasing systems).

Market sustainability and insufficiency are identified as key issues and risks within this Budget & MTFP. As a result, the Budget includes direct market intervention in temporary accommodation and children’s residential provision, to increase supply through in-house provision.

Top 10 Suppliers 2023-24	Annual Contract Value £m
Balfour Beatty	£25m
The Fremantle Trust	£21.8m
Pertemps	£21m
Drax Solutions Limited	£13m
Veolia Environmental Services	£11.8m
Oxford Health NHS Trust	£10.3m
NRS Healthcare	£9.1m
Buckinghamshire NHS Trust	£14.2m
Hightown Housing Association	£10.1m
Ambient	£7.4m

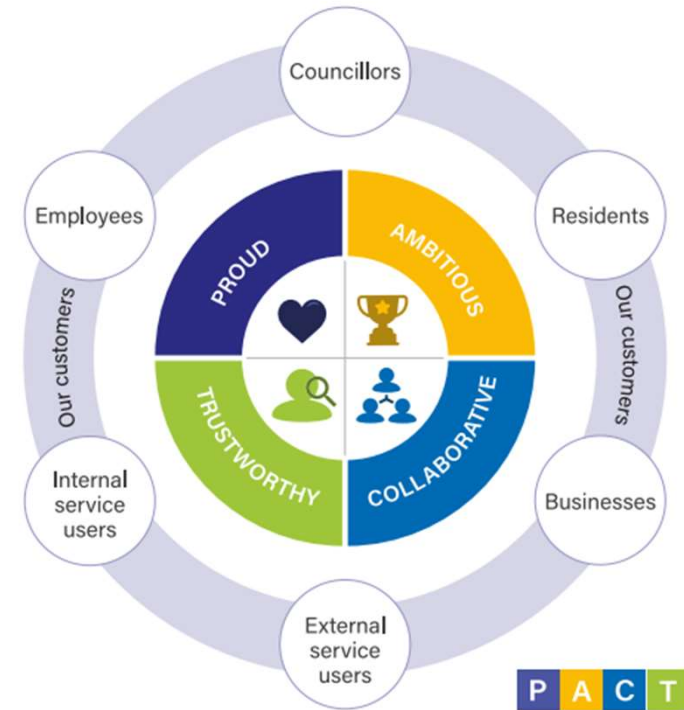
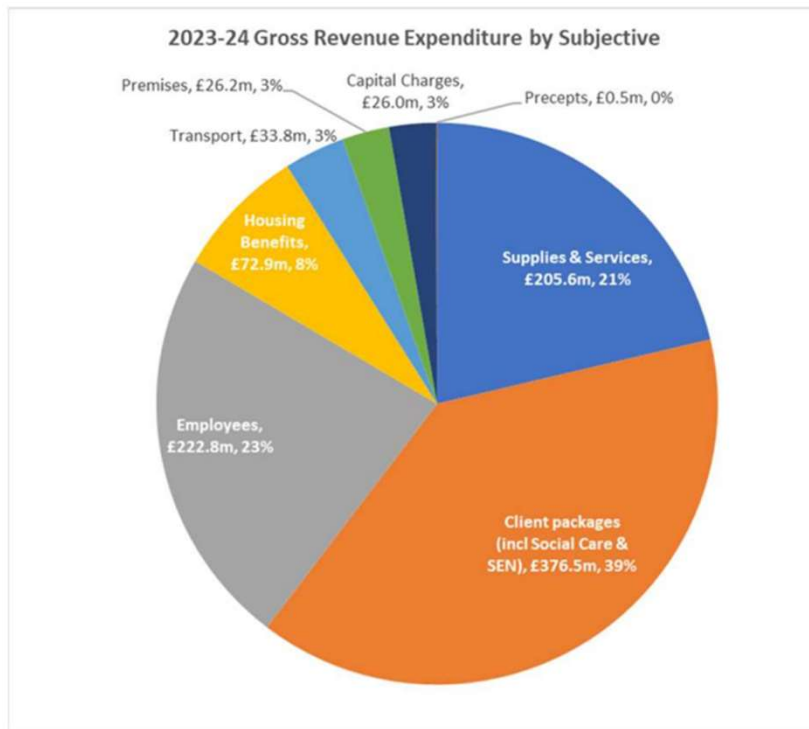
Expiring contracts above Procurement Threshold*



Section 2: Budgetary Environment

Our People

Everything we want to achieve for Buckinghamshire depends on having the right people in place. We currently employ approximately 4,400 staff across the whole Council and our people equates to **around 20%** of our spend. Changes in our workforce are linked to our overall approach to delivery of services through our supply chain or through direct in-house provision. We recently in-sourced provision around our Highways contract and in our Budget and MTFP we are planning to increase in house capacity within temporary accommodation and Children's Services. These changes will increase our headcount going forward; however, we have also implemented vacancy control measures to ensure that before any post is filled that we challenge ourselves as to whether the work can be stopped or delivered in a different way.



To deliver our services we need to retain, recruit and develop talented and committed staff to provide those services for our residents and businesses. By making the most of people's skills and experience, we can take full advantage of the opportunities created by the new council. Everyone needs to be performing at their best to take the organisation on the next stage of its journey.

To support this, Buckinghamshire Council has developed a set of values in consultation with our staff. These values underpin how we work and show our commitment – our PACT – to do our very best for our residents, service users and businesses.

Our key performance measures are effective management of turnover and sickness absence. On both of these measures we are demonstrating improvements in performance.

Section 3: Budget by Portfolio

Overall Revenue Budget

Budget by Portfolio

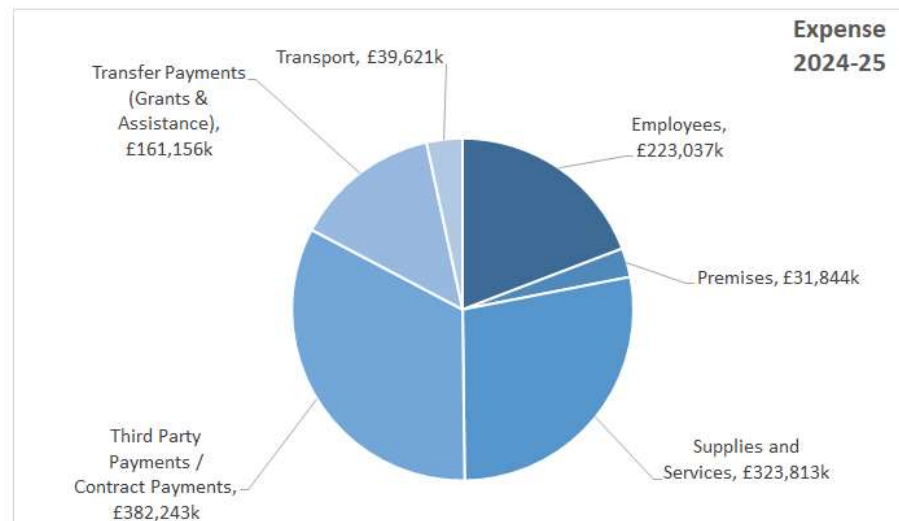
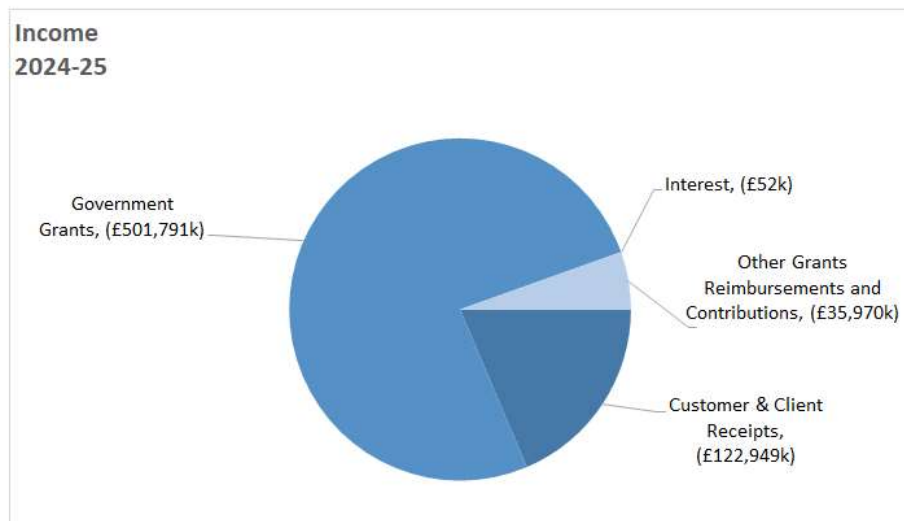
		2023-24			2024-25				2025-26		2026-27	
		Income £000	Expense £000	Net £000	Income £000	Expense £000	Net £000	Percent Change	Net £000	Percent Change	Net £000	Percent Change
Costs by Portfolio	Accessible Housing & Resources	(114,073)	173,366	59,293	(114,200)	168,324	54,124	(8.7%)	53,547	(1.1%)	51,707	(3.4%)
	Climate Change & Environment	(23,327)	40,771	17,444	(19,060)	43,451	24,391	39.8%	27,792	13.9%	27,811	0.1%
	Communities	(1,953)	9,723	7,770	(1,975)	8,567	6,592	(15.2%)	6,072	(7.9%)	6,072	0.0%
	Culture & Leisure	(4,011)	8,906	4,895	(4,647)	8,589	3,942	(19.5%)	2,528	(35.9%)	2,298	(9.1%)
	Education & Children's Services	(353,399)	457,848	104,449	(386,700)	503,078	116,378	11.4%	112,418	(3.4%)	113,974	1.4%
	Health & Wellbeing	(86,043)	270,938	184,895	(93,103)	290,493	197,390	6.8%	208,948	5.9%	221,194	5.9%
	Homelessness & Regulatory Services	(11,347)	21,617	10,270	(11,668)	21,681	10,013	(2.5%)	9,195	(8.2%)	9,205	0.1%
	Leader	(256)	5,796	5,540	(256)	4,891	4,635	(16.3%)	4,425	(4.5%)	4,425	0.0%
	Planning & Regeneration	(9,275)	16,864	7,589	(9,480)	16,624	7,144	(5.9%)	6,051	(15.3%)	6,051	0.0%
	Transport	(19,491)	81,307	61,816	(19,673)	86,514	66,841	8.1%	68,806	2.9%	72,190	4.9%
	Total	(623,175)	1,087,136	463,961	(660,762)	1,152,212	491,450	5.9%	499,782	1.7%	514,927	3.0%
Corporate Items	Capital Financing	-	25,976	25,976	-	27,517	27,517	5.9%	28,528	3.7%	29,951	5.0%
	Corporate Costs	(943)	22,620	21,677	(943)	29,979	29,036	33.9%	36,538	25.8%	44,673	22.3%
	Revenue Reserves	-	(3,500)	(3,500)	-	(2,476)	(2,476)	(29.3%)	796	(132.1%)	(470)	(159.0%)
	Treasury Management	(5,648)	793	(4,855)	(8,190)	691	(7,499)	54.5%	(5,136)	(31.5%)	(3,620)	(29.5%)
Total	(6,591)	45,889	39,298	(9,133)	55,711	46,578	18.5%	60,726	30.4%	70,534	16.2%	
Net Operating Expenditure	(629,766)	1,133,025	503,259	(669,895)	1,207,923	538,028	6.9%	560,508	4.2%	585,461	4.5%	
Funded by	Business Rates			(66,092)			(70,655)	6.9%	(72,838)	3.1%	(73,944)	1.5%
	Council Tax (Surplus) / Deficit			(3,500)			422	(112.1%)	(916)	(317.1%)	-	(100.0%)
	Impact of Funding Reform			-			-	0.0%	3,340	100.0%	6,680	100.0%
	New Homes Bonus			(3,623)			(3,544)	(2.2%)	(3,544)	0.0%	(3,544)	0.0%
	Revenue Support Grant			(563)			(601)	6.7%	(607)	1.0%	(616)	1.5%
	Unringfenced Grants			(26,275)			(36,367)	38.4%	(30,538)	(16.0%)	(30,931)	1.3%
			(100,053)			(110,745)	10.7%	(105,103)	(5.1%)	(102,355)	(2.6%)	
Net Expenditure before Council tax			403,206			427,283	6.0%	455,405	6.6%	483,106	6.1%	
Council Tax			(403,206)			(427,283)		(455,405)		(483,106)		

BUCKINGHAMSHIRE COUNCIL

Section 3: Budget by Portfolio

Revenue Budget Subjective Analysis 2024-25

		Accessible Housing & Resources	Climate Change & Environment	Communities	Culture & Leisure	Education & Children's Services	Health & Wellbeing	Homelessness & Regulatory Services	Leader	Planning & Regeneration	Transport	Net Portfolio Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expense	Employees	63,000	14,760	4,229	5,079	62,685	29,508	10,511	5,284	15,262	12,719	223,037
	Premises	13,068	3,792	1,053	900	3,559	115	2,253	32	3	7,069	31,844
	Supplies and Services	14,359	9,489	1,696	1,667	253,644	26,360	6,837	1,060	2,942	5,759	323,813
	Third Party Payments / Contract Payments	18	15,325	961	31	130,513	210,015	1,054	1	3	24,322	382,243
	Transfer Payments (Grants & Assistance)	77,770	562	2,214	756	52,745	24,023	217	-	-	2,869	161,156
	Transport	215	1,494	23	129	1,025	2,534	80	14	59	34,048	39,621
Expense Total		168,430	45,422	10,176	8,562	504,171	292,555	20,952	6,391	18,269	86,786	1,161,714
Income	Customer & Client Receipts	(30,598)	(18,742)	(473)	(4,416)	(3,220)	(28,536)	(8,538)	(151)	(9,273)	(19,002)	(122,949)
	Government Grants	(79,674)	(189)	(874)	(8)	(380,671)	(37,562)	(2,141)	-	(207)	(465)	(501,791)
	Interest	-	-	(52)	-	-	-	-	-	-	-	(52)
	Other Grants Reimbursements and Contributions	(3,928)	(129)	(576)	(223)	(2,809)	(27,005)	(989)	(105)	-	(206)	(35,970)
Income Total		(114,200)	(19,060)	(1,975)	(4,647)	(386,700)	(93,103)	(11,668)	(256)	(9,480)	(19,673)	(660,762)
Reserves & Capital	Contribution to reserve	1,039	-	10	27	-	-	553	-	5	356	1,990
	Use of reserve	(2,751)	(3,881)	(1,619)	(2,588)	(1,093)	(2,062)	(654)	(2,104)	(4,650)	(3,968)	(25,370)
	Revenue Contribution to Capital	1,606	1,910	-	2,588	-	-	830	604	3,000	3,340	13,878
Reserves & Capital Total		(106)	(1,971)	(1,609)	27	(1,093)	(2,062)	729	(1,500)	(1,645)	(272)	(9,502)
Net Portfolio Total		54,124	24,391	6,592	3,942	116,378	197,390	10,013	4,635	7,144	66,841	491,450



Section 3: Budget by Portfolio

Overall Revenue Budget

Portfolio Budget by Subjective

		2024-25	2025-26	2026-27
		£000	£000	£000
Expense	Employees	223,037	217,644	214,842
	Premises	31,844	33,141	37,733
	Supplies and Services	323,813	317,429	315,770
	Third Party Payments / Contract Payments	382,243	393,735	407,045
	Transfer Payments (Grants & Assistance)	161,156	159,856	159,781
	Transport	39,621	41,208	43,519
Expense Total		1,161,714	1,163,013	1,178,690
Income	Customer & Client Receipts	(122,949)	(122,791)	(124,868)
	Government Grants	(501,791)	(499,246)	(499,246)
	Interest	(52)	(52)	(52)
	Other Grants Reimbursements and Contributions	(35,970)	(37,397)	(37,397)
Income Total		(660,762)	(659,486)	(661,563)
Reserves & Capital	Contribution to reserve	1,990	2,290	2,290
	Use of reserve	(25,370)	(12,259)	(15,972)
	Revenue Contribution to Capital	13,878	6,224	11,482
Reserve Total		(9,502)	(3,745)	(2,200)
Portfolio Net Expenditure		491,450	499,782	514,927

Changes to net portfolio budgets

	2024-25	2025-26	2026-27
	£000	£000	£000
Total Portfolio Budget 2023-24	463,960	463,960	463,960
Change in Grant Funded Expenditure	32,654	31,509	31,509
Change in Grant Income	(36,207)	(33,662)	(33,662)
Change in Income	(1,027)	(2,296)	(4,373)
Growth	47,232	71,829	97,356
Inflation	14,179	25,311	36,004
Reserves	(519)	781	781
Savings	(27,277)	(54,831)	(73,829)
Special Items	(1,546)	(2,820)	(2,820)
Net Change	27,489	35,821	50,966
Portfolio Net Expenditure	491,449	499,781	514,926
Change in Income & Savings	(28,304)	(57,127)	(78,202)
Corporate Items	(7,000)	(7,000)	(7,000)
Adjust for Loss of Income	(6,044)	(9,985)	(10,055)
Overall increase in Income & Savings	(41,348)	(74,112)	(95,257)

Section 3: Budget by Portfolio

Change in Budget over time

Portfolio	2021-22 Actuals			2022-23 Actuals			2023-24 Q3 Forecast		
	Income	Expense	Total Net Expenditure	Income	Expense	Total Net Expenditure	Income	Expense	Total Net Expenditure
Accessible Housing & Resources	(130,482)	184,001	53,519	(134,551)	192,700	58,150	(132,448)	190,586	58,138
Climate Change & Environment	(15,033)	43,320	28,287	(37,212)	59,521	22,309	(20,520)	37,204	16,683
Communities	(9,736)	19,936	10,200	(6,933)	15,252	8,319	(6,683)	13,937	7,254
Culture & Leisure	(5,358)	12,754	7,396	(5,363)	10,345	4,982	(4,301)	9,152	4,851
Education & Children's Services	(365,084)	454,454	89,370	(336,664)	431,855	95,191	(348,553)	461,288	112,735
Health & Wellbeing	(92,360)	251,063	158,703	(86,157)	256,878	170,721	(97,746)	286,518	188,771
Homelessness & Regulatory Services	(11,907)	19,382	7,475	(11,929)	23,694	11,765	(13,202)	24,934	11,732
Leader	(2,184)	8,259	6,075	(1,611)	7,463	5,852	(648)	6,269	5,621
Planning & Regeneration	(10,581)	17,410	6,829	(11,709)	19,500	7,791	(10,607)	19,577	8,970
Transport	(16,335)	72,297	55,962	(19,215)	77,797	58,581	(18,862)	83,433	64,571
Grand Total	(659,059)	1,082,876	423,817	(651,344)	1,095,005	443,661	(653,571)	1,132,897	479,326

Portfolio	2024-25 Budget			2025-26 Budget			2026-27 Budget		
	Income	Expense	Total Net Expenditure	Income	Expense	Total Net Expenditure	Income	Expense	Total Net Expenditure
Accessible Housing & Resources	(114,200)	168,324	54,124	(112,746)	166,293	53,547	(112,615)	164,322	51,707
Climate Change & Environment	(19,060)	43,451	24,391	(16,780)	44,572	27,792	(16,900)	44,711	27,811
Communities	(1,975)	8,567	6,592	(1,975)	8,047	6,072	(1,975)	8,047	6,072
Culture & Leisure	(4,647)	8,589	3,942	(5,227)	7,755	2,528	(5,227)	7,525	2,298
Education & Children's Services	(386,700)	503,078	116,378	(387,045)	499,463	112,418	(387,045)	501,019	113,974
Health & Wellbeing	(93,103)	290,493	197,390	(93,987)	302,935	208,948	(96,022)	317,216	221,194
Homelessness & Regulatory Services	(11,668)	21,681	10,013	(11,686)	20,881	9,195	(11,686)	20,891	9,205
Leader	(256)	4,891	4,635	(256)	4,681	4,425	(256)	4,681	4,425
Planning & Regeneration	(9,480)	16,624	7,144	(9,518)	15,569	6,051	(9,518)	15,569	6,051
Transport	(19,673)	86,514	66,841	(20,266)	89,072	68,806	(20,319)	92,509	72,190
Grand Total	(660,762)	1,152,212	491,450	(659,486)	1,159,268	499,782	(661,563)	1,176,490	514,927

*Actuals are reported subject to audit. ** Previous years are restated to correspond with the current cabinet member Portfolio responsibilities.

Section 4: The Capital Programme

Developing the Capital Programme

As with the Revenue Budget, inflation has placed significant pressures on the Capital Programme, whilst the need to invest to maintain assets, particularly Roads and Highway structures is increasing.

Key highlights of the programme include:

- Continued delivery of commitment to allocate £100m on roads over the 4 years of the MTFP.
- Continued investment in the Schools Capital Programme, self-funded through s106 contributions, CIL, and DfE grants.
- New investment in key structural repairs – such as Marlow Bridge, Stoke Road Bridge.
- New schemes including replacement of North Waste Vehicles in Year 4, Castlefield Traffic Calming Scheme and investment in new legal requirements for Persistent Organic Pollutants disposal equipment.

Proposed new projects far exceeded the available funding, so had to be prioritised;

- All bids were subject to a robust prioritisation process, with ‘must do activities’ prioritised
- Existing projects which did not meet the ‘must do’ priority were removed from the programme
- Capital funding assumptions were reviewed to ensure it was applied to appropriate projects, and assumptions were made that major external funding streams would continue.
- Invest to Save projects have been considered where the savings make a positive contribution to the Council’s overall budget.
- Earmarked reserves have been reviewed and additional scope to fund the

capital programme has been identified. Reserve can only be spent once, and as such are ideal to apply to capital projects.

- The revenue consequences of Capital projects have been reflected in the Revenue Budget.



Section 4: The Capital Programme

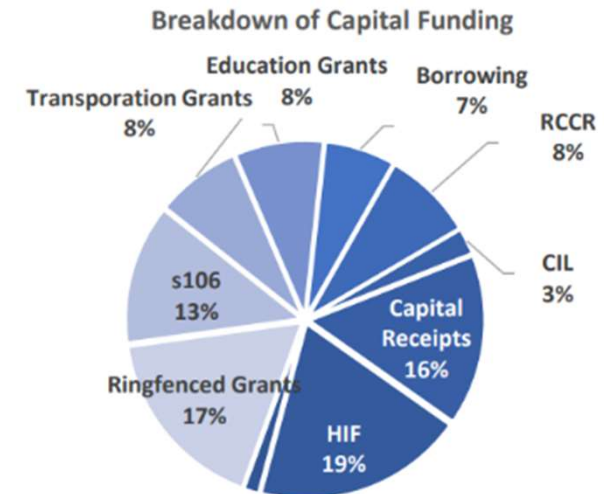
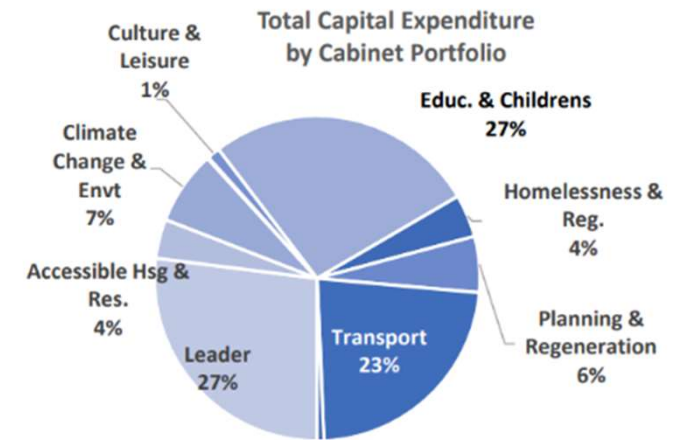
All Portfolios

Expenditure

Portfolio	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Leader	86,747	68,523	24,579	-	179,848
Climate Change & Environment	25,522	9,518	6,470	7,217	48,728
Culture & Leisure	7,939	560	37	-	8,536
Communities	868	-	-	-	868
Transport	48,281	36,280	34,738	33,610	152,909
Homelessness & Regulatory Services	11,896	6,121	6,201	4,066	28,283
Education & Children's Services	31,927	48,322	59,449	39,995	179,693
Accessible Housing & Resources	9,623	8,489	1,540	6,367	26,018
Planning & Regeneration	24,558	8,283	4,244	-	37,085
Corporate	1,388	1,591	2,166	(850)	4,295
Expenditure Total	248,751	187,686	139,422	90,405	666,264

Funding

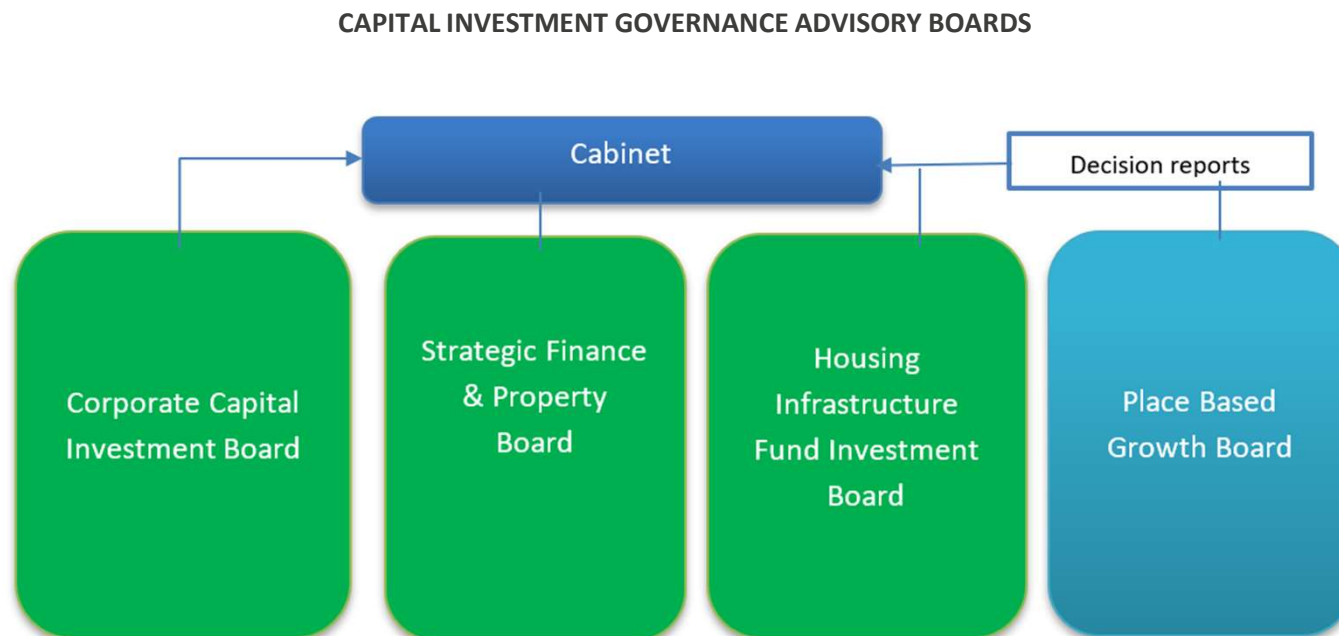
Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Transportation Grants	(17,040)	(9,559)	(16,134)	(9,559)	(52,292)
Ringfenced Grants	(45,485)	(49,330)	(11,566)	(8,566)	(114,947)
HIF	(68,009)	(37,085)	(19,962)	(4,000)	(129,055)
Education Grants	(226)	(7,261)	(24,791)	(22,345)	(54,622)
s106	(32,751)	(26,092)	(16,676)	(10,360)	(85,879)
Community Infrastructure Levy	(4,299)	(4,000)	(4,000)	(4,000)	(16,299)
Capital Receipts	(22,715)	(17,600)	(21,500)	(18,000)	(79,815)
Capital Receipts - Other	(6,423)	(6,491)	(6,518)	(5,897)	(25,329)
Revenue Contributions (Service)	(13,878)	(6,224)	(11,482)	(240)	(31,825)
Revenue Contributions to Capital	(3,692)	(4,533)	(5,608)	(9,892)	(23,725)
Borrowing	(11,753)	(17,666)	(13,259)	(500)	(43,178)
Balances Brought Fwd	(9,298)	-	-	-	(9,298)
Total Funding	(235,570)	(185,840)	(151,495)	(93,359)	(666,264)



Section 4: The Capital Programme

The Capital Programme agreed annually by full Council provides in principle support for individual projects, however, the release of funds to facilitate each project is subject to an appropriate business case passing through the Capital Gateway process and approved by Cabinet or Leader decision. The Final Capital Programme includes **£265.479m** of released and **£400.785m** of unreleased budgets.

The Council has four member-led capital advisory Boards. The Corporate Capital Investment Board and HIF Board undertake detailed consideration of business cases and recommend the release of unreleased capital budgets, alongside their wider role in overseeing the overall performance of the capital programme. An overview of the Capital Boards is shown below and further details around the governance of the Capital Programme is included within the Council's Capital and Investment Strategy.



Section 4: The Capital Programme

Analysis of the status of projects within the Capital Gateway process

Portfolio	Project Group	Project	Released	Unreleased	MTFP Total
			Business case	Business case	
			Yes	No	
			£k	£k	£k
Accessible Housing & Resources	ICT	Buckinghamshire Network	-	4,750	4,750
		Data Centre Hardware	200	-	200
		Device & Windows Refresh	3,000	-	3,000
		Infrastructure Renewal	1,000	-	1,000
		Members ICT Refresh	150	-	150
		Mobile Phone Refresh	356	-	356
	Property & Assets	Agricultural Estate	155	-	155
		Corporate Investment Portfolio	1,742	6,628	8,370
		Council Own Sites - Housing Development	-	3,000	3,000
		Property Management Programme	4,077	-	4,077
	Rowley Farm	-	961	961	
Accessible Housing & Resources Total			10,680	15,339	26,018
Climate Change & Environment	Climate Change & Air Quality	Climate Change Strategy	3,220	-	3,220
		Flood Management	149	11,163	11,312
		Strategic Flood Management	200	-	200
	Waste - Biowaste	Biowaste Treatment	450	-	450
		Waste - HRC	-	6,190	6,190
	Waste - Vehicles & Containers	Persistent Organic Pollutants	-	5,432	5,432
		Recycling Centres Drainage EA Compliance	2,846	-	2,846
		Replacement Bulk Shredder	-	1,164	1,164
		Aylesbury Waste Vehicles Replacement	8,167	4,200	12,367
		Recycling Centres Vehicles & Plant	-	2,106	2,106
	Recycling Waste Containers	3,220	-	3,220	
	Southern Waste Contract - Vehicles	-	221	221	
Climate Change & Environment Total			18,252	30,476	48,728
Communities	Community Safety	CCTV Projects	-	868	868
Communities Total			-	868	868
Culture & Leisure	Country Parks	Country Parks Visitors Centre	875	-	875
		South Bucks Country Pk Leisure Facility	1,213	-	1,213
	Leisure Centres	Leisure Centres Maintenance	1,770	-	1,770
		Libraries	-	200	200
	Parks & Play Areas	Parks & Play Areas	753	-	753
	Sport & Leisure Projects	S106 Funded Projects	69	3,655	3,725
Culture & Leisure Total			4,681	3,855	8,536

Section 4: The Capital Programme

Portfolio	Project Group	Project	Released	Unreleased	MTFP Total
			Business case Yes	Business case No	
Education & Children's Services					
Services	Children's Social Care	Children's Homes	-	11,384	11,384
		Schools	Primary School Places	2,389	70,311
		Programme Inflation	-	12,840	12,840
		Provision for Early Years	1,000	-	1,000
		Provision for Special Educational Need	2,537	26,304	28,842
		School Access Adaptations	800	-	800
		School Property Maintenance	9,000	14,000	23,000
		School Toilets	1,000	-	1,000
		Secondary School Places	7,038	21,090	28,128
Education & Children's Services Total			23,764	155,929	179,693
Homelessness & Regulatory Services					
Regulatory Services	Cemeteries & Crematoria	Cemeteries & Memorial Gardens	842	250	1,092
		Chiltern & Bierton Crematoria	760	350	1,110
	Homelessness	Enabling Schemes	1,704	-	1,704
		Temporary Accommodation	1,053	623	1,675
		Housing	Affordable Housing - S106 Funded	474	5,965
	Disabled Facility Grants	16,264	-	16,264	
Homelessness & Regulatory Services Total			21,096	7,187	28,283
Leader					
Leader	Economic Growth	Rural Broadband	261	-	261
		Strategic Infrastructure (HIF)	A355 Improvement Scheme (Wilton Park)	1,293	-
		Aylesbury Eastern Link Road	2,474	43,023	45,497
		Cycle Infrastructure	240	1,237	1,477
		EV Charging Scheme	-	2,629	2,629
		Land Assembly	-	10,818	10,818
		Marginal Viability Works	-	2,130	2,130
		Princes Risborough Relief Road	-	8,467	8,467
		SEALR (South East Aylesbury Link Road)	5,500	87,848	93,348
		South Western Link Road South	-	500	500
	Stoke Mandeville Relief Road / SEALR II	13,430	-	13,430	
Leader Total			23,197	156,651	179,848
Planning & Regeneration					
Planning & Regeneration	Regeneration	Ashwells	125	-	125
		Aylesbury Town Centre	150	5,129	5,279
		Employment & Regen. LED Opportunities	1,477	-	1,477
		Environment LED Opportunities	345	-	345
		Future High Street Funds	8,198	-	8,198
		High Wycombe Town Centre Projects	481	2,658	3,139
		Retasking of Winslow Centre	-	9,183	9,183
		Waterside North Development	-	9,214	9,214
		Wycombe District Centres	125	-	125
Planning & Regeneration Total			10,901	26,185	37,085

Section 4: The Capital Programme

Analysis of the status of projects within the Capital Gateway process

Portfolio	Project Group	Project	Released	Unreleased	MTFP Total
			Business case	Business case	
			Yes	No	
			£k	£k	£k
Transport	Car Parks	Car Parks	794	-	794
	Highway Improvement Projects	HS2 Funded Projects	1,778	-	1,778
		HS2 Road Safety	2,015	-	2,015
	Highways & Cycleway Funded Schemes	Active Travel Tranche II - Emerald Way	520	-	520
		Highways & Cycleway Funded Schemes	2,038	-	2,038
	Other Transport & Infrastructure	Electric Vehicle Charging Points	1,050	-	1,050
		Other Highway & Technical	591	-	591
		Winslow Station Car Park	4,430	-	4,430
	Rights of Way	Wycombe Parking Review	493	-	493
		Berryhill Footbridge Repair	173	-	173
		Denham Bridleway Bridge Replacement	179	-	179
	Strategic Highway Maintenance	Improvements to Rights Way	527	-	527
		Abbey Way Flyover High Wycombe	650	-	650
		Additional DfT Funding	1,654	-	1,654
		Bridge Maintenance	12,218	-	12,218
		Failed Roads Haunching & Reconstruction	12,000	-	12,000
		Footway Structural Repairs	8,385	-	8,385
		Maintenance Principal Rds - Drainage	8,205	-	8,205
		Pednormead Culvert	600	-	600
		Plane & Patch	17,700	-	17,700
		Replacement Traffic Signals	1,949	-	1,949
	Road Safety - Casualty Reduction	4,750	-	4,750	
	Strategic Highway Maintenance Programme	63,400	-	63,400	
Street Lighting	5,850	-	5,850		
Transport Services	Purchase of Fleet Vehicles	960	-	960	
Transport Total			152,909	-	152,909
Corporate	Corporate Costs	Corporate Capital Contingency	-	9,195	9,195
		Slippage Assumption	-	(4,900)	(4,900)
Corporate Total			-	4,295	4,295
Expenditure Total			265,479	400,785	666,264

Section 5: Portfolio Budgets

5.1 Accessible Housing & Resources Portfolio

Portfolio Holder: Cllr John Chilver, Deputy Portfolio Holder: Cllr Timothy Butcher

Overview of the Portfolio

The Accessible Housing & Resources Portfolio includes the Council's support services and is a key enabler for the delivery for all of the Corporate Plan priorities. This large Portfolio has c.30% of Council staff with services covering: Legal and Democratic Service, Business Operations, Customer Services, Finance, Human Resources & Organisational Development, ICT; Revenue & Benefits and Property & Assets.

Our main focus is on financial sustainability within a context of continuous improvement. We deliver this through the elimination of duplication as we consolidate onto single systems, teams and ways of working. We have a key focus on simplifying customer processes to provide great customer experience both for residents and services and our internal staff through a 'Customer First' culture which is emphasised throughout the whole organisation. The property service is a key area for generating additional income and capital receipts over the period of the MTFP. The service includes operational, investment, development, community and leisure-based assets as well as a programme aimed at reducing the operational size of the estate.

Portfolio priorities

Accessible Housing

- Development of accessible housing, including on surplus public sector land, and requirements on private developments to include affordable housing for local people and key workers.
- Maintain virtual elimination of rough sleeping across Buckinghamshire through integrated public health & wellbeing approach.

- Continue to address housing need by working with partners and stakeholders.

Service Improvement

- Delivery of the Better Buckinghamshire Programme

Customer Experience

- Implement a 'Customer First' culture that is prioritised through the entire organisation to deliver an improved Customer Experience.
- Deliver a single Customer Relationship Management platform (CRM) to deliver excellent experiences for residents

Property & Assets

- Delivery of capital projects and programmes – including regeneration, schools, sport, leisure projects and the One Public Estate Programme.
- Active management of the council's estate to maximise opportunities from our property holdings and provide a safe suitable workplace for staff in our operational estate
- Deliver a strategic asset management plan, agricultural estates management plan and property investment strategy.
- Deliver the capital receipts target as set out in the medium-term financial plan.
- Seek to deliver a development partner for the Woodlands site in Aylesbury.
- Continue to deliver the Council's operational estates strategy from the Cabinet report in January 2023

5.1 Accessible Housing & Resources Portfolio

Portfolio priorities (continued)

Support Services

- Deliver an accessible website that is easy to use on any device, that allows users to quickly locate information or functionality.
- To help automate manual repetitive tasks, to increase capacity and enhance accuracy and quality.
- Continue to maintain a high standard of Legal and Democratic advice and support to the Council.
- Consolidate our support services onto single systems and applications, supported by single teams with single sets of processes.
- Deliver the ICT One programme which provides a secure and resilient single network, single identity and domain with single applications and integrations.
- To ensure the Council's corporate governance arrangements are clear, proportionate and meet the highest ethical standards
- Maximise the effectiveness of SAP IT system and core HR and Finance systems through process improvement and data cleanse in support of our Enterprise Resource Planning (ERP) strategy.
- Support the attraction, retention and development of a skilled and motivated workforce to provide the best services for our residents and businesses.
- Provide job opportunities to residents who face barriers to employment through our employment entry schemes such as our Horizons scheme and apprentice programme.
- Maintain strong Financial management c£1.4bn gross budget
- Maintain oversight and shareholder management of the councils' companies.
- Continue to deliver the Council's Corporate Performance Framework ensuring there is visibility and accountability for the Council's key performance indicators.

Income

- Maximising opportunities for property asset optimisation, investment and income
- Delivering an active asset management programme including a substantial rental income stream and capital receipts
- Reviewing potential for a housing development programme.
- Developing a viable Traded Services Strategy that delivers high quality, good value services to customers that covers its costs and overheads

Section 5.1 Accessible Housing & Resources Portfolio

Portfolio key data



Support for **147** councillors



426,102 customer contacts received **



367,116 calls answered into the Customer Service Centre (CSC) **



943,283 web page views of the Buckinghamshire Council home page, an increase of 147,000 on last year **



4,109 individual pages on the Buckinghamshire Council website, an increase of 627 on last year *



4,901 open legal cases, an increase of 880 on last year *



1,760 Council properties



289 committee meetings supported, an increase of 22 on last year **



4,351 full Land Charge Searches, a reduction of 2,291 on last year and **5,978** Personal Searches, a reduction of 2,403 on last year **



£505m Council Tax, an increase of 30m on last year. ***

£182m Business Rates, an increase of £4m on last year. ***



4th largest tax base in the Country (231,162 properties)

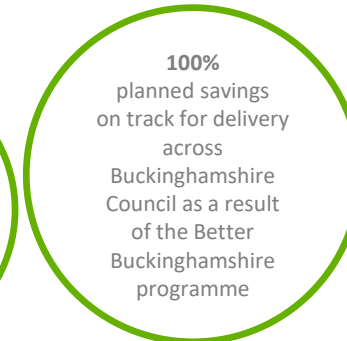


392,196 Council Tax reminders, a reduction of 177,324 on last year. 28,383 Business Rate bills issued each year, a reduction of 17,429 on last year. **



£81.3m Housing Benefit payments, an increase of £0.7m on last year.

11,153 Housing Benefit recipients, a reduction of 870 on last year. *



* Statistics from internal monitoring systems (data from Oct/Nov 2023)

**Statistics from internal monitoring systems (based on rolling year to 30th Nov 2023)

***Statistics relate to the overall Collection Fund (data from Oct/Nov 23).

5.1 Accessible Housing & Resources Portfolio

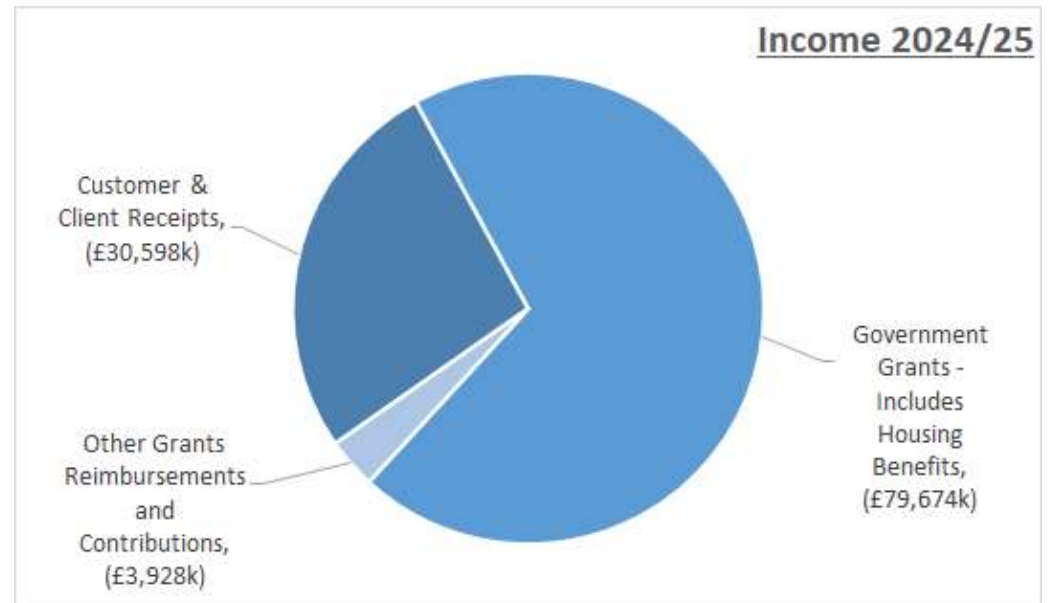
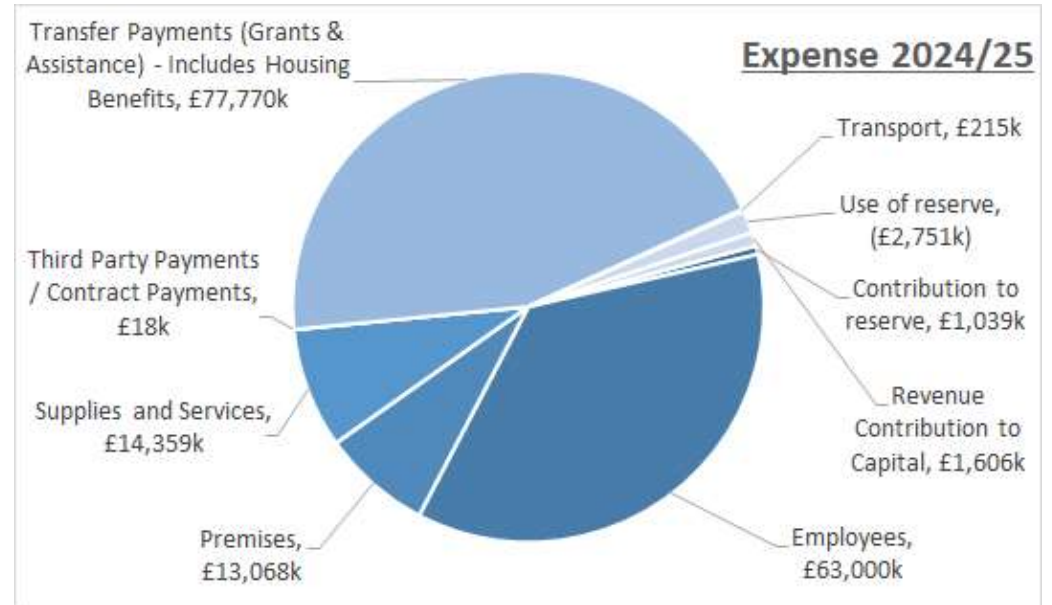
Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	
Business Intelligence	Business Intelligence & Community Support	(61)	2,146	2,085	(61)	2,111	2,050	2,050	
Business Intelligence Total		(61)	2,146	2,085	(61)	2,111	2,050	2,050	
Business Operations	Business Development	(100)	634	534	(100)	634	534	534	
	Business Operations	(327)	7,758	7,431	(327)	6,746	6,419	6,387	
	Customer Services	-	4,027	4,027	-	4,027	4,027	3,897	
	Digital	-	662	662	-	662	662	662	
Business Operations Total		(427)	13,081	12,654	(427)	12,069	11,642	11,480	
Finance	Finance	(3,605)	12,837	9,232	(3,686)	12,168	8,482	8,203	
	Revenues & Benefits	(82,393)	83,222	829	(82,591)	83,042	451	451	
Finance Total		(85,998)	96,059	10,061	(86,277)	95,210	8,933	8,654	
Human Resources	Human Resources & Organisational Development	(559)	5,383	4,824	(630)	4,919	4,289	4,633	
Human Resources Total		(559)	5,383	4,824	(630)	4,919	4,289	4,633	
ICT	ICT	(91)	14,478	14,387	(161)	13,318	13,157	13,265	
ICT Total		(91)	14,478	14,387	(161)	13,318	13,157	12,451	
Legal & Democratic	Business Assurance and Insurance Services	(128)	3,532	3,404	(148)	3,656	3,508	3,508	
	Democratic Services & Elected Members	(102)	5,397	5,295	(102)	5,292	5,190	4,192	
	Information Management	(5)	1,266	1,261	(5)	1,236	1,231	1,231	
	Legal Services	(1,310)	8,399	7,089	(1,310)	8,369	7,059	7,059	
Legal & Democratic Total		(1,545)	18,594	17,049	(1,565)	18,553	16,988	15,990	
Property & Assets	Commercial Property & Agricultural Estate	(12,492)	497	(11,995)	(12,179)	520	(11,659)	(10,159)	
	Property Maintenance & Strategic Asset Management	(12,900)	22,133	9,233	(12,900)	20,799	7,899	6,679	
Property & Assets Total		(25,392)	22,630	(2,762)	(25,079)	21,319	(3,760)	(3,480)	
Resources	Management and Business Management	-	(490)	(490)	-	(490)	(490)	(490)	
Resources Total		-	(490)	(490)	-	(490)	(490)	(490)	
Service Improvement	Service Improvement	-	1,485	1,485	-	1,315	1,315	1,315	
Service Improvement Total		-	1,485	1,485	-	1,315	1,315	1,315	
Grand Total		(114,073)	173,366	59,293	(114,200)	168,324	54,124	53,547	

5.1 Accessible Housing & Resources Portfolio

Revenue budget changes

Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Growth	450	575	950
Inflation	(273)	(282)	(197)
Savings	(4,851)	(7,389)	(9,820)
Change in Income	(104)	1,350	1,481
Reserves	(391)	-	-
Grand Total	(5,169)	(5,746)	(7,586)



5.1 Accessible Housing & Resources Portfolio

Accessible Housing & Resources		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Business Intelligence & Community Support				
Savings	Business Intelligence efficiencies	(35)	(35)	(35)
Savings Total		(35)	(35)	(35)
Business Intelligence & Community Support Total		(35)	(35)	(35)
Business Operations				
Savings	Efficiencies in Customer Services	-	-	(130)
	Efficiencies in Business Operations	(1,012)	(1,044)	(1,044)
Savings Total		(1,012)	(1,044)	(1,174)
Business Operations Total		(1,012)	(1,044)	(1,174)
Finance				
Change in Income	Recovery of court costs for non-payment of Council Tax and Business Rates.	(198)	(198)	(198)
	Review of fees and charges across Finance	(81)	(87)	(87)
Change in Income Total		(279)	(285)	(285)
Growth	Increase in Finance Staff to meet workload associated with greater External Audit scrutiny	250	250	250
Growth Total		250	250	250
Savings	Revenue and Benefits Service - continuous improvement	(180)	(180)	(180)
	Finance and Procurement service reviews	(778)	(1,051)	(1,501)
	Contract savings from cessation of legacy finance systems	(141)	(141)	(141)
Savings Total		(1,099)	(1,372)	(1,822)
Finance Total		(1,128)	(1,407)	(1,857)

5.1 Accessible Housing & Resources Portfolio

Accessible Housing & Resources		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Human Resources & Organisational Development				
Change in Income	Fees and Charges Review	(71)	(111)	(111)
Change in Income Total		(71)	(111)	(111)
Savings	HR Service review	(73)	(80)	(646)
Savings Total		(73)	(80)	(646)
Reserves	Drawdown of Organisational Development reserve to maintain HR capacity	(391)	-	-
Reserves Total		(391)	-	-
Human Resources & Organisational Development Total		(535)	(191)	(757)
ICT				
Change in Income	Additional traded services income	(70)	(70)	(70)
Change in Income Total		(70)	(70)	(70)
Growth	Network support and maintenance	-	125	500
Growth Total		-	125	500
Savings	ICT Service Review	(577)	(594)	(1,317)
	Savings on ICT contracts and licences	(583)	(583)	(583)
	Savings through increased process automation and AI	-	-	(466)
Savings Total		(1,160)	(1,177)	(2,366)
ICT Total		(1,230)	(1,122)	(1,936)

5.1 Accessible Housing & Resources Portfolio

Accessible Housing & Resources		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Legal & Democratic Services				
Change in Income	Additional income from Insurance services to schools	(20)	(20)	(20)
Change in Income Total		(20)	(20)	(20)
Growth	Increase in Insurance premiums	200	200	200
Growth Total		200	200	200
Savings	Reduction in Member Allowances following boundary review	-	(623)	(719)
	Reduction in the number of member committees	-	(118)	(118)
	Reduction of rate for Member Allowances	-	(257)	(257)
	Efficiency savings in Insurance, Information Management, and Legal & Democratic Services	(241)	(241)	(241)
Savings Total		(241)	(1,239)	(1,335)
Legal & Democratic Services Total		(61)	(1,059)	(1,155)

5.1 Accessible Housing & Resources Portfolio

Accessible Housing & Resources		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Property & Assets				
Change in Income	Loss of rental income due to economic conditions	336	1,836	1,967
Change in Income Total		336	1,836	1,967
Inflation	Increase in Business Rates	117	147	177
	Decrease in Energy Cost Inflation	(390)	(429)	(374)
Inflation Total		(273)	(282)	(197)
Savings	Efficiency savings in Facilities Management	(100)	(100)	(100)
	Efficiency savings in Property Services	(131)	(231)	(231)
	Reduction in cleaning costs post-Covid	(250)	(250)	(250)
	Estates Strategy	(580)	(1,380)	(1,380)
	Contract efficiencies	-	(311)	(311)
Savings Total		(1,061)	(2,272)	(2,272)
Property & Assets Total		(998)	(718)	(502)
Service Improvement				
Savings	Efficiency savings within Service Improvement Team	(98)	(98)	(98)
	Revised approach to Devolution project management	(72)	(72)	(72)
Savings Total		(170)	(170)	(170)
Service Improvement Total		(170)	(170)	(170)
Grand Total - Accessible Housing & Resources		(5,169)	(5,746)	(7,586)

5.1 Accessible Housing & Resources Portfolio

Portfolio challenges, risks & opportunities

Commercial Property & Agricultural Estate

- Challenge and risk from economic uncertainty in delivery of new rental income opportunities and capital receipts.

Property Maintenance & Strategic Asset Management

- Challenge to deliver property rationalisation savings in current MTFP and expected savings in total of £2.3m by 2025/26.

Finance, HR/OD, ICT, Business Operations

- There is a capacity **challenge** to deliver on Business As Usual while supporting the rest of the Council through transformation and change and undergoing our own service transformation.
- There is a **risk** that the profile of the savings is not achievable either because we cannot take out the capacity as our processes and ways of working have not been reformed or because the volume and/or complexity of new work even with reformed processes and ways of working simply means that we need to retain headcount to undertake the work
- We have a programme of work through the AURA programme which provides **opportunities** to simplify our processes and ways of working which will benefit both the Directorate but also the wider business. After the programme of work, we will implement a programme of continuous improvement so that we maximise savings opportunity and productivity.

Deputy Chief Executive (DCE)

- For Legal & Democratic Services, there are risks associated with providing timely legal support for services experiencing high demands. Not taking legal advice is not an option and using external legal support is more expensive than in-house support. However, recruitment remains challenging and there is still reliance on agency staff in key areas.

- It is anticipated that there will be elections from the Police & Crime Commissioner in May 2024 and a general election at some point in 2024 with local elections (including town & parish councils) in May 2025. With the introduction of the Elections Act 2021 (e.g., voter id) additional burdens for the administration of elections presents some risk to the delivery and costs of the forthcoming elections.
- Inflationary risks on disbursements such as barrister's fees, expert fees, court costs.
- Demand risks for use of King's Counsel where required due to a large amount of cases currently requiring King's Counsel with associated costs as well as increases in Insurance premiums driven by demand and thus depleting insurance reserves.
- Slowdown in housing market resulting in reduction in Land charges income and putting pressure on existing budgets.

5.1 Accessible Housing & Resources Portfolio

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
ICT	ICT					
	Buckinghamshire Network	-	-	-	4,750	4,750
	Data Centre Hardware	-	-	-	200	200
	Infrastructure Renewal	250	250	250	250	1,000
	Members ICT Refresh	-	150	-	-	150
	Mobile Phone Refresh	25	217	14	100	356
	Device & Windows Refresh	3,000	-	-	-	3,000
ICT Total		3,275	617	264	5,300	9,456
Property & Assets	Property & Assets					
	Agricultural Estate	155	-	-	-	155
	Corporate Investment Portfolio	4,593	3,357	421	-	8,370
	Council Own Sites - Housing Development	-	3,000	-	-	3,000
	Property Management Programme	1,140	1,015	855	1,067	4,077
	Rowley Farm	461	500	-	-	961
Property & Assets Total		6,348	7,872	1,276	1,067	16,563
Grand Total		9,623	8,489	1,540	6,367	26,018

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Revenue Contributions (Service)	(1,606)	(3,000)	-	-	(4,606)
Total Funding	(1,606)	(3,000)	-	-	(4,606)

Net Portfolio Totals	8,017	5,489	1,540	6,367	21,412
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- Council will maintain the cyclical investment in its IT network with £4.75m infrastructure works due to take place in 27/28 to replace out of support and obsolete network assets. This is essential for the continued running of the Council's IT systems. Additionally, there will be continued annual investment in the replacement cycle for other IT equipment.
- Investment will continue on the essential property maintenance on the Council's operational and strategic buildings, such as offices, libraries and highways depots, to ensure they meet Health & Safety requirements and that they continue to remain operational for key council services.

5.2 Climate Change & Environment

Portfolio Holder: Cllr Thomas Broom, Deputy Portfolio Holder: Cllr Jilly Jordan

Overview of the Portfolio

The Portfolio helps to deliver all of the corporate priorities, and particularly 'Improving the Environment'. Through the Climate Change & Air Quality Strategy the Council is committed to becoming carbon neutral by 2050 (or potentially earlier) and this is cross-cutting across the Council as a whole. Our mitigation programme includes nature-based solutions such as the planting of over 500,000 trees through to initiating the prototype electrification of one of our refuse collection vehicles. Our teams are responsible for energy and environmental policy, and the Portfolio also includes environmental specialisms such as strategic flood management, ecologists, archaeologists, arboriculturists, heritage and urban design specialists.

This Portfolio is also responsible for the authority's statutory waste collection and waste disposal duties, meaning the collection of household waste from the kerbside of residential properties and operation of 9 household recycling centres, the Bio Waste Transfer Station and Energy from Waste facility. Our teams also collect bulky and clinical waste, commercial waste, and are responsible for street cleansing and grounds maintenance. The Council operates initiatives to encourage residents to reduce, reuse, and recycle and continues to support the SCRAP fly-tipping campaign and enforce against fly-tipping.

Portfolio Priorities

- Progressing our ambition to be Net Carbon Zero by 2050 (and potentially earlier) by delivering key actions set out in our Climate Change & Air Quality Strategy, moving towards electric vehicles for council use, seeking opportunities to generate solar energy by

putting photovoltaic electric generation on Council land, communicating to public Council climate change ambitions and actions

- Significantly progressing our ambition to plant over 500,000 trees and creating a new woodland in north Buckinghamshire
- Continuing to take action on flood prevention through delivery of key capital schemes and progressing the Project Groundwater programme
- Produce a Tree Strategy for Buckinghamshire
- Following adoption of the Electric Vehicle Action Plan in 2022, we will deliver 1000 publicly available EV charging bays across Buckinghamshire by the end of 2027 (shared with Transport Portfolio)
- Recycling initiatives – continued delivery including a food waste reduction and recycling campaign, to increase recycling and energy recovery rates in Buckinghamshire
- Continue to develop a Waste Strategy to plan and implement the future changes expected from the Government's new 'Simpler Recycling' proposals, ensuring we maintain the consistently high level of service quality
- Continue our zero- tolerance policy towards fly-tipping by proactively educating and safeguarding the public around their duty of care through partnership campaign work alongside the robust enforcement of fly-tipping in Buckinghamshire
- Investing in waste collection vehicles across the county and trialling new electric or alternative fuel vehicles where possible
- Establish a fully functioning biodiversity net gain scheme (subject to national guidance / regulations supporting a viable delivery model)
- Develop and adopt a new Local Nature Recovery Strategy

5.2 Climate Change & Environment

Household Recycling Centres



99.95% of all bin collections are successful



Approximately 110,000 bins collected every day



1.1 million visits made to HRCs annually

Buckinghamshire's HRCs have a

66%



Recycling Rate

Energy from Waste

Less than

0.5% of

Buckinghamshire's waste goes to landfill



Households in Buckinghamshire recycle

50% of their waste



Generating

25

Megawatts of electricity

Powering

40,000

homes

Serving

150 million

for Bucks over 30 years

100% of electricity purchased by the Council is from renewable sources



Waste Promotions and Education



Social media following:
597,000 reach
75,621 engagement

£5m Council Funds set aside to deliver Climate Change Strategy and leverage Govt Grants

Fly-tipping enforcement



230

Actions taken against fly tippers since July 2021

£1m+

Paid by convicted offenders in fines and costs

(A total of 868 court convictions since enforcement action was started in 2004)

5.2 Climate Change & Environment

Revenue budget

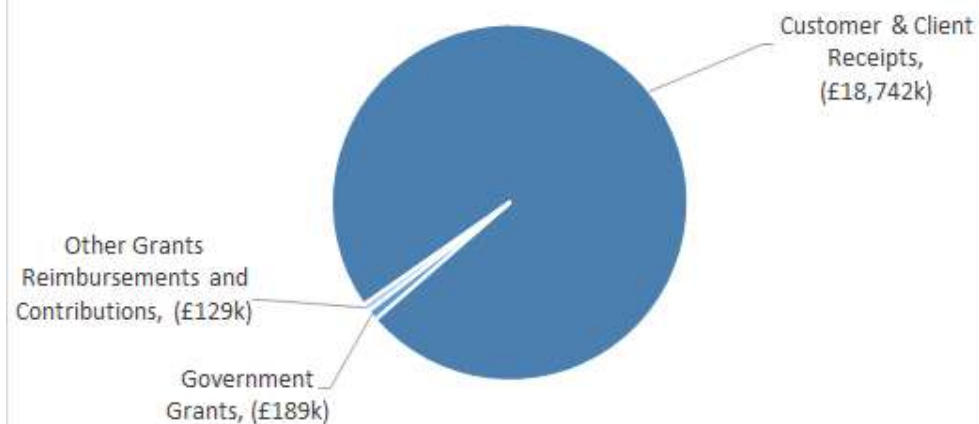
		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	
Environment	Energy & Resources	(344)	240	(104)	(449)	245	(204)	(204)	
	Natural Environment	(132)	1,719	1,587	(132)	1,619	1,487	1,341	
Environment Total		(476)	1,959	1,483	(581)	1,864	1,283	1,137	
Street Cleaning	Street Cleaning	(966)	3,777	2,811	(966)	3,777	2,811	2,811	
Street Cleaning Total		(966)	3,777	2,811	(966)	3,777	2,811	2,811	
Waste	Waste	(21,885)	35,035	13,150	(17,513)	37,810	20,297	23,844	
Waste Total		(21,885)	35,035	13,150	(17,513)	37,810	20,297	23,844	
Grand Total		(23,327)	40,771	17,444	(19,060)	43,451	24,391	27,792	

5.2 Climate Change & Environment

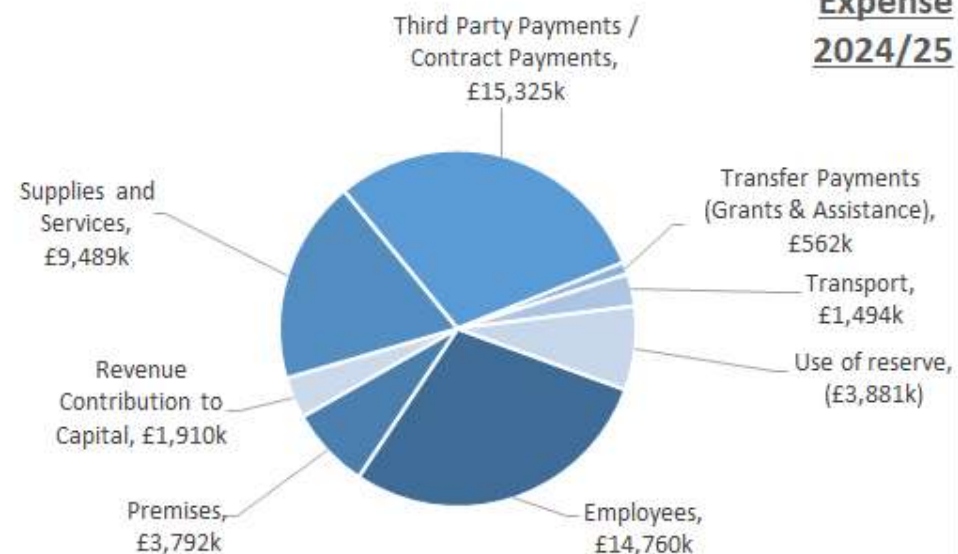
Revenue budget

Change Type	2024-25	2025-26	2026-27
	£000	£000	£000
Growth	1,810	2,398	2,991
Inflation	1,054	1,747	2,293
Savings	(174)	(319)	(1,319)
Special Items	(115)	(130)	(130)
Change in Income	4,372	6,652	6,532
Change in Grant Income	(105)	(105)	(105)
Change in Grant Funded Expenditure	250	250	250
Reserves	(145)	(145)	(145)
Grand Total	6,947	10,348	10,367

Income 2024/25



Expense 2024/25



5.2 Climate Change & Environment

Changes to Revenue budget

Climate Change & Environment		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Environment				
Change in Grant Funded Expenditure	Tree Planting (funded from grants and reserves)	250	250	250
Change in Grant Funded Expenditure Total		250	250	250
Change in Grant Income	Tree Planting (funded from Grant income)	(105)	(105)	(105)
Change in Grant Income Total		(105)	(105)	(105)
Savings	Efficiencies in Flood service	-	(80)	(80)
	Efficiency Savings in Environment budgets	(100)	(100)	(100)
	Savings from review of external partnership funding	-	(66)	(66)
Savings Total		(100)	(246)	(246)
Reserves	Use of Climate Change reserve to fund Tree Planting	(145)	(145)	(145)
Reserves Total		(145)	(145)	(145)
Special Items	Building Energy Savings - contribution to capital programme	(100)	(100)	(100)
Special Items Total		(100)	(100)	(100)
Environment Total		(200)	(346)	(346)

5.2 Climate Change & Environment

Climate Change & Environment			Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Waste					
Change in Income	Change in Household Recycling Centre income		122	2	(118)
	Decrease in income from Energy from Waste plant		5,100	7,600	7,600
	Garden Waste Fees & Charges		(450)	(550)	(550)
	Increase the commercial waste service delivered by North Service		(400)	(400)	(400)
Change in Income Total			4,372	6,652	6,532
Growth	Growth in Household Recycling Centre costs due to change in government policy		825	825	825
	Increase in waste operating costs		170	288	411
	Increased cost of waste collection		815	1,285	1,755
Growth Total			1,810	2,398	2,991
Inflation	Waste Contract inflation		1,054	1,747	2,293
Inflation Total			1,054	1,747	2,293
Savings	Savings from waste minimisation and Southern Waste contract		(74)	(73)	(73)
	Review of Waste Collection Services		-	-	(1,000)
Savings Total			(74)	(73)	(1,073)
Special Items	Funding for Waste Options Appraisal and ongoing legal case		(750)	(750)	(750)
	Removal of one-off costs of re-opening Household Recycling Centre		(15)	(30)	(30)
	Use of reserve to fund Waste Options Appraisal and ongoing legal case		750	750	750
Special Items Total			(15)	(30)	(30)
Waste Total			7,147	10,694	10,713
Grand Total - Climate Change & Environment			6,947	10,348	10,367

5.2 Climate Change & Environment

Portfolio challenges, risks & opportunities

- The Government's decision to restrict some charging arrangements at household waste and recycling facilities (HRCs) which will have a significant impact on income and is likely to result in increasing volumes of waste at the HRCs. Removal of DIY charging at recycling centres from Q4 2023 will likely result in higher volumes with no related income. This impacts three contracts for HRCs, GFBW and EfW and will result in increased disposal costs.
- Long term investment in Climate Change Strategy – £5m climate change fund is committed; challenge and opportunity will be in building further climate change proposals into 'business as usual'.
- Management of increased demand due to housing growth resulting in greater volumes processed for waste collection and HRCs. Growth and inflation currently outstrip the Council's ability to raise Council Tax (2.99%).
- Changes in environmental legislation (e.g. waste upholstered domestic seating containing persistent organic pollutants (POPs) which cannot be landfilled, mixed with other non-POPs containing waste, reused or recycled and must be incinerated) resulting in higher costs of disposal as well as infrastructure impacting capital programme and operational changes to accommodate changes.
- Reliability of alternative fuel waste collection vehicles within the Council's term
- The value of recycling collected kerbside – likely to impact delivery of recycling initiatives
- Fly-tipping – continuing to enforce particularly in the south of Buckinghamshire
- Energy price inflation resulting in higher electricity income for the Council*
- Fuel and contract inflation resulting in higher costs for Northern waste collection fuel costs and higher contract costs for Waste (including green, food & bulky waste, EfW, household recycling centres and Southern waste) and grounds maintenance
- Southern waste contractor delivering a consistent service in line with contractual requirements and obligations
- Opportunities for Climate-Change related Income generation (solar farms, battery storage) & bidding for Government grants to fund initiatives.

**Energy price inflation is a cost risk in other Portfolios, mainly in Property and Transport*

5.2 Climate Change & Environment

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Neighbourhood Services	Waste - Biowaste					
	Biowaste Treatment	450	-	-	-	450
	Waste - HRC					
	Buckingham HRC & Waste Transfer Station	1,120	2,070	3,000	-	6,190
	Investment in High Heavens facility	4,772	360	220	80	5,432
	Recycling Centres Drainage EA Compliance	1,243	303	1,100	200	2,846
	Replacement Bulk Shredder	664	500	-	-	1,164
	Waste - Vehicles & Containers					
	Aylesbury Waste Vehicles Replacement	4,390	630	1,180	6,167	12,367
	Recycling Centres Vehicles & Plant	2,106	-	-	-	2,106
Recycling Waste Containers	730	750	970	770	3,220	
Southern Waste Contract - Vehicles	221	-	-	-	221	
Neighbourhood Services Total		15,696	4,613	6,470	7,217	33,996
Planning & Environment	Climate Change & Air Quality					
	Climate Change Strategy	1,960	1,260	-	-	3,220
	Flood Management					
Flood Defence Schemes	7,717	3,595	-	-	11,312	
Strategic Flood Management	150	50	-	-	200	
Planning & Environment Total		9,826	4,905	-	-	14,731
Total Expenditure		25,522	9,518	6,470	7,217	48,728

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Ringfenced Grants	(7,231)	(2,135)	-	-	(9,366)
Revenue Contributions (Service)	(1,910)	(1,660)	(920)	-	(4,490)
Total Funding	(9,141)	(3,795)	(920)	-	(13,856)

Net Portfolio Totals	16,381	5,723	5,550	7,217	34,871
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5.2 Climate Change & Environment

Capital Programme

- New investment will be made in waste infrastructure at High Heavens and our household recycling centres to comply with new Environment Agency regulations.
- There will be continued investment in the replacement of waste vehicles and bins, to support the delivery of the Council's waste collection services.
- This Portfolio continues to invest in initiatives delivering the Council's Climate Change Strategy, including building efficiency improvements across the Council's operational estate, LED Streetlighting, and solar car ports. Some revenue savings on electricity will be realised through this programme.
- As well as delivering flood management schemes in high-risk locations, jointly with the Environment Agency, Buckinghamshire leads on the delivery of a major DEFRA-funded Capital Programme - 'Project Groundwater'. This 6-year programme is working with communities in 9 high-risk flood areas, in the Chiltern Hills & Berkshire Downs, to be more resilient to groundwater flooding.

5.3 Communities

Portfolio Holder: Councillor Arif Hussain

Overview of the Portfolio

A broad remit essentially focused on providing the “local face” of the council in Buckinghamshire for residents, communities and key partners / stakeholders such as town and parish councils and the voluntary community and social enterprise (VCSE) sector.

Services within the Portfolio work with others in creative ways to make Buckinghamshire a prosperous, safe and healthy place to live, work and grow. Functions of the Portfolio include:

- Community Boards
- Strategic engagement with and local devolution to town and parish councils
- Voluntary and community sector strategic engagement
- Community safety
 - Counter-terrorism & Prevent strategy
 - Anti-social behaviour
 - Domestic abuse
- Helping Hand
- Armed Forces Covenant
- Resilience services

Portfolio Priorities

- Community Boards – delivering projects and undertaking engagement to deliver council priorities and in turn strengthen local communities, bringing the right people together to discuss local issues and priorities, and for them to bring change and improvement.
- Devolution – working with partner organisations but particularly town and parish councils to consider what services or assets could be devolved to them, where it makes sense to do so.

- Tackling female insecurity - understanding the issues and a programme to address and protect the vulnerable within the communities. Supporting Thames Valley Police in their actions for reducing violence against women and girls including a focus on key locations and safe spaces, joining the national safe spaces scheme.
- Support local communities - work with local community and voluntary groups and Town & Parish Councils to support local communities and build effective and strong relationships within the communities.
- Financial insecurity - Deliver the Helping Hand programme and county-wide approach to financial insecurity, to tackle food and financial challenges in local communities, protecting the vulnerable whilst strengthening the communities. Ensuring there is appropriate support for residents across the county through the development of the financial insecurity partnership, modernising existing provision in-line with resident needs and enabling a joined-up approach between the Council and partners.
- Community Resilience - emergency management/community resilience/business continuity support and advice to the council and our communities. Development of a One Council approach to service delivery.
- Armed Forces Covenant - delivering activity and work in partnership with the Civilian Military Partnership Board to ensure the Council fulfils its obligations under the Armed Forces Covenant and maintains Gold Award status under the Defence Employer Recognition Scheme. Our Armed Forces champion is Councillor Mimi Harker.

5.3 Communities

Portfolio key data



16 Community Boards



171 town and parish councils



Over 4,600 charities and other voluntary / not for profit organisations



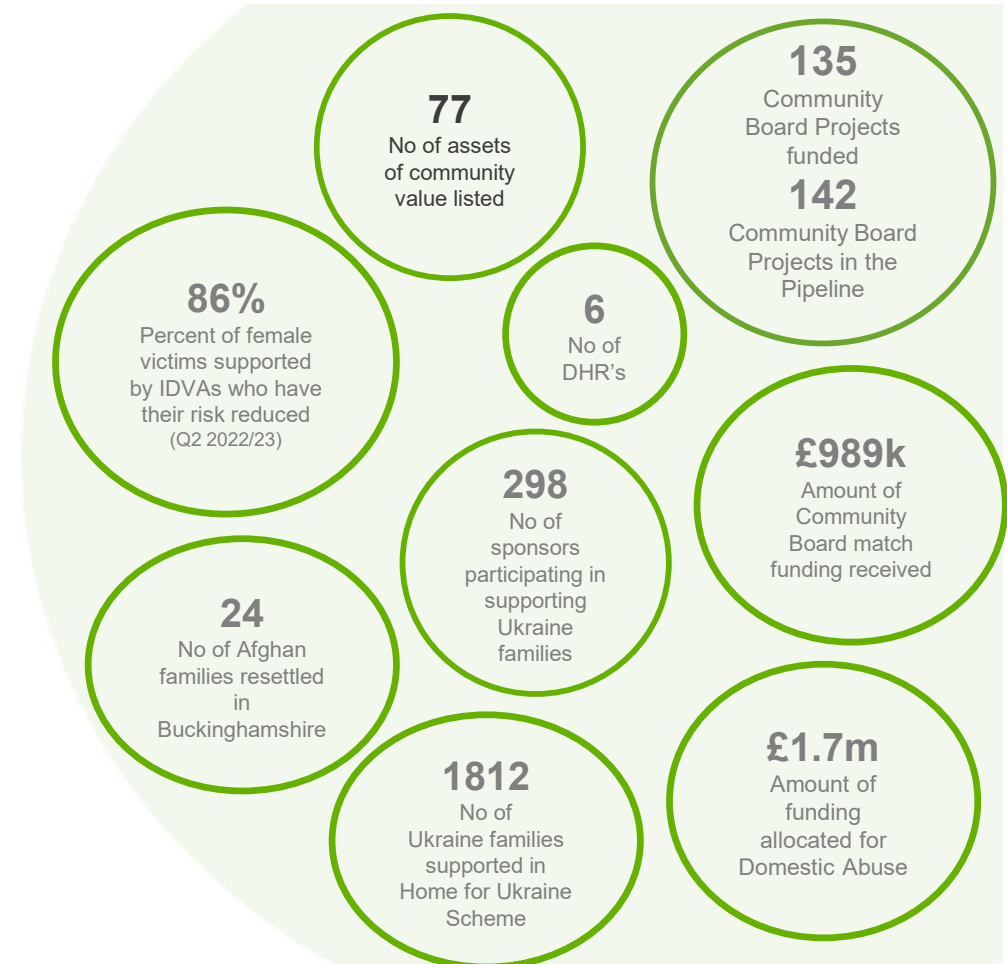
14,000 children eligible for free school meals



£4.8m[^] of grants that support vulnerable people through Helping Hand



£189,000 of Lottery funds (both community funds and good causes fund)



[^]£4.8m of government grants in Financial year 2023-24.

5.3 Communities

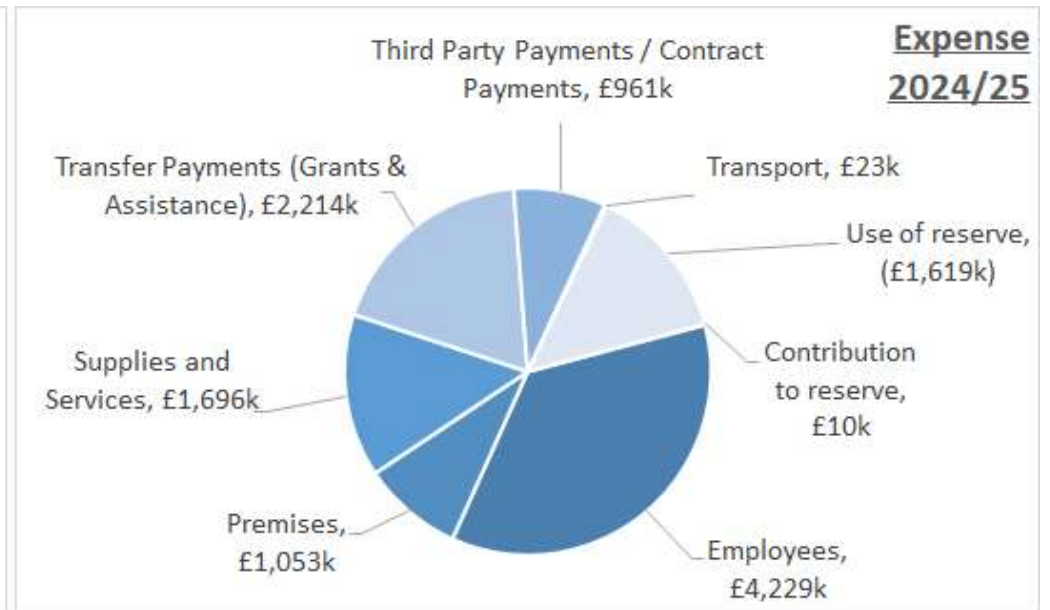
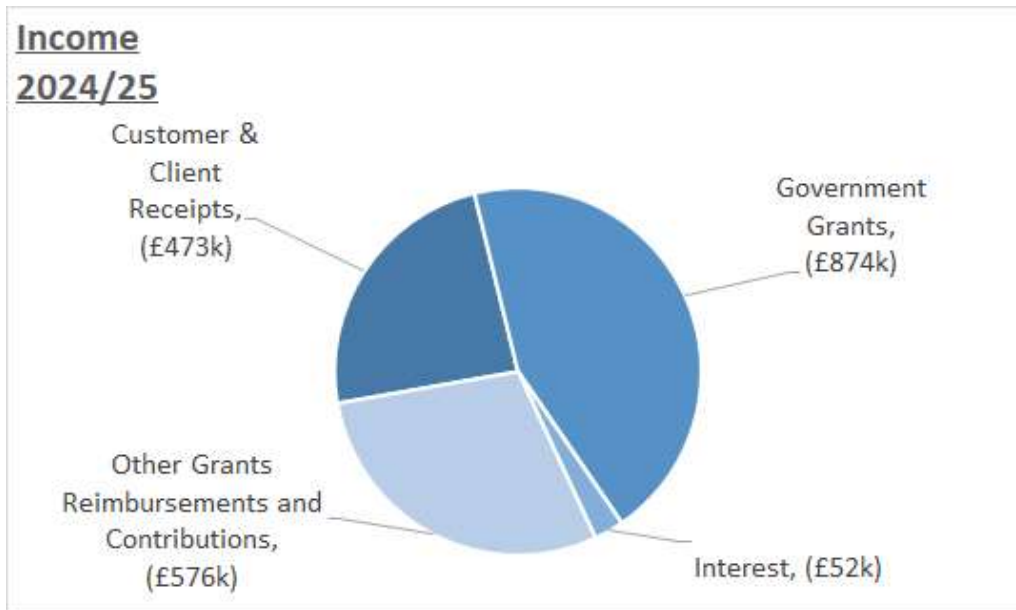
Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	
Community Safety	Community Safety	(1,383)	3,432	2,049	(1,383)	3,271	1,888	1,868	
Community Safety Total		(1,383)	3,432	2,049	(1,383)	3,271	1,888	1,868	
Community Support Helping Hand	Community Support Helping Hand	-	781	781	-	781	781	781	
Community Support Helping Hand Total		-	781	781	-	781	781	781	
Resilience Services	Resilience Services	-	331	331	-	331	331	331	
Resilience Services Total		-	331	331	-	331	331	331	
Special Expenses	Special Expenses	(503)	1,946	1,443	(525)	2,001	1,476	1,476	
Special Expenses Total		(503)	1,946	1,443	(525)	2,001	1,476	1,476	
Partnerships and Communities – including Community Boards	Partnerships and Communities	(67)	3,233	3,166	(67)	2,183	2,116	1,616	
Partnerships and Communities – including Community Boards Total		(67)	3,233	3,166	(67)	2,183	2,116	1,616	
Grand Total		(1,953)	9,723	7,770	(1,975)	8,567	6,592	6,072	

5.3 Communities

Revenue budget

Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Growth	74	74	74
Savings	(711)	(1,731)	(1,731)
Special Items	(41)	(41)	(41)
Reserves	(500)	-	-
Grand Total	(1,178)	(1,698)	(1,698)



5.3 Communities

Changes to the Revenue budget

Communities		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Community Safety				
Savings	Efficiencies in Community Safety service	(161)	(161)	(161)
	Transfer of Community Centre to Aylesbury Town Council	-	(20)	(20)
Savings Total		(161)	(181)	(181)
Community Safety Total		(161)	(181)	(181)
Special Expenses				
Growth	Increase in Special Expenses budgeted spend	74	74	74
Growth Total		74	74	74
Special Items	Devolution of Community Centres to Aylesbury Town Council	(41)	(41)	(41)
Special Items Total		(41)	(41)	(41)
Special Expenses Total		33	33	33
Partnerships and Communities – including Community Boards				
Reserves	One off draw down against reserves for Community Boards to reduce impact of savings in 2024/2025	(500)	-	-
Reserves Total		(500)	-	-
Savings	Reduced Voluntary and Community Sector funding	(50)	(50)	(50)
	Reduction in funding to Community Boards (2024/2025 savings total is £1m, partly mitigated by £500k drawn down from reserves)	(500)	(1,500)	(1,500)
Savings Total		(550)	(1,550)	(1,550)
Partnerships and Communities – including Community Boards Total		(1,050)	(1,550)	(1,550)
Grand Total - Communities		(1,178)	(1,698)	(1,698)

5.3 Communities

Portfolio challenges, risks and opportunities

The Communities Portfolio has a range of challenges and risks, including:

- Changes in external funding i.e., changes in government funding, including possible cessation of the Household Support Fund and community safety funding
- Capacity issues for any new requirements to be able to deliver statutory duties
- Increases in demand driven by external factors, including an increasing number of residents experiencing financial hardship due to cost of living pressures
- Capacity to work locally and engage with communities and organisations to bring change and improve local place
- Ability to provide funding to support improvements to the above

5.3 Communities

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Community Safety	Community Safety					
	CCTV Projects	868	-	-	-	868
Total Expenditure		868	-	-	-	868

- The Council is investing £0.868m in the digitalisation of Buckinghamshire’s CCTV control room. This will ensure that Parish and Town Councils who invest in local CCTV will be able to connect to upgraded centralised technology and facilities, to improve Community Safety across Buckinghamshire.

5.4 Culture & Leisure

Portfolio Holder: Councillor Clive Harriss

Overview of the Portfolio

Services delivered by this Portfolio support our residents' health, wellbeing and quality of life, community cohesion, and the local and visitor economy. The Portfolio helps to deliver all of the Corporate priorities and is principally responsible for:

- **Local, community and country parks** – managing a number of award-winning local parks, plus Country Parks which were visited by over 1.1 million people during 2022/23. The service also delivers improvement and works with the planning service to make sure green spaces are provided alongside housing growth
- **Leisure** – provision of sports and leisure facilities, plus partnership work to support more people to be physically and active and reduce health inequalities.
- **Culture** – supporting delivery of the Buckinghamshire Cultural Strategy and operating the Buckinghamshire Film Office to maximise investment and harness the economic and social benefits of the creative industries across the county
- **Archives** – 3.5 miles of Buckinghamshire Archives' shelving hold collections of local and national importance such as Stoke Mandeville's role in developing the Paralympic Games; staff support volunteers, run outreach projects and work on digital preservation
- **Libraries** – providing a comprehensive and efficient library service through a network of county, community supported and volunteer-led Community Libraries. Our libraries provide welcoming and safe spaces, working with partners to provide a variety of activities, services and facilities; encouraging culture, reading and learning; providing health and wellbeing services and events; and enabling local access to information and services, including Library Council Access Points.

Portfolio priorities

- Maintaining and enhancing our country parks, parks and green spaces for residents and visitors, including development of new visitor facilities at Black Park Country Park, completion of a new Country Park at Stoke Poges and improvements to local parks and play areas.
- Continuing to develop and implement our leisure strategies to meet future needs and support financial sustainability.
- Working with partners to deliver services and activities which support levelling up within Buckinghamshire.
- Continuing to support the implementation of the Buckinghamshire Cultural Strategy action plan and coordination of key culture events
- Securing future accommodation for Buckinghamshire Archives, in collaboration with partners.
- Continuing progress on delivering the actions in our refreshed Library Strategy, and improvement works at our libraries in Chesham and Wendover.
- Further development of the Buckinghamshire Film Office to maximise the economic and social benefits of filming across the county.

5.4 Culture & Leisure

Portfolio key data



107

events and activities delivered during WhizzFizzFest and Bucks Culture Open Weekend



24,000

engagements with the Archives through social media/in-person



1,600

hours contributed by Archives volunteers



700,000

downloads of e-books and other library resources (670k in 2022)



191,000+

library members

3.5m



visits to leisure centres (2.9m in 2022)

1.16m



visitors to country parks (1.3m+ in 2022)



440,000

visits to cultural venues



£4.27m

Economic impact of the Film Office (2022/23)



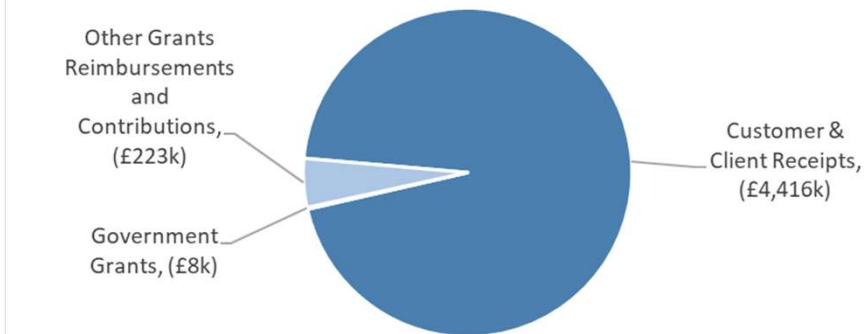
Green Flag Awards for Buckinghamshire town parks

5.4 Culture & Leisure

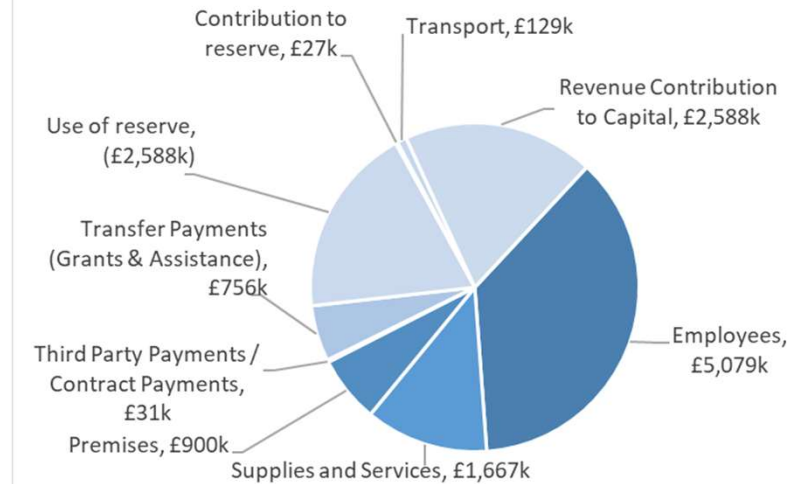
Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	
Culture & Leisure	Arts & Culture	(391)	1,675	1,284	(391)	1,462	1,071	901	
	Country Parks, Parks & Play Areas	(1,281)	1,508	227	(1,348)	1,508	160	(117)	
	Leisure Centres	(1,836)	1,102	(734)	(2,405)	1,102	(1,303)	(1,806)	
	Libraries	(503)	4,065	3,562	(503)	3,970	3,467	3,037	
	Museums & Heritage	-	556	556	-	547	547	513	
Culture & Leisure Total		(4,011)	8,906	4,895	(4,647)	8,589	3,942	2,528	
Grand Total		(4,011)	8,906	4,895	(4,647)	8,589	3,942	2,298	

Income 2024/25



Expense 2024/25



Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Savings	(317)	(1,151)	(1,381)
Special Items	(67)	(67)	(67)
Change in Income	(569)	(1,149)	(1,149)
Grand Total	(953)	(2,367)	(2,597)

5.4 Culture & Leisure

Changes to the Revenue budget

Culture & Leisure		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Culture & Leisure				
Change in Income	Increase in Country Parks fees and charges	-	(77)	(77)
	Increase in Leisure services management fee	(569)	(1,072)	(1,072)
Change in Income Total		(569)	(1,149)	(1,149)
Savings	Efficiency savings In Culture and Leisure	(222)	(426)	(426)
	Review of operational model for Culture and Leisure	-	(200)	(400)
	Efficiency savings and review of delivery model in Libraries service	(95)	(525)	(555)
Savings Total		(317)	(1,151)	(1,381)
Special Items	Reduction of operational support costs to Farnham Park Trust	(67)	(67)	(67)
Special Items Total		(67)	(67)	(67)
Culture & Leisure Total		(953)	(2,367)	(2,597)
Grand Total - Culture & Leisure		(953)	(2,367)	(2,597)

5.4 Culture & Leisure

Portfolio challenges, risks & opportunities

- Given the wider pressures on council budgets and from inflation, sustaining levels of non-statutory services and facilities remains a significant challenge.
- Income generation in areas such as leisure and country parks is linked to the availability of capital investment to maintain and enhance facilities and to meet contractual obligations.
- The continuing development of a new Leisure Strategy for Buckinghamshire will both address future needs and support financial sustainability into the medium to long-term.
- The impact of increases to fees and charges on customer usage of self-financing facilities such as country parks will continue to be monitored.
- Community engagement and recruitment/retention of sufficient volunteer capacity are key success factors in developing and implementing future approaches for services across the portfolio and delivery of the MTFP.
- This portfolio is responsible for the management and liabilities from the Farnham Park and Higginson Park Trusts. These arrangements are being closely monitored, including consideration of future operating models to optimise financial viability in use of the trust assets; and annual accounts are produced for each Trust.

5.4 Culture & Leisure

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Culture Sport & Leisure	Country Parks					
	Country Parks Visitors Centre	875	-	-	-	875
	South Bucks Country Pk Leisure Facility	1,213	-	-	-	1,213
	Leisure Centres					
	Leisure Centres Maintenance	1,270	500	-	-	1,770
	Libraries					
	Libraries Enhanced Technology	200	-	-	-	200
	Parks & Play Areas					
Parks & Play Areas	656	60	37	-	753	
Sport & Leisure Projects						
S106 Funded Projects	3,725	-	-	-	3,725	
Total Expenditure		7,939	560	37	-	8,536

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
s106	(3,725)	-	-	-	(3,725)
Community Infrastructure Levy	(243)	(60)	(37)	-	(340)
Revenue Contributions (Service)	(2,588)	-	-	-	(2,588)
Total Funding	(6,556)	(60)	(37)	-	(6,653)
Net Portfolio Totals	1,383	500	-	-	1,883

- The capital programme for Culture & Leisure includes the final year of budget to complete a new visitor centre and leisure facilities at our Country Parks. This investment supports service delivery and will generate additional revenue income.
- The majority of Leisure Centre Maintenance is funded directly by Leisure Service providers; where the Council has landlord maintenance responsibilities, these will be managed on a risk basis and through seeking developer contributions to the longer-term investment in our Leisure facilities.

5.5 Education & Children's Services

Portfolio Holder: Councillor Anita Cranmer, Deputy Portfolio Holder: Councillor Joseph Baum

Overview of the Portfolio

The Education and Children's Services Portfolio includes the following services and functions. All of these are statutory functions required of the council by law or by our regulator Ofsted.

Children's social care - specialist social care services provide support to children in need of help and protection. Our services include:

- Statutory assessment and care planning for children at risk of significant harm
- Provision for looked after children and those leaving care
- Youth offending
- Fostering and adoption services
- In house residential provision and commissioning

Education – We have a statutory responsibility to champion educational excellence and ensure fair access to education for all children particularly the most vulnerable. This includes:

- Support for early years provision
- School effectiveness
- School attendance and education safeguarding including children missing education
- Virtual School
- Integrated Special Education Needs and Disabilities (SEND) service
- Delivering the statutory responsibility to provide sufficient early years and pupil places
- Family Support Service (in house early help provision)

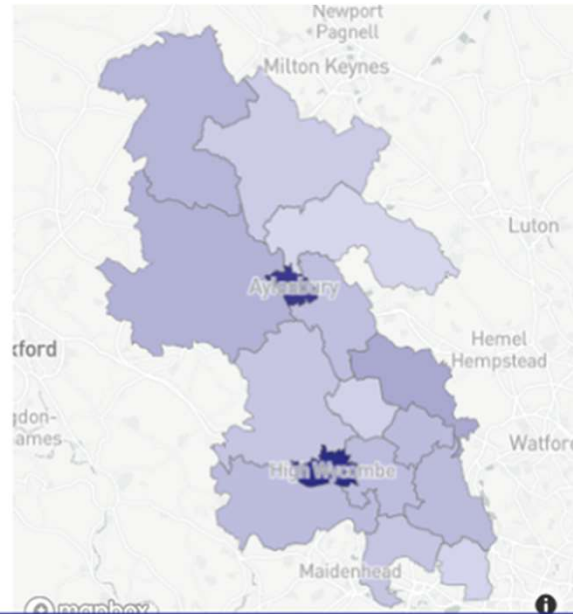
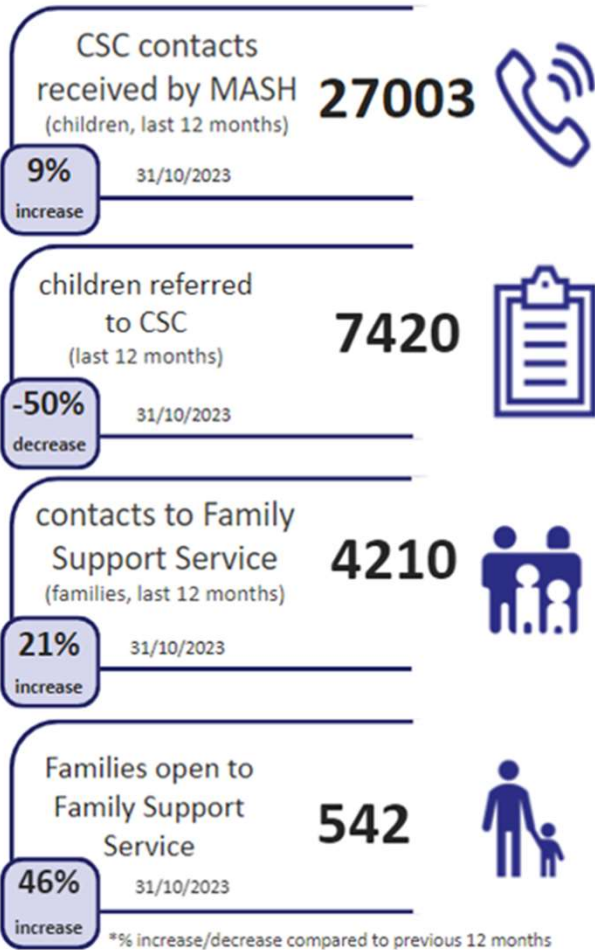
Portfolio priorities

The Education and Children's Services Portfolio have identified the following priorities:

- Delivering on the corporate and political ambition to provide a financially sustainable service that secures better outcomes for children and young people by ensuring there is alignment between services and seamless transition at all points of the child's journey.
- Increase the pace of work with partners in health and schools in order to deliver improvements to the lived experience of children with SEND and their families including quicker access to support.
- Increase the availability of provision for our looked after children that meets their needs and provides them with a safe place to live and thrive locally.
- Improve educational provision and outcomes particularly for those most vulnerable
- Continue to develop the effectiveness of our newly created locality-based teams by working more collaboratively with partners and closer to communities.
- Attract, retain and develop a workforce that is skilled and motivated.
- We are currently OFSTED rated at 'requires improvement' in both Children's Social Care and SEND. We have a written statement of action on SEND and our priority is to continue to drive improvement.

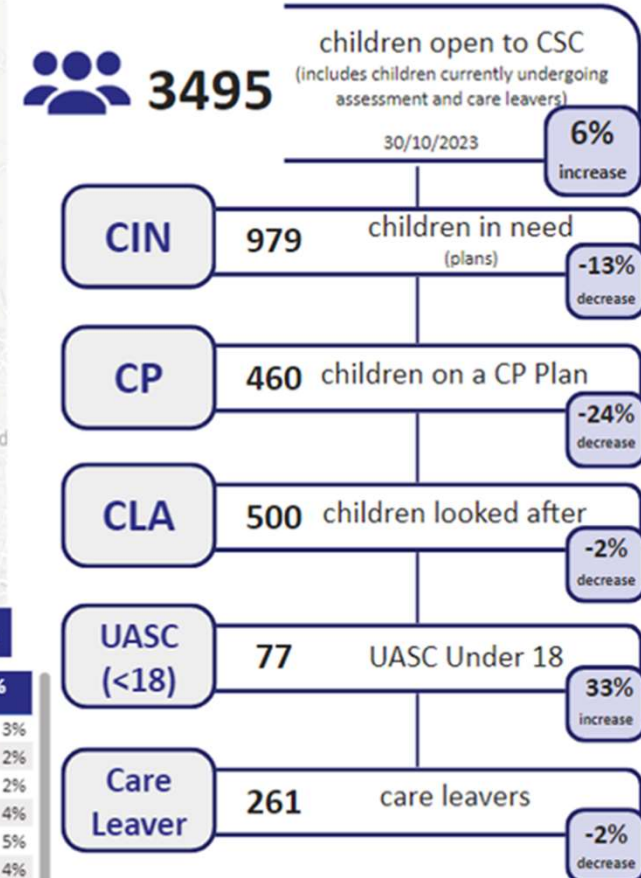
5.5 Education & Children's Services

Portfolio key data



% of CSC Caseload by Community Board (exc. Care Leavers)

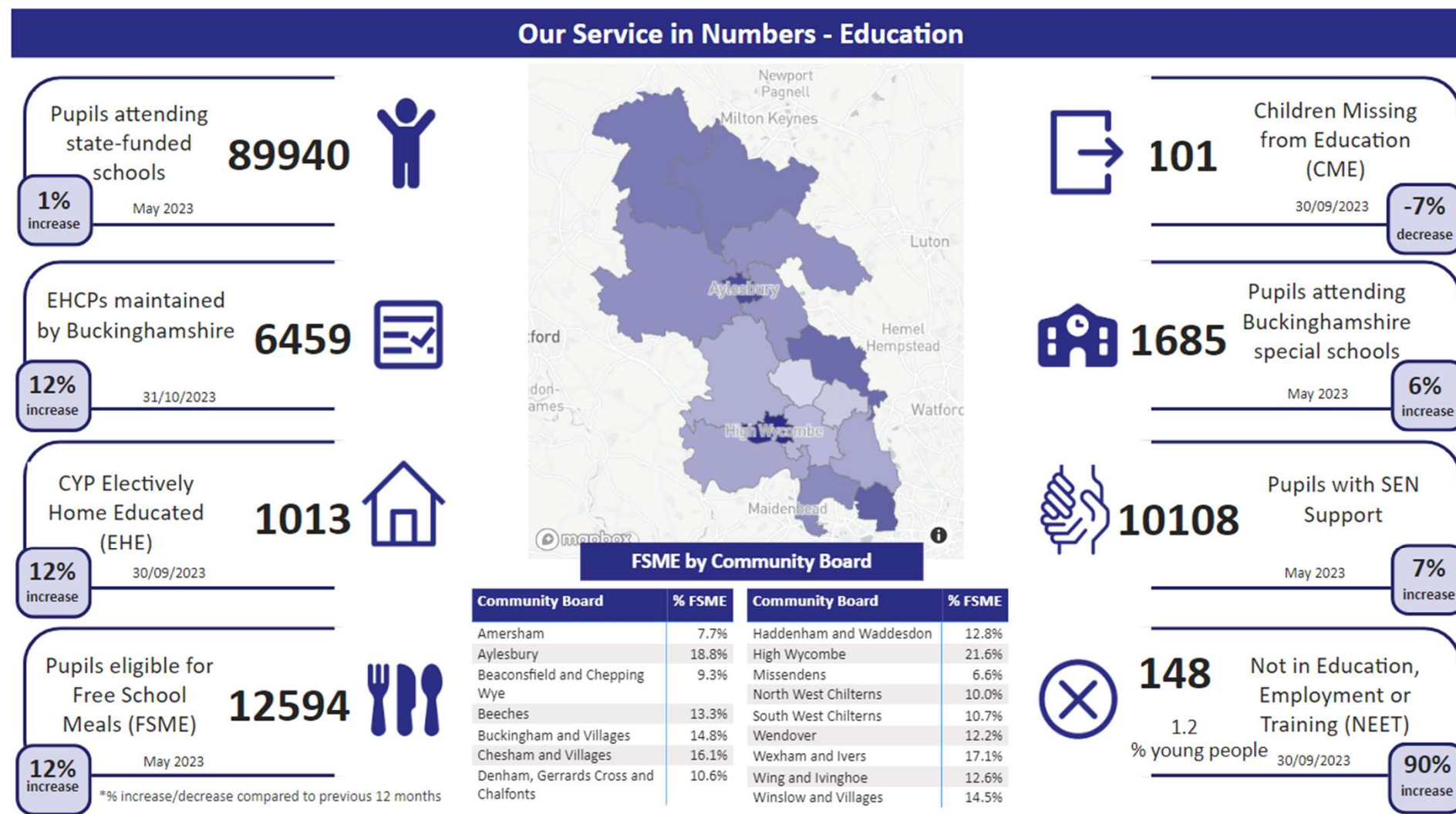
Community Board	%	Community Board	%
Denham, Gerrards Cross and Chalfonts	5%	Winslow and Villages	3%
Chesham and Villages	6%	Wing and Ivinghoe	2%
Buckingham and Villages	5%	Wexham and Ivers	2%
Beeches	4%	Wendover	4%
Beaconsfield and Chepping Wye	4%	South West Chilterns	5%
Aylesbury	18%	North West Chilterns	4%
Amersham	5%	Missenden	2%
		High Wycombe	19%
		Haddenham and Waddesdon	5%



*CP/CLA children counted under both CP and CLA categories

5.5 Education & Children's Services

Portfolio key data



5.5 Education & Children's Services

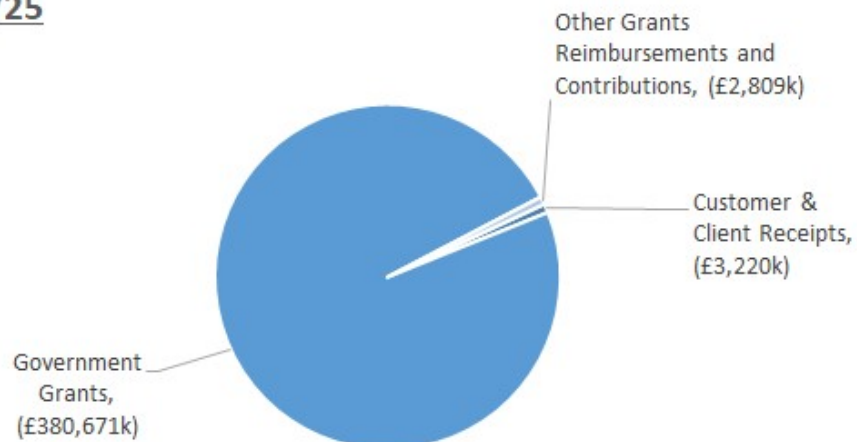
Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	
Children's Social Care	Children in Care	(10,232)	67,918	57,686	(10,532)	85,222	74,690	73,133	74,123
	Children with Disabilities	-	7,826	7,826	(1,676)	8,126	6,450	5,109	5,160
	Quality, Standards & Performance	-	4,581	4,581	-	3,539	3,539	3,539	3,539
	Safeguarding	-	10,662	10,662	-	10,620	10,620	10,473	10,473
	Social Care central costs	(5)	7,861	7,856	(255)	5,446	5,191	4,339	4,339
Children's Social Care Total		(10,237)	98,848	88,611	(12,463)	112,953	100,490	96,593	97,634
Education	Early Help	-	7,130	7,130	(95)	7,225	7,130	7,130	7,130
	Education & Learning	(6,276)	8,162	1,886	(6,339)	8,375	2,036	1,973	1,973
	Special Educational Needs & Disabilities	(126)	6,948	6,822	(226)	6,948	6,722	6,722	7,237
Education Total		(6,402)	22,240	15,838	(6,660)	22,548	15,888	15,825	16,340
Education - Dedicated Schools Grant	Central block	(318)	5,254	4,936	(319)	5,000	4,681	4,681	4,681
	Early Years Block	-	39,568	39,568	-	61,589	61,589	61,589	61,589
	High Needs Block	(1,150)	115,877	114,727	(1,150)	119,350	118,200	118,200	118,200
	Schools Block	(2,398)	176,594	174,196	(2,398)	182,171	179,773	179,773	179,773
	Funding Block	(332,894)	(533)	(333,427)	(363,710)	(533)	(364,243)	(364,243)	(364,243)
Education - Dedicated Schools Grant Total		(336,760)	336,760	-	(367,577)	367,577	-	-	-
Grand Total		(353,399)	457,848	104,449	(386,700)	503,078	116,378	112,418	113,974

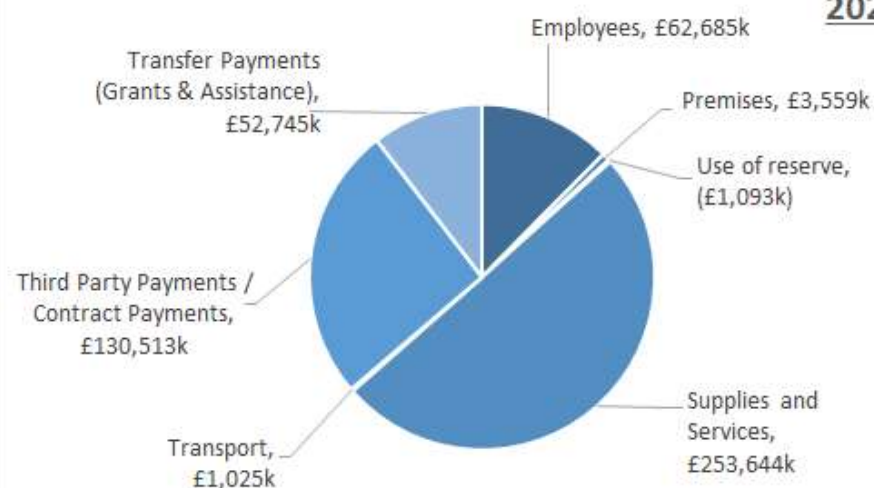
5.5 Education & Children's Services

Revenue budget

Income 2024/25



Expense 2024/25



Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Growth	21,943	31,594	43,483
Inflation	2,801	4,931	6,908
Savings	(10,120)	(24,071)	(36,381)
Special Items	(823)	(1,232)	(1,232)
Reserves	517	626	626
Change in Income	(2,389)	(3,879)	(3,879)
Change in Grant Income	(30,911)	(29,766)	(29,766)
Change in Grant Funded Expenditure	30,911	29,766	29,766
Grand Total	11,929	7,969	9,525

5.5 Education & Children's Services

Changes to the Revenue budget

Education & Children's Services		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Children's Social Care				
Change in Income	Partner contributions towards the cost of complex packages of care are proportioned based on the needs of children and young people	(1,726)	(3,153)	(3,153)
	Maximise use of Disabled Facilities Grant	(250)	(250)	(250)
	Maximise use of External Grants	(250)	(250)	(250)
Change in Income Total		(2,226)	(3,653)	(3,653)
Growth	Increase in Domiciliary Care and Direct Payment Costs	300	350	400
	Running costs to develop an additional 10 new in-house residential homes	-	2,761	7,255
	Increased costs following the introduction of the mandated National Transfer Scheme for Unaccompanied Asylum Seeking Children (UASCs)	1,441	1,940	1,940
	Use of more expensive and bespoke placements due to the national placement sufficiency challenges, increased complexity, and the lack of appropriate placements to meet the needs of children	9,820	9,820	9,820
	Running costs for the initial 3 new in-house residential homes opening in 2023-24	3,004	3,004	3,004
	The continued use of residential placements due to a shortage in foster carers	6,864	13,205	20,035
Growth Total		21,429	31,080	42,454
Inflation	Increase in placement costs	2,801	4,931	6,908
Inflation Total		2,801	4,931	6,908

5.5 Education & Children's Services

Education & Children's Services		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Children's Social Care				
Savings	Delivery of efficiencies through the implementation of the Children's Services transformation programme	(2,530)	(3,229)	(3,229)
	Efficiencies achieved by supporting more young people to remain at home/within the community, preventing the need for them to become looked after	(390)	(390)	(390)
	Review of existing contracts to deliver efficiencies	-	(300)	(300)
	Savings achieved through a net increase in the number of fostering households in turn reducing the need to use more costly placements	(1,882)	(7,722)	(12,870)
	Savings in accommodation costs for Unaccompanied Asylum Seeking Children from faster processing of cases by the Home Office	(250)	(500)	(500)
	Savings linked to developing an additional 10 new in-house residential homes	-	(3,792)	(10,954)
	Savings realised from the initial 3 new in-house residential homes opening in 2023-24	(4,604)	(7,674)	(7,674)
	Savings Total	(9,656)	(23,607)	(35,917)

5.5 Education & Children's Services

Education & Children's Services		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Children's Social Care				
Reserves	Reduction reflecting one-off reserve funding in 2023-24 from Supporting Families reserve, and for the expansion of the Social Worker Academy	300	300	300
	One-off use of ASYE Academy reserve (to support Children's Transformation Programme)	-	-	-
Reserves Total		300	300	300
Special Items	Reduction reflecting removal of one-off costs in 2023-24 from the expansion of the Social Work Academy	(969)	(969)	(969)
	Reduction reflecting one-off reserve funding in 2023-24 from Supporting Families reserve, and for the expansion of the Social Worker Academy	61	61	61
	Reduction reflecting one-off expenditure in 2023-24 funded from Supporting Families reserve, and from expansion of the Social Worker Academy	(361)	(361)	(361)
	Implementation costs required to develop an additional 10 new in-house residential homes	500	200	200
Special Items Total		(769)	(1,069)	(1,069)
Children's Social Care Total		11,879	7,982	9,023

5.5 Education & Children's Services

Education & Children's Services		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Education				
Change in Grant Funded Expenditure	Increase in expenditure for Holiday Activities & Food Programme in line with increased grant funding	-	(1,145)	(1,145)
	Supporting Families Payments by Results Projects	95	95	95
Change in Grant Funded Expenditure Total		95	(1,050)	(1,050)
Change in Grant Income	Increase in grant funding for Holiday Activities & Food Programme	-	1,145	1,145
	Supporting Families Payments by Results Projects	(95)	(95)	(95)
Change in Grant Income Total		(95)	1,050	1,050
Change in Income	Review of fees and charges	(13)	(26)	(26)
	Review partner contributions for complex needs cases	(100)	(100)	(100)
	Traded Income	(50)	(100)	(100)
Change in Income Total		(163)	(226)	(226)
Growth	Pressures on Education central services	677	677	677
	Supporting participation in Education, Employment and Training for Post-16 students with Special Educational Needs (SEND)	(163)	(163)	(163)
	Increase in staff to reflect increasing demand for statutory assessment	-	-	515
Growth Total		514	514	1,029

5.5 Education & Children's Services

Education & Children's Services		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Education				
Savings	Efficiency savings in Education central services	(464)	(464)	(464)
Savings Total		(464)	(464)	(464)
Reserves	Reduction in reserve funding for loss of School Improvement Grant, due to increased income from schools	54	163	163
	Reduction reflecting one-off reserve funding in 2023-24 from Supporting Families reserve	163	163	163
Reserves Total		217	326	326
Special Items	Incremental increase in income from schools following the loss of the School Improvement Grant	(54)	(163)	(163)
	Use of reserve in Early Help service (to support Children's Transformation Programme)	-	-	-
Special Items Total		(54)	(163)	(163)
Education Total		50	(13)	502

5.5 Education & Children's Services

Education & Children's Services		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Education - Dedicated Schools Grant				
Change in Grant Funded Expenditure	Estimated reduction in Dedicated School Grant due to academy conversions	(539)	(539)	(539)
	Increase in expenditure funded by offsetting increase in Dedicated Schools Grant income	31,355	31,355	31,355
Change in Grant Funded Expenditure Total		30,816	30,816	30,816
Change in Grant Income	Estimated reduction in Dedicated School Grant due to academy conversions	539	539	539
	Increase in Dedicated Schools Grant income	(31,355)	(31,355)	(31,355)
Change in Grant Income Total		(30,816)	(30,816)	(30,816)
Education - Dedicated Schools Grant Total		-	-	-
Grand Total - Education & Children's Services		11,929	7,969	9,525

5.5 Education & Children's Services

Portfolio challenges, risks & opportunities

The Education and Children's Services Portfolio have identified the following challenges and risks impacting on the budget:

Increases in demand for Early Help services and complexity within Social Care

- The Portfolio is seeing increases in demand and complexity across Early Help and Children's Social Care, respectively. If this continues, it may impact on the capacity of the service to deliver on our ambition to be good.

National Placement Sufficiency Issues

- Despite maintaining a stable proportion of children in care, the Council's spend on placements has increased significantly over the last 3 years. This reflects growing demand for residential placements due to a loss of foster carers and unit cost increases of 25-30% across all external placement types during this period.
- Placement sufficiency on a national basis is in crisis. Demand significantly outstrips supply leading to providers profiteering and unit costs for individual placements rising.
- Inability to source appropriate placements can lead to high-cost care packages in the community (e.g. £30k per week, £1.5m per year for one child) to manage risk and keep young people safe.

Recruitment of permanent social workers

- Inability to recruit permanent staff results in an increased reliance on agency staff numbers.
- Our agency rate across the service has come down but remains higher than we would like at 26%. On average, an agency member of staff costs 30% more than a permanent employee.

SEND Sufficiency and capital implications

- Development of sufficient places to meet the needs of

pupils with SEND within Buckinghamshire schools.

- Capital development required to provide additional places – funding includes specific grant funding, developer contributions and bid to DfE free school programme.

Increase in requests for Education Health and Care Needs Assessment

- In 2022, Buckinghamshire received 1365 requests for assessment, an increase of 101% compared to 2016.
- Published data from January each year shows a 76% increase in EHCPs maintained by Buckinghamshire between 2016 and 2023. As of 1 November 2023, there were 6450 compared to 4054 in January 2019.
- In addition, nationally and locally, it has proven increasingly difficult to recruit and retain Educational Psychologists.

Dedicated Schools Grant (DSG) deficit

- Like many other local authorities, the council has a DSG deficit due to pressures around High Needs, with a deficit management plan in place. The deficit at the end of the 2022-23 financial year was £1.7m and is likely to increase further this year.

Other service pressures

- Impact of the mandated National Transfer Scheme for Unaccompanied Asylum-Seeking Children. The Council is now required to continue to receive referrals until it reaches 0.10% of the child (0-18) population (128 individuals for Buckinghamshire). At the end of September 2023, the service supports 77 UASC, an increase from 26 in September 2021.
- The service's ability to fulfil the new unfunded school attendance duties due to the capacity of the current team.

5.5 Education & Children's Services

Portfolio opportunities

The Education and Children's Services Portfolio have identified the following opportunities:

- One of the only options to change the placements marketplace is for local authorities across the country to invest in their own provision, as this Council intends to do. We continue to progress the proposal to expand our inhouse residential provision.
- Increasing the number of in-house Foster Carers by defining a new improved offer to improve recruitment and retention.
- If approved as a pilot Regional Commissioning Cooperative council to engage fully and maximise the potential
- Delivery of our transformation programme will redesign our services around the needs and strengths of children and families, ensuring that children receive a consistent, purposeful and child centred approach wherever they are on their journey of need from early help through to being in care. By focusing improvement activity in these areas, we hope to reduce the demand and costs of statutory interventions and promote the wellbeing and resilience of children and families in Buckinghamshire.
- Implement effective arrangements to ensure partner contributions towards the cost of complex packages of care are proportioned based on the needs of children and young people.
- The service is part of the Delivering Better Value in SEND programme. 55 local areas are being supported to identify the highest impact changes that can be made to improve outcomes for children and young people with SEND, and to optimise the use of resource. The proposal will have a focus on early support and meeting needs other than through statutory assessment
- Continue to work on the development of a suite of Edge of Care services for children and young people in order to prevent the need for them to enter care in the first place or to rapidly return them to their families if they do enter.
- Alongside our housing colleagues we want to increase the number of care leavers with their own tenancies which will reduce our reliance on more costly semi-independent placements.
- Develop a contract framework when procuring client transport.

5.5 Education & Children's Services

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Education	Schools					
	Primary School Places	10,641	17,258	24,950	19,850	72,699
	Secondary School Places	6,928	9,400	8,200	3,600	28,128
	Provision for Special Educational Need	3,722	7,811	9,809	7,500	28,842
	School Access Adaptations	200	200	200	200	800
	School Property Maintenance	6,000	6,000	6,000	5,000	23,000
	School Toilets	250	250	250	250	1,000
	Programme Inflation	2,002	3,447	4,296	3,095	12,840
Provision for Early Years	1,000	-	-	-	1,000	
Education Total		30,743	44,366	53,705	39,495	168,309
Children's Social Care	Children's Social Care					
	Children's Homes	1,184	3,956	5,744	500	11,384
Total Expenditure		31,927	48,322	59,449	39,995	179,693

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
HIF	-	(5,000)	(5,000)	(4,000)	(14,000)
s106	(22,016)	(23,855)	(15,664)	(9,400)	(70,935)
Community Infrastructure Levy	(750)	(750)	(750)	(750)	(3,000)
Ringfenced Grants	(6,400)	(7,500)	(7,500)	(3,000)	(24,400)
Total Funding	(29,166)	(37,105)	(28,914)	(17,150)	(112,335)
Net Portfolio Totals	2,761	11,217	30,535	22,845	67,358

- The programme includes significant investment in Council-led delivery of new children's homes, funded from borrowing, and which will deliver additional in-County placements and generate revenue savings.
- The Schools Programme will continue to deliver the statutory needs for primary & secondary school places, as well as continuing to expand SEND provision across Buckinghamshire. This is funded from Developer Contributions and DfE Grants.
- The Council supports schools across Buckinghamshire to deliver building improvements - maintenance, adaptations and toilets - funded from DfE Grants.

Section 5.6 Health & Wellbeing

Portfolio Holder: Councillor Angela Macpherson, Deputy Portfolio Holder: Councillor Zahir Mohammed

Overview of the Portfolio

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

- Adult social care services: social work, occupational therapy, Home Independence Service, Day Opportunities; Nursing, Residential, Home Care, Supported Living and Short Breaks services; for Older People, Mental Health, Learning Disabilities and Physical and Sensory Disabilities.
- Integrated commissioning: commissioning a range of services and packages of care on behalf of adult social care, public health, children's services and the Integrated Care Board (NHS).
- Quality, standards and performance: supporting frontline social care services in delivering the highest quality of services through workforce planning and delivery, systems modernisation and improvement, and practice quality.
- Strategy, Improvement and Governance: to provide directorate governance, assurance and risk management. The team lead on policies/strategies and the Adult Social Care Improvement Programme. Their role is to drive forward and support directorate improvements.
- Public health: supporting and challenging the Council and partners in improving the health and wellbeing of Buckinghamshire's residents and particular in increasing healthy life expectancy and tackling health inequalities. Public Health includes a range of mandatory services including health visiting services, drug and alcohol treatment services, sexual health services, NHS health checks, communicable disease control

and response to public health emergencies, advice to NHS commissioners.

- Equality and Inclusion: ensuring that we meet our statutory requirements.

Portfolio priorities

Managing demand

- Demand for adult social care continues to grow across the country due to rising life expectancy and the changing needs and preferences of service users. Continuing to mirror the national trend, demand for adult social care services in Buckinghamshire is increasing. Approximately 3,400 contacts are received by adult social care each month, totalling 40,000 contacts each year. This is a significant increase since 2020/21 when the council received an average of 2,090 contacts per quarter.
- According to NHS Digital, there were almost 2.0 million requests to councils for adult social care from nearly 1.4 million new service users in 2021-22. This amounts to 5,420 requests per day in England, up by 170 requests per day on the previous year. 58% of these requests came from older people and this is expected to rise by 26.1% in 50 years' time. And this demand is not just for adult social care but its related services - a recent national workforce survey by the Royal College of Occupational Therapists reported increased demand for OT services within the past 12 months, with service user complexity increasing due to delayed interventions and lack of capacity elsewhere within the system.

Care Quality Commission Assurance

- The Health and Care Act 2022 introduced Care Quality Commission (CQC) assurance of how councils are discharging their statutory adult social care duties. Councils were last subject to CQC assurance of adult social care in 2010. CQC undertook five pilot assessments in summer/autumn 2023 and the interim guidance and assurance framework may be amended because of the pilots. Although originally planned for 2023, CQC is yet to publish the programme of formal assessments. However, the Council is prioritising ongoing preparations to ensure readiness for the future CQC assessment in Buckinghamshire.

Section 5.6 Health & Wellbeing

Portfolio priorities (continued)

Buckinghamshire Health and Social Care Integration

- Local public health and care sector organisations have established the Buckinghamshire Executive Partnership (BEP). The partnership brings together senior executives from the Council, NHS providers and the Integrated Care Body to focus on key priorities and ensure strategic alignment, best use of resources and operational oversight of integrated care across the Buckinghamshire health and care system. An initial focus is to support discharge when a person is fit to leave hospital and to provide rehabilitation and therapy support to enable people to regain as much of their former independence as possible reduce the likelihood of readmission.

Adult Social Care Improvement programme

- The adult social care improvement programme is key to delivering the outcomes of the Better Lives Strategy and MTFP savings. The programme is currently delivering five major projects:
- Community prevention: improving the provision of community-based prevention services to delay or prevent needs escalating, and reduce the number of people contacting the Council where no statutory care support is required
- Enablement and reablement: reducing the number of avoidable hospital admissions and providing effective short-term interventions to help people regain their independence
- Community opportunities: maximising the use of the Council's day centre buildings and improving the offer of community opportunities for adults with learning disabilities
- Better homes: increasing housing available in the county to meet the needs of adult social care clients and reduce demand triggered as a result of unsuitable housing
- Transport: reduce the need for Council-commissioned transport where better value alternatives exist for the client and the Council.

Public Health

Mandatory Public Health Functions:

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

Work with residents, communities and partners to

- Level up health outcomes across Buckinghamshire and help deliver the Opportunity Bucks plan including the health and wellbeing theme
- Support healthy behaviours including physical activity, access to healthy food and prevent the harms from smoking and drug and alcohol misuse.
- Improve outcomes in pregnancy and early years particularly for key groups with poorer outcomes
- Improve mental health and wellbeing for key groups and prevent suicide
- Prevent heart disease, stroke and dementia particularly for groups at higher risk
- Ensure an effective system-wide response to protect residents from infectious diseases and environmental hazards
- Work with NHS partners to develop and implement the local joint health and wellbeing strategy and NHS 5-year plan

Section 5.6 Health & Wellbeing

Portfolio key data

Our Service Users

The type of care they receive



966 people in Residential Care (875 last year)



548 people in Nursing Homes (534 last year)



592 people in Supported Living (567 last year)



1,646 in Community Homecare (1,415 last year)



1,347 people receiving a Direct Payment (1,476 last year)

The type of needs they have



1,109 people with Learning Disability of all ages (1,113 last year)



707 people with Mental Health of all ages (677 last year)

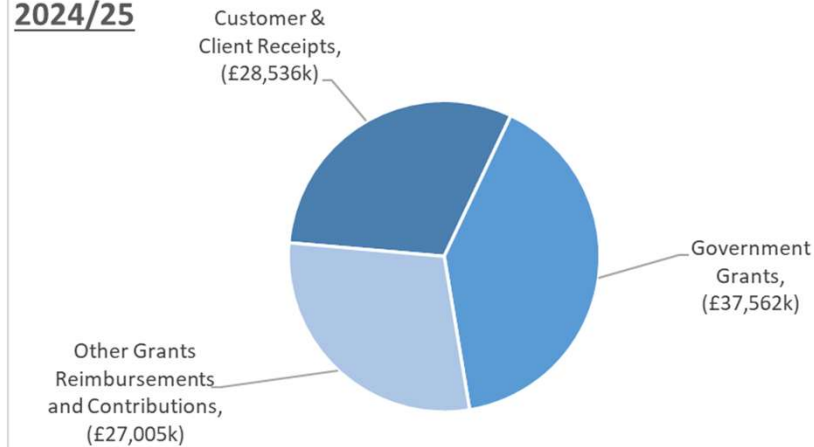


3,283 people with Physical & Sensory Disabilities of all ages (3,073 last year)

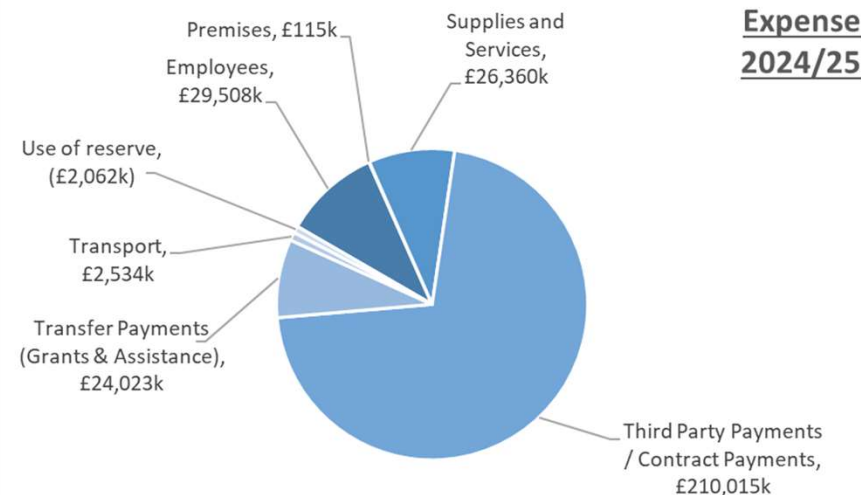
Section 5.6 Health & Wellbeing

Revenue budget		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Adult Social Care	Adult Social Care	(63,062)	247,957	184,895	(69,810)	267,200	197,390	208,948	221,194
Adult Social Care Total		(63,062)	247,957	184,895	(69,810)	267,200	197,390	208,948	221,194
Public Health	Public Health	(22,981)	22,981	-	(23,293)	23,293	-	-	-
Public Health Total		(22,981)	22,981	-	(23,293)	23,293	-	-	-
Grand Total		(86,043)	270,938	184,895	(93,103)	290,493	197,390	208,948	221,194

Income 2024/25



Expense 2024/25



Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Growth	13,623	24,211	33,524
Inflation	10,117	17,295	24,078
Savings	(5,178)	(10,502)	(12,317)
Special Items	(500)	(500)	(500)
Change in Income	(2,169)	(4,453)	(6,488)
Change in Grant Income	(4,891)	(3,491)	(3,491)
Change in Grant Funded Expenditure	1,493	1,493	1,493
Grand Total	12,495	24,053	36,299

Section 5.6 Health & Wellbeing

Changes to the Revenue budget

Health & Wellbeing		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Adult Social Care				
Change in Grant Funded Expenditure	Increase in grant funded expenditure to match increased Better Care Fund grant	710	710	710
	Increase in expenditure to match Hospital Discharge grant	471	471	471
Change in Grant Funded Expenditure Total		1,181	1,181	1,181
Change in Grant Income	Increase in Better Care Fund grant	(710)	(710)	(710)
	Increase in Discharge Fund grant	(471)	(471)	(471)
	Increase in Market Sustainability & Improvement fund grant	(3,398)	(1,998)	(1,998)
Change in Grant Income Total		(4,579)	(3,179)	(3,179)
Change in Income	Increase in income from growth in the number of clients	(1,264)	(3,098)	(4,308)
	Increased income collection and recovery	(905)	(1,355)	(2,180)
Change in Income Total		(2,169)	(4,453)	(6,488)

Section 5.6 Health & Wellbeing

Changes to the Revenue budget

Health & Wellbeing		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Adult Social Care				
Growth	Demand growth based on modelled changes in the number of clients	5,354	12,400	17,912
	Increased Complexity	4,269	7,811	11,612
	Increased costs in Adult Social Care in 2023/24 from demand growth	4,000	4,000	4,000
Growth Total		13,623	24,211	33,524
Inflation	Inflation for contracts and market pressures	10,117	17,295	24,078
Inflation Total		10,117	17,295	24,078
Savings	Efficiencies from reviews of existing packages	(2,000)	(4,239)	(5,014)
	Maximising the use of grants	(828)	(1,028)	(1,028)
	Efficiencies in contracts and procurements	(1,250)	(2,150)	(2,550)
	Management Efficiencies and Service Redesign	(250)	(1,085)	(1,325)
	Efficiencies from promoting independence	(850)	(2,000)	(2,400)
Savings Total		(5,178)	(10,502)	(12,317)
Special Items	Maximising external grants to fund eligible expenditure	(500)	(500)	(500)
Special Items Total		(500)	(500)	(500)
Adult Social Care Total		12,495	24,053	36,299

Section 5.6 Health & Wellbeing

Changes to the Revenue budget

Health & Wellbeing		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Public Health				
Change in Grant Funded Expenditure	Increase in expenditure funded by increase in Public Health grant	312	312	312
Change in Grant Funded Expenditure Total		312	312	312
Change in Grant Income	Increase in Public Health grant	(312)	(312)	(312)
Change in Grant Income Total		(312)	(312)	(312)
Public Health Total		-	-	-
Grand Total - Health & Wellbeing		12,495	24,053	36,299

Section 5.6 Health & Wellbeing

Portfolio challenges risks & opportunities

Challenges and Risks

- **Demand for Adult Social Care** An increase in demand for adult social care services due to demographic growth, an aging population and recovery from Covid-19. Increases are showing in particular in residential care and supported living; plus poorer health of residents in the community means there is uncertainty around future costs and potential for growth in complexity of service users. Self funders with depleted funds have risen from 6% in 22-23 to 9% in 23-24 for residential and from 4% in 22-23 to 10% in 23-24 for Nursing
- **Hospital Discharge** Whizzfizz to Assess process of commissioning beds in care homes with our health partners to release hospital beds is challenging, the reduction in the number of these health funded beds last year had a direct impact on our cost base this year. However, there are opportunities to mitigate this impact using the Transfer of Care Hub
- **Inflationary pressures** Energy and fuel price inflation is having a huge impact on residential care home and home care providers, respectively. Continued pressures in relation to National Living Wage, Pension enrolment, energy costs plus labour market impacts add to the pressures on the care market.
- **Shortages of professionals'** National shortages of key council roles, such as social workers and occupational therapists, resulting in difficulties in securing a stable, skilled workforce. The wider social care market also has workforce challenges arising from impacts of inequality of pay/status with NHS roles and the attraction of better conditions and pay in other economic sectors.
- **Care Quality Commission (CQC) inspections:** The Health and Care Act 2022 introduced Care Quality Commission (CQC) assurance of how councils are discharging their statutory adult social care duties. Councils were last subject to CQC assurance of adult social care

in 2010. Buckinghamshire County Council was inspected in 2008 with an outcome of "good".

- **Debt** Councils across the country are experiencing growing levels of debt from client charges, partly due to longer waiting times for applications to the court of protection. Adult Social Care debt is increasing, although measures are in place to improve collection rates and encourage families to organise Power of Attorney.
- **Pressure on care providers** The impact of the pandemic on care providers has increased the risk of business failure in the care market. The council has a duty to safeguard and ensure continuity of care for service users in these events, which will impact social care capacity.

Opportunities

- The ASC Improvement Programme is driving forward improvements to ensure ASC has a sustainable delivery model with improvements for our residents. Under this programme a variety of project areas are supported with a particular focus on:

Transfer of Care Hub

- Transfer of Care Hub (ToCH) launched in October. The aim is to help patients to leave hospital as quickly as it is safe to do so with the right support. This will enable patients and carers to receive more regular updates about the next steps in their discharge. For most people any assessments and organisation of long-term care can take place in their own homes.

Section 5.6 Health & Wellbeing

Portfolio challenges risks & opportunities continued

Community Prevention

- A better, more co-ordinated VCS offer to support people with care needs pre-ASC. A reduction in the numbers of people contacting ASC where no statutory support is needed. A better, targeted community prevention service to stop needs escalating. A clear prevention offer for adults that helps prevent and delay the need for adult social care.

Enablement and Reablement

- More targeted use of the Home Independence team to work with existing clients to reduce the amount of care they require.

Better Homes

- Longer term plans to increase the number of shared lives, supported living and extra care support available

Community Opportunities

- Review in-house offer to provide better outcomes and value for money

Section 5.6 Health & Wellbeing

Challenges and Risks – Public Health Grant

Demand - Impact of COVID 19 pandemic on unhealthy behaviours including alcohol consumption, inflation and cost of living increases are increasing need and demand for services

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

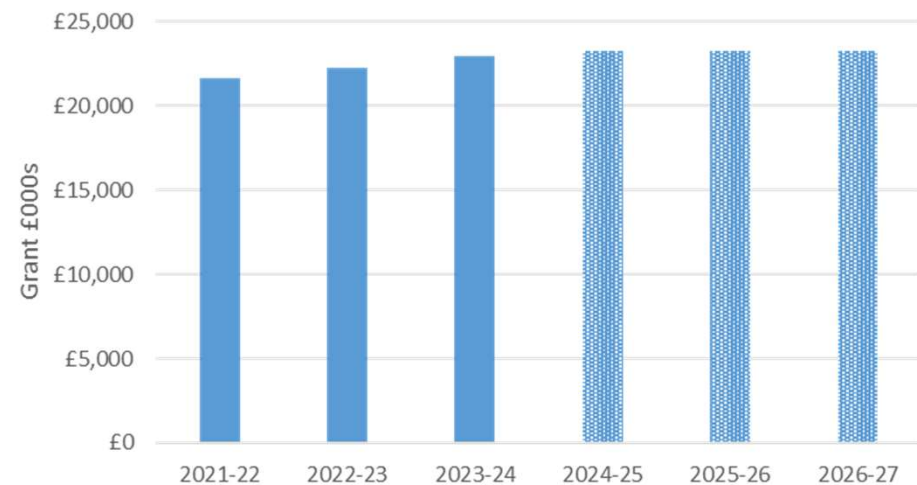
Inflation - Existing contracts may require additional funding in year and in future years due to inflationary pressures that can't be managed.

Future of Public Health Grant - Public health grant only confirmed for one year at a time. It was indicated that the grant for 24/5 would grow by 1.3% but this has not been confirmed recently. No clarity over size of grant from 25/26

National Context - Buckinghamshire's public health grant is the 20th lowest per head of population out of 153 local authorities.

Growth - Growth in the Public Health grant in the last couple of years has been around 2-3% and is expected to be 1.3% for 24-25. This is significantly behind the actual rates of inflation experienced by providers. If the grant is not increased beyond these levels, current inflation modelling suggests non-mandatory public health services and contributions to other services will need to be reduced.

Projection of Public Health Grant Funding



Section 5.6 Health & Wellbeing

The Portfolio has no Capital Programme

5.7 Homelessness & Regulatory Services

Portfolio Holder: Councillor Mark Winn, Deputy Portfolio Holder: Councillor Carl Jackson

Overview of the Portfolio

Housing and homelessness

- Housing and homelessness operate a waiting list and choice-based lettings system and works in partnership with Registered Providers and the Third Sector.
- The service also delivers disabled facilities grants.

Environmental health

- The Environmental Health service works to help ensure Buckinghamshire is a safe and healthy place to live and work in, minimising impacts on the environment and supporting businesses to ensure compliance with the law.

Trading standards

- Our Trading Standards service operates jointly between Buckinghamshire and Surrey and seeks to maintain a fair-trading environment and a level playing field for local businesses while improving health and wellbeing of people and communities.

Registrars and coroners

- The Registrars and Coroners service cover births, deaths, marriages, civil partnerships, and citizenship ceremonies.

Licensing

- The Licensing function ensures several key trades (including taxi providers, gambling, alcohol, and entertainment premises) across Buckinghamshire are appropriately licensed.

Crematoria

- Crematoria services are provided at 2 sites, and in addition the

service maintains 6 cemeteries, 1 memorial garden and a number of closed churchyards across Buckinghamshire.

Portfolio priorities

- Development of affordable housing and requirements on private developments to include affordable housing for local people and key workers.
- Maintain virtual elimination of rough sleeping across Buckinghamshire through integrated public health and wellbeing approach.
- Continue to address housing need by working with partners and stakeholders.
- Work with residents to address issues such as debt or personal concerns which risk them becoming homeless.
- Ensure that Disabled Facilities Grants are effectively targeted and delivered to support vulnerable households to adapt their properties.
- Improve housing standards within the rented sector through advice, partnership working and when appropriate using enforcement tools
- Delivering high quality regulatory services for residents and businesses in Buckinghamshire.
- Delivered the cremator replacement project at Chilterns Crematoria.
- Increasing the number of primary authority partnerships registered with Trading Standards and Environmental Health services.

5.7 Homelessness & Regulatory Services

Since April 2023...

Portfolio key data



As at October 2023

6,079 live Bucks Home Choice applications (increase of 1,000 since last year)



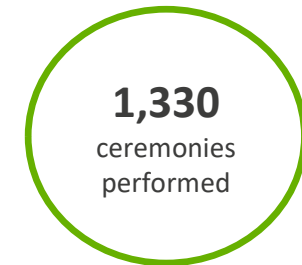
396 households in temporary accommodation (increase of 50 since last year)



1,424 homelessness approaches (an increase from c900 in 21-22)



686 homelessness cases closed because homelessness has been prevented (increased from 435 in Oct 2022)



Core Government Funding includes...



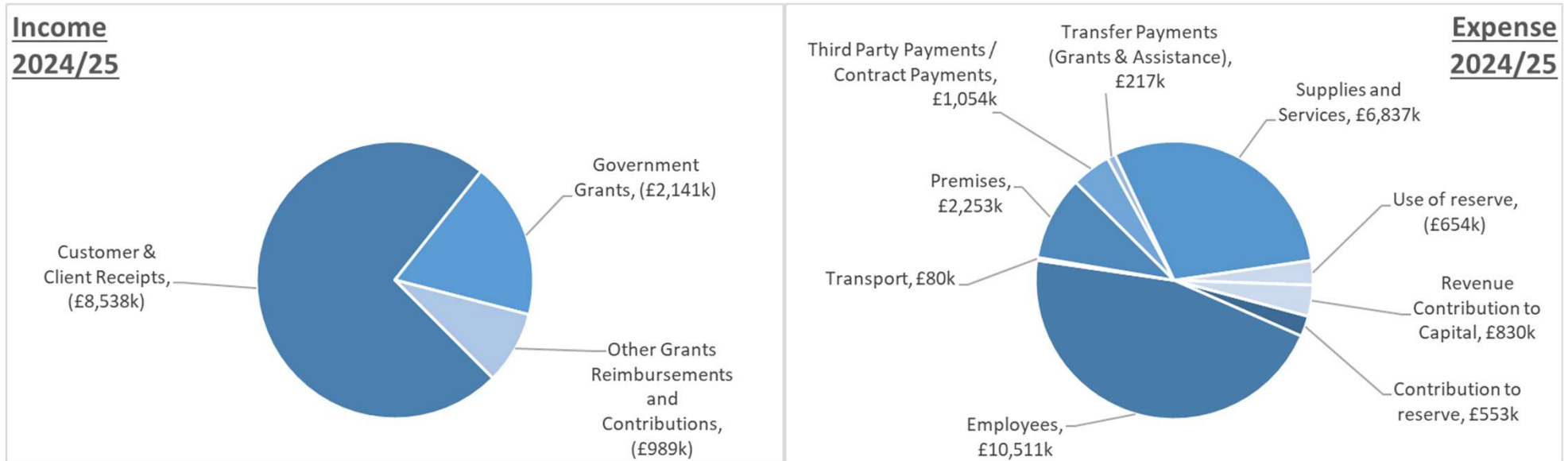
5.7 Homelessness & Regulatory Services

Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	
Housing & Homelessness	Homelessness	(1,907)	2,875	968	(2,207)	3,362	1,155	668	668
	Housing	(2,039)	7,932	5,893	(2,039)	7,882	5,843	5,623	5,623
Housing & Homelessness Total		(3,946)	10,807	6,861	(4,246)	11,244	6,998	6,291	6,291
Regulatory Services	Cemeteries & Crematoria	(3,728)	2,767	(961)	(3,804)	2,767	(1,037)	(1,047)	(1,047)
	Coroner	-	992	992	-	992	992	992	992
	Environmental Health	(264)	3,161	2,897	(269)	2,836	2,567	2,439	2,439
	Licencing	(1,854)	1,551	(303)	(1,789)	1,546	(243)	(243)	(243)
	Registrars & Celebratory Services	(1,555)	1,422	(133)	(1,560)	1,292	(268)	(273)	(273)
	Trading Standards	-	917	917	-	1,004	1,004	1,036	1,046
Regulatory Services Total		(7,401)	10,810	3,409	(7,422)	10,437	3,015	2,904	2,914
Grand Total		(11,347)	21,617	10,270	(11,668)	21,681	10,013	9,195	9,205

5.7 Homelessness & Regulatory Services

Revenue budget



Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Growth	1,637	1,669	1,679
Savings	(1,573)	(2,405)	(2,405)
Change in Income	(21)	(39)	(39)
Change in Grant Income	(300)	(300)	(300)
Grand Total	(257)	(1,075)	(1,065)

5.7 Homelessness & Regulatory Services

Changes to the Revenue budget

Homelessness & Regulatory Services		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Housing & Homelessness				
Change in Grant Income	Estimated increase in Homelessness Prevention Grant	(300)	(300)	(300)
Change in Grant Income Total		(300)	(300)	(300)
Growth	Temporary Accommodation increased costs due to increased demand	1,550	1,550	1,550
Growth Total		1,550	1,550	1,550
Savings	Improvements in Homelessness Prevention	(300)	(300)	(300)
	Invest in temporary accommodation units to reduce spend on nightly-paid accommodation	(763)	(1,250)	(1,250)
	Efficiency Savings in Housing	(50)	(270)	(270)
Savings Total		(1,113)	(1,820)	(1,820)
Housing & Homelessness Total		137	(570)	(570)
Regulatory Services				
Change in Income	Review of fees and charges (Housing and Registrars)	(10)	(18)	(18)
	Review of licensing income	65	65	65
	Review of Cemeteries and Crematoria fees and charges	(76)	(86)	(86)
Change in Income Total		(21)	(39)	(39)
Growth	Increased costs of Trading Standards contract	87	119	129
Growth Total		87	119	129
Savings	Efficiency savings in Regulatory Services	(460)	(585)	(585)
Savings Total		(460)	(585)	(585)
Regulatory Services Total		(394)	(505)	(495)
Grand Total - Homelessness & Regulatory Services		(257)	(1,075)	(1,065)

5.7 Homelessness & Regulatory Services

Portfolio challenges, risks & opportunities

Demand for housing and advice

- There is clearly now a significantly increased demand for homelessness advice and Bucks Home Choice applications and activity, and a growing demand for temporary accommodation which drives cost and general pressures on the service.

Legislative changes

- In the medium term, recently announced legislative changes in the housing sector may significantly increase demand on Housing services and also Environmental Health enforcement activity. This will add to the existing pressure from the Homes for Ukraine scheme.
- It is also possible that the announcement regarding the ending of no-fault evictions may result in an increase in the number of evictions prior to the commencement of any new legislation.

New licensing policies

- A challenge for this Portfolio will be the implementation of the recently adopted policies around Taxi Licensing, Licensing and Gambling. The council was required to produce new policies for each of these areas following unitarization which harmonise the approach across the council area.

Transforming and standardising processes

- Following the creation of the single housing service for Buckinghamshire, a significant challenge remains to transform and standardise approach and processes.
- This will involve several short term and longer-term projects, which will be identified and progressed over the course of this council term.

Funding

- Another challenge includes securing funding for delivering and mobilising significant capital schemes which provide and maintain accommodation across Buckinghamshire.

5.7 Homelessness & Regulatory Services

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Housing & Regulatory Services	Homelessness					
	Enabling Schemes	668	518	518	-	1,704
	Temporary Accommodation	1,675	-	-	-	1,675
	Housing					
	Affordable Housing - S106 Funded	4,415	1,012	1,012	-	6,439
	Disabled Facility Grants	4,066	4,066	4,066	4,066	16,264
Housing & Regulatory Services Total		10,824	5,596	5,596	4,066	26,081
Neighbourhood Services	Cemeteries & Crematoria					
	Cemeteries & Memorial Gardens	792	250	50	-	1,092
	Chiltern & Bierton Crematoria	280	275	555	-	1,110
Neighbourhood Services Total		1,072	525	605	-	2,202
Total Expenditure		11,896	6,121	6,201	4,066	28,283

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
s106	(4,415)	(1,012)	(1,012)	-	(6,439)
Ringfenced Grants	(5,118)	(4,066)	(4,066)	(4,066)	(17,316)
Revenue Contributions (Service)	(830)	(525)	(605)	-	(1,960)
Total Funding	(10,364)	(5,603)	(5,683)	(4,066)	(25,715)
Net Portfolio Totals	1,532	518	518	-	2,568

- Delivery of Affordable Housing - The Council will be investing its s.106 developer contributions for Affordable Housing in a renewed programme to provide additional Affordable Housing units, as part of the Housing Strategy. Council funding will be used for Enabling Schemes, to partner with Registered Providers to deliver new 'Move On' temporary accommodation. This investment will result in Revenue savings in temporary accommodation budgets.
- The Disabled Facilities Grant Programme is set to continue, providing essential adaptations to residents' homes to enable them to live independently.
- A programme of works is in train to improve the facilities at the cemeteries, memorial gardens, and Chiltern & Bierton Crematoria, funded from income from the crematoria and reserves.

5.8 Leader

Leader: Councillor Martin Tett, Deputy Leader: Councillor Angela Macpherson and Councillor Steve Broadbent

Overview of the Portfolio

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

- Financial Strategy
- Economic Development
- Skills & Employability
- Strategic Infrastructure, inc. Housing Infrastructure Funding
- County Deal
- Levelling Up
- Corporate Policy
- Corporate Communications
- Asylum & migration

Portfolio priorities

- Delivery of a financial strategy for a robust and balanced budget
- Economic growth in Buckinghamshire, including economic development and delivery of supporting strategic infrastructure
- Exploring a devolution deal for Buckinghamshire (Level 2)
- Levelling Up within Buckinghamshire
- Embedding the governance arrangements around the Growth Board and supporting boards, including the new Investment Board.
- Integration of the LEP functions and resources into the Council.

- Development of a Visitor Economy Strategy - ensuring strategic partnerships are in place for the collective delivery of initiatives that achieve a thriving visitor economy, businesses and greater number of visitors to attractions in Buckinghamshire
- Proactively manage, protect and build the reputation and voice of the council locally, regionally and nationally.
- Continue to ensure that voices of our communities are heard and listened to and influence how our services are shaped and delivered.
- Managing our response to people who arrive as asylum seekers and refugees alongside our support to Buckinghamshire residents.

5.8 Leader

Portfolio key data



£172m HIF funding to support Aylesbury Garden Town Development



1,547 new businesses have been registered in Buckinghamshire between July and Sept 23.



£0.4m Grant support to Bucks Business First



8,895 Out of work claimants in Bucks (August 2023) – 75% less than the National Claimant count.



997 Ukrainian households supported to relocate, with 298 sponsors currently active



24 Afghan families supported to relocate



61.9%
Of employees living in Buckinghamshire working as managers / directors or in professional occupations (UK average is 52.2%)
Source: ONS (June 2022-June 2023)

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



Over 100 fully integrated, multi channelled communications campaigns delivered, supporting all service areas including key priorities such as Helping Hand and cost of living, Bucks Climate Challenge, fostering, public health and Ukraine sponsors and rematching



22,329 Followers



18,914 followers



56% peak open rates on residents e-newsletters



Over **1,800** pieces of local, regional and national news coverage; managed over **470** media enquiries April to November)



Supported services to run **over 45** consultation and engagement activities around key strategies and key policies



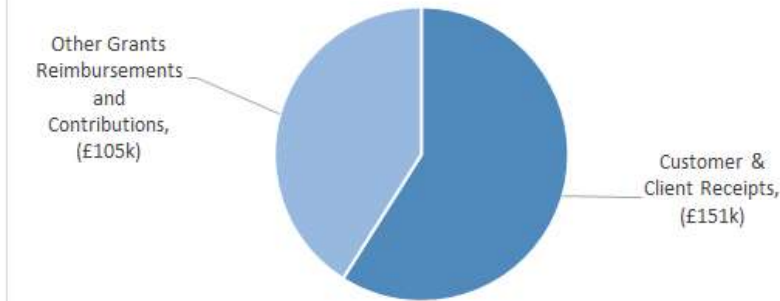
*Statistics from internal monitoring systems (data from 2021)

5.8 Leader

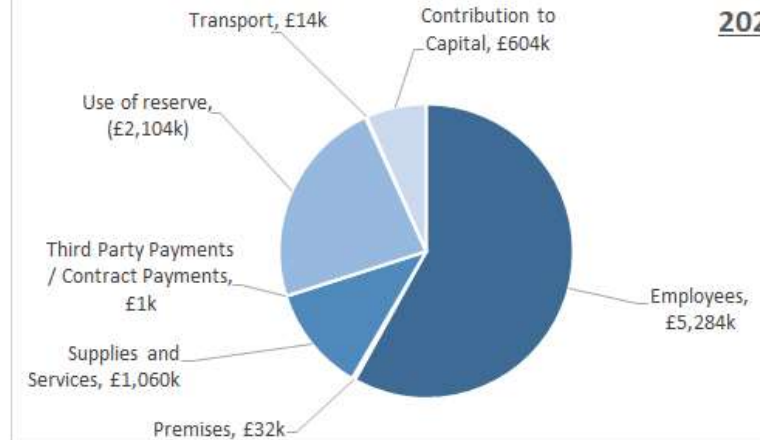
Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Chief Executives Office	Chief Executives Office	-	589	589	-	589	589	589	589
Chief Executives Office Total		-	589	589	-	589	589	589	589
Economic Growth & Regeneration	Economic Growth & Regeneration	(122)	1,961	1,839	(122)	1,151	1,029	819	819
Economic Growth & Regeneration Total		(122)	1,961	1,839	(122)	1,151	1,029	819	819
Partnerships, Policy & Communications	Partnerships, Policy & Communications	(134)	2,890	2,756	(134)	2,795	2,661	2,661	2,661
Partnerships, Policy & Communications Total		(134)	2,890	2,756	(134)	2,795	2,661	2,661	2,661
Strategic Infrastructure	Strategic Infrastructure	-	356	356	-	356	356	356	356
Strategic Infrastructure Total		-	356	356	-	356	356	356	356
Grand Total		(256)	5,796	5,540	(256)	4,891	4,635	4,425	4,425

Income 2024/25



Expense 2024/25



Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Savings	(905)	(1,115)	(1,115)
Grand Total	(905)	(1,115)	(1,115)

5.8 Leader

Changes to the Revenue budget

Leader		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Economic Growth & Regeneration				
Savings	Efficiency savings in Economic Growth & Regeneration	(210)	(420)	(420)
	Review of external partnership funding	(400)	(400)	(400)
	Reduce the Strategic Development Budget for Economic Growth and Regeneration	(200)	(200)	(200)
Savings Total		(810)	(1,020)	(1,020)
Economic Growth & Regeneration Total		(810)	(1,020)	(1,020)
Partnerships, Policy & Communications				
Savings	Further efficiency savings within communciations – final part of the savings agreed in the 2023/2024 Budget	(55)	(55)	(55)
	Reduce the frequency of resident magazine from 3 to 1 annual edition	(40)	(40)	(40)
Savings Total		(95)	(95)	(95)
Partnerships, Policy & Communications Total		(95)	(95)	(95)
Grand Total - Leader		(905)	(1,115)	(1,115)

5.8 Leader

Portfolio challenges, risks & opportunities

- Given the wider pressures on council budgets and from inflation, sustaining levels of investment in non-statutory services remains a challenge.
- Delivering the HIF programme
- Changes to external factors leading to increased demand on services and support required e.g., conflict in Ukraine.
- Opportunity Bucks – delivering targeted initiatives to address hardship within the county will reduce future demand and achieve cost avoidance
- Delivering a balanced and robust budget that assures financial sustainability in the future under prevailing economic climate
- Given the current state of the national economy then achieving meaningful economic growth and high levels of employment will be difficult.
- Growth Board - taking a place-based approach through enhanced partnership working will help promote local economic growth.
- Exploring a 'level 2' devolution deal with government.
- Changes to external factors leading to increased demand on services and support required e.g., conflict in Ukraine.
- Opportunity Bucks – delivering targeted initiatives to address hardship within the county will reduce future demand and achieve cost avoidance.

5.8 Leader

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Economic Growth & Regeneration	Economic Growth					
	Rural Broadband	261	-	-	-	261
Strategic Transport & Infrastructure	Strategic Infrastructure (HIF)					
	A355 Improvement Scheme (Wilton Park)	1,293	-	-	-	1,293
	Aylesbury Eastern Link Road	11,384	24,496	9,617	-	45,497
	Cycle Infrastructure	1,477	-	-	-	1,477
	EV Charging Scheme	2,629	-	-	-	2,629
	Land Assembly	10,818	-	-	-	10,818
	Marginal Viability Works	2,130	-	-	-	2,130
	Princes Risborough Relief Road	2,000	6,467	-	-	8,467
	SEALR (South East Aylesbury Link Road)	43,000	37,310	13,038	-	93,348
	South Western Link Road South	250	250	-	-	500
	Stoke Mandeville Relief Road / SEALR II	11,505	-	1,924	-	13,430
Total Expenditure		86,747	68,523	24,579	-	179,848

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
HIF	(68,009)	(32,085)	(14,962)	-	(115,055)
s106	(179)	(1,225)	-	-	(1,403)
Ringfenced Grants	(17,818)	(35,213)	-	-	(53,031)
Revenue Contributions (Service)	(604)	-	(9,617)	-	(10,221)
Total Funding	(86,609)	(68,523)	(24,579)	-	(179,710)
Net Portfolio Totals	138	-	-	-	138

- The Leader's Portfolio Capital programme encompasses Buckinghamshire's significant Housing Infrastructure projects, which will unlock 10,000 new homes in Aylesbury and underpin the future economic growth of the town. Projects include construction of a ring-road around Aylesbury to alleviate traffic congestion - the South-Eastern Link Road, Eastern Link Road, South-Western Link Road - and the reinforcement of Aylesbury's electricity grid infrastructure. The programme has already had success delivering Kingsbrook Primary and Secondary Schools. The HIF Programme is largely funded by Homes England, DfT and HS2.

5.9 Planning & Regeneration

Portfolio Holder: Councillor Peter Strachan, Deputy Portfolio Holders: Councillor Rachael Matthews and Councillor Gary Hall

Overview of the Portfolio

- The Planning and Regeneration Portfolio is responsible for the delivery of a number of statutory and regulatory functions, including Planning and Building Control.
- The Portfolio also has significant income targets related to discretionary services, aiming to reduce dependency on the taxpayer.
- A key activity for this Portfolio in the years ahead will be the development of the new Buckinghamshire Local Plan for adoption by 2025.
- Alongside a programme of supplementary planning documents, Local Plans set the foundation for sound and robust planning decisions.
- Around 13,000 planning applications are received every year. Developments, once approved, are monitored and, where required, enforced against to ensure they are built within Local Plans.
- Town centre regeneration is of particular importance post-COVID. We are working to regenerate and champion our places, ensuring sustainable growth meets the needs of communities; helps deliver jobs, skills, homes and amenities; and ultimately produce economic growth.

Portfolio Priorities

- Deliver improvements to Member engagement with Planning, including the delivery of a wider training programme.
- Significantly progress delivery of the new Buckinghamshire Local Plan in line with our Local Development Scheme and Statement of Community Involvement.
- Continue to proactively manage development within Buckinghamshire through the processing of planning applications.
- Keep planning decisions local with five planning committees.
- Supporting the continued development of Neighbourhood Plans across the county.
- Ensuring that buildings are designed and constructed in accordance with

the Building Regulations and associated legislation.

- Continue to deliver planning enforcement across Buckinghamshire
- Focusing our policies and decisions on delivering new ‘green’ growth
- Introducing higher, more energy efficient standards for all new developments.
- Leading the Planning Improvement Board to deliver lasting and consistent improvements to the planning service.
- Regeneration of our market towns and villages across Buckinghamshire, setting out our vision and guiding principles for vibrant town centres as expressed in the Buckinghamshire Regeneration Framework
 - Aylesbury Regeneration – focus on the regeneration of Aylesbury Town Centre as articulated in the Aylesbury Regeneration Strategy, including delivery of projects to regenerate council assets.
 - High Wycombe – delivery against the High Wycombe Regeneration Scheme, including the Future High Street Fund schemes, the White Hart Street public realm improvement scheme and other emerging schemes.
 - Chesham – delivery against the Chesham Regeneration Strategy. Successfully implement a two-yearly Design Awards scheme.
 - Undertake a programme of Conservation Area Appraisal work.

5.9 Planning & Regeneration

Portfolio key data

2nd Largest Planning Authority in England, by application numbers

13,000 Planning applications received each year

90% of Planning Fees are statutory and generate less than £189 per application

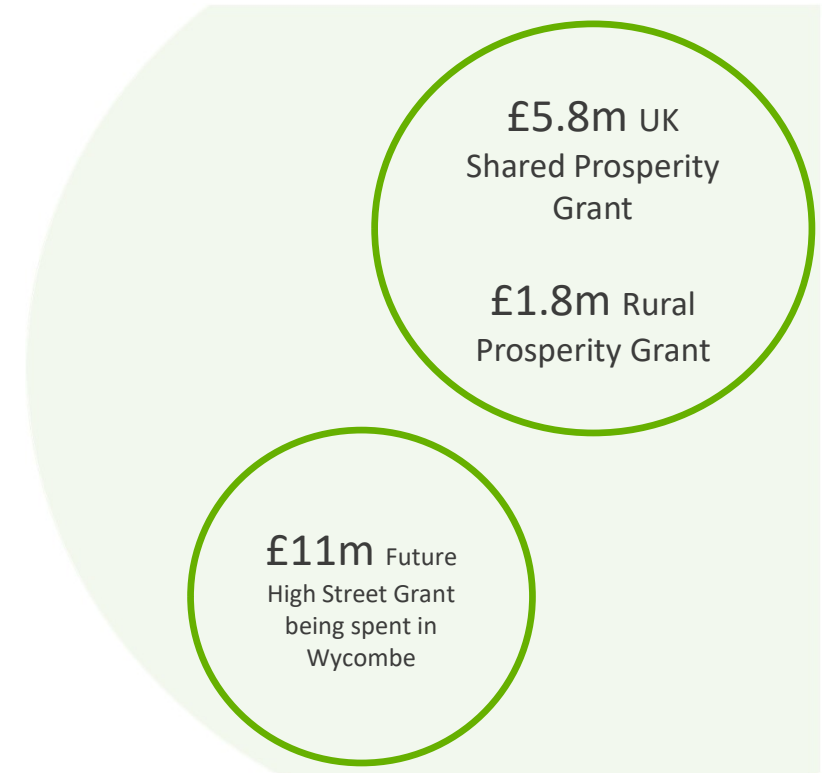
5th Highest performing LA on Planning Enforcement;
Highest outside London by number of enforcement notices issued



64 Planning Enforcement notices served so far this year



21,000 Building Control Inspections made last year. 90% of applications are checked within 21 days



95%
Target 80%
Majors
determined on time



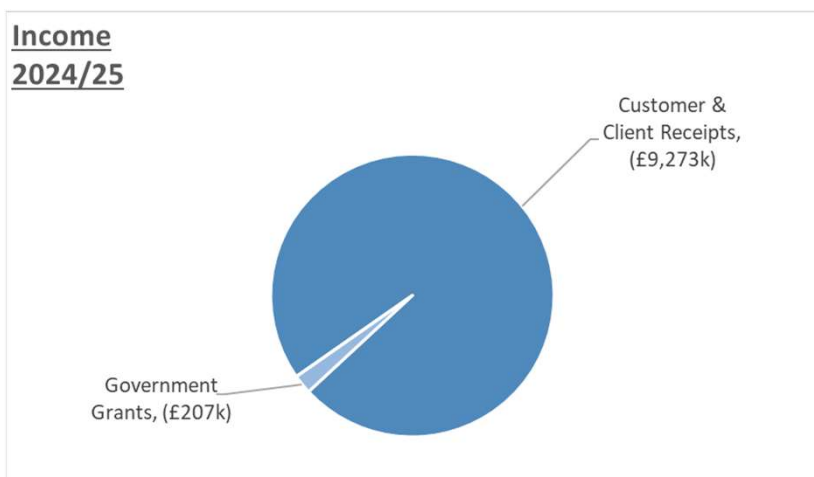
86%
Target 75%
Minors
determined on time

5.9 Planning & Regeneration

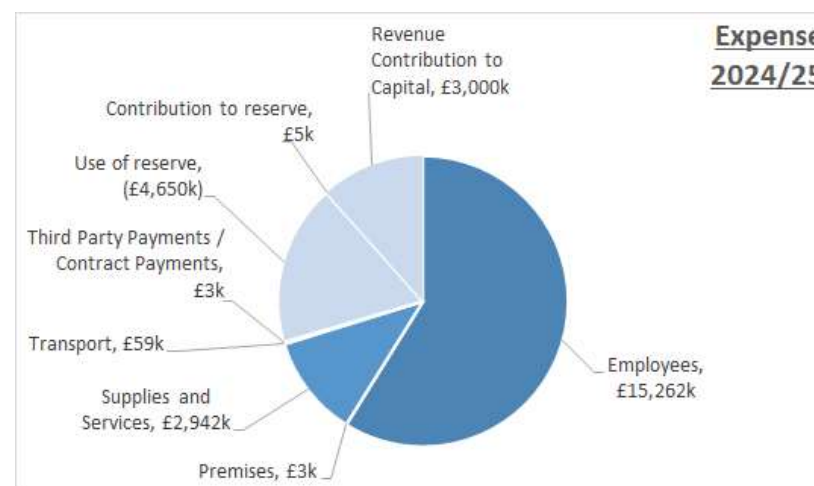
Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Economic Growth & Regeneration	Economic Growth & Regeneration	(167)	1,250	1,083	(167)	1,250	1,083	1,083	1,083
Economic Growth & Regeneration Total		(167)	1,250	1,083	(167)	1,250	1,083	1,083	1,083
Planning	Building Control	(2,285)	2,395	110	(2,285)	2,395	110	110	110
	Development Management	(6,678)	8,345	1,667	(6,883)	8,495	1,612	1,574	1,574
	Planning Enforcement	(60)	1,237	1,177	(60)	1,137	1,077	777	777
	Strategic Planning Policy & Management	(85)	3,637	3,552	(85)	3,347	3,262	2,507	2,507
Planning Total		(9,108)	15,614	6,506	(9,313)	15,374	6,061	4,968	4,968
Grand Total		(9,275)	16,864	7,589	(9,480)	16,624	7,144	6,051	6,051

Income 2024/25



Expense 2024/25



Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Growth	150	150	150
Savings	(390)	(995)	(995)
Special Items	-	(750)	(750)
Reserves	-	300	300
Change in Income	(205)	(243)	(243)
Grand Total	(445)	(1,538)	(1,538)

5.9 Planning & Regeneration

Changes to the Revenue budget

Planning & Regeneration		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Planning				
Change in Income	Additional Planning income	(205)	(243)	(243)
Change in Income Total		(205)	(243)	(243)
Growth	Increase in expenditure in planning appeals	150	150	150
Growth Total		150	150	150
Savings	Planning Service Efficiency Savings	(230)	(530)	(530)
	Planning Enforcement efficiency savings	(100)	(200)	(200)
	Planning Policy efficiency savings	(60)	(265)	(265)
Savings Total		(390)	(995)	(995)
Reserves	Annual contribution to Local Plan reserve	-	300	300
Reserves Total		-	300	300
Special Items	Completion of Bucks Local Plan development	-	(750)	(750)
Special Items Total		-	(750)	(750)
Planning Total		(445)	(1,538)	(1,538)
Grand Total - Planning & Regeneration		(445)	(1,538)	(1,538)

5.9 Planning & Regeneration

Portfolio challenges, risks & opportunities

- Changes to national planning legislation
- Emerging and changes to national planning legislation – the Planning White Paper proposed significant changes to the planning system which are likely to impact on service delivery.
- The council has responded to the consultation and will prepare for any changes before they come into effect. Changes to Building Regulations through the Building Safety Bill are also being closely monitored.
- Changes from unitary and service reviews
- Following unitary and the Planning and Environment service review, there is a significant improvement programme to be delivered over the coming years including delivery of savings.
- Workstreams in the Planning Improvement Board include:
 - customer focus and culture change
 - digital
 - service standards
 - key performance indicators (KPIs)
 - finance and commercial
- Delivering the single Buckinghamshire Local Plan
- Delivering the single Buckinghamshire-wide Local Plan; meeting the growth expectations set out in national legislation whilst also protecting environmental assets and engaging with diverse communities will be a challenge during the first council administration.
- It is our very firm aspiration to develop on brownfield sites ahead of Green Belt and other restrictive areas such as Areas of Natural Beauty (AONB).
- Meeting demand for planning applications
- Retaining staff to process the significant volume of planning applications received by this Planning Authority every year, in the region of 13,000, is a challenge. The planning service is proactively recruiting to fill key positions.

5.9 Planning & Regeneration

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Economic Growth & Regeneration	Regeneration					
	Ashwells	125	-	-	-	125
	Aylesbury Town Centre	5,279	-	-	-	5,279
	Employment & Regen. LED Opportunities	1,327	-	150	-	1,477
	Environment LED Opportunities	345	-	-	-	345
	Future High Street Funds	8,198	-	-	-	8,198
	High Wycombe Town Centre Projects	3,139	-	-	-	3,139
	Retasking of Winslow Centre	3,000	4,283	1,900	-	9,183
	Waterside North Development	3,020	4,000	2,194	-	9,214
Wycombe District Centres	125	-	-	-	125	
Total Expenditure		24,558	8,283	4,244	-	37,085

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
s106	(960)	-	-	-	(960)
Community Infrastructure Levy	(440)	-	-	-	(440)
Ringfenced Grants	(6,069)	-	-	-	(6,069)
Revenue Contributions (Service)	(3,000)	-	-	-	(3,000)
Total Funding	(10,470)	-	-	-	(10,470)
Net Portfolio Totals	14,089	8,283	4,244	-	26,615

- The grant-funded Future High Streets Programme in High Wycombe is set to conclude in 2024-25, with £15m over the programme having been invested into reinvigorating properties on and around the High Street which were falling into decline.
- Investment will be made in priority Regeneration improvements in Aylesbury Town Centre, to support footfall and economic growth in the town centre.
- Large Regeneration projects in Waterside Aylesbury and Winslow are currently in feasibility phase and will progress to delivery funded from borrowing if they are able to deliver a viable invest-to-save business case.
- The Regeneration Capital Programme will see the completion of many smaller legacy Regeneration projects; future projects are in development as part of implementation of the new Regeneration Strategies.

5.10 Transport

Portfolio Holder: Councillor Steven Broadbent, Deputy Portfolio Holder: Councillors Peter Martin and Dominic Barnes

Portfolio overview

Buckinghamshire Highways is responsible for maintaining and managing the highway, footway and highways verges, defects including potholes, safety barriers, streetlights, traffic (lights and signals), gullies and bridges. This includes an out of hours team and adverse weather emergency responses. The service is also responsible for network safety including driver education, grass cutting (some of which is devolved to parishes), gritting roads in the winter and maintaining drainage on the highways to help prevent flooding.

The Street Works team coordinates the multiple programmes of work on our highway which includes our own road works, utility providers, events such as cycle races and even production companies filming on the highway. The Transport Infrastructure & Delivery Team seek to manage and mitigate the impact of HS2 and EWR on Buckinghamshire through projects including environmental measures, traffic management and engaging with communities. This team also manages and delivers schemes on the ground including major highways infrastructure projects and S106 transport schemes.

Our Rights of Way network spans 3,330km and the Definitive Map and Highway Searches team ensure the delivery of the Rights of Way Improvement Plan, processing applications and changes to Buckinghamshire's definitive map and carry out highway searches. Parking Services manage the Council's 84 regulated car parks, including 8 multi-storey car parks, enforcement of Off Street and On-street parking and handling of all proposed Traffic Regulation Orders.

Home to School Transport is provided for approximately 7,500 eligible students every school day and a small number of spare seats are offered for sale to parents and carers of non-eligible students. Our teams ensure children are provided with safe, accessible transport to get to school and access social care in line with the Council's statutory responsibilities, and also that adults with learning disabilities and older people have transport to access education

and day care centres. Through enhanced partnerships, our services actively work with bus operators to support the public bus network and increase passenger usage.

The Transport Strategy & Funding team brings in funding and investment and leads on developing transport strategies like the Local Transport Plan for Buckinghamshire. They carry out feasibility, bidding and manage a programme of externally funded S106 transport schemes. The team supports innovative and sustainable travel initiatives.

Portfolio priorities

- Continue to invest in roads, pavements, street lighting and bollards across Buckinghamshire through our Buckinghamshire Highways Alliance
- Deliver innovation through effective use of data and trialling new ways of delivering services in Highways and Public Transport e.g., introducing e-ticketing on buses
- Continue the drain and gully cleaning and repair programme to target those that require more frequent cleaning
- Continued investment in failed roads £3m per annum budget allocated until 26/27
- Deliver Capital programmes including Rights of Way, Highways Infrastructure and active travel projects including those funded by S106 allocations, CIL and Government grants and others
- Following adoption of the Electric Vehicle Action Plan in 2022, we will deliver 1,000 publicly available electric vehicle charging bays across Buckinghamshire by end of 2027 (this priority is shared with the Climate Change & Environment Portfolio)

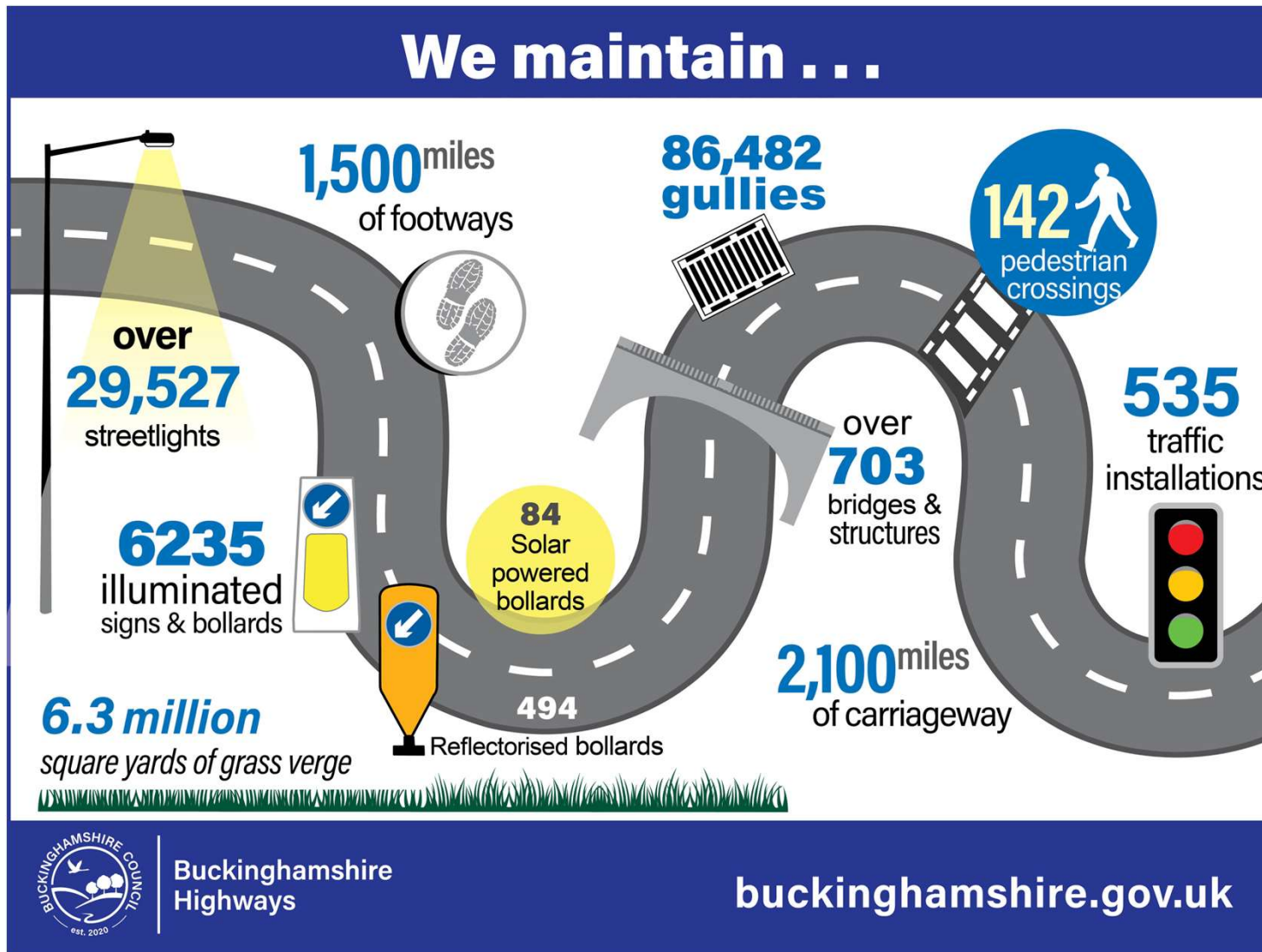
5.10 Transport

Portfolio priorities (continued)

- Contribution to the Climate Change Policy and decarbonising transport with the introduction of LED street light replacement, solar powered car park machines and adoption EV vehicles when replacing Council fleet
- Develop and adopt a Parking Strategy for Buckinghamshire
- Ensuring consistency with England's Economic Heartlands Regional Transport Strategy and connectivity studies, refreshing transport policies including the Local Transport Plan (supporting the new Local Plan for Bucks), and introducing new policies such as the Local Cycling and Walking Infrastructure Plan. Ensure area focused Transport Strategies (e.g., High Wycombe) support regeneration ambitions and are undertaken in consultation with local residents and businesses.
- Introduce and support sustainable travel options through school travel planning, developer travel plans, Demand Responsive Transport, delivery of Rights of Way Action Plan objectives, implementation of active travel schemes and initiatives such as Simply Walk and Bikeability, and hosting DfT E-Scooter trials
- Through enhanced partnerships, continue to seek to deliver against the Bus Service Improvement Plan where this can be achieved within existing budgets.
- Delivering targeted improvements to the home to school transport service through improved customer processes and innovations, ensuring passengers have a safe and high-quality experience by delivering value for money services through arranged transport and the offer of Personal Transport Budgets that provide passengers with the best transport solution to meet their needs
- Continuing to scrutinise and process HS2 applications and seek to secure benefits for residents and communities in Buckinghamshire.
- Holding HS2 and East West Rail to account, including on road repairs, road reinstatement, communications and ensuring contractor compliance.
- Allocation of HS2 Road Safety Fund to ensure schemes are put in place.
- Continuing to deliver and implement the Rights of Way Improvement Plan 2020-2030, and to seek mitigation for any changes to the PROW network from external impacts and to secure opportunities when they arise

5.10 Transport

Portfolio key data



Transport Services

72,424*

School aged children in Buckinghamshire (5-16 yrs.)
*School census date January 2022

6% Travel by Council provided bus

4% Travel by Council provided taxi

 Social care transport for **+/- 310 adults** with additional needs,

+/- 59 children with SEND who either have social care plans or who are children in care

Provided home to school transport for **7,200** eligible students in 2021/2022, made up of +/-



5,062 mainstream students and **1,996** students with SEND

 **34% increase** In demand for SEND transport since 2017-18

Helped set-up **18 new** commercial school bus routes in 2021/22



84 council-run school bus routes running from September 2022



+/-4,200

School bus passes produced for the 2022-23 academic year

1,385 contract including

+/-884 SEND contracts



154 Social Care transport contracts

Over **489 PTBs** in payment for 2022-23 AY

3,214 school transport enquiries received 1 July - 30 Sep 2022



84% of were responded to within 5 working days

96 local bus services delivered by **14** operators



28 of which are funded by BC (mainly in rural and suburban areas)

60 Bucks schools now have an



Active School Travel Plan

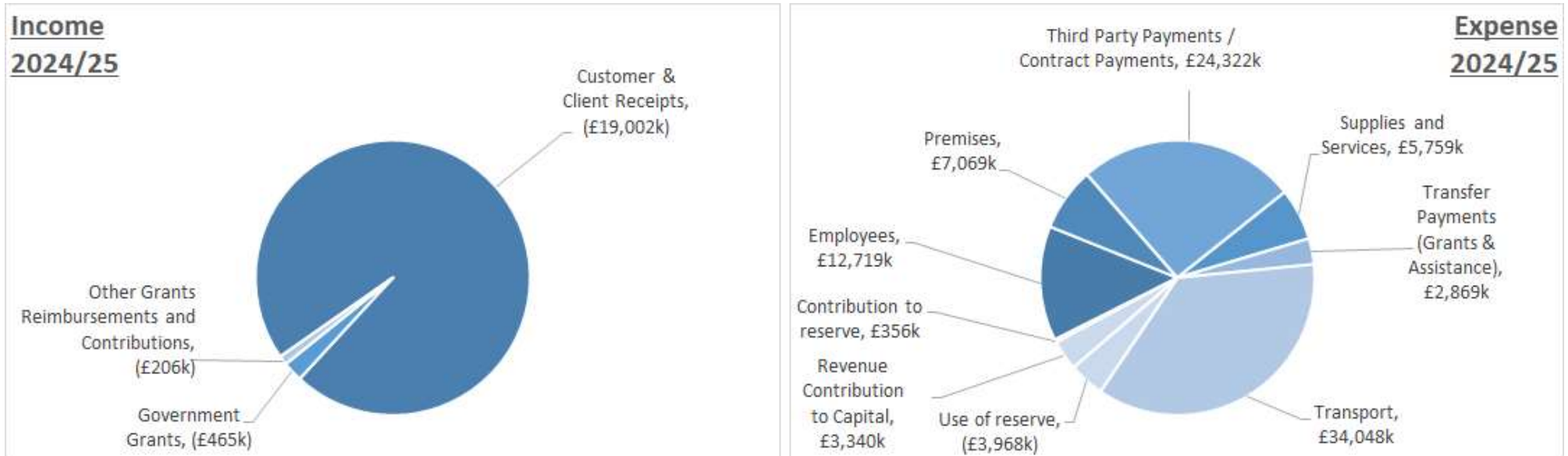
5.10 Transport

Revenue budget

		2023-24			2024-25			2025-26	2026-27
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	
Highways & Technical Services	Buckinghamshire Highways	(275)	25,705	25,430	(275)	25,079	24,804	24,754	24,754
	Highways Network Management	(4,121)	2,441	(1,680)	(4,021)	2,541	(1,480)	(1,530)	(1,530)
	Other Highways & Technical	(37)	881	844	(37)	1,821	1,784	2,909	4,348
	Parking Operations	(11,350)	7,944	(3,406)	(11,753)	7,183	(4,570)	(5,151)	(5,191)
	Rights of way	(154)	981	827	(159)	981	822	822	822
Highways & Technical Services Total		(15,937)	37,952	22,015	(16,245)	37,605	21,360	21,804	23,203
Transport Infrastructure & Delivery HS2		(960)	1,676	716	(960)	1,676	716	716	504
Transport Infrastructure & Delivery Total		(960)	1,676	716	(960)	1,676	716	716	504
Transport Services	Transport Services	(1,978)	40,176	38,198	(1,852)	45,890	44,038	45,659	47,856
Transport Services Total		(1,978)	40,176	38,198	(1,852)	45,890	44,038	45,659	47,856
Transport Strategy & Funding	Transport Strategy & Funding	(616)	1,503	887	(616)	1,343	727	627	627
Transport Strategy & Funding Total		(616)	1,503	887	(616)	1,343	727	627	627
Grand Total		(19,491)	81,307	61,816	(19,673)	86,514	66,841	68,806	72,190

5.10 Transport

Revenue budget



Change Type	2024-25 £000	2025-26 £000	2026-27 £000
Growth	7,545	11,158	14,505
Inflation	480	1,620	2,922
Savings	(3,058)	(5,153)	(6,365)
Special Items	-	(100)	(100)
Change in Income	58	(535)	(588)
Grand Total	5,025	6,990	10,374

5.10 Transport

Changes to the Revenue budget

Transport		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Highways & Technical Services				
Change in Income	Increase in income from Moving Traffic Enforcement, Penalty Charge Notices, Temporary Traffic Regulation Orders, Definitive Map and Street Works	32	(56)	(109)
	Additional Off-Street parking income (post-Covid)	(100)	(500)	(500)
	East-West Rail car parking income	-	(105)	(105)
Change in Income Total		(68)	(661)	(714)
Growth	Increase in Enforcement costs	57	39	39
	Increase in number of Weed killing treatments per annum	230	230	230
	Increased costs from the growth of the road network	157	207	357
	Inspection and maintenance of Highways Trees	200	150	150
Growth Total		644	626	776
Inflation	Increase in Highways contract costs	1,091	2,240	3,459
	Reduction in Highways and Parking energy costs	(611)	(620)	(537)
Inflation Total		480	1,620	2,922
Savings	Closure of Hampden House car park	(200)	(200)	(200)
	Highways Transformation Savings	(500)	(500)	(500)
	Efficiency savings in Highways and Parking	(511)	(596)	(596)
	Review of Parking Service	(400)	(400)	(400)
	Street works advertising cost saving following new contract	(100)	(100)	(100)
Savings Total		(1,711)	(1,796)	(1,796)
Highways & Technical Services Total		(655)	(211)	1,188

5.10 Transport

Transport		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Transport Infrastructure & Delivery				
Savings	Review of support to HS2 and East West Rail	-	-	(212)
Savings Total		-	-	(212)
Transport Infrastructure & Delivery Total		-	-	(212)
Transport Strategy & Funding				
Savings	Efficiency savings in Strategic Transport	(160)	(260)	(260)
Savings Total		(160)	(260)	(260)
Transport Strategy & Funding Total		(160)	(260)	(260)

5.10 Transport

Transport		Change 2024-25 £000's	Change 2025-26 £000's	Change 2026-27 £000's
Transport Services				
Change in Income	Reduced income from route rationalisation	126	126	126
Change in Income Total		126	126	126
Growth	Contractual increase in bus subsidies for concessionary fares	245	347	400
	Increase in contract costs due to market pressures	1,573	2,855	3,538
	Increase in Home to School Transport costs in line with current pressures	3,029	3,029	3,029
	Increased costs from demand on Pupil Referral Unit from demographic growth and complexity	226	481	770
	Increased costs of services from demographic growth and complexity	1,828	3,820	5,992
Growth Total		6,901	10,532	13,729
Savings	Efficiency savings from increase in Personal Transport Budgets	(87)	(87)	(87)
	Review of bus subsidies	-	(200)	(200)
	Savings arising from actions to reduce demand and increase efficiencies through the Home to School Transport improvement plan	(1,100)	(2,810)	(3,810)
Savings Total		(1,187)	(3,097)	(4,097)
Special Items	In-house SEND Transport - partial reversal of saving	-	(100)	(100)
Special Items Total		-	(100)	(100)
Transport Services Total		5,840	7,461	9,658
Grand Total - Transport		5,025	6,990	10,374

5.10 Transport

Portfolio challenges, risks & opportunities

Reduced income of parking services

- post-COVID, parking income is still in the process of recovery and progress is closely monitored

Highways contracts

- procurement of contracts to deliver the Buckinghamshire Highways service from April 2023 is progressing to schedule and a detailed programme in place to manage mobilisation and delivery

Impact of national projects

- such as HS2 and East West Rail continue to have a very real impact in Buckinghamshire (increased traffic on the network causing damage to the network and highways asset and environmental impacts); increased officer resource recruited to monitor projects on the ground and engage with communities

Inflation

- the current high inflation levels means the significant programme of highway infrastructure delivery projects may need to be reprioritized, some works may need to be scaled back or postponed, and additional funding may need to be sought to deliver projects; energy price inflation impacts parking and highways in particular

Increased demand

- managing the increased demand and costs for statutory home to school transport remains a challenge, with respect to increased Education, Health & Care Plans and SEND provision; an improvement programme is in place to ensure delivery

Funding

- a challenge exists regarding Bus Service Improvement Plan (BSIP) for which we have received zero funding from government to deliver this; we do however expect to receive £1.3m of BSIP Plus funding in financial year 24/25, which must be spent within 12 months of receipt; we continue to seek bidding opportunities to help fund electric vehicle charging points across Buckinghamshire

5.10 Transport

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Highways & Technical Services	Car Parks					
	Car Parks	594	100	100	-	794
	Highway Improvement Projects					
	HS2 Funded Projects	1,778	-	-	-	1,778
	HS2 Road Safety	2,015	-	-	-	2,015
	Rights of Way					
	Berryhill Footbridge Repair	173	-	-	-	173
	Denham Bridleway Bridge Replacement	179	-	-	-	179
	Improvements to Rights Way	247	148	-	133	527
	Strategic Highway Maintenance					
	Plane & Patch	4,425	4,425	4,425	4,425	17,700
	Failed Roads Haunching & Reconstruction	3,000	3,000	3,000	3,000	12,000
	Maintenance Principal Rds - Drainage	2,068	2,113	2,113	1,913	8,205
	Footway Structural Repairs	2,150	2,150	2,150	1,935	8,385
	Replacement Traffic Signals	577	490	441	441	1,949
	Road Safety - Casualty Reduction	1,250	1,250	1,125	1,125	4,750
	Bridge Maintenance	2,420	3,300	3,300	3,198	12,218
	Abbey Way Flyover High Wycombe	150	250	250	-	650
	Street Lighting	1,500	1,500	1,500	1,350	5,850
	Pednormead Culvert	600	-	-	-	600
Strategic Highway Maintenance Programme	15,850	15,850	15,850	15,850	63,400	
Additional DfT Funding	1,654	-	-	-	1,654	
Highways & Technical Services Total		40,629	34,575	34,254	33,370	142,827

- The Council continues to invest in its commitment to a £100m Roads Investment Programme.
- This budget includes new investment in highways structures – Abbey Way Flyover, additional funding for Bridge Maintenance at Marlow and Stoke Road, and the Pednormead Culvert in Chesham – which will prolong the life of these critical sections of infrastructure.
- Following the announcement of the cancellation of HS2’s Manchester leg, Buckinghamshire will receive an additional £1.7m grant from the unspent HS2 funding, which will be invested in roads maintenance in 24-25.

5.10 Transport

Capital Programme

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Strategic Transport & Infrastructure	Highways & Cycleway Funded Schemes					
	Active Travel Tranche II - Emerald Way	104	416	-	-	520
	Highways & Cycleway Funded Schemes	2,038	-	-	-	2,038
	Other Transport & Infrastructure					
	Electric Vehicle Charging Points	756	200	94	-	1,050
	Other Highway & Technical	291	150	150	-	591
	Wycombe Parking Review	493	-	-	-	493
Winslow Station Car Park	3,731	699	-	-	4,430	
Strategic Transport & Infrastructure Total		7,413	1,465	244	-	9,122
Transport Services	Transport Services					
	Purchase of Fleet Vehicles	240	240	240	240	960
Transport Services Total		240	240	240	240	960
Total Expenditure		48,281	36,280	34,738	33,610	152,909

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
s106	(1,457)	-	-	-	(1,457)
Community Infrastructure Levy	(1,040)	-	-	-	(1,040)
Ringfenced Grants	(2,849)	(416)	-	-	(3,264)
Revenue Contributions (Service)	(3,340)	(1,039)	(340)	(240)	(4,959)
Total Funding	(8,685)	(1,455)	(340)	(240)	(10,721)
Net Portfolio Totals	39,596	34,825	34,398	33,370	142,188

- Continue to deliver at pace on EV Charging points to meet the Council's targets, including leveraging in government grants.
- Continue to deliver the Active Travel grant scheme at Emerald Way, and developer-funded travel improvements.
- Completion of the Winslow Station Car Park project, delivered by Network Rail.

5.11 Funding and Corporate Items

Overview

Capital Financing

- This represents the interest payable on sums borrowed to fund investments in Capital Assets
- MRP is the Minimum Revenue Provision, which reflect the repayment of capital borrowed to fund Capital assets
- RCCR is Revenue Contributions to the Capital Reserve, which reflects the use of revenue funding to support the Capital Programme

Corporate Costs

Budget Risk Contingency

- Budgets held to address and mitigate risks within the wider Revenue budget.

Pay, Pensions & Redundancy

- Sums set aside to fund future pay awards, which have yet to be agreed, to manage changes in the rate of pension contributions, and to cover the costs of redundancy which arise from savings made within this Medium-Term Financial Plan

Corporate Items

- Miscellaneous costs not attributable to individual Portfolios, including Water Levies, Historic pension costs for services no longer provided, income from other Local Authorities related to the 1997 Local Government Reorganisation

Reserves

- Budgeted uses of or contributions to corporate reserves agreed to manage and balance the Medium-Term Financial Plan and for timing differences or technical changes to Collection Fund reserves.

Treasury Management

- Interest received and costs associated with managing the Council's cash balances.

Funding

- Includes the Council's share of Council Tax, the locally retained share of Business Rates, and un-ringfenced grants.

5.11 Funding and Corporate Items

Revenue budget		2023-24	2024-25	2025-26	2026-27
		Net Budget	Net Budget	Net Budget	Net Budget
Capital Financing	Interest Payable	9,313	10,424	10,593	10,744
	MRP	12,956	13,401	13,401	13,598
	RCCR	3,707	3,692	4,534	5,609
Capital Financing Total		25,976	27,517	28,528	29,951
Corporate Costs	Budget Risk Contingency	15,531	16,225	18,375	21,817
	Corporate Items	3,381	3,741	3,784	3,782
	Pay, Pensions and Redundancy	2,765	12,770	19,779	24,474
	Reduction in Pension Contributions	-	(1,700)	(3,400)	(3,400)
	Vacancy and Spend Controls	-	(2,000)	(2,000)	(2,000)
Corporate Costs Total		21,677	29,036	36,538	44,673
Treasury Management	Interest Receivable	(5,648)	(8,190)	(5,790)	(4,190)
	Treasury Management	793	691	654	570
Treasury Management Total		(4,855)	(7,499)	(5,136)	(3,620)
Revenue Reserves	General Reserves	(1,362)	-	-	-
	Earmarked Revenue Reserves	(2,138)	(2,476)	796	(470)
Revenue Reserves Total		(3,500)	(2,476)	796	(470)
Grand Total		39,298	46,578	60,726	70,534

Note: Pay awards for Buckinghamshire Council Terms and Conditions are paid by the end of July. Budgets for annual Pay awards are held corporately when setting the budget, and then transferred to Portfolio budgets when pay awards are agreed during the year. Reductions in Pension contributions will be allocated to service budgets in April once staffing budgets have been fully updated.

5.11 Funding and Corporate Items

Corporate challenges, Risks & opportunities

Council Tax collection performance

- The budget is set on the basis that 98.4% of billed Council Tax is collected. If performance falls below this level a deficit will have to be budgeted for in 2025/26.
- To align decisions on the Discounts and Exemptions Policy with Collection fund accounting requirements, the projected increase in income collected during 2024/25 has been re-aligned to be received in 2025/26 through a Council Tax Surplus. This delayed receipt has been addressed through a one-off use of reserves in 2024/25 and an equal and offsetting contribution to reserves from the surplus in 2025/26.

Interest rate volatility

- The Monetary Policy Committee uses interest rates to control inflation. Whilst inflation is high greater returns will be made on the Council's cash balances. As inflation returns to target levels interest rates are likely to fall, which will reduce returns on these balances. The timing of changes to interest rates is uncertain and is impacted by global and national economic performance.
- Likewise sustained higher interest rates could increase the costs of interest payable on new borrowing within the Capital Programme and render some schemes financially unviable.

Future pay awards

- Whilst it is prudent to set aside future sums for future pay awards, the uncertainty in future inflation rates, and the scale of future public sector pay awards is unknown. There continue to be strikes over public sector pay awards, the outcome of which may change the pay landscape within the public sector.

Portfolio budget risks

- If demand, growth and inflationary pressures in Portfolio budgets are understated then contingency budgets could become depleted and additional uses of reserves be required.

Future organisational change

- Given the wider funding, demand and cost risks on the Council significant organisational change may be required in the future. This could result in re-organisation costs funded from reserves, or exceptional redundancy costs beyond currently budgeted assumptions.

5.11 Funding and Corporate Items

Key organisational risks have been assessed and quantified below in order to assess the levels of contingency budgets required.

Portfolio	Description	Scale	Amount £'000s (estimate)	Impact (High/ Medium/ Low)	Probability (High/ Medium/ Low)	Weighted risk in 2024/25
ALL	Inflation remains higher than expected	£1m+	4,000	Medium	Medium	2,000
ALL	Council Tax growth & collection rate	£1m+	1,000	Medium	Low	0
ALL	Business rates Reset (unlikely before 2025/26)	£1m+	8,000	High	Low	0
ALL	Market sustainability / supplier failure	£1m+	5,500	High	Medium	2,750
Health & Wellbeing	Growth in client numbers / complexity of need is above MTFP provision	£1m+	4,000	Medium	Medium	3,000
Education & Children's Services	Increased demand / complexity of need leads to increase in higher cost placements including unregistered placements	£1m+	4,500	High	Medium	3,375
Transport	Demand in Home to School Transport	£1m+	1,500	Medium	Medium	1,125
ALL	Geopolitical tensions - Refugees and Supply chain disruption	£1m+	2,500	Medium	Medium	625
Climate Change & Environment	Changes in national legislation impacting council service delivery	£1m+	2,500	Medium	Medium	1,250
ALL	Volatility in energy market (income and expenditure)	£1m+	2,650	High	Medium	1,325
ALL	Debt increases as the cost of living pressures continue	£1m+	1,500	Medium	Low	350
ALL	Income falls as a result of economic pressures	£1m+	3,500	Medium	Low	875
ALL	Under-delivery of savings plans	£1m+	3,000	Medium	Medium	1,500
	TOTAL ASSESSED RISK		44,150			18,175
	Covered by Contingency					16,225
	Covered by Corporate Risk Reserves					1,950

5.11 Funding and Corporate Items

Corporate Contingencies

- Contingency budgets are held primarily to act as a mitigation for risks within the budget, and to hold budgets corporately until such time as they can be allocated to the appropriate Portfolio budgets. Within these risks is the possibility that the budget changes cannot be delivered (either fully or partially) or that changes to the proposals need to be made to mitigate individual risks which are identified as the parameters of proposals are progressed.
- The Budget Risk Contingencies is held to mitigate the potential impact of the organisational risks. The key organisational risks are set out on the previous slide.
- In addition, Corporate Contingencies are held to fund Pay awards, and future Redundancy costs resulting from the changes in these budget proposals.

Contingency	2023-24	2024-25	2025-26	2026-27
	Net Budget	Net Budget	Net Budget	Net Budget
Budget Risk Contingency				
General Contingency	10,496	5,975	5,975	5,975
Demand Risk Contingency	5,035	4,850	4,851	4,851
Social Care Contingency	-	5,400	7,549	10,991
Budget Risk Contingency Total	15,531	16,225	18,375	21,817
Pay, Pensions and Redundancy				
Pay inflation	551	10,556	17,565	22,260
Pay - Bonus Contingency	1,000	1,000	1,000	1,000
Pay Conversion	714	714	714	714
Redundancy Fund	500	500	500	500
Pay, Pensions and Redundancy Total	2,765	12,770	19,779	24,474
Grand Total	18,296	28,995	38,154	46,291

5.11 Funding and Corporate Items

Capital Programme

Whilst there are no Corporate projects within the Capital Programme, there is Corporate funding for the programme, a slippage assumption held corporately, and corporate contingencies held against unforeseen pressures within the programme.

Expenditure

Service Area	Project Group / Project	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Corporate Costs	Corporate Costs					
	Corporate Capital Contingency	1,388	1,591	2,166	4,050	9,195
	Slippage Assumption	-	-	-	(4,900)	(4,900)
Total Expenditure		1,388	1,591	2,166	(850)	4,295

Funding

Funding Source	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Transportation Grants	(17,040)	(9,559)	(16,134)	(9,559)	(52,292)
Education Grants	(226)	(7,261)	(24,791)	(22,345)	(54,622)
Capital Receipts	(22,715)	(17,600)	(21,500)	(18,000)	(79,815)
Capital Receipts - Other	(6,423)	(6,491)	(6,518)	(5,897)	(25,329)
Revenue Contributions to Capital	(3,692)	(4,533)	(5,608)	(9,892)	(23,725)
Community Infrastructure Levy	(1,826)	(3,190)	(3,213)	(3,250)	(11,479)
Borrowing	(11,753)	(17,666)	(13,259)	(500)	(43,178)
s106	-	-	-	(960)	(960)
Ringfenced Grants	-	-	-	(1,500)	(1,500)
Balances Brought Fwd	(9,298)	-	-	-	(9,298)
Total Funding	(72,973)	(66,300)	(91,023)	(71,903)	(302,198)

5.11 Corporate Items

Use of Reserves within the budget

The Council holds Reserves for the following purposes;

- For spending on capital projects
- To fund future costs of policy initiatives and the one-off costs of change programmes
- To appropriately manage ring-fenced funding
- To manage financial risks and spread the impact of cyclical expenditure
- To manage balances held on behalf of others

This budget includes several projects funded from Reserves, which includes planned contributions to Reserves to ensure balances remain healthy over the MTFP period

The Forecast reserves balances are shown below:

Type of Reserve	Forecast Closing Balance 31 March 2024 £000s	Forecast Closing Balance 31 March 2025 £000s	Forecast Closing Balance 31 March 2026 £000s	Forecast Closing Balance 31 March 2027 £000s
Earmarked for Capital purposes	58,220	47,768	43,082	30,842
Earmarked for Future Policy Purposes	33,426	26,889	22,949	22,371
Ring-fenced funding	30,985	28,980	27,480	25,980
Managing specific risks and cyclical	40,925	34,064	35,016	35,183
Held on behalf of others	235	235	235	235
Total - Earmarked Reserves	163,792	137,936	128,763	114,611
General Fund	42,766	42,766	42,766	42,766
Total Reserves	206,558	180,702	171,529	157,377

Section 6: Appendices

	Appendices
Appendix 1	Council Tax resolution report
Appendix 2	Special Expenses Budgets
Appendix 3	Special Expenses activities
Appendix 4	Buckinghamshire Council CTR Scheme
Appendix 5	Business Rates Discretionary Rate Relief
Appendix 6	Bucks Business Group Budget Response
Appendix 7	Equalities Impact Assessment