

Agenda

EXAMINATION OF THE BUDGET AND MEDIUM TERM PLAN (MTP) TASK AND FINISH GROUP

Date: Monday 9 January 2012

Time: 10.00 am

Venue: Mezzanine Room 2, County Hall, Aylesbury

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3 GENERAL BUDGET SCRUTINY PACK This is not a discussion item but to note the General Budget Scrutiny Pack. Members are asked to bring this pack with them to all budget scrutiny meetings. Background Papers Cabinet Supplementary Budget Pack (Page 1) Cabinet Report Appendix 1 – Summary of Revenue Budget Proposals Appendix 2 – Summary of Revenue Budget Changes Appendix 3 – Detailed Changes to the Budget Appendix 4 – Draft Capital Programme 2012+ Appendix 5 – Summary of Results, Spending Priorities, Council Tax and Service Delivery MTP Equality Impact Assessment with Appendices (Page 35) Budget Scrutiny Background Papers (Page 55) Appendix 1 – Detailed changes to the revenue budget with information on activity areas Appendix 2 – Capital Major Changes Appendix 3 – Below the Line Analysis Appendix 4 – Transformation Savings Appendix 5 – General Fund and Earmarked Reserves		1 - 84

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For further information please contact: Clare Gray on 01296 383610

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Members

Mr M Brand

Mr A Busby

Mrs L Clarke

Mr C Etholen (VC)

Mr N Hussain

Mr D Polhill

Mr B Roberts

Mr D Shakespeare OBE (C)

**Cabinet
12 December 2011**

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<p>8 DRAFT REVENUE AND CAPITAL BUDGETS Cabinet is asked to approve the draft Revenue and Capital budgets for wider consideration by the Overview and Scrutiny Committee and for further consultation with the residents, business community and partner agencies in Buckinghamshire. Revised appendices are attached.</p> <p>Papers attached: Draft Revenue & Capital Budgets for 2012/13 to 2014/15 (Report) Appendix 1 – Summary of Revenue Budget Proposals Appendix 2 – Summary of Revenue Budget Changes Appendix 3 – Detailed changes to the Budget Appendix 4 – Draft Capital Programme 2012+ Appendix 5 – Summary of Results, Spending Priorities, Council Tax and Service Delivery</p>	<p>1 - 34</p>
<p>9 EQUALITIES IMPACT ASSESSMENT To consider and agree the Equalities Impact Assessment</p> <p>Papers attached: MTP Equality Impact Assessment – Interim Report Appendix 1 – Buckinghamshire Profile Data – November 2011 Appendix 2 – Overview & Summary of interim findings</p> <p>Please note that this pack contains all the budget documents – ignore the previous pack for these two items.</p>	<p>35 - 52</p>



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Report to Cabinet

Title:	Draft Revenue & Capital Budgets for 2012/13 to 2014/15
Date:	12 December 2011
Date can be implemented:	20 December 2011
Author:	Cabinet Member for Finance & Resources
Contact officer:	Richard Schmidt, Assistant Head of Finance, 01296 387554
Local members affected:	All
Portfolio areas affected:	All

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

The report sets out the latest position on the draft revenue and capital budgets for 2012/13 to 2014/15.

Recommendation

Cabinet are asked to approve the draft Revenue and Capital budgets for wider consideration by the Overview and Scrutiny Committee and for further consultation with the residents, business community and partner agencies in Buckinghamshire.

A. Narrative setting out the reasons for the decision

Local Government Finance Settlement

1. At the time of writing this report the Government have not confirmed the financial settlement for 2012/13. However, it is expected that this will be in line with the two year settlement figures provided last year. This means that the Formula Grant figure for Buckinghamshire will be **£58.487m**, a reduction from the current year of **£7.97m**, or **10.4%**.



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2. The Government have recently announced a new Council Tax Freeze Grant in addition to a similar grant announced last year. The main difference being that the grant announced last year will last for the four years of the Comprehensive Spending Review (CSR) period, whereas the latest grant is for 2012/13 only. Allowing for an increase in the Council Tax base the Government estimate that the new grant will be worth **£5.802m** to Buckinghamshire. This sum represents the equivalent of a 2.5% increase in Council Tax and is only payable if the Council sets a zero Council Tax increase, or less.
3. Since the Council set its current budget the Government have announced a number of new grant streams, such as the New Homes Bonus and the Local Services Support Grant. It is estimated that this will generate an additional **£1.978m** for Buckinghamshire in 2012/13, reducing a little in subsequent years.
4. Whilst the Government radically overhauled the grant system last year and merged many previous specific grants into Formula Grant, it did nonetheless create a new significant funding stream in the form of the Early Intervention Grant (EIG). This is planned to increase by **£1.064m (6.6%)** into 2012/13 to **£17.135m**, as already included in the MTP when set last year.
5. Buckinghamshire has also received additional funding of **£4.485m** in 2011/12 and a further **£4.315m** in 12/13 via the PCT to support joint priorities with Health on social care needs.

Headline figures for Buckinghamshire

6. The overall impact of the changes described above is that funding from Government is increasing by less than £1m from 2011/12 to 2012/13. This combined with no increase in the Council Tax level (in line with Council policy, but also necessary to attract the Council Tax Freeze Grant included in the figures above) means that available resources are at a virtual standstill. There is some increase in the Council Tax yield due an increase in the number of properties from which the tax can be collected (the Council Tax base).
7. Beyond 2012/13 the position is less clear as the Government are still considering responses to its consultation on an overhaul of the local government funding system. However, we do know that as part of the four year CSR announcement made last October that national control totals for local government show further reductions of funding of around 1% in 2013/14 and 5% in 2014/15. Any change in the overall funding mechanism can reasonably be expected to have some redistributive effect between councils and it is, therefore, difficult to predict whether the impact on Buckinghamshire will be better, or worse than these national control totals. The assumptions included in these MTP proposals are that there will be a 5% reduction in Formula Grant (or its equivalent) in each of 2013/14 and 2014/15.

Methodology

8. This year a different approach has been taken to the MTP in line with the new administrations desire for a more Member led approach. Each Cabinet Member and their spokesperson has developed revised budget proposals for both revenue and capital. This has enabled a greater focus to be maintained on corporate and Member priorities, as set out in the Corporate Plan.
9. The capital proposals from each Portfolio have been assessed by the Business Investment Group (BIG) and the proposals presented here are the recommendation from BIG to fit within available resources.
10. Through the early autumn the Council has been running a general public consultation on the budget to gauge public opinion on which services are most valued and where savings can be made if necessary. The results of this exercise are summarised in **Appendix 5** and support the draft revenue proposals included within this report.

11. In these troubled financial times it is inevitable that some difficult decisions will have to be made about some valued services, particularly to those more vulnerable in our society. It is therefore important that the Council sets a balanced budget with due regard to the impact that its decisions will have on service users. To this end as budget proposals have been worked up they have been subject to an Equality Impact Assessment. Current progress on this task is reported elsewhere on the agenda.

Draft Revenue Budget

12. The starting point for the Revenue budget is that there was a balanced Medium Term Plan when it was set by Council last February. However, there have been a number of changes in funding arrangements as described in paragraphs 1 to 5 above, as well as new legislative, demographic and inflationary pressures to contend with. Furthermore, the planning horizon has now moved on a year and plans for 2014/15 need to be established afresh.
13. The detailed revenue budget proposals are set out in **Appendices 1, 2, and 3**. These are too detailed and too numerous to set out fully within this report itself. However, it is worth drawing out a few key issues.
14. The Council's previous plans recognised the impact of the economic climate on Buckinghamshire's residents and, therefore, assumed a zero Council Tax increase. The Government's recent announcement to provide an additional one off Council Tax Freeze grant therefore provides an extra opportunity for investment, but not to prop up continuing costs. These budget proposals therefore include a substantial one year only increase in revenue support for Capital investment. Through this investment it should be possible to reduce the on-going revenue costs in the future. This is particularly important as the forecast for the foreseeable future remains fairly bleak.
15. Recognising the valuable work carried out by the voluntary and community sector these budget proposals protect the current level of overall funding to the sector.
16. Prudent financial management has allowed healthy General Fund Reserves to be established. The revenue budget includes a number of time limited items. It is partly for difficult financial times that the Council hold its reserves, so it is felt appropriate in the current economic climate to draw down a small part of the General Fund Reserve to finance these time limited items.
17. Despite the difficult financial climate it has been possible to include some new items in the budget proposals. These reflect new unavoidable pressures, such as inflation, landfill tax and the continued increase in costs of safeguarding the vulnerable. It has also been possible to redirect some resources towards Member priorities reflected in the Corporate Plan, such as addressing potholes and providing stimulus to the local economy.

Draft Capital Programme

18. The details of the draft Capital Programme are set out in **Appendix 4**. As already mentioned it has been possible to provide a one off boost to the funding available to support the Capital Programme by increasing the revenue contributions in 2012/13.
19. This has permitted a substantial increase to the work already begun in 2011/12 on improving the condition of the Highway network.
20. Other key elements of the proposed programme include a focus on improving the use of ICT by modernising the Council's website to facilitate improved engagement with residents.
21. The draft programme is relatively muted in respect of Schools, as the Government are yet to announce their detailed response to the James Review. This could see a radical overhaul of the way school capital issues are addressed.

B. Other options available, and their pros and cons

All relevant options and priorities have been considered as part of the Medium Term Financial Planning process.

C. Resource implications

This report is inherently about resource allocations and priorities of the Council. The issue is, therefore, covered in the main body of the report.

D. Value for Money (VfM) Self Assessment

The Council's Medium Term Planning process is designed to provide value for money and to maximise efficiency savings.

E. Legal implications

The Council is required to set a balanced budget before 10th March in accordance with Section 32 (10) of the Local Government Finance Act 1992.

F. Property implications

The capital elements of this report and its appendices include investment in new property as well as upgrading and extending the useful life of existing assets.

G. Other implications/issues

Inevitably the impact of changes to financial resources are wide-ranging. The individual implications have been considered as part of working up the detailed proposals, most particularly an Equality Impact Assessment has been carried out on the draft proposals and this is reported elsewhere on this agenda.

H. Feedback from consultation, Local Area Forums and Local Member views

A summary of the results from the initial public consultation are included at Appendix 5 to this report. The draft budget will be subject to consultation with residents, the business community and partner agencies as well as review by the Overview and Scrutiny Committee. The results of this consultation will be reported back to Cabinet at its meeting on 6th February 2012 prior to making a final budget recommendation to Full Council on 16th February 2012

I. Communication issues

Once Council has agreed the budget it will be communicated to both residents and staff.

J. Progress Monitoring

Once the budget has been set its delivery will be monitored as part of the Council's normal budget monitoring arrangements.

K. Review

The Medium Term Financial Plan is reviewed on an annual basis.

Background Papers

None

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Democratic Services Team by 5.00pm on 9 December 2011. This can be done by telephone (to 01296 383627 or 383610), Fax (to 01296 382538), or e-mail to cabinet@buckscc.gov.uk

Portfolio	Service	Total of 2011-12		Total of 2012-13		Total of 2013-14		Total of 2014-15	
		£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Health and Wellbeing	Older People (inc OP Mental Health)	26,701	8.4%	27,375	8.5%	29,055	9.3%	29,595	9.4%
	Learning Disabilities	18,739	5.9%	18,306	5.7%	18,500	5.9%	19,022	6.0%
	Assessment & Care Management	10,410	3.3%	10,132	3.2%	10,257	3.3%	10,325	3.3%
	Commissioning & Service Improvement	4,143	1.3%	4,428	1.4%	4,501	1.4%	4,538	1.4%
	Services for Older People & Learning Disabled	13,030	4.1%	9,929	3.1%	6,989	2.2%	7,161	2.3%
	Specialist Services	4,242	1.3%	4,384	1.4%	4,228	1.3%	4,294	1.4%
	Physical & Sensory Disabilities	10,259	3.2%	9,965	3.1%	9,828	3.1%	9,794	3.1%
	Adult Mental Health Needs	4,027	1.3%	4,104	1.3%	4,193	1.3%	4,285	1.4%
	Supporting People	5,491	1.7%	4,781	1.5%	4,890	1.6%	5,001	1.6%
	Localities & Safer Communities	548	0.2%	512	0.2%	487	0.2%	486	0.2%
		97,590	30.5%	93,917	29.3%	92,928	29.6%	94,501	29.9%
Children's Services	LA Safeguarding	29,318	9.2%	32,472	10.1%	30,537	9.7%	30,065	9.5%
	LA Achievement & Learning	2,907	0.9%	1,799	0.6%	1,757	0.6%	1,776	0.6%
	LA Commissioning & Business Improvement	6,245	2.0%	6,031	1.9%	5,909	1.9%	5,904	1.9%
		38,471	12.0%	40,302	12.6%	38,203	12.2%	37,745	11.9%
Education and Skills (LA)	LA Achievement & Learning	8,931	2.8%	8,584	2.7%	7,979	2.5%	8,124	2.6%
	LA Commissioning & Business Improvement	19,806	6.2%	19,483	6.1%	19,447	6.2%	19,275	6.1%
	Culture & Learning	0	0.0%	191	0.1%	221	0.1%	252	0.1%
	LA Cross Portfolio Budgets	-196	-0.06%	-852	-0.27%	-852	-0.27%	-852	-0.27%
		28,541	8.9%	27,405	8.5%	26,794	8.5%	26,799	8.5%
Education and Skills (DSG)	DSG Achievement & Learning	320,499	100.2%	321,810	100.3%	321,810	102.7%	321,810	101.8%
	DSG Commissioning & Business Improvement	22,007	6.9%	20,867	6.5%	20,867	6.7%	20,867	6.6%
	DSG Grant Funding	-344,753	-107.82%	-344,924	-107.47%	-344,924	-110.03%	-344,924	-109.09%
	DSG Below Line: Recharges of Overheads	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		-2,247	-0.70%	-2,247	-0.70%	-2,247	-0.72%	-2,247	-0.71%
Community Engagement	Localities & Safer Communities	4,186	1.3%	4,769	1.5%	4,478	1.4%	4,466	1.4%
	LA Achievement & Learning	26	0.0%	645	0.2%	648	0.2%	652	0.2%
	Culture & Learning	7,812	2.4%	7,212	2.2%	6,912	2.2%	6,966	2.2%
	Customer Contact	2,191	0.7%	2,327	0.7%	2,431	0.8%	2,223	0.7%
		14,215	4.4%	14,953	4.7%	14,469	4.6%	14,308	4.5%
Leader	Planning, Environment & Development	988	0.3%	866	0.3%	867	0.3%	369	0.1%
	Policy, Performance & Comms	4,040	1.3%	3,943	1.2%	3,814	1.2%	3,804	1.2%
		5,029	1.6%	4,808	1.5%	4,681	1.5%	4,173	1.3%
Environment	Planning, Environment & Development	21,908	6.9%	22,354	7.0%	23,096	7.4%	24,267	7.7%
		21,908	6.9%	22,354	7.0%	23,096	7.4%	24,267	7.7%
Finance and Resources	Localities & Safer Communities	290	0.1%	261	0.1%	251	0.1%	254	0.1%
	Planning, Environment & Development	5,129	1.6%	4,716	1.5%	4,687	1.5%	4,900	1.5%
	Human Resources	3,209	1.0%	2,877	0.9%	2,945	0.9%	2,976	0.9%
	Support Services	0	0.0%	1,292	0.4%	1,049	0.3%	-398	-0.13%
	Legal & Democratic	2,258	0.7%	2,069	0.6%	2,087	0.7%	2,106	0.7%
	Service Transformation	2,003	0.6%	1,663	0.5%	500	0.2%	512	0.2%
	ICT	4,777	1.5%	4,364	1.4%	4,093	1.3%	4,129	1.3%
	Finance & Commercial Services	7,611	2.4%	6,984	2.2%	7,031	2.2%	7,092	2.3%
			25,277	7.9%	24,226	7.5%	22,644	7.2%	21,570
Planning and Transportation	Planning, Environment & Development	1,051	0.3%	989	0.3%	928	0.3%	936	0.3%
	Transport	27,039	8.5%	27,447	8.6%	28,591	9.1%	28,985	9.2%
	Client Transport	18,957	5.9%	19,355	6.0%	19,087	6.1%	19,064	6.0%
		47,047	14.7%	47,792	14.9%	48,606	15.5%	48,985	15.5%
Transformation Savings	Across All Portfolios	-273	-0.09%	-4,010	-1.25%	-5,189	-1.66%	-5,439	-1.72%
		-273	-0.09%	-4,010	-1.25%	-5,189	-1.66%	-5,439	-1.72%
Total Net Portfolio Budget		275,558	86.2%	269,500	84.0%	263,985	84.2%	264,662	83.7%
Below the Line	Treasury mgt & Capital Financing	33,265	10.4%	44,816	14.0%	35,002	11.2%	34,852	11.0%
	Other Below The Line	11,667	3.6%	11,048	3.4%	15,108	4.8%	16,658	5.3%
		44,932	14.1%	55,863	17.4%	50,109	16.0%	51,509	16.3%
Net Operating Budget		320,489	100.2%	325,364	101.4%	314,095	100.2%	316,172	100.0%
Use of Reserves	Earmarked Reserves	-730	-0.23%	1,200	0.4%	0	0.0%	0	0.0%
	Non-Earmarked Reserves	-3	-0.00%	-5,629	-1.75%	-600	-0.19%	-0	-0.00%
		-733	-0.23%	-4,429	-1.38%	-600	-0.19%	-0	-0.00%
Net Budget Requirement		319,757	100.0%	320,935	100.0%	313,494	100.0%	316,172	100.0%
Financed by:	Area Based Grant	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Council Tax Grant	-5,762	-1.80%	-11,565	-3.60%	-5,763	-1.84%	-5,763	-1.82%
	Early Intervention Grant	-16,071	-5.03%	-17,135	-5.34%	-17,135	-5.47%	-17,135	-5.42%
	Formula Grant & NNDR	-66,455	-20.78%	-58,487	-18.22%	-55,564	-17.72%	-52,786	-16.70%
	Local Services Support Grant	0	0.0%	-1,316	-0.41%	-1,078	-0.34%	-1,078	-0.34%
	New Homes Bonus	0	0.0%	-818	-0.25%	-818	-0.26%	-818	-0.26%
	Council Tax	-231,469	-72.39%	-232,241	-72.36%	-233,141	-74.37%	-238,681	-75.49%
		-319,757	-100.00%	-321,561	-100.20%	-313,498	-100.00%	-316,260	-100.03%
Over / (Under) Budget		-0	-0.00%	-626	-0.20%	-4	-0.00%	-89	-0.03%

Portfolio	Service	Base Budget	Budget Adjustment	Additional Income	Inflation - Expenditure	Inflation - Income	Service Efficiencies	Service Reductions	Service Development \$	Unavoidable Growth	Special Items	Grand Total	
Health and Wellbeing	Older People (inc OP Mental Health)	26,701	406	-200	239	-49	-1,171	-200		1,650		27,375	
	Learning Disabilities	18,739	255	-460	684	-165	-892			145		18,306	
	Assessment & Care Management	10,410	-661	-280	7	-6	-280	-75	361			10,132	
	Commissioning & Service Improvement	4,143	348	-1,360	5	-4	-100	-156		1,396		4,428	
	Services for Older People & Learning Disabled	13,030	148	-200	66	-9	-3,150	-50		669		9,929	
	Specialist Services	4,242	258	-669	71	-8	-130	-24		1		4,384	
	Localities & Safer Communities	548	-84	-182	205	-8	-226	-88		200		512	
	Physical & Sensory Disabilities	10,259	79	-200	99	-12	-88					9,965	
	Adult Mental Health Needs	4,027	-816	-3,551	1,484	-260	-5,781	-497	361		4,637		4,104
	Supporting People	5,491	-66	-1,452	323	-4	-1,867	-546	450		700		4,781
	Health and Wellbeing Total	97,590	1,452	-3,551	1,484	-260	-5,781	-497	361	4,637	700		93,917
	Children's Services	LA Safeguarding	29,318	1,452	-32	19	-12	-546			102		32,472
		LA Achievement & Learning	2,907	-640	-177	39	-25	-73					1,799
LA Commissioning & Business Improvement		6,245	-177	-32	39	-25	-73					6,031	
Children's Services Total	38,471	636	-32	106	-16	-1,892	-682	378	2,286	773		40,302	
Education and Skills (LA)	LA Achievement & Learning	8,931	77	215	15	-15	-206	-286		68		8,584	
	LA Commissioning & Business Improvement	19,806	-165	215	72	-19	-369	-138		81		19,483	
	Culture & Learning	0	-2		14	-21			200			191	
	LA Cross Portfolio Budgets	-196	-324							-332		-852	
Education and Skills (LA) Total	28,541	-415	215	101	-54	-575	-424	200	-184			27,405	
Education and Skills (DSG)	-2,247	0										-2,247	
Community Engagement	Localities & Safer Communities	4,186	16	-12	11	-2	-33	-196	250	549		4,769	
	LA Achievement & Learning	26	621	19	3	-39	-546	-5		38		645	
	Culture & Learning	7,812	-79	140	77	0	-2	-40		35		7,212	
	Customer Contact	2,191	140	7	93	-41	-581	-363	250	622		2,327	
Community Engagement Total	14,215	698	7	101	-41	-581	-363	250	622	52		14,953	
Leader	Planning, Environment & Development	988	-68		0			-64		-501		866	
	Policy, Performance & Comms	4,040	73	-1	2	-1	-54	-158	40			3,943	
Leader Total	5,029	5	-60	2	-1	-54	-212	40	-501	500		4,808	
Environment	Planning, Environment & Development	21,908	-232	-60	78	-25	-121	-1,438	270	1,871		22,354	
	Environment Total	21,908	-232	-60	78	-25	-121	-1,438	270	1,871		22,354	
Finance and Resources	Localities & Safer Communities	290	-23	-5	1		0			-2		261	
	Planning, Environment & Development	5,129	-103	-25	143	-6	-463	-61	45	15		4,716	
	Human Resources	3,209	-16	-50	8	-9	-551	-317		277		2,877	
	Support Services	0	1,609	-50	8		-1	-39		0		1,292	
	Legal & Democratic	2,258	-107	-100	0		-40	-150		-200		2,069	
	Service Transformation	2,003	4,777	3	3	-13	-436	-485	-120	193		1,663	
	ICT	4,777	3	-13	6	-19	-485	-75		84		4,364	
	Finance & Commercial Services	7,611	-68	-90	169	-47	-1,976	-595	-75	367		6,984	
	Finance and Resources Total	25,277	1,196	-90	169	-47	-1,976	-595	-75	367	13		24,226
	Planning and Transportation	Planning, Environment & Development	1,051	-25	-10	2	-1	-816	-743	910	162		989
Client Transport		27,039	93	-208	888	-28	-185	120	950	150		27,447	
Planning and Transportation Total	28,090	68	-218	890	-29	-1,901	-703	950	1,112	200		27,436	
Transformation Savings	Transformation Savings	-273	-373				-5,424			2,060		-4,010	
Transformation Savings Total	Transformation Savings	-273	-373				-5,424			2,060		-4,010	
Grand Total		275,558	1,515	-3,729	3,636	-496	-17,405	-4,914	2,374	11,333	1,629	269,500	

Portfolio	Service	Base Budget	Budget Adjustment	Additional Income	Inflation - Expenditure	Inflation - Income	Service Efficiencies	Service Reductions	Service Developments	Unavoidable Growth	Special Items	Grand Total	
Health and Wellbeing	Older People (inc OP Mental Health)	26,701	406	300	-116	835	-1,171	-200		2,300		29,055	
	Learning Disabilities	18,739	255	0	-392	1,421	-1,513			-10		18,500	
	Assessment & Care Management	10,410	-661	-180	80			-105	361	364		10,257	
	Commissioning & Service Improvement	4,143	348	-1,750	45	-8	-100			1,823		4,501	
	Services for Older People & Learning Disabled	13,030	148	0	242	-20	-6,100	-312		0		6,989	
	Specialist Services	4,242	258	-660	147	-18	-201	-200		660		4,228	
	Localities & Safer Communities	548			6		-32	-37		2		487	
	Physical & Sensory Disabilities	10,259	-84	-182	428	-18	-576			1		9,828	
	Adult Mental Health Needs	4,027	79	0	206	-29	-88			-1		4,193	
	Supporting People	5,491	-816		215							4,890	
	Health and Wellbeing Total	97,590	-66	-2,472	3,625	-613	-9,781	-854	361	5,139			92,928
	Children's Services	LA Safeguarding	29,318	1,452		778	-9	-3,392	-552	500	2,441		30,537
LA Achievement & Learning		2,907	-640	-34	61	-26		-608		97		1,757	
LA Commissioning & Business Improvement		6,245	-177		89	-77	-75	-101	-73		0	5,909	
Children's Services Total	38,471	636	-34	928	-35	-3,467	-1,261	428	2,538	0		38,203	
Education and Skills (LA)	LA Achievement & Learning	8,931	77		191	-42	-793	-521		136		7,979	
	LA Commissioning & Business Improvement	19,806	-165	211	201	-43	-462	-263		162		19,447	
	Culture & Learning	0	-2		73	-49			200			221	
	LA Cross Portfolio Budgets	-196	-324							-332		-852	
Education and Skills (LA) Total	28,541	-415	211	465	-134	-1,255	-784	200		-35		26,794	
Education and Skills (DSG)	-2,247	0										-2,247	
Community Engagement	Localities & Safer Communities	4,186	16	-57	43	-4	-33	-500	250	578		4,478	
	LA Achievement & Learning	26	621		9			-8				648	
	Culture & Learning	7,812	-79	55	222	-87	-834	-307		130	0	6,912	
	Customer Contact	2,191	140		25	0	-43	-50		68	100	2,431	
Community Engagement Total	14,215	698	-2	298	-91	-910	-865	250	776	100	14,469		
Leader	Planning, Environment & Development	988	-68		3			-54		-502	500	867	
	Policy, Performance & Comms	4,040	73	73	35	-1	-95	-258	20	3,814		3,814	
Leader Total	5,029	5		37	-1	-95	-312	20	-502	500		4,681	
Environment	Planning, Environment & Development	21,908	-232	-199	180	-58	-154	-1,951	240	3,363	0	23,096	
	Environment Total	21,908	-232	-199	180	-58	-154	-1,951	240	3,363	0	23,096	
Finance and Resources	Localities & Safer Communities	290	-23	-10	3	-12				3		251	
	Planning, Environment & Development	5,129	-103		373	-14	-728			30		4,687	
	Human Resources	3,209	-16	-26	50	-22	-573	-61	72	311		2,945	
	Support Services	0	1,609				0	-560				1,049	
	Legal & Democratic	2,258	-107	-50	27	-1	-58			18		2,087	
	Service Transformation	2,003	-100		12		-40	-186		-1,375		500	
	ICT	4,777	3	-26	57	-31	-735	-77	-120	235		4,093	
	Finance & Commercial Services	7,611	-68	-28	92	-45	-499	-942	-48	165		7,031	
	Finance and Resources Total	25,277	1,196	-140	614	-112	-2,588	-942	-48	-613	14		22,644
	Planning and Transportation	Planning, Environment & Development	1,051	-25	-20	11	-3	-100			840		928
Transport		27,039	93	-369	1,869	-67	-1,268	-649	1,102		0	28,591	
Client Transport		18,957	0		893	-56	-378	-329			0	19,087	
Planning and Transportation Total	47,047	68	-389	2,774	-126	-1,646	-1,078	1,102		854	0	48,606	
Transformation Savings	-273	-373					-5,074			531		-5,189	
Transformation Savings Total	-273	-373					-5,074			531		-5,189	
Grand Total	275,558	1,515	-3,025	8,920	-1,170	-24,970	-8,047	2,553		12,051	600	263,985	

Portfolio	Service	Base Budget	Budget Adjustment	Additional Income	Inflation - Expenditure	Inflation - Income	Service Efficiencies	Service Reductions	Service Developments	Unavoidable Growth	Special Items	Grand Total	
Health and Wellbeing	Older People (inc OP Mental Health)	26,701	406	300	1,443	-184	-1,171	-200		2,300		29,595	
	Learning Disabilities	18,739	255	0	2,173	-622	-1,513			-10		19,022	
	Assessment & Care Management	10,410	-661	0	154	-18		-105	361	184		10,325	
	Commissioning & Service Improvement	4,143	348	-1,050	87	-13	-100			1,123		4,538	
	Services for Older People & Learning Disabled	13,030	148	0	425	-31	-6,100	-312		0		7,161	
	Specialist Services	4,242	258	-260	224	-29	-201	-200		260		4,294	
	Localities & Safer Communities	548		9			-36	-37		2		486	
	Physical & Sensory Disabilities	10,259	-84	-182	655	-29	-826			1		9,794	
	Adult Mental Health Needs	4,027	79	0	315	-47	-88			-1		4,285	
	Supporting People	5,491	-816		326							5,001	
Health and Wellbeing Total		97,590	-1,192	5,810	972	-10,035	-854	361	3,859	2,441	0	94,501	
Children's Services	LA Safeguarding	29,318	1,452	1,241	1,241	-14	-4,373	-552	550	2,441		30,065	
	LA Achievement & Learning	2,907	-640	-34	104	-41		-608		87		1,776	
	LA Commissioning & Business Improvement	6,245	-177	139	139	-177	-110	-121	-73	-121	0	5,904	
Children's Services Total		38,471	636	-34	1,485	-54	-4,483	-1,281	478	2,528	0	37,745	
Education and Skills (LA)	LA Achievement & Learning	8,931	77	369	369	-75	-793	-521		136		8,124	
	LA Commissioning & Business Improvement	19,806	-165	211	333	-69	-462	-541	200	162		19,275	
	Culture & Learning	0	-2	132	132	-77				-1		-852	
	LA Cross Portfolio Budgets	-196	-324							-332		-267	
Education and Skills (LA) Total		28,541	-415	211	835	-221	-1,255	-1,062	200	-35	0	26,799	
Education and Skills (DSG)		-2,247	0									-2,247	
Community Engagement	Localities & Safer Communities	4,186	16	-99	75	-6	-33	-500	250	578		4,466	
	LA Achievement & Learning	26	621	15	15			-10				652	
	Culture & Learning	7,812	-79	55	375	-136	-884	-307		130		6,966	
Community Engagement Total		14,215	698	-44	512	-142	-960	-887	250	776	-110	14,308	
Leader	Planning, Environment & Development	988	-68	5	5			-54		-502		369	
	Policy, Performance & Comms	4,040	73	73	68	-2	-95	-300	20	20		3,804	
Leader Total		5,029	5	-199	73	-2	-95	-354	20	-502	0	4,173	
Environment	Planning, Environment & Development	21,908	-232	-199	284	-91	-154	-2,251	340	4,663		24,267	
	Environment Total	21,908	-232	-199	284	-91	-154	-2,251	340	4,663		24,267	
Finance and Resources	Localities & Safer Communities	290	-23	-10	6		-12			3		254	
	Planning, Environment & Development	5,129	-103		594	-22	-728			30		4,900	
	Human Resources	3,209	-16	-26	93	-34		-61	72	311		2,976	
	Support Services	0	1,609				-367	-1,640				-398	
	Legal & Democratic	2,258	-107	-50	46		-1	-58		18		2,106	
	Service Transformation	2,003	-100	-26	24		-40	-186		-1,375		512	
	ICT	4,777	3		111	-50	-735			235		4,129	
	Finance & Commercial Services	7,611	-68	-179	179	-71	-499	-77	-120	165		7,092	
	Finance and Resources Total		25,277	1,196	-140	1,053	-178	-2,955	-2,022	-48	-613	0	21,570
	Planning and Transportation	Planning, Environment & Development	1,051	-25	-20	21	-5		-100		14		936
Transport		27,039	93	-378	2,902	-107	-1,778	-690	1,052	850		28,985	
Client Transport		18,957	0	0	1,339	-89	-574	-569				19,064	
Planning and Transportation Total		47,047	68	4,262	-200	-2,352	-1,359	1,052	864	0	0	48,985	
Transformation Savings	Transformation Savings	-273	-373				-4,824			31		-5,439	
	Transformation Savings Total	-273	-373				-4,824			31		-5,439	
Grand Total		275,558	1,515	-1,796	14,314	-1,860	-27,113	-10,069	2,653	11,571	-110	264,662	

DETAILED CHANGES TO THE BUDGET

**APPENDIX 3
Agenda Item 8**

Political Portfolio	Service Area	Description of Change	2012/13	2013/14	2014/15	
			£'000 Cumulative	£'000 Cumulative	£'000 Cumulative	
Health and Wellbeing	Older People	Estimated cost pressures related to increases in the ageing population	1,172	2,218	2,289	
		Additional Health funding to address the service pressures related to increase in the ageing population	-172	-218	-289	
		Cost pressures related to Home care contracts	300	300	300	
		Efficiencies arising from using a new model of service delivery will deliver savings	-200	-200	-200	
		Efficiencies arising from implementation of an external homecare strategy will deliver savings	-800	-800	-800	
		Efficiencies arising from more effective contract management will deliver savings	-371	-371	-371	
		Cost pressures arising from underachievement of income resulting from changes to the charging policy	150	300	300	
	Older People Total			79	1,229	1,229
	Learning Disabilities	Efficiencies arising from improved management of residential and supported living placements, including more efficient purchasing and better use of local resources, will deliver savings	-626	-1,252	-1,252	
		Efficiencies made in the delivery of short and long term placement to adults will deliver savings	-271	-271	-271	
		Opportunity for use of additional grant funding to offset costs will deliver savings	-310	0	0	
	Learning Disabilities Total			-1,207	-1,523	-1,523
	Assessment & Care Management	New pressures relating to Safeguarding Services	361	361	361	
		A reduction in staffing arising from Service delivery changes will deliver savings	-30	-60	-60	
		A review of service delivery models, including possible externalisation, will deliver savings	-45	-45	-45	
	Cost pressures relating to staffing costs	96	184	184		
	Assessment & Care Management Total			382	440	440
	Commissioning & Service Improvement	Cost pressures relating to staffing costs	36	73	73	
		A review of service delivery in the Performance function will deliver savings	-100	-100	-100	
	Health & Wellbeing Commissioning & Service Improvement Total			-64	-27	-27
	Older People & Learning Disabled	Review of Respite Services will improve value for money and will deliver savings	-156	-312	-312	
		Efficiencies arising from implementation of the Internal Homecare Strategy will deliver savings	0	-1,950	-1,950	
		Efficiencies arising from renegotiation of the supporting people contract will deliver savings	-700	-700	-700	
		Efficiencies arising from implementation of the Day Care Strategy will deliver savings	-2,450	-3,450	-3,450	
	Older People & Learning Disabled Total			-3,306	-6,412	-6,412
	Specialist Services	Efficiencies arising from a pooled budget contract for equipment will deliver savings	-30	-30	-30	
		Opportunities to increase charges for the Meals Service over time will deliver savings	-50	-200	-200	
		Review of Respite Services will improve value for money and will deliver savings	-100	-171	-171	
	Specialist Services Total			-180	-401	-401
	Localities & Safer Communities	Cost pressures relating to staffing costs	1	2	2	
		Reductions in the Substance Misuse Treatment Service will deliver savings	-1	-6	-6	
		Efficiencies arising from the retendering of contracts within the Drug & Alcohol Team will deliver savings	-32	-48	-48	
		A review of service delivery and internal processes in the Drug & Alcohol Team will deliver savings	-7	-15	-19	
Localities & Safer Communities Total			-39	-67	-71	
Physical & Sensory Disabilities	Opportunities to obtain funding from Health to offset the costs for specific clients will deliver savings	-182	-182	-182		
	Efficiencies arising from the review of all high value contracts will deliver savings	-226	-576	-826		
Physical & Sensory Disabilities Total			-408	-758	-1,008	
Adult Mental Health Needs	Efficiencies gained through improved Care Funding calculations and commercially commissioned framework agreements will deliver savings	-88	-88	-88		
Adult Mental Health Needs Total			-88	-88	-88	
Health and Wellbeing Total			-4,831	-7,607	-7,861	

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13 £'000 Cumulative	2013/14 £'000 Cumulative	2014/15 £'000 Cumulative	
Children's Services	Children's Safeguarding	Cost pressures relating to staffing costs	184	368	368	
		Cost pressures arising from current increases in assessments, placements and supervised contact arrangements	0	73	73	
		Estimated future cost pressures related to increases in the number of children being looked after by the Authority and the complexity of their needs	1,500	1,500	1,500	
		Investment in Year 1 put into a Cost Reduction Strategy (Munro Programme) which will deliver savings in future years	1,000	300	300	
		Savings arising from the Munro Programme Board Cost Reduction Strategy	0	-800	-1,500	
		Reductions in the requirement for expensive external placements will deliver savings	-498	-498	-498	
		Additional savings arising from planned residential care decisions	-27	-27	-27	
		Efficiencies arising from a review of service delivery within the Adolescent Support Service, underpinned by new charging policy, will deliver savings	-211	-700	-700	
		Efficiencies arising from a review of the way Care placements are procured will deliver savings	-538	-982	-982	
		Efficiencies arising from the transformation of internal processes within the Fostering Service will deliver savings	-200	-200	-200	
		Savings in residential costs for Looked After Children	0	0	-281	
		Cost pressures relating to the running costs of newly developed software within Children's Services	200	200	200	
		Cost pressures relating to a requirement for additional staffing within Safeguarding	350	350	350	
		New costs relating to additional Safeguarding Services	100	150	200	
		Savings made in reducing some preventative services across the county	-4	-4	-4	
		Efficiencies to be made through Service restructuring across Children's Services will deliver savings	-254	-490	-490	
		Savings in the Youth Offending Service	0	-23	-23	
		Development and review of capacity in the In-house Contact Service will deliver savings	-220	-220	-220	
		Children's Safeguarding Total			1,382	-1,003
	Achievement & Learning	Cost pressures relating to the Duke of Edinburgh budget reduction	71	41	31	
		Opportunities for raising additional income through charging by Services across Achievement & Learning will deliver savings	-32	-34	-34	
		Cost pressures relating to staffing costs	26	44	44	
		Reduction in activities budget in Youth Services	-21	-66	-66	
		Reductions in the amount of support and promotion of the accreditation of young peoples achievements, will deliver savings	-111	-111	-111	
		Reductions in the community based open access youth provision across the county will deliver savings	-420	-420	-420	
		Cost pressures arising from anticipated future demands on Service delivery across Achievement & Learning	11	1	1	
	Achievement & Learning Total			-476	-545	-555
	Children's Commissioning & Business Improvement	Savings to be made when a two-year Commissioning Post comes to an end	0	-73	-73	
		A combination of reductions in activities for young people and additional funding from Health will deliver savings	-40	-70	-90	
Reduction in the commissioned spend on positive activities for young people will deliver savings		-11	-31	-31		
Reductions in payments to Carers will deliver savings		-20	-45	-60		
Savings will be delivered when various Contracts across Services are reviewed and recommissioned		-5	-30	-50		
Children's Commissioning & Business Improvement Total			-76	-249	-304	
Children's Services Total			830	-1,797	-2,793	

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13 £'000 Cumulative	2013/14 £'000 Cumulative	2014/15 £'000 Cumulative		
Education and Skills	Achievement & Learning	Cost pressures relating to staffing costs	68	136	136		
		Reductions in the support of Governor responsibilities will deliver savings	-8	-8	-8		
		Opportunities for increasing income by charging for the Connexions Service will deliver savings	-187	-247	-247		
		A review of alternative service delivery models within the School Improvement Service will deliver savings	0	-587	-587		
		Efficiencies arising from the full year effects of transformation of internal processes within the School Improvement Service will deliver savings	-200	-200	-200		
		Funding of increments for eligible staff					
		Reductions in Education Psychology Service will deliver savings	-47	-47	-47		
		Efficiencies arising from the management and control of vacancies across the Access and Inclusion Service will deliver savings	-9	-9	-9		
		Opportunities for increasing income by charging for the Education Welfare Service will deliver savings	-25	-200	-200		
		Reduction in the County Council contribution to the Local Children's Safeguarding Board will deliver savings	-10	-10	-10		
		Efficiencies arising from the external commissioning of the Parent Partnership Services will deliver savings	-6	-6	-6		
		Achievement & Learning Total			-424	-1,178	-1,178
		Education and Skills Commissioning & Business Improvement		Reductions in preventative services commissioned across the county will result in savings	-63	-163	-163
Future targeted reductions in the contributions made to Children's Centre Services will deliver savings	0			0	-100		
Efficiencies arising from a review of the Primary to Secondary Transfer Support Team will deliver savings	0			0	-178		
Efficiencies arising from increased integration of Education & Skills Services with Health will deliver savings	-200			-200	-200		
Efficiencies arising from a review and restructure of the Early Years Service will deliver savings	-60			-100	-100		
Savings related to the use of Grant to cover the costs of project management in the Service	-3			-7	-7		
Cost pressures relating to loss of funding for Services	204			204	204		
Cost pressures relating to staffing costs	3			6	6		
A combination of reductions in social care training and opportunities for charging for training will deliver savings	-50			-50	-50		
Efficiencies arising from a review and restructure of staffing across Commissioning & Business Improvement Services will deliver savings	-56			-56	-56		
Cost pressures relating to the underachievement of income through business development due to the current economic climate	15			15	15		
Education and Skills Commissioning & Business Improvement Total			-211	-352	-630		
Culture & Learning	New cost pressures for delivering the Skills Agenda	200	200	200			
Culture & Learning Total			199	199	199		
LA Cross Portfolio Budgets	Efficiencies arising from the transformation of internal processes across the Education & Skills Portfolio will deliver savings	-332	-332	-332			
Education & Skills Cross Portfolio Budgets Total			-332	-332	-332		
Education and Skills Total			-768	-1,663	-1,941		

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13	2013/14	2014/15	
			£'000 Cumulative	£'000 Cumulative	£'000 Cumulative	
Community Engagement	Localities & Safer Communities	Cost pressures relating to staffing costs	29	58	58	
		New costs relating to additional community based services	250	250	250	
		Cost pressures arising from loss of external grant funding	20	20	20	
		Reductions in activities with the Voluntary & Community Sector will deliver savings	-109	-144	-144	
		Reduction of service in line with grant reduction	0	-217	-217	
		Efficiencies arising from shared management and operational costs across partner authorities will deliver savings	-62	-87	-87	
		Increases in membership in Approved Trader Scheme will generate additional income	-2	-5	-5	
		Additional income to be raised through Primary Authority / Buying With Confidence Schemes	-10	-52	-94	
		Cost pressures relating to funding for Local Areas Forums	500	500	500	
		Efficiencies arising from a review and restructure across Localities & Safer Communities will deliver savings and maintain capacity to deliver Services	-46	-70	-70	
		Reductions in activities within community cohesion & equalities services will deliver savings	-12	-15	-15	
Localities & Safer Communities Total			558	238	196	
Community Engagement Achievement & Learning	Efficiencies arising from changes to contracts commissioning methods will deliver savings	0	-2	-2		
	Additional income arising from Youth Service training & support to community groups will deliver a saving	0	0	-2		
Community Engagement Achievement & Learning Total			0	-2	-4	
Culture & Learning	Cost pressure arising from delays to closure of Evreham Community Centre where services are being delivered by different method in future	52	0	0		
	Cost pressures arising due to end of external funding for the People's Network	0	60	60		
	Cost pressures relating to staffing costs	38	70	70		
	Savings arising from the Community Library Strategy	-266	-344	-344		
	Efficiencies arising from staffing restructures and increased use of self service technology across the Culture & Learning Service will deliver savings	-50	-195	-245		
	Efficiencies arising from a review of the use of delivery vans and the mobile library service will deliver savings	-50	-150	-150		
	Cost pressures arising from an underachievement of income across Services due to the economic climate	11	19	19		
	Savings arising from a review of Museum Sunday opening hours	-12	-12	-12		
	Efficiencies arising from a review Museum Services, with the potential to deliver through a Trust model, will deliver savings	-80	-143	-143		
	Efficiencies arising from the merger of Archive, Local Studies, Reference & Information and Study Centre management and operations will deliver savings	-40	-80	-80		
	Efficiencies arising from a review of the Heritage Service management structure will result in savings	-58	-58	-58		
	Efficiencies arising from the setting up of partnership options and alternative ways of marketing Museum Activities will deliver savings	-20	-20	-20		
	Cost pressures arising from loss of external funding in the Museum Service	12	12	12		
	Efficiencies arising from changed methods of service delivery in Communities will deliver savings	-82	-82	-82		
	Efficiencies arising from a reduction in support costs to the service will deliver savings	0	-45	-45		
	Efficiencies arising from a review of the Coroner's Service will deliver savings	-22	-24	-24		
	Cost pressures arising from a reduction in Police funding for the Coroner's Service	28	56	56		
	Additional income through a review of Registrars fees and charges will deliver savings	-20	-20	-20		
	Culture & Learning Total			-559	-956	-1,006

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13	2013/14	2014/15	
			£'000 Cumulative	£'000 Cumulative	£'000 Cumulative	
	Customer Contact	Cost pressures relating to staffing costs	35	68	68	
		Additional income generation from sale of web advertising space on the website will deliver savings	-45	-56	-76	
		Reductions in local training provision will deliver savings	0	-20	-20	
		Reduction in consultancy support costs will deliver savings	-2	-4	-4	
		Efficiencies arising from a review of support costs across the Customer Contact Service will deliver savings	0	-19	-19	
		Cost pressures arising from investment in the Web Transformation project in one year will be offset by savings in a future year	0	100	-110	
	Customer Contact Total		-12	69	-161	
Community Engagement Total			-13	-651	-975	
Leader	Planning, Environment & Development	Future savings gained through investments in Economic Development skills	0		-500	
		Savings arising from review of expenses in Economic Development	-2	-4	-4	
		Cost pressures relating to staffing costs	1	2	2	
		Cost pressures in Economic Development due to end of external grant funding	-54	-54	-54	
	Planning, Environment & Development - Economic Development Total			-55	-56	-556
	Policy, Performance & Communications	Cost pressures relating to the cost of running a Health & Wellbeing Board	40	20	20	
		Reductions in corporate capacity to support horizon scanning, policy advice, performance analysis and research will deliver savings	-91	-126	-126	
		Reductions in cost of Corporate Subscriptions will deliver savings	-38	-38	-38	
		Efficiencies arising through economies of scale gained in centralising print and design services will deliver savings	-30	-56	-56	
		Withdrawal of the Council's countywide magazine and shift to alternative communication channels will deliver savings	-18	-66	-66	
		Efficiencies arising from reductions in staffing within Communications function, along with moves to increasing on-line communications, will deliver savings	0	-1	-43	
		Renegotiate contracts and reduced activity	-24	-38	-38	
		Reductions in commissioning of leadership development activity to support organisational change will	-11	-28	-28	
	Policy, Performance & Communications Total			-172	-333	-375
	Leader Total			-227	-389	-931

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13 £'000 Cumulative	2013/14 £'000 Cumulative	2014/15 £'000 Cumulative
Environment	Planning, Environment & Development	Cost pressures relating to costs of composting	121	203	203
		Cost pressures relating to increased costs on waste management contracts	230	306	306
		Cost pressures relating to increases in landfill disposal contract gate fees	-74	-180	-180
		Cost pressures relating to new contract price for glass recycling	9	9	9
		Cost pressures relating to legislative increase in Landfill Tax Rate	1,506	2,842	2,842
		Cost pressures relating to statutory payment of recycling credits to Waste Collection Authorities	55	112	112
		Cost pressures relating to an anticipated future increase in landfill costs	0	0	900
		Cost pressures relating to the purchase of landfill allowances	270	140	140
		Efficiencies arising from the operation of permit scheme	-30	-30	-30
		Efficiencies arising from review and restructuring of processes and contracts will deliver savings	-527	-561	-561
		Savings arising from revised waste tonnage predictions	-400	-400	0
		Efficiencies relating to the implementation of revised waste policy for Schedule 2 establishments	0	0	-300
		Additional income relating to higher recharges on trade waste to cover increases in disposal costs	-48	-81	-81
		Cost pressures relating to the support for the Bio waste procurement, implementation and ongoing costs	100		
		Cost pressures relating to staffing costs	18	34	34
		Cost pressures relating to the investment in developing Rights of Way partnership working with Parish Councils and other partners	0	50	100
		Savings arising from reducing the need and costs of external legal advice	-1	-1	-1
		Reductions in expenditure on Rights of Way maintenance and other works, including contractual efficiencies, will deliver savings	-47	-74	-74
		Additional external grant funding in the Rights of Way service	-1	-2	-2
		Cost pressures relating to an investment for energy and cost reduction projects supporting Green Economy	0	50	100
		Efficiencies relating to review and restructure of teams and management will deliver savings	-194	-582	-582
		Reductions in consultancy spend in relation to waste procurement will deliver savings	-350	-420	-420
		Anticipated increases in Country Parks income	0	-60	-60
		Additional income relating to increases in parking charges	-8	-25	-25
		Additional income streams across the Countryside and Heritage Service	-3	-31	-31
		Environment Total			626
Finance and Resources	Localities & Safer Communities	Saving arising from end of Atlas Incident Management System (AIMS) contract	-9	-9	-9
		Cost pressures relating to staffing costs	7	12	12
		Reductions in operational costs will result in savings	0	-12	-12
		Additional income from providing specialist emergency management/business continuity management services	-5	-10	-10
	Localities & Safer Communities		-7	-19	-19
	Planning, Environment & Development	Cost pressures relating to staffing costs	15	30	30
		Efficiencies arising from Service transformation and redesign as part of Place Service will deliver savings	-412	-728	-728
Efficiencies arising from review of contracts will deliver savings		-51	0	0	
Planning, Environment & Development Total		-448	-698	-698	

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13	2013/14	2014/15	
			£'000 Cumulative	£'000 Cumulative	£'000 Cumulative	
	Human Resources	Cost pressures relating to staffing costs	33	67	67	
		Cost pressures arising from increased operating costs of Recruitment Service once brought in-house	244	244	244	
		Cost pressures arising from the support of the Delivering Successful Performance programme	45	22	22	
		Cost pressures arising from the Pay and reward mechanism review	0	50	50	
		Efficiencies arising from moving to a new service delivery model will deliver savings	-61	-61	-61	
		Efficiencies arising from automating the Criminal Records Bureau (CRB) system	-99	-99	-99	
		Efficiencies arising from the transformation of Support Services project will deliver savings	-371	-393	-393	
		Reduction in cost of permanent recruitment will deliver savings	-81	-81	-81	
		Additional income arising from increase in the purchasing of HR service packages	-25	-26	-26	
	Human Resources Total			-315	-277	-277
	Support Services	Efficiencies arising from the transformation of Support Services project will deliver savings	-317	-560	-2,007	
	Support Services Total			-317	-560	-2,007
	Legal & Democratic	Reductions in the provision of legal support on corporate matters will deliver savings	-7	-7	-7	
		Reductions on external legal support costs will deliver savings but increase reliance on in-house expertise	-32	-48	-48	
		Efficiencies in internal Service delivery will deliver savings	-1	-4	-4	
		Additional income from charging for Services to an external public sector client base	-50	-50	-50	
		Cost pressures arising from the statutory requirement to review Members allowances	0	18	18	
	Legal & Democratic Total			-90	-91	-91
	Service Transformation	Efficiencies arising from previous years investment in transformation of Support Services will deliver future savings	-200	-1,375	-1,375	
		Reduction in Service Transformation staffing will deliver savings	-40	-40	-40	
	Service Transformation Total			-240	-1,415	-1,415
	ICT	Cost pressures arising from the investment needed to improve the functionality of the IT Service Desk and self-service facilities	50	50	50	
		Cost pressures relating to staffing costs	143	185	185	
		Efficiencies arising from Service restructures, new processes and new service delivery model will deliver savings	-590	-938	-938	
		Efficiencies arising from using e-forms for loading data directly into systems will deliver savings	-9	-9	-9	
	ICT Total			-406	-712	-712
	Finance & Commercial Services	Cost pressures relating to staffing costs	84	165	165	
		Efficiencies arising from the transformation of internal processes and restructure within Finance & Commercial Services will deliver savings	-453	-516	-516	
		Efficiencies arising from development of technology	-32	-32	-32	
		Increased income through fees for Audit services through partnership working with the Districts	0	-31	-31	
		Increased income through service packages and training provided to schools	-17	-17	-17	
		Increased income through ensuring the Schools Finance Support Team fees fully recover their costs	-100	-100	-100	
		Reductions in procurement co-ordination as providers in market reduce	-28	-28	-28	
	Finance & Commercial Services Total			-546	-559	-559
	Finance and Resources Total			-2,369	-4,331	-5,778

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13	2013/14	2014/15	
			£'000 Cumulative	£'000 Cumulative	£'000 Cumulative	
Planning and Transportation	Planning, Environment & Development	Cost pressures relating to staffing costs	13	15	15	
		Cost pressures relating to an investment in support of countywide infrastructure planning / Community Infrastructure Levy (CIL) charging regimes	40			
		Reductions in costs of consultation, printing and consultancy in Strategic Planning will deliver savings	-25	-45	-45	
		Reductions in strategic planning activity will deliver savings	-50	-50	-50	
		Additional income anticipated from Developers	-10	-20	-20	
		Reductions in expenditure on external consultants relating to Development Control will deliver savings	-5	-6	-6	
	Planning, Environment & Development Total			-37	-106	-106
	Transport		Cost pressures relating to increases in costs of lighting	145	155	165
			Cost pressures relating to increases in the investment in pothole repairs	515	782	782
			Cost pressures relating to increases in the investment in road maintenance	284	1,064	1,064
			Savings delivered on contracts with external supplier	-752	-1,175	-1,685
			Cost pressures relating to additional Streetworks Inspectors and testing to address issues with utility works quality	140	140	140
			Additional income from Utility companies as a result of increased enforcement	-25	-50	-50
			Cost pressures relating to investment in on-street parking	100	100	100
			Increased income arising from additional Pay & Display machines	0	-50	-100
			Efficiencies arising from parking contracts will deliver savings	-691	-791	-791
			Improvements to on-street parking management will deliver savings	-50	-50	-50
			Cost pressures relating to improvements works to parking signs and lines	150	0	0
			Cost pressures relating to staffing costs	83	166	166
			Cost pressures arising from meeting Statutory flooding responsibilities	180	180	180
			Efficiencies through staffing reductions and merging of management services will deliver savings	-15	-15	-55
Reductions in the cost of external legal and specialist advice will deliver savings			-2	-3	-4	
Increased income from Planning fees				-2	-4	
Increased income from pre-application advice			-3	-8	-14	
New income stream from implementation of BLIS			-5	-7	-8	
Cost pressure relating to increases in maintenance from adoption of roads on new developments			105	105	105	
Reductions in the projects activity and costs			-100	-100	-100	
Savings resulting from reduced contract management requirements			0	-120	-120	
Efficiencies found in concessionary fare schemes on amalgamation after transferring from districts will deliver savings			-215	-215	-215	
Savings anticipated through the retendering of bus contracts			-100	-100	-100	
Efficiency savings from new contract						
Increased income from repairs works within the Public Transport Support Service			-60	-120	-120	
Savings arising from the settlement of Swan Rider trading account			-180	-180	-180	
Reductions in traffic counting activity will deliver savings			-50	-50	-50	
Transport Total			-546	-344	-944	

DETAILED CHANGES TO THE BUDGET

APPENDIX 3

Political Portfolio	Service Area	Description of Change	2012/13	2013/14	2014/15
			£'000	£'000	£'000
			Cumulative	Cumulative	Cumulative
	Client Transport	Restrictions on free travel entitlement to nearest catchment secondary schools will result in savings	-467	-467	-467
		Reductions arising from a review into free transport and introducing some charging will deliver savings	-30	-60	-60
		Reductions resulting from a review of subsidies on Post 16 Transport arrangements will deliver savings	-433	-433	-433
		Increased Income relating to charges for Home to Schools transport	-300	-690	-930
		Cost pressures arising from the implementation of the Home to Schools Transport policy change	1,400	1,400	1,400
		Savings relating to efficiencies in Contract arrangements	-171	-350	-532
		Efficiencies in Adult Social Care transport arrangements as a result of the Day Centre Strategy will deliver savings	-64	-107	-121
		Cost pressures relating to costs of procurement of Client Transport contract	50	0	0
	Client Transport Total		-15	-707	-1,143
Planning and Transportation Total			-598	-1,157	-2,193
Transformation Savings	Transformation Savings	Cost pressures relating to the costs of investment in the Transforming Support Services programme	6,386	5,207	4,957
		Savings arising from the Transforming Support Services programme	-9,750	-9,750	-9,750
Transformation Savings Total			-3,364	-4,543	-4,793
Grand Total			-10,714	-20,838	-24,865

Appendix 4: Capital Programme 2012+

Service/Projects	Year 1	Year 2	Year 3	£000's
	2012 - 2013 £000's	2013 - 2014 £000's	2014 - 2015 £000's	Yrs 0-3 £000's
Education & Skills/ Children's Services				
Aylesbury Vale Academy	14,000	8,472		22,472
Chesham Park Academy	9,000	678		9,678
Furzedown School	1,510	5,500	1,470	8,480
St Mary & All Saints Beaconsfield	3,000			3,000
Mandeville School Sports Facilities	1,400			1,400
Weedon Hill Equipment Total	1,000			1,000
Berryfields Nursery & Primary School	1,000	7,366		8,366
Special Education Needs Review	2,500			2,500
Buckingham Upper	1,300			1,300
Floor Targets	3,419			3,419
Schools Property Programme	1,892	1,860		3,752
Temporary Classrooms	729			729
Special Schools	4,285			4,285
Area Plan Capital	5,723			5,723
Special Education Needs/14 - 19	2,800			2,800
Sub total	53,558	23,876	1,470	78,904
New MTP Bids				
Schools Property programme			1,860	1,860
Bearbrook School, Aylesbury	700			700
St Georges School, Amersham	450			450
Aston Clinton School	1,322			1,322
MTP Bids sub total	2,472	0	1,860	4,332
Total Capital Costs	56,030	23,876	3,330	83,236
Aylesbury Vale academy	-14,000	-8,472		-22,472
Chesham Park Academy	-9,000	-678		-9,678
Furzedown School	-500	-3,400	-1,300	-5,200
St Mary & All Saints Beaconsfield	-1,000			-1,000
Weedon Hill Equipment Total	-1,000			-1,000
Berryfields Nursery & Primary School	-1,000	-7,366		-8,366
Floor Targets	-3,419			-3,419
Temporary Classrooms	-267			-267
Special Schools	-3,785			-3,785
Area Plan Capital	-5,723			-5,723
Special Educational Needs/14 - 19	-2,800			-2,800
Total Capital Funding	-42,494	-19,916	-1,300	-63,710
Education & Skills/ Children's Services Total	13,536	3,960	2,030	19,526

Appendix 4: Capital Programme 2012+

Service/Projects	Year 1	Year 2	Year 3	£000's
	2012 - 2013 £000's	2013 - 2014 £000's	2014 - 2015 £000's	Yrs 0-3 £000's
Finance & Resources				
ICT				
Purchase of PCS	604	457		1,061
Purchase of Servers	422	780		1,202
Purchase of Software	191	80		271
School Purchase Of Computers (3 yrs)	172	4		176
School Purchase Of Servers (3 yrs)	38			38
School Purchase Of Software (5 yrs)	2			2
Website Developments	24			24
Protection from Data Security Breaches	50	50		100
SAP Development Fund	23			23
SAP e-Forms	38			38
Total Capital Costs	1,564	1,371	0	2,935
Purchase of PCS	-604	-457		-1,061
Purchase of Servers	-422	-780		-1,202
Purchase of Software	-191	-80		-271
School Purchase Of Computers (3 yrs)	-172	-4		-176
School Purchase Of Servers (3 yrs)	-38			-38
School Purchase Of Software (5 yrs)	-2			-2
Total Capital Funding	-1,429	-1,321	0	-2,750
ICT Total	135	50	0	185
Property				
Planned Maintenance Programme	2,768	2,800		5,568
Major Emergency Repairs/ Renewals	1,600	1,600		3,200
Agricultural Estate	200	200		400
Minor Works - Office Accommodation	100	100		200
Disability Discrimination Act Works	100	100		200
Asbestos Removal	300	300		600
Legionella Programme	300	300		600
Gas Safety	150	150		300
New Ways of working	100	100		200
Children and Families	100	100		200
Youth and Community	100	100		200
Adult Learning	100	100		200
Rights of Way & Access -Emergency Work	100	100		200
Property	100	100		200
Property Disposal Preparation	150	150		300
Minor Works Resources	200	200		400
Sub total	6,468	6,500	0	12,968
New MTP Bids				
Property Maintenance			4,500	4,500
MTP Bids sub total	0	0	4,500	4,500
Total Capital Costs	6,468	6,500	4,500	17,468
				0
Total Capital Funding	0	0	0	0
Property Total	6,468	6,500	4,500	17,468
Finance & Resources Capital Costs Total	8,032	7,871	4,500	20,403
Finance & Resources Capital Funding Total	-1,429	-1,321	0	-2,750
Finance & Resources Total	6,603	6,550	4,500	17,653

Appendix 4: Capital Programme 2012+

Service/Projects	Year 1	Year 2	Year 3	£000's
	2012 - 2013 £000's	2013 - 2014 £000's	2014 - 2015 £000's	Yrs 0-3 £000's
Environment				
Public Rights of Way	50	50	50	150
Langley Park	80			80
Waste Transfer Station	1,720	1,857	165	3,742
High Heavens Household Waste Recycling Centre & Sewer	8	8		16
Aylesbury Household Waste Site	34	28		62
Total Capital Costs	1,892	1,943	215	4,050
Langley Park - Lottery	-65			-65
Total Capital Funding	-65	0	0	-65
Environment Total	1,827	1,943	215	3,985
Health and Wellbeing				
Day Care Reconfiguration	3,455	6,780	185	10,420
Sub total	3,455	6,780	185	10,420
New MTP Bids				
Day care additional bid	1,320	315		1,635
Swift	300	700		1,000
MTP Bids sub total	1,620	1,015	0	2,635
Total Capital Costs	5,075	7,795	185	13,055
Health & Wellbeing Total	5,075	7,795	185	13,055
Community Engagement				
MTP Bid				
Web Transformation	230	35	35	300
Total Capital Costs	230	35	35	300
Total Capital Funding				
Community Engagement Total	230	35	35	300
Transportation				
Capital Casualty Reduction	330	250	250	830
Capital Strategic Highway Maintenance & Mgt	13,802	7,527	6,539	27,868
Capital Routine Maintenance Principal Roads - signs & lines	300	300	300	900
Capital Routine Maintenance Principal Roads - drainage	500	500	500	1,500
Capital General Traffic and Congestion Mgt	250	200	200	650
Capital Bridge Maintenance	550	550	550	1,650
Capital Bridge Maintenance - Abbey Way Flyover	0	650	1,050	1,700
Capital Lighting Maintenance & Operation	716	600	600	1,916
Vehicles	346	232		578
Total Capital Costs	16,794	10,809	9,989	37,592
Transportation				
Capital Strategic Highway Maintenance & Mgt	-500			-500
Vehicles	-346	-232		-578
Total Capital Funding	-846	-232	0	-1,078
Transportation Total	15,948	10,577	9,989	36,514

Appendix 4: Capital Programme 2012+

Service/Projects	Year 1	Year 2	Year 3	£000's
	2012 - 2013 £000's	2013 - 2014 £000's	2014 - 2015 £000's	Yrs 0-3 £000's
Corporate Projects				
Additional Pump Priming Budget	75	75	0	150
MTP contingency	2,350	2,550	1,200	6,100
Total General Pump Priming	2,425	2,625	1,200	6,250
Grand Total Expenditure	90,478	54,954	19,454	164,886
Grand Total Funding	-44,834	-21,469	-1,300	-67,603
Net Programme Financed From Central Funding	45,644	33,485	18,154	97,283
Corporate Funding:				
Unringfenced Capital Grants				
CYP Basic Need Grant	0	0		0
CYP LA Schools Maintenance Grant	0	0		0
Integrated Transport - Grant	-2,862	-2,862	-4,025	-9,749
Highways Maintenance - Grant	-8,837	-7,812	-7,301	-23,950
Sub total Approved anticipated Government Grants	-11,699	-10,674	-11,326	-33,699
Central Financing				
Central Revenue Financing	-3,500	-6,000	-3,500	-13,000
Funding from Waste Reserve	-1,720	-1,857	-165	-3,742
Resources b/fwd from Prior Years	-23,560	0		-23,560
Prudential Borrowing	0	0		0
Reforecast Funding				
Capital Receipts including Day Care Receipts but excluding Mandeville School Project funding shown within Schools as legal commitment.	-10,650	-1,525	0	-12,175
Use of Finance Lease Rents	-500	-535	-572	-1,607
MTP Additional Funding:				
Contribution from GF Reserves	-3,000			-3,000
Additional Revenue Contribution	-6,500			-6,500
Total Central Funding	-61,129	-20,591	-15,563	-97,283
Funding Gap:	-15,485	12,894	2,591	0
Balanced Accumulated Programme Over Years 1-3	-15,485	-2,591	0	0

Summary of Results – Spending priorities, council tax and service delivery

budget 2012/13

consultation

Your money, your choice.

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Introduction

The County Council is faced with conflicting challenges over the coming years – an ongoing reduction in available resources set against increasing demand for our services as well as increasing costs. Overall the Council need to save £55m between 2011/12 and 2013/14. As well as delivering these savings, the Council want to invest in delivering in those services that are a particular priority for residents. The Council has already taken significant steps to live within the reducing level of resources available, and between 3rd October 2011 and 13th November 2011 gave residents an opportunity to have their say on budget priorities, council tax and different ways of delivering services.

Consultation Process

In the budget decision making process for 2012/13 there are two key phases where residents and stakeholders have an opportunity to take part in the consultation and help shape the decision making process.

	Stage	Start	End
1	6 week public consultation on spending priorities, council tax, and service delivery methods (this report summarises the results)	03/10/11	13/11/11
2	Cabinet agrees draft budget proposal	12/12/11	
3	Opportunity for comment on draft budget	Following Cabinet	06/01/12
4	Cabinet agrees budget Proposal	16/01/12	
5	Full Council Agrees Budget	16/02/12	

Results from the consultation (stage 1) are being used by Councillors to help shape the budget proposals for 2012/13. Following the draft budget agreement on the 12th December, there will then be an additional opportunity for residents and stakeholders to comment on the draft budget (stage 3) which will then be shared with councillors prior to the Cabinet agreeing the budget proposals.

Individuals wishing to respond to the initial consultation (stage 1) on priorities, council tax and service delivery had the following two key methods:

- **Budget consultation questionnaire**
- **Youchoose budget simulator tool** – a web based budget simulation tool for local authorities which allows the public to make choices to produce a balanced budget

The consultation was promoted very widely to give all communities an opportunity to have their say. This was done through the following channels:

- Press releases to local newspapers, radio and television stations
- Council Website (www.buckscc.gov.uk/budget)
- A4 Posters were sent to:
 - Libraries
 - Adult Learning Centres
 - Supermarkets
 - Shopping centres
 - Nurseries
 - Religious establishments
 - Parishes
 - Council offices and reception areas
 - Private and state secondary schools
 - Youth Clubs
 - Children Centres
- Hard copies of questionnaires were made available in:
 - Children Centres; Libraries; County Council Offices
 - 220 were handed out in rail stations (23 returns, 10%) and 60 in town centres (5 returns, 8%) across the county
 - 1000 were posted to randomly selected households across the county (approximately 200 returns,
- On-line Buckinghamshire Residents Panel
- Social Media
 - Facebook
 - Youtube
 - Twitter
- Buckinghamshire County Council staff communication

Results and Implications

There were a total of 710 responses to the budget consultation questionnaire, and 56 responses to the budget simulator tool. This was a positive response rate (up to twice that of previous years) and shows the importance of this consultation topic area for residents of Buckinghamshire. This section will analyse the results of the budget consultation questionnaire and then the budget simulator.

Budget consultation questionnaire results

We are very pleased at the number of responses and constructive feedback we received to the budget priorities consultation. In total we received 710 responses to the questionnaire, which is enough to give us confidence when drawing conclusions from the results. From the 710 responses, 378 were online and 332 were hardcopy returns. In order to ensure the results are representative of the demographic make-up of Buckinghamshire the results have been weighted by age and ACORN; only 521 people gave sufficient information for the data to be weighted (based on their age and the area where they live from their home postcode).

The following information shows the demographics of respondents included in the analysis¹

- **LOCATION:** The following table summarises the responses by district:

Local Community Area	Number received	Population in Bucks
Aylesbury Vale District	229 (44%)	174,400 (35%)
Chiltern District	123 (24%)	91,400 (18%)
South Bucks District	46 (9%)	67,500 (14%)
Wycombe District	123 (24%)	164,800 (33%)
Total	521	498,100

- **GENDER:** 51% were male, 49% female
- **AGE:** 2.6% were under 25; 11% 25-34, 15% 35-44, 21% 45-54, 22% 55-64, 29% 65+
- **ACORN:** 33% were in groups 1-3, 35% in groups 4-6, 32% in groups 7-10²
- **ADULTS IN HOUSEHOLD:** 20% with 1, 64% with 2, 10% with 3, 4% with 4, 1% with 5 and 2% with 6
- **CHILDREN IN HOUSEHOLD:** 72% with no children in household and 28% with children aged 0-17
- **ETHNICITY:** 97% were white (includes White British, White Irish or any other White background), 1% were Mixed (includes White & Black Caribbean, White & Black African, White & Asian or any other Mixed background), 2% were Asian or Asian British (includes Indian, Pakistani or any other Asian background) and 1% were Black or Black British (includes Caribbean, African or any other Black background)
- **BUCKINGHAMSHIRE COUNTY COUNCIL STAFF:** 18% worked for the Council, 82% do not

¹ Please note these results have been presented before any weights have been applied.

Please note that percentages have been rounded to the nearest whole number resulting in some variables exceeding 100%.

Please note that those chose not to respond to these questions have not been included in the percentage calculations.

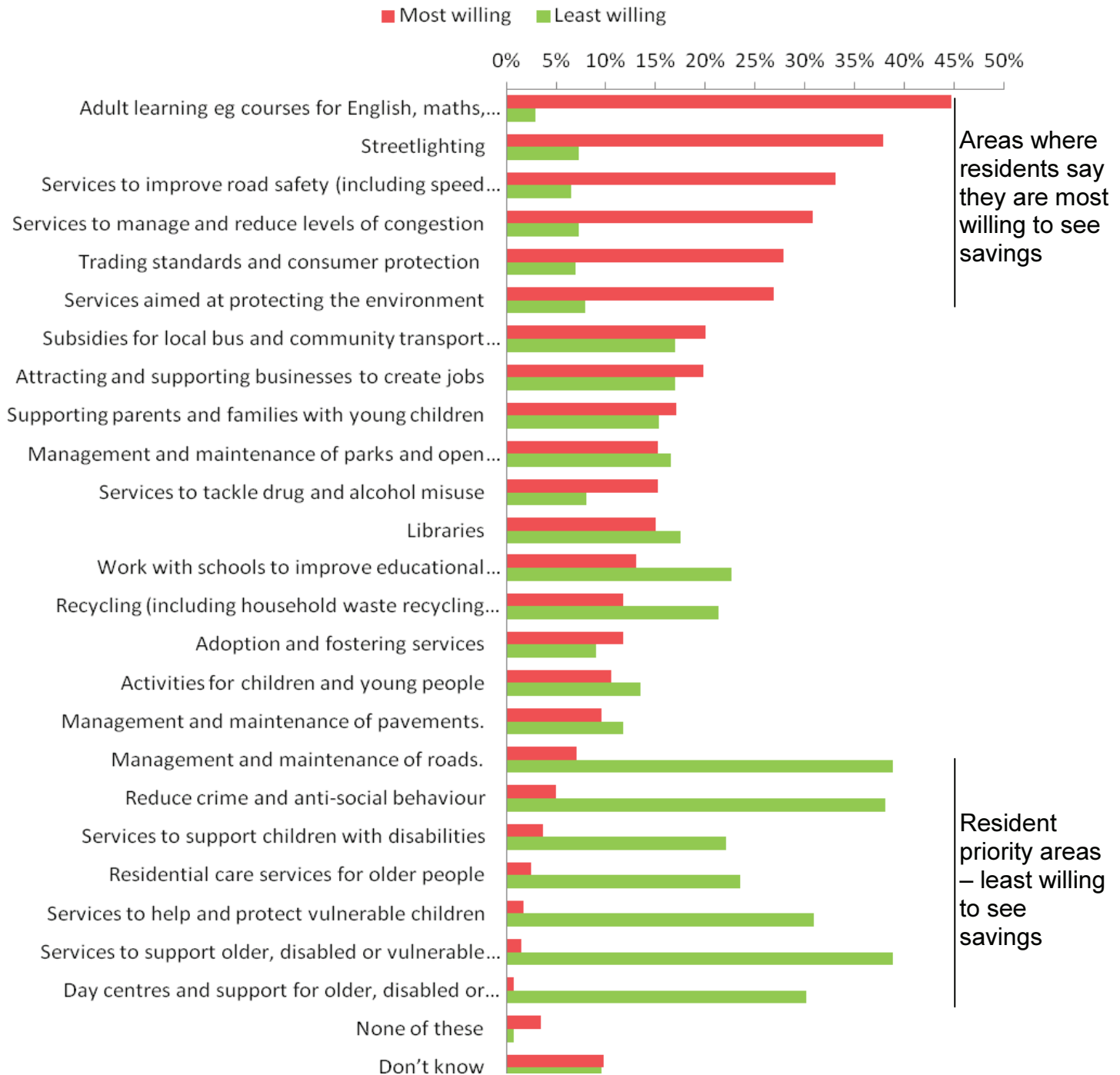
² For ACORN Group classifications please visit:

<http://www.buckspartnership.co.uk/partnership/BSP/partners/acorn.page?>

1) Service Priorities:

Respondents were informed that the Council will continue to reduce its overheads as far as possible in order to protect frontline services. However, finding the money to manage the spending pressures, to invest in residents' priorities and to limit council tax increases means that some hard choices about council services have to be made. Residents were asked to prioritise in which services they were most willing and least willing to see savings made (up to 5 services)³.

Services where residents are most, or least willing to see savings



³ "Question 1: Looking at the following list of council services, from which services would you be least willing to see savings made? Tick up to five boxes only."

"Question 2: Looking at the following list of council services, from which services would you be most willing to see savings made? Tick up to five boxes only."

The next section shows exceptions to the average results shown in the graph above, by considering significant differences by Age, ACORN and working for Buckinghamshire County Council.

Age

- 65+ year olds are least likely to want to see savings made in services to 'subsidies for local bus and community transport' (28% compared to the average of 17%)
- On average 31% of people were least willing to see savings made to 'help and protect vulnerable children'; older people (65+) are less concerned about protecting spending in this area (15%)
- On average 22% of people were least willing to see savings made in services to 'support children with disabilities'; older people (65+) are less concerned about protecting spending in this area (10%)
- On average 39% of people were least willing to see savings made in services to 'support older, disabled or vulnerable people to stay in their homes'. More 45-64 years olds (than average) want to protect spending in this area (52%). Younger people said that they were less concerned about protecting spending in this area (30%).

ACORN

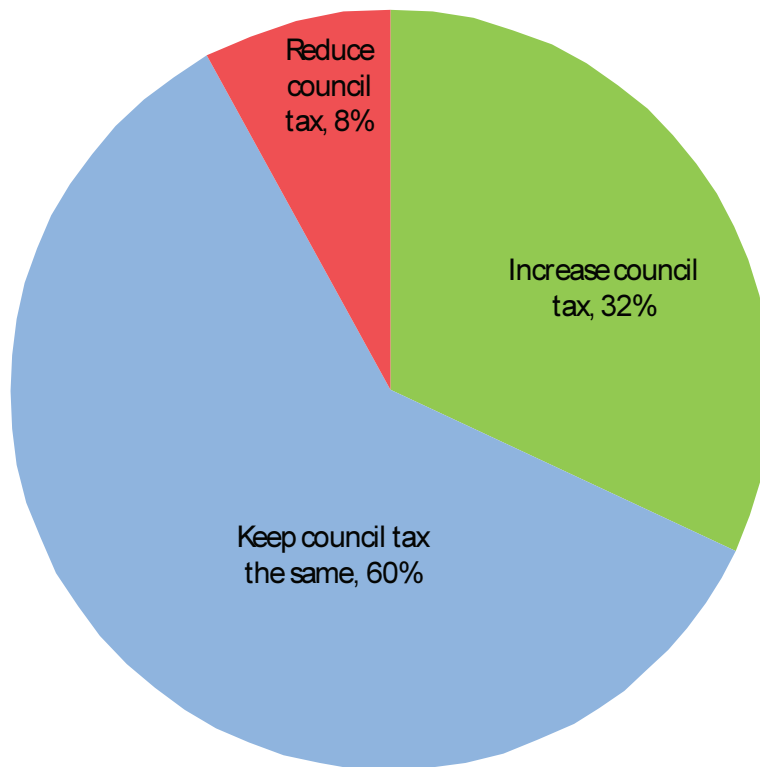
- Most affluent ACORN groups are more willing to see savings made in 'subsidies for local buses and community transport' (29% compared to 20% average)
- People living in ACORN groups 4-6 are least willing to see savings in 'working with police to reduce crime and anti-social behaviour' (47% compared to the 38% average)
- On average 38% of people were least willing to see savings made in 'working with police to reduce crime and anti-social behaviour'; people living in less affluent ACORN groups (7-10) were less concerned about protecting spending in this area (29%)

Working for Buckinghamshire County Council

- People working for the council say they are less willing to see savings made in 'social care services' compared to those who do not work for the council, including:
 - Services to help and protect vulnerable children (e.g. those in care) 46% compared to an average of 31%;
 - Services to support children with disabilities 34% compared to an average of 22%;
 - Day centres and support for older, disabled or vulnerable people (42% compared to the average of 30%)
 - Services to support older, disabled or vulnerable people to stay in their homes (52% compared to the average of 39%)
- People working for Buckinghamshire County Council were more likely to want to see savings in street lighting (54% compared to the 38% average) and in the 'management and maintenance of parks and open spaces, country paths and rights of way' (30% compared to the 15% average)

2) Council Tax

Respondents were informed that each additional 0.5% increase in council tax would generate £1.2m additional budget for the Council. Respondents were then asked whether they would prefer to reduce council tax, keep council tax the same or increase council tax⁴.



The pie chart above shows that 60% want to keep council tax the same so that the Council would spend less on lower priority services. A further 32% would be willing to see an increase to protect existing services and to invest in higher priority services.

Only 8% (less than 1 in 10 people) want to see a reduction in council tax so that the Council would have to cut services significantly.

The next section shows exceptions to the average results shown in the graph above, by considering significant differences by Age, ACORN and working for Buckinghamshire County Council.

Working for Buckinghamshire County Council

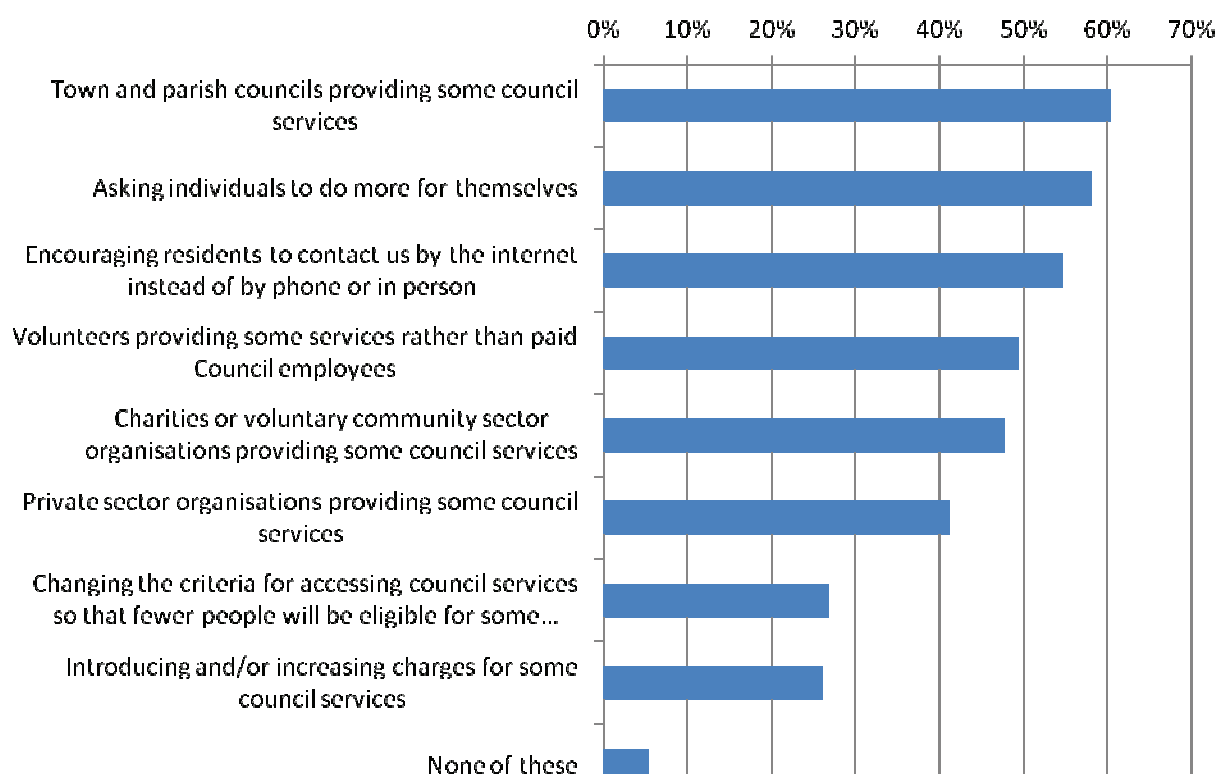
The only significant difference on proposed Council Tax levels was steered by whether an individual worked for the County Council.

- Employees of Buckinghamshire County Council said that they were more willing to see an increase in council tax (45%) compared with the average response (32%).
- This over representation to see a Council Tax increase was countered by employees being less willing to keep council tax the same (51% compared to the average of 60%).

⁴ "Question 3: When the County Council sets the level of council tax next year, which of the following options would you prefer? Tick one box only."

3) Service Delivery

Respondents were asked to indicate their support for different ways of providing current council services⁵. The chart below shows the percentage of respondents that supported the following types of service transformations:



The chart above shows that over half of the residents would support devolving council services to town and parish councils, asking individuals to do more for themselves and encouraging residents to contact us by the internet. Fewer people wanted to see the criteria for accessing council services changed or more/increased charges for council services. The chart also shows that just 5% did not support any of these proposals.

The next section shows exceptions to the average results shown in the graph above, by considering significant differences by Age, ACORN and working for Buckinghamshire County Council.

Age

- Older people (65+) said that they be more willing to see volunteers providing some services rather than paid Council employees (63% compared to the average of 50%)
- Older people (65+) said that they would be more willing to see 'individuals to do more for themselves' than the average (67% compared to the average of 58%)
- However significantly fewer older people (65+) said that they would be willing to 'encourage residents to contact us by the internet instead of by phone or in person' (35% compared to the average of 55%) and 'introduce and/or increase charges for some council services (13% compared to 26%).
- More people aged 45-64 said that they supported the proposal of encouraging residents to contact us by the internet instead of by phone or in person (65% compared with 55%)

⁵ Question 4: "Would you support further use of the following ways of providing current council services? Tick all boxes that apply."

ACORN

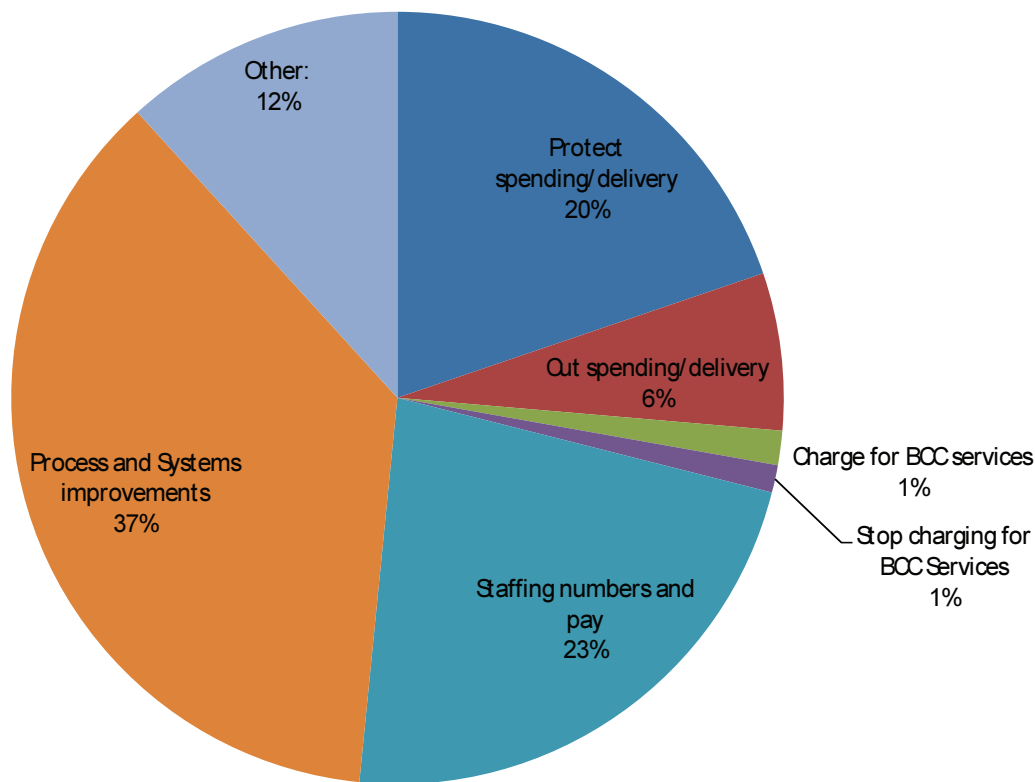
- Those in more affluent ACORN groups (1-3) indicated that they would support council services being delivered in the following ways:
 - Private sector organisations providing some council services (59% compared with the average of 41%)
 - Asking individuals to do more for themselves (73% compared with the average of 58%)
 - Charities or voluntary community sector organisations providing some council services (59% compared with the average of 48%)
 - Volunteers providing some services rather than paid Council employees (59% compared with the average of 49%)
 - Changing the criteria for accessing council services so that fewer people will be eligible for some services (37% compared with the average of 27%)
- Just 32% of less affluent ACORN groups (7-10) said that they would be willing to see 'private sector organisations providing some council services' (compared to the average of 41%)

Working for Buckinghamshire County Council

- More people that work for Buckinghamshire County Council said that they would be willing for the Council to 'introduce and/or increase charges for some council services' than the average (41% compared to 26%).
- More people that work for Buckinghamshire County Council also said that they would be willing to 'encourage residents to contact us by the internet instead of by phone or in person' than the average (65% compared to 54%)
- Fewer people that work for Buckinghamshire County Council said that they would like to see 'volunteers providing some services rather than paid Council employees' (36% compared to the 49% average) and 'Charities or voluntary community sector organisations providing some council services' (36% compared to the 47% average)

4) General comments

In addition to these closed questions, there was an opportunity for respondents to make comments or suggestions through an open text field⁶. 442 respondents took the opportunity to comment. It was possible to categorise most responses; these are shown below:



From the high level open text categories shown above, there were a number of recurring themes raised by respondents. These are shown below:

Protect spending/delivery

Concerns about cutting spending on ‘vulnerable and disabled adults & children’ were raised 28 times, and protecting spending on road improvements was raised 15 times.

Cut spending/delivery

Services frequently highlighted as areas to cut spending were transport signage and improvements to their local area.

Staffing numbers and pay

This issue was raised by 79 separate respondents. 34 raised issues around Chief Officer and Management staffing and pay, 28 wanted cuts to staff pay and privileges.

Process and Systems

128 comments were raised about how the Council can improve ways of working to become more efficient and save money. 39 suggested improvements to administration and ‘back office’ operations, 17 people suggested Buckinghamshire could save money by achieving Unitary authority status, and 21 separate responses highlighted the potential for improved efficiency through more effective ways of working.

⁶ Question 5: “Is there anything else you would like to add, suggest of comment on? Write in the box below”

Budget simulator

The Budget simulator was a new tool for this year's budget consultation which enables respondents to make choices on which frontline services they would allocate funding to. The tool gives an understanding of broad budget choices which help the Council identify priorities. 56 respondents submitted a budget summary using the Youchoose software. This was a low response rate and it has only been possible to analyse data for each Cabinet member portfolio.

The average spending change for each portfolio area is presented below:

Portfolio	Original Value	End Value	Average Portfolio changes	% change
Children's Services	£38,735,100	£38,731,296	-£3,803.76	No change
Community Engagement	£14,295,700	£14,230,565	-£65,134.86	-0.5%
Education and Skills	£28,506,200	£28,465,725	-£40,475.28	-0.1%
Environment	£23,846,000	£23,730,128	-£115,872.24	-0.5%
Health and Wellbeing	£94,445,800	£94,381,776	-£64,024.40	-0.1%
Planning and Transportation	£63,428,400	£63,349,088	-£79,311.55	-0.1%

The average council tax change, as a result of individual budget simulations, was a decrease in 0.5%.

Next steps

The results of this consultation will directly inform the decision making process that leads to the draft budget proposals for 2012/13 being agreed at Cabinet in December. Residents will have an opportunity to comment on the proposed budget following Cabinet on 12th December 2011, before final budget choices are made by County Council in February 2012.

Results from these consultation exercises will be used by Cabinet and Full Council in February 2012 when the draft budget is agreed.

Report to Cabinet

Title:	MTP Equality Impact Assessment – Interim Report
Date:	12 December 2011
Date can be implemented:	20 December 2011
Author:	Cabinet Member for Community Engagement
Contact officer:	Angie Sarchet 01296 382756
Local members affected:	All
Portfolio areas affected:	All

For press enquiries concerning this report, please contact the media office on 01296 382444

Summary

In carrying its function of setting the budget, the Council is required to demonstrate how it has complied with the Public Sector Equality Duty.

In essence, Members will need to consider evidence based information about how the proposals will or could affect those groups of people who have protected status under the Equality Act 2010. The proposals within the MTP are undergoing equality impact assessment and this report presents the interim situation based on the information so far considered. A final report, together with the completed equality impact assessments will be provided with the final proposed budget.

Recommendation

That Cabinet Members;

1. Note the interim position on the impact assessment
2. Comment on the findings to date
3. Confirm that they have fully considered the interim impact assessment in relation to the reductions proposed for their individual portfolios and agree to proceed to consultation on this basis:



INVESTOR IN PEOPLE



4. Agree to report to the County Council on the full impact assessment when the final budget is presented for consideration.
- 5.

A. Narrative setting out the reasons for the decision

1. In order to fulfil the requirements of the Public Sector Equality Duty (PSED) the Council must, in the exercise of its functions, have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Equality Act.
 - Advance equality of opportunity between people who share a relevant protected characteristic and those who do not by:
 - Removing or minimising disadvantage that people in the protected groups suffer because its connected to that protected characteristic
 - Taking steps to meet the needs of people from the protected groups where these differ to those of other people, particularly when the needs arise because of disability¹
 - Encouraging participation from protected groups in public life or other activity where their participation is disproportionately low
 - Fostering good relations between persons who share a relevant protected characteristic and those who do not by:
 - Tackling prejudice
 - Promoting understanding
2. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The Council has duties as an employer and as a service provider.
3. The Duty also applies to those bodies who exercise a public function on the Council's behalf and regardless of whether a charge is made for those services. So whilst the Equality Act may not be applicable to some organisations, if they are providing services on the Council's behalf, the Duty will apply to them in relation to those services.

Methodology

4. There are 4 stages to this impact assessment process:
 - **Initial Screening** by Heads of Service who completed 4 screening questions to identify the relevance of each MTP proposal to the PSED:
 - Does the proposal affect services users or staff directly?
 - Does it affect how other services are provided?
 - Is there information to suggest it will affect groups of people differently?
 - Are there employment implications?

Responses were assessed by the Cohesion & Equalities Team and each proposal scored as High, Medium, Low or No Relevance to the PSED. In doing so the

¹ The status of "non-disabled" is not a protected characteristic for the purposes of the Act.

intention is to provide elected members with a guide to the extent to which “due regard” needs to be paid when considering the proposals.

- **Full Impact Assessment** completed by services where relevance to the PSED was identified. Given the development with partners of the new on line impact assessment tool, it was agreed to use the MTP as the first live trial of the tool.
- **Challenge to the draft assessments** by a group of officers with relevant equalities experience who scrutinised the first draft of the impact assessments to try and ensure all relevant issues are identified. Where further work was required these were referred back to services to complete.
- **Impact Assessment Report** to accompany the final proposed budget to Members together with a copy of the individually completed assessments for their consideration.

Context

5. In considering the budget being proposed Members will want to also consider how day to day life has changed for Buckinghamshire residents over the last two to three years and how this will influence demand in future. Attached at Appendix 1 is some initial information which includes data on changes to the relative deprivation in the county, Gross Household Disposable Income (GDHI), the local labour market and benefits, and changes in population.
6. In addition, the Buckinghamshire Strategic Partnership website contains a wide range of demographic data including the 10 Acorn profiles for Buckinghamshire. These individual profiles also provide information about the age, economic, ethnic and disability make up of people within each profile as well as their geographic distribution across the county.

Interim Position

7. The impact assessments have focused on those proposals that have been identified as service reductions or income generation and that have been identified as relevant to the Council’s Public Sector Equality Duty. There are also 4 proposals that have yet to undergo the screening and then possibly the full impact assessment process.
8. No impact assessments were required for the proposed MTP savings for the following Member portfolios either because the initial screening identified that they had no relevance to the PSED or because an equality impact assessment had already been completed.
 - Environment
 - Finance and Resources
 - Planning & Transport
9. The Council is also proposing significant budget reductions as a result of service efficiencies. These are designed to ensure that there is no detrimental impact on existing service users and, therefore, have been excluded from the impact assessment process. However, given that the PSED is proactive in terms of advancing equality of opportunity, it will be important to monitor the profile of service users to analyse and investigate any changes on an ongoing basis.
10. Attached at Appendix 2 is the overview and summary of the interim findings. The sheet shows:

- a. **Assessment of relevance to PSED:** Each proposal is marked as High, Medium or Low relevance to the PSED. This is based on the outcome of the initial screening exercise.
- b. **Assessment of individual elements** relevant to equality legislation or where inequality is already known to be an issue have been reflected, namely:
 - Eliminating discrimination
 - Advancing equality of opportunity
 - Community cohesion
 - Access to information
 - Access to facilities/services
 - Mental health and well being
 - Physical health and well being
 - Crime/fear of crime
- c. **Interim comments** on the individual impact assessments on the proposal, including where mitigation has been identified or where insufficient information has been provided to enable a view to be taken on the impact at this stage.

11. It should be noted that some of the impact assessments are still in the process of being finalised and may, therefore, be subject to some change before the final budget is agreed. Initial information suggests that any changes are unlikely to have a major impact on the proposals currently identified.

12. The PSED requires that the Council has “due regard” across the protected characteristics as set out in paragraphs 1 and 2 above. The comments below in the section on legal implications provide some guidance as to what constitutes “due regard” as this will vary widely according to the issue being considered.

13. As an organisation, the Council does not routinely collect information across all of the protected characteristics and this is, in part, a reflection of its equality monitoring guidance which sets out that services should only seek to gather information that is proportionate and relevant to the services being provided. And that it should only be undertaken where there is a possibility of gathering useful information that can be acted upon. People should not be asked equality monitoring questions unless the information is relevant and appropriate and is going to be used to improve services or determine whether there is possible discrimination.

14. Where local data has been provided for the individual assessments it tends to focus on race, gender, disability, age and the Acorn profiles and there is, therefore, a need to provide Members with further information about the other protected characteristics in the final report. This will necessarily be drawn from national research in the absence of any local data.

15. The individual and collective assessments have not, thus far, identified any direct discrimination, that is to say unfavourable treatment of any individual that is a direct result of a particular protected characteristic. This contrasts with indirect discrimination which arises when a universally applied criterion or requirement is applied and results in a substantial proportion of people with a protected characteristic being potentially or actually adversely affected when compared with the proportion of people affected who do not share that characteristic.

16. The impacts in relation to gender are less easy to identify and, where they are identifiable it is as indirect impacts, largely on women because, for example, in relation to adult social

care services, women in Buckinghamshire still tend to outlive men (although the gap is closing) and make up about two thirds of the client base. Therefore women are disproportionately more likely to be adversely affected by reductions in services for older people (including those with largely age related physical or mental health issues such as Dementia). Also, as women still tend to have the primary caring role, those changes which reduce individual care packages or reduce the ability to access day care/respite care opportunities may have an adverse impact on their own wellbeing as well as on the adult/child/young person for whom they are caring.

17. Similarly impacts in relation to race are identifiable indirectly and are more likely to relate to those people who are disproportionately found within the more deprived communities such as some people from the Pakistani, Bangladeshi, Somalian and the Gypsy Roma Traveller communities (particularly those living on sites who, like small rural communities, may experience poorer access to service provision and higher levels of deprivation). Of particular note is that 25% of the BME population live within the most deprived areas and that 90% are of school age. Therefore reduced or significantly changing provision for children and young people may particularly impact on these communities. Also, in terms of older people, there is a risk that the personalisation agenda will lead to more ethnically segregated communities over time as people use their personal care budgets to procure services from within their own ethnic groups as the people they feel most comfortable with.
18. In terms of disability equality, the Council has a positive duty to discriminate in favour of disabled people to achieve an equal outcome and reflects how much more inequality exists generally for many disabled people when compared with non disabled people. With increases projected for older people, it is likely that there will be increases in age related disability, for example, visual impairment, Dementia, etc and greater calls on the budget given that costs of care for disabled people already tend to be more expensive. Similarly, health inequalities and deprivation/poverty have been found to have a correlation with the prevalence of childhood disability, and this will increase the financial burden and stress on those families already struggling with the continuing increase in the costs of fuel, energy and food prices. In addition, the current jobs market will likely make it even more difficult for some disabled people to find employment with some employers being reluctant to take on disabled people because of inaccurate or ill-informed perceptions of the cost of any reasonable adjustments. This issue also affects opportunities for disabled people to undertake voluntary work or take advantage of internship opportunities.

B. Other options available, and their pros and cons

19. There is no statutory duty to carry out an equality impact assessment. However, the Council in exercising its functions, including in setting the budget, is required to have due regard to the Public Sector Equality Duty and, if challenged, must provide the evidence of this.

C. Legal implications

20. There is no definition of what constitutes “due regard”, however in practical terms it is dependent on Members considering all the evidence and information available to them before reaching their decision. There has been extensive case law on the statutory equality duty, in the fields of race, sex and disability. The summary of the relevant principles below are taken from *R (JM & NT,R) v Isle of Wight Council* [2011] [EWHC 2911 \(Admin\)](#).

- a) “When carrying out their functions, public authorities must have 'due regard' to six 'needs' identified in the section. Each 'need' represents a particular goal, which if achieved, would further the overall goal of the disability legislation. But the authority is not under a duty to achieve those goals, namely, to eliminate discrimination or

promote equality of opportunity. It is a duty to have due regard to the need to achieve those goals; *R (Baker) v Secretary of State for Communities and Local Government* [2008] LGR 239; [\[2008\] EWCA Civ 141](#); [\[2009\] PTSR 809](#), at [31]. When considering sub-paragraph (d), the duty is to have due regard to "the need to take steps to take account of disabled persons' disabilities": *R (Brown) v Secretary of State for Work and Pensions* [\[2008\] EWHC 3158 \(Admin\)](#); [\[2009\] PTSR 1506](#) at [84]."

- b) "'Due regard' is the 'regard that is appropriate in all the circumstances' *Baker*, at [31]. The authority must give 'proper regard' to all the goals in s.49A in the context of the function it is exercising and, at the same time, pay regard to any countervailing factors which, in the context of the function being exercised it is proper and reasonable for the authority to consider. The weight to be given to the countervailing factors is a matter for the public authority rather than the court unless the assessment is unreasonable or irrational. *Baker*, at [31]; *Brown* at [82]. "
- c) "The test whether a decision maker has had due regard is a test of the substance of the matter, not of mere form or box-ticking, and the duty must be performed with 'vigour and an open mind': *R (Domb) v Hammersmith and Fulham London Borough Council* [\[2009\] EWCA Civ 941](#), [2009] LGR 843, at [52]; 'rigour and an open mind' *Brown* at [92]. "
- d) "General awareness of the duty does not amount to the necessary due regard, being a 'substantial rigorous and open-minded approach'; *R (Boyejo) v Barnet LBC* [\[2009\] EWHC 3261 \(Admin\)](#); (2010) 13 CCLR 72 at [58], [59] and [63]."
- e) "In a case where the decision may affect large numbers of vulnerable people, many of whom fall within one or more of the protected groups, the due regard necessary is very high: *R (Hajrula) v London Councils* [2011] EWHC 448 (Admin) at [69]. "
- f) "Due regard" must be given "before and at the time that a particular policy that will or might affect disabled people is being considered by the public authority in question": *Brown* at [91]. Due regard to the duty must be an "essential preliminary" to any important policy decision, not a "rearguard action following a concluded decision": *R (BAPIO Action Ltd) v SSHD* [\[2007\] EWCA Civ 1139](#) at [3]. Consideration of the duty must be an "integral part of the formation of a proposed policy, not justification for its adoption": *R (Kaur and others) v Ealing LBC* [\[2008\] EWHC 2062 \(Admin\)](#) at [24].
- g) If a risk of adverse impact is identified, consideration should be given to measures to avoid that impact before fixing on a particular solution; *Kaur and others* at [44], *R (Rahman) v Birmingham City Council* [2011] EWHC 944 (Admin) at [35] (sub-para 8); *Domb* at [62]
- h) The question of whether 'due regard' has been paid is for the Court itself to review – the Court should not merely consider whether there was no regard to the duty at all, or whether the decision was *Wednesbury* unreasonable; *Boyejo* at [56]-[57], *R (Meany) v Harlow District Council* [2009] EWHC 559 (Admin) at [72].

D. Interim Conclusions and next steps

21. The process this year has improved on the work carried out last year, and further improvements have already been identified for future years, for example, bringing forward the timing of the assessment in the MTP process, and ensuring that Cabinet Members access all the information available which they might reasonably expect to be able to consider when preparing the first draft of the budget for public consultation. In terms of further actions:

- Some proposals do not yet have sufficient information within their individual assessments as they are not due to be implemented until year 3, so identifying actual or potential impact at this stage has not been possible.

- Services have been asked to provide an overview of how the budget reductions and service efficiencies over the last two/three years have affected service users and employees as this impact assessment is quite narrowly focussed
- Providing Members with some analysis of how the changes to the economy are impacting on local residents and businesses.
- Providing individual Cabinet members with background information about how discrimination can typically manifest itself for the individual protected characteristics.

22. A further report, including the together with the individual assessments appended, will accompany the budget proposals to Members in the New Year

Background Papers – see attached appendix 1

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper.

If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Democratic Services Team by 5.00pm on 9 December 2011. This can be done by telephone (to 01296 383627 or 383610), Fax (to 01296 382538), or e-mail to cabinet@buckscc.gov.uk

Buckinghamshire Profile Data – November 2011

Appendix 1

Deprivation

The Index of Multiple Deprivation (IMD) shows that deprivation is relatively worse, driven overall by changes in the health, employment and income indices. Large numbers affected, or at risk, increasing deprivation for example:

- 18% of households are classed as Hard Pressed/Moderate Means (ACORN) and this includes many small pockets across the county
- 4% population are living within the IMD's 30% most deprived areas in England
- Steadily changing demographic within the deprived wards, for example, 25% of the population are from Black and Minority Ethnic (BME) communities, and of these 90% are of school age.
- The percentage of children that are eligible for free school meals is much higher within the BME population (2009/10)
- BME pupils make up just over 20% of the school population (2011)
- There has been a 7% increase in the number of BME pupils between 2010 and 2011S
- Deprived communities generally tend to be at a higher risk of issues such as Looked After Children (LAC), Not in Education Employment or Training (NEET), Job Seekers Allowance (JSA), etc
- Deprivation is equally a rural, as well as urban, issue with market towns also affected

Whilst overall deprivation is getting worse, Buckinghamshire is still above the South East average with the percentage of households in the top three Bucks ACORN groups. In 2009, Buckinghamshire's **Gross Disposable Household Income** (GDHI) per capita stood at £20,471, the third highest recorded among all 131 NUTS3 areas in the UK behind Inner London West (£32,069) and Surrey (£21,419).

Buckinghamshire's GDHI per capita is 33.5 per cent above the level for the country as a whole and above that of all neighbouring areas including Hertfordshire (£18,704); Berkshire (£17,881); Oxfordshire (£17,493); Bedfordshire (£15,908); Milton Keynes (£15,591); and Northamptonshire (£15,247).

Real disposable household income is forecast (Experian, ©2011) to match national rates of growth from 2010 to 2013 before outperforming the country to 2026 when Buckinghamshire's GDHI is forecast to be 50 per cent above 2006 levels, 10 percentage points above equivalent UK figure.

Labour Market/Benefits

There has been an increase in the percentage of the population claiming **Job Seekers Allowance** (JSA) since the recession (increased from 0.9% in January 2008 to 2.0% in October 2011). During parts of 2009 and 2010 the percentage of the population receiving JSA was over 2.0%. The current level of JSA claimants has been stable throughout 2011. The data also show, that following a period where all

groups were having a hard time, JSA claimants increased from the most deprived areas, in low skills occupations, women and young people.

The rate of JSA claimants per Job Centre vacancy has increased since the start of the recession but has reduced now compared with 2009 and 2010. This rate currently stands at 3.0 which is 50% higher than the rate in January 2008. The most recent job density¹ figures (2009) show that Buckinghamshire is slightly below the South East average

A minimum of approximately 9,400 children under 16 years of age (9.25%) live in families in receipt of out of work benefits² based on data from the Office for National Statistics (ONS).

The percentage of Buckinghamshire's population that are claiming benefits is low when compared with other counties - Buckinghamshire has the third lowest proportion of working age residents in receipt of working age benefits.

Population

Projections predict a 1.2% increase in total population between now and 2026 based on current planned housing allocations

- Over the next 10 years it is projected that the older population (over 70) will increase 33%

Household Composition (2001 census)

- 32% households are families with dependent children
- 4.3% households are lone parent households
- 30% couples without dependent children
- 22% pensioner households (approximately 50% living alone)
- 12% single person living alone (non-pensioner)

Housing and Homelessness

In April 2009 to March 2010, 445 households across the county made an application for accommodation because they believed they were homeless (2.27 per thousand households, compared to 4.14 nationally) and 0.68 households per 1000 were in temporary accommodation compared to 2.38 nationally³

In Buckinghamshire, provisional estimates for 2009-10 indicate 11% of local authority-managed housing is of non-decent standard⁴

¹ The density figures represent the ratio of total jobs to population aged 16-64

² Child Poverty Toolkit, Department of Work and Pensions, 2007. summed from the following household types: households with 1 child, ...2 children,...3 children, 4+ children (figure of 4 children was used for the latter household type in calculations)

³ Communities and Local Government 2010 Live Statistics Tables on Homelessness. Table 784: Local authorities' action under the homelessness provisions of the Housing Acts: Financial year 2009-2010

⁴ Communities and Local Government 2010 Business Plan Statistical Appendix

Description of Change	2012/13	2013/14	2014/15	Relevance to PSED	Focus of assessment	Assessment of impact	Public Sector Equality Duty (PSED) Interim Comments
	cumulat £'000	cumulat £'000	cumulat £'000				
Older People & Learning Disabled - review of Respite Services will improve value for money and will deliver savings	- 156	- 312	- 312	High	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	Positive Positive Positive Positive Positive Positive Positive No impact	No detriment has been identified in the impact assessment in relation to race, gender or disability.
Older People - efficiencies arising from using a new model of service delivery will deliver savings	- 200	- 200	- 200	High	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	Positive Positive Positive Positive Positive Positive Positive No impact	Clients in less densely populated areas may have more limited choice on the PAs available. With increased choice and control comes the risk that some people may become more segregated as they are able to source support from within their own communities and, over the longer term, this could impact negatively on the high levels of cohesion in Buckinghamshire. No detriment has been identified in the impact assessment in relation to race, gender or disability. Where provision for clients are being sourced through brokerage services, the Council may still be liable for breaches of the Equality Act and will need to demonstrate that it has done all that could reasonably be expected to prevent this from happening.
Specialist Services - opportunities to increase charges for the Meals Service over time will deliver savings.	- 50	- 200	- 200	High	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	Negative Negative Negative No impact Don't know Don't know Don't know No impact	There is a significant over representation of clients for this service from the Acorn groups "Hard pressed" and "Settled suburban/prudent pensioners". This change in the pricing strategy could be seen as indirect discrimination on the grounds of disability given the high proportion of people with long term limiting illness in these two Acorn groups. If there was a legal challenge to this proposal, the service would need to be able to justify it as "a proportionate means of achieving a legitimate business aim" and whilst cost can be part of the reason, it cannot be the sole justification. Although the Buckinghamshire population is only expected to grow by 1.2% by 2026. Those over 70 are expected to increase by 30% in the next 10 years and, therefore, the service is unable to continue to provide a subsidised service.
Specialist Services - review of Respite Services will improve value for money and will deliver savings	- 100	- 171	- 171	High	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	No impact Negative Negative No impact Negative Negative Negative No impact	Impact assessment partially completed - awaiting further demographic information to identify whether any groups with protected characteristics affected differently.
Assessment & Care Management - a review of service delivery models, including possible externalisation, will deliver savings	- 45	- 45	- 45	Medium	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	No impact No impact No impact No impact No impact No impact No impact No impact	Even if outsourced, the service, the Council may still be liable for breaches of the Equality Act and will need to demonstrate that it has done all that could reasonably be expected to prevent this from happening. The service has assessed that this proposal does not impact on the Public Sector Equality Duty. It will, however, need to closely monitor the profile of service users to ensure that it is reflective of the population who would be expected to have need of this service and to ensure that it understands the reasons for any increases or decreases in both the numbers or makeup of users. It will also need to satisfy itself that the policies and procedures for employees affected by this proposal are applied fairly.

Children's Services Portfolio

Description of Change	2012/13	2013/14	2014/15	Relevance to PSED	Focus of assessment	Assessment of impact	Public Sector Equality Duty Interim Comments
	cumulative £'000	cumulative £'000	cumulative £'000				
A review of the Youth Offending Service will deliver savings	0	-23	-23	MEDIUM	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	Negative Negative No impact No impact No impact No impact No impact Negative	Impact assessment partially completed - awaiting further demographic information to identify whether any groups with protected characteristics particularly affected.
Reductions in the requirement for expensive external placements will deliver savings	-498	-498	-498		Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime		Screening and Impact assessment to be completed
Additional savings arising from planned residential care decisions	-27	-27	-27	MEDIUM	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	No impact No impact No impact No impact No impact No impact No impact No impact	No detrimental impacts have been identified as existing provision will be sourced from alternative providers.
A combination of reductions in activities for young people and additional funding from Health will deliver savings	-40	-70	-90	HIGH	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	To be clarified No impact No impact No impact No impact No impact No impact No impact	Impact assessment partially completed - awaiting further demographic information to identify whether any groups with protected characteristics particularly affected.
Reduction in the commissioned spend on positive activities for young people will deliver savings	-11	-31	-31	HIGH	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	No impact No impact No impact No impact No impact No impact No impact No impact	Awaiting further demographic information to confirm whether any detriment is identifiable.

Children's Services Portfolio

Reductions in payments to Carers will deliver savings	-20	-45	-60	HIGH	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	Negative	The assessment has identified that this will have to be managed through a reassessment of those disabled children and young people and their families with a view to reducing the number of direct payment units being awarded. This will need to be mitigated through other short breaks being made available to offset this decrease or through other budgets made available to offer direct payments to carers for short breaks (through Section 17).
						Negative	
						Don't know	
						No impact	
						Negative	
						Negative	
						Don't know	
						No impact	
						No impact	
						No impact	
Savings will be delivered when various Contracts across Services are reviewed and recommissioned	-5	-30	-50	MEDIUM	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	No impact	The service has assessed that the reductions should not affect frontline delivery of contracted short break services to any extent and there should not be any impact for disabled children, young people and their families.
						No impact	
						Don't know	
						No impact	
						No impact	
						Negative	
						Don't know	
						Don't know	
						No impact	
						No impact	
Achievement & Learning - reductions in activities in Youth Service will deliver savings	-21	-66	-66	MEDIUM	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	No impact	Awaiting further demographic information to assess whether is any detriment is identifiable.
						No impact	
						Negative	
						No impact	
						No impact	
						Negative	
						No impact	
						No impact	
						No impact	
						No impact	

Education Skills Portfolio

Description of Change	2012/13	2013/14	2014/15	Relevance to PSED	Focus of assessment	Assessment of impact	Public Sector Equality Duty Interim Comments
	cumulative £'000	cumulative £'000	cumulative £'000				
Opportunities for increasing income by charging for the Connexions Service will deliver savings	-187	-247	-247	HIGH	Eliminating discrimination	No impact	The transfer of the statutory duty with regard to careers guidance from Local Authorities (LA) to schools from September 2012 is a legislative change and as such the success of the new arrangements and monitoring there of will be the responsibility of central Government and Ofsted. The LA will retain two key responsibilities: <ul style="list-style-type: none"> a statutory duty to encourage, enable and assist young people to participate in education and training (s68(1) Education and Skills Act 2008) assessing the needs of pupils with learning difficulties up to age 25 (s139a Education and Skills Act) This means an ongoing responsibility for targeting support at young people who are likely to be at risk of disengagement and how it does this will essentially be for local determination although there is an expectation that this will be done through a partnership with schools. There will be no ongoing expectation that the LA will provide universal careers guidance once the duty passes to schools. LAs will be expected to continue to provide support to NEET young people.
					Advancing equal opportunity	Don't know	
					Community cohesion	No impact	
					Access to information	Don't know	
					Access to services	Don't know	
					Mental Health & Wellbeing	No impact	
					Physical health & Wellbeing	No impact	
					Crime/fear of crime	No impact	
Future targeted reductions in the contributions made to Children's Centre Services will deliver savings	0	0	-100	HIGH	Eliminating discrimination	No impact	The proposed cut to the Children's Centres budget represents less than a 1.5% reduction over the 3 years and this will be managed through a small reduction to both central costs and to each Children's Centre budget. This will not affect frontline delivery and all 35 of Buckinghamshire's Children's Centres will remain open.
					Advancing equal opportunity	No impact	
					Community cohesion	No impact	
					Access to information	No impact	
					Access to facilities/services	No impact	
					Mental Health & Wellbeing	No impact	
					Physical health & Wellbeing	No impact	
					Crime/fear of crime	No impact	
Efficiencies arising from a review of the Primary to Secondary Transfer Support Team will deliver savings	0	0	-178	HIGH	Eliminating discrimination		The proposal is not due for implementation until 2014 and is not yet sufficiently developed to enable an impact assessment to be carried out.
					Advancing equal opportunity		
					Community cohesion		
					Access to information		
					Access to facilities/services		
					Mental Health & Wellbeing		
					Physical health & Wellbeing		
					Crime/fear of crime		
Reductions in Education Psychology Service will deliver savings	-47	-47	-47		Eliminating discrimination		Screening and Impact assessment to be completed
					Advancing equal opportunity		
					Community cohesion		
					Access to information		
					Access to facilities/services		
					Mental Health & Wellbeing		
					Physical health & Wellbeing		
					Crime/fear of crime		
Reductions in preventative services commissioned across the county will result in savings	-63	-163	-163		Eliminating discrimination		Screening and Impact assessment to be completed
					Advancing equal opportunity		
					Community cohesion		
					Access to information		
					Access to facilities/services		
					Mental Health & Wellbeing		
					Physical health & Wellbeing		
					Crime/fear of crime		

Education Skills Portfolio

<p>A combination of reductions in social care training and opportunities for charging for training will deliver savings</p>	<p>-50</p>	<p>-50</p>	<p>-50</p>	<p>Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime</p>	<p>Screening and Impact assessment to be completed</p>
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Description of Change	2012/13	2013/14	2014/15	Relevance to PSED	Focus of assessment	Assessment of impact	Public Sector Equality Duty Interim Comments
	cumulative £'000	cumulative £'000	cumulative £'000				
Localities & Safer Communities - reductions in service arising from grant reductions will result in savings	-	- 217	- 217	HIGH	Eliminating discrimination	Negative	We know that areas of deprivation tend to experience higher levels of antisocial behaviour and serious acquisitive crime and that antisocial behaviour is more of a problem in communities which are less cohesive and less integrated. In Bucks mapping of income deprivation and crime shows a reasonable degree of correlation. Vulnerable people are more likely to be victims of crime and any reduction in our capacity to respond to their needs will create the potential for more vulnerable people to be victims of crime and for those who have been repeat victims to become vulnerable as a result of their experiences. In 13/14 the particular worry is the cessation of the funding for Independent Domestic Violence advocates. The potential impact on vulnerable women and children is of great concern and some of the most vulnerable people may become exposed to significantly higher risk of serious violence and worse.
					Advancing equal opportunity	Negative	
					Community cohesion	Negative	
					Access to information	No impact	
					Access to facilities/services	Negative	
					Mental Health & Wellbeing	Negative	
					Physical health & Wellbeing	Negative	
					Crime/fear of crime	Negative	
					Eliminating discrimination	No impact	
					Advancing equal opportunity	No impact	
Customer Contact - additional income generation from sale of web advertising space on the website will deliver savings	- 45	- 56	- 76	LOW	Community cohesion	No impact	The service will need to ensure disability access issues are appropriately addressed. Will also need to ensure that relevant precautions are taken to block inappropriate adverts including those that might put people inadvertently in danger, for example, where users have been accessing support information such as domestic violence, advice on sexuality, or gender reassignment.
					Access to information	Negative	
					Access to facilities/services	Positive	
					Mental Health & Wellbeing	Negative	
					Physical health & Wellbeing	Positive	
					Crime/fear of crime	No impact	
					Eliminating discrimination	No impact	
					Advancing equal opportunity	Positive	
					Community cohesion	No impact	
					Access to information	Positive	
Culture & Learning -efficiencies arising from the merger of Archive, Local Studies, Reference & Information and Study Centre management and operations will deliver savings	- 40	- 80	- 80	LOW	Access to facilities/services	No impact	No detrimental impacts have been identified in the assessment in relation to age, gender, and disability. The service will monitor the new provision to ensure accessibility of service for disabled people.
					Mental Health & Wellbeing	No relevance	
					Physical health & Wellbeing	No relevance	
					Crime/fear of crime	No relevance	
					Eliminating discrimination	Positive	
					Advancing equal opportunity	Positive	
					Community cohesion	No impact	
					Access to information	Positive	
					Access to facilities/services	No impact	
					Mental Health & Wellbeing	No relevance	
Culture & Learning - efficiencies arising from a review of the use of delivery vans and the mobile library service will deliver savings	- 50	- 150	- 150	MEDIUM	Eliminating discrimination	Positive	The service has committed to carry out consultation on the options identified from the review once it has been completed. The options will also need to be impact assessed prior to any decisions made to implement them. No detrimental impact has been identified in the assessment. The service will need to analyse the current service user profiles pre and post implementation of the review in order to assess the impact of the new service.
					Advancing equal opportunity	Positive	
					Community cohesion	Positive	
					Access to information	Positive	
					Access to facilities/services	Positive	
					Mental Health & Wellbeing	Don't know	
					Physical health & Wellbeing	No impact	
					Crime/fear of crime	Don't know	
					Eliminating discrimination	Positive	
					Advancing equal opportunity	Positive	

Community Engagement Portfolio

<p>Culture & Learning - efficiencies arising from staffing restructures and increased use of self service technology across the Culture & Learning Service will deliver savings</p>	<p>- 50 - 195 - 245</p>	<p>MEDIUM</p>	<p>Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime</p>	<p>No impact Positive No impact No impact Positive Positive No impact No relevance</p>	<p>The service will need to ensure accessibility of proposals for disabled people. The continued provision of some staff support will enable the service to meet the needs of people who are unable to use the self service system. No detrimental impact has been identified in this assessment in relation to race, gender or disability.</p>
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Description of Change	2012/13	2013/14	2014/15	Relevance to PSED	Focus of assessment	Assessment of impact	Public Sector Equality Duty Interim Comments
	cumulative £'000	cumulative £'000	cumulative £'000				
Policy, Performance & Communications - withdrawal of the Council's countywide magazine and shift to alternative communication channels will deliver savings	-	18	66	66	MEDIUM	Eliminating discrimination Advancing equal opportunity Community cohesion Access to information Access to facilities/services Mental Health & Wellbeing Physical health & Wellbeing Crime/fear of crime	Accessible communication, including for disabled people, is a priority. Options identified will need to be impact assessed prior to any decisions made to implement them.

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

APPENDIX 1: DETAILED CHANGES TO REVENUE BUDGET WITH ACTIVITY LINE

Portfolio	Service	Activity	MTP Reason	Description	2012/13 Cumulative Change \$000's	2013/14 Cumulative Change £000's	2014/15 Cumulative Change £000's
Health and Wellbeing	Older People (inc OP Mental Health)	OP/OPMH Block Contracts	Service Efficiencies	Efficiencies arising from more effective contract management will deliver savings	-371	-371	-371
		OP/OPMH Domiciliary Care Services	Service Efficiencies	Efficiencies arising from implementation of an external homecare strategy will deliver savings	-800	-800	-800
				Efficiencies arising from using a new model of service delivery will deliver savings	-200	-200	-200
			Unavoidable Growth	Cost pressures related to Home care contracts OP Domiciliary Care Services (s.256)	300	300	300
					100	0	0
			Additional Grant	OP Domiciliary Care Services (s.256)	-100	0	0
		OP/OPMH Fairer Charging Income	Unavoidable Growth	Cost pressures arising from underachievement of income resulting from changes to the charging policy	150	300	300
		OP/OPMH Nursing	Unavoidable Growth	demographic funding in base (linked to HWBP01)	-1,000	-2,000	-2,000
				Estimated cost pressures related to increases in the ageing population	1,172	2,218	2,289
				Trends indicate increased demand for services OP Purch - Nursing Homes (s.256)	1,000	2,000	2,000
			Additional Grant	Additional Health funding to address the service pressures related to increase in the ageing population OP Purch - Nursing Homes (s.256)	250	0	0
				-172	-218	-289	
				-250	0	0	
	Learning Disabilities	LD Domiciliary Care	Service Efficiencies	Efficiencies arising from improved management of residential and supported living placements, including more efficient purchasing and better use of local resources,	-5	-10	-10
		LD Grants	Additional Grant	Opportunity for use of additional grant funding to offset costs will deliver savings	-310		
		LD Residential Care	Service Efficiencies	Efficiencies arising from improved management of residential and supported living placements, including more efficient purchasing and better use of local resources,	-621	-1,242	-1,242
				Efficiencies made in the delivery of short and long term placement to adults will deliver	-271	-271	-271
LD Supported Living		Unavoidable Growth	LD Purchasing - Supported Living (s.256)	150	0	0	
	Additional Grant	LD Purchasing - Supported Living (s.256)	-150	0	0		
Assessment & Care Management	Head of Service	Service Reductions	A reduction in staffing arising from Service delivery changes will deliver savings	-30	-60	-60	

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15	
					Cumulative Change £000's	Cumulative Change £000's	Cumulative Change £000's	
		In Touch	Service Reductions	A review of service delivery models, including possible externalisation, will deliver savings	-45	-45	-45	
		OP & PSD Assessment & Care Management	Unavoidable Growth	Cost pressures relating to staffing costs	96	184	184	
				Wycombe Hospital Staffing Costs (s.256)	100	0	0	
		Safeguarding Team	Unavoidable Growth	new pressures relating to Safeguarding Services	361	361	361	
				Reduction in admission through quality improvements in care homes (s.256)	180	180	0	
			Additional Grant	Reduction in admission through quality improvements in care homes (s.256)	-180	-180	0	
	Commissioning & Service Improvement	Brokerage & Contracting	Unavoidable Growth	Support to develop brokerage for both social care and health and self funders. Contribute towards £600k estimated cost (s.256)	260	0	0	
					Additional Grant	Support to develop brokerage for both social care and health and self funders. Contribute towards £600k estimated cost (s.256)	-260	0
			Head of Service C&SI	Unavoidable Growth	Cost pressures relating to staffing costs	36	73	73
			Performance Management	Service Efficiencies	A review of service delivery in the Performance function will deliver savings	-100	-100	-100
			Strategic Commissioning	Unavoidable Growth	Befriending Project (s.256)	100	200	0
					Change Management i.e. day service modernisation programme (s.256)	150	100	0
					Time Bank Project (s.256)	100	200	0
					Universal Advice and Information - inputter (s.256)	50	0	0
					Volunteering Project (s.256)	100	200	0
					Community development workers and community support workers (s.256)	600	1,050	1,050
		Additional Grant		Befriending Project (s.256)	-100	-200	0	
				Change Management i.e. day service modernisation programme (s.256)	-150	-100	0	
				Time Bank Project (s.256)	-100	-200	0	
				Universal Advice and Information - inputter (s.256)	-50	0	0	
				Volunteering Project (s.256)	-100	-200	0	
				Community development workers and community support workers (s.256)	-600	-1,050	-1,050	

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change £000's	Cumulative Change £000's	Cumulative Change £000's
	Specialist Services	Equipment	Service Efficiencies	Efficiencies arising from a pooled budget contract for equipment will deliver savings	-30	-30	-30
		Meals Service	Additional Income	Opportunities to increase charges for the Meals Service over time will deliver savings	-50	-200	-200
		Preventative Services	Unavoidable Growth	Support to develop brokerage for both social care and health and self funders. Contribute towards £600k estimated cost (MK PCT area) (s.256)	109	0	0
			Additional Grant	Support to develop brokerage for both social care and health and self funders. Contribute towards £600k estimated cost (MK PCT area) (s.256)	-109	0	0
		Services for Carers	Service Efficiencies	Review of Respite Services will improve value for money and will deliver savings	-100	-171	-171
		Stroke Care Services	Unavoidable Growth	Dementia priorities (s.256)	325	310	0
				Stroke priorities (s.256)	75	90	0
			Additional Grant	Dementia priorities (s.256) Stroke priorities (s.256)	-325	-310	0
		Telecare	Unavoidable Growth	Equipment & telecare (s.256)	160	260	260
			Additional Grant	Equipment & telecare (s.256)	-160	-260	-260
	Localities & Safer Communities	Drug and Alcohol Team	Service Efficiencies	A review of service delivery and internal processes in the Drug & Alcohol Team will deliver savings	-7	-15	-19
				Efficiencies arising from the retendering of contracts within the Drug & Alcohol Team will deliver savings	-32	-48	-48
			Service Reductions	Reductions in the Substance Misuse Treatment Service will deliver savings	-1	-6	-6
		Unavoidable Growth	Cost pressures relating to staffing costs	1	2	2	
	Physical & Sensory Disabilities	PSD Domiciliary Care	Additional Grant	Opportunities to obtain funding from Health to offset the costs for specific clients will deliver savings	-182	-182	-182
		PSD Residential Care	Service Efficiencies	Efficiencies arising from the review of all high value contracts will deliver savings	-226	-576	-826
	Adult Mental Health Needs	AMH Supported Living	Service Efficiencies	Efficiencies gained through improved Care Funding calculations and commercially commissioned framework agreements will deliver savings	-88	-88	-88
			Unavoidable Growth	Countywide MH Purchasing - Other - (s.256)	200	0	0

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15		
					Cumulative Change \$000's	Cumulative Change £000's	Cumulative Change £000's		
			Additional Grant	Countywide MH Purchasing - Other - (s.256)	-200	0	0		
	Services for Older People & Learning Disabled	Home Care Team	Service Efficiencies	Efficiencies arising from implementation of the Internal Homecare Strategy will deliver savings	0	-1,950	-1,950		
				Efficiencies arising from renegotiation of the supporting people contract will deliver savings	-700	-700	-700		
		Internal LD Day Services	Service Efficiencies	Efficiencies arising from implementation of the Day Care Strategy will deliver savings	-2,450	-3,450	-3,450		
		LD Respite	Service Reductions	Review of Respite Services will improve value for money and will deliver savings	-156	-312	-312		
		Rapid Response Team	Unavoidable Growth	Home Care - Rapid Response (s.256)	200	0	0		
				Additional Grant	Home Care - Rapid Response (s.256)	-200	0	0	
Health and Wellbeing Total					-4,831	-7,607	-7,861		
Children's Services	LA Safeguarding	LA Looked After Children & Child in Care	Service Efficiencies	Efficiencies arising from a review of service delivery within the Adolescent Support Service, underpinned by new charging policy, will deliver savings	-211	-700	-700		
				Efficiencies arising from a review of the way Care placements are procured will deliver	-539	-982	-982		
				Efficiencies arising from the transformation of internal processes within the Fostering Service will deliver savings	-200	-200	-200		
				Savings arising from the Munro Programme Board Cost Reduction Strategy	0	-800	-1,500		
				Savings in residential costs for Looked After Children	0	0	-281		
				Service Reductions	Additional savings arising from planned residential care decisions	-27	-27	-27	
					Reductions in the requirement for expensive external placements will deliver savings	-498	-498	-498	
				Special Items	Investment in a Cost Reduction Strategy (Munro Programme) which will deliver savings in future years	700			
				Unavoidable Growth	Cost pressures relating to staffing costs	Estimated future cost pressures related to increases in the number of children being looked after by the Authority and the complexity of their needs	65	130	130
						Estimated future cost pressures related to increases in the number of children being looked after by the Authority and the complexity of their needs	1,500	1,500	1,500

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15	
					Cumulative Change \$000's	Cumulative Change £000's	Cumulative Change £000's	
				Investment in a Cost Reduction Strategy (Munro Programme) which will deliver savings in future years	300	300	300	
		LA Prevention, Assessment & Protection	Service Efficiencies	Development and review of capacity in the In-house Contact Service will deliver savings	-220	-220	-220	
			Unavoidable Growth	Cost pressures arising from current increases in assessments, placements and supervised contact arrangements	0	73	73	
				Cost pressures relating to staffing costs	87	174	174	
		LA Safeguarding Management	Service Efficiencies	Efficiencies to be made through Service restructuring across Children's Services will deliver savings	-254	-490	-490	
			Service Reductions	Savings made in reducing some preventative services across the county	-4	-4	-4	
			Unavoidable Growth	Cost pressures relating to a requirement for additional staffing within Safeguarding	350	350	350	
				Cost pressures relating to staffing costs	32	64	64	
				Cost pressures relating to the running costs of newly developed software within Children's Services	200	200	200	
			New costs relating to additional Safeguarding Services	100	150	200		
		LA Youth Offending Service:Contribution	Service Reductions	Savings in the Youth Offending Service	0	-23	-23	
	LA Achievement & Learning	LA Green Park	Additional Income	Opportunities for raising additional income through charging by Services across Achievement & Learning will deliver savings	-2	-4	-4	
				Unavoidable Growth	Cost pressures relating to staffing costs	2	4	4
					Cost pressures arising from anticipated future demands on Service delivery across Achievement & Learning	5	12	12
			LA Targeted Youth Services	Additional Income	Opportunities for raising additional income through charging by Services across Achievement & Learning will deliver savings	-20	-20	-20
				Service Reductions	Reductions in the amount of support and promotion of the accreditation of young peoples achievements, will deliver savings Reductions in the community based open access youth provision across the county will deliver savings	-111	-111	-111
					-420	-420	-420	

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change £000's	Cumulative Change £000's	Cumulative Change £000's
				reduction in activities budget in Youth Services	-21	-66	-66
			Unavoidable Growth	Cost pressures relating to staffing costs	24	40	40
				Cost pressures arising from anticipated future demands on Service delivery across Achievement & Learning	6	-11	-11
		LA Youth Services	Additional Income	Opportunities for raising additional income through charging by Services across Achievement & Learning will deliver savings	-10	-10	-10
			Service Reductions	Reduction in the commissioned spend on positive activities for young people will deliver savings	-11	-31	-31
			Unavoidable Growth	Cost pressures relating to the Duke of Edinburgh budget reduction	71	41	31
	LA Commissioning & Business Improvement	LA Operational Commissioning	Service Efficiencies	Reductions in payments to Carers will deliver savings Savings will be delivered when various Contracts across Services are reviewed and recommissioned	-20	-45	-60
					-5	-30	-50
			Service Reductions	A combination of reductions in activities for young people and additional funding from Health will deliver savings Savings to be made when a two-year Commissioning Post comes to an end	-40	-70	-90
					0	-73	-73
Children's Services Total					830	-1,797	-2,793
Education and Skills (LA)	LA Achievement & Learning	LA Access and Inclusion	Additional Income	Opportunities for increasing income by charging for the Education Welfare Service will deliver savings	-25	-200	-200
			Service Efficiencies	Efficiencies arising from a review of the Primary to Secondary Transfer Support Team will deliver savings	0	0	-178
				Efficiencies arising from the external commissioning of the Parent Partnership Services will deliver savings	-6	-6	-6
				Efficiencies arising from the management and control of vacancies across the Access and Inclusion Service will deliver savings	-9	-9	-9
			Service Reductions	Reduction in the County Council contribution to the Local Children's Safeguarding Board will deliver savings	-10	-10	-10

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change £000's	Cumulative Change £000's	Cumulative Change £000's
				Reductions in Education Psychology Service will deliver savings	-47	-47	-47
			Unavoidable Growth	Cost pressures relating to staffing costs	44	88	88
		LA School Improvement	Service Efficiencies	A review of alternative service delivery models within the School Improvement Service will deliver savings	0	-587	-587
				Efficiencies arising from the full year effects of transformation of internal processes within the School Improvement Service will deliver	-200	-200	-200
			Service Reductions	Reductions in the support of Governor responsibilities will deliver savings	-8	-8	-8
			Unavoidable Growth	Cost pressures relating to staffing costs	24	48	48
	LA Commissioning & Business Improvement	LA Business Improvement	Additional Income	Extra net income from traded activities	-1	-1	-1
			Service Efficiencies	Efficiencies arising from a review and restructure of staffing across Commissioning & Business Improvement Services will deliver	-56	-56	-56
			Unavoidable Growth	Cost pressures relating to staffing costs	53	106	106
				Cost pressures relating to the underachievement of income through business development due to the current economic	15	15	15
		LA Children's Trust Delivery Unit	Service Efficiencies	Vacancy management scheme to manage increase costs in increments	-53	-106	-106
			Service Reductions	A combination of reductions in social care training and opportunities for charging for training will deliver savings	-50	-50	-50
			Unavoidable Growth	Cost pressures relating to staffing costs	3	6	6
		LA Operational Commissioning	Additional Income	Opportunities for increasing income by charging for the Connexions Service will deliver Savings related to the use of Grant to cover the costs of project management in the Service	-187	-247	-247
					-3	-7	-7
			Service Efficiencies	Efficiencies arising from a review and restructure of the Early Years Service will	-60	-100	-100
				Efficiencies arising from increased integration of Education & Skills Services with Health will deliver savings	-200	-200	-200
				Efficiencies arising from the management and control of vacancies across Education and Skills Services will deliver savings	-25	-50	-50

APPENDIX 1: DETAILED CHANGES TO THE REVENUE BUDGET WITH INFO ON ACTIVITY AREAS

Portfolio	Service	Activity	MTP Reason	Description	2012/13 Cumulative Change £000's	2013/14 Cumulative Change £000's	2014/15 Cumulative Change £000's
			Service Reductions	Future targeted reductions in the contributions made to Children's Centre Services will deliver savings	0	0	-100
				Reductions in preventative services commissioned across the county will result in savings	-63	-163	-163
			Unavoidable Growth	Cost pressures relating to loss of funding for Services	204	204	204
				Funding of increments for eligible staff	25	50	50
	Culture & Learning	Skills Agenda	Service Developments	New cost pressures for delivering the Skills Agenda	200	200	200
		Student Support	Unavoidable Growth	Reversal of pay and running expenses inflation	-1	-1	-1
	LA Cross Portfolio Budgets	Previous Year C'Fwd not yet allocated	Service Efficiencies	Efficiencies arising from the transformation of internal processes across the Education & Skills Portfolio will deliver savings	-332	-332	-332
Education and Skills (LA) Total					-768	-1,663	-1,941
Community Engagement	Localities & Safer Communities	Community Cohesion & Equalities	Service Reductions	Reductions in activities within community cohesion & equalities services will deliver savings	-12	-15	-15
		Locality Services	Service Efficiencies	Efficiencies arising from a review and restructure across Localities & Safer Communities will deliver savings and maintain capacity to deliver Services	-46	-70	-70
			Service Reductions	Reductions in activities with the Voluntary & Community Sector will deliver savings	-72	-91	-91
			Unavoidable Growth	Cost pressures relating to staffing costs	9	18	18
				Cost pressures relating to funding for Local Areas Forums	500	500	500
		Safer Communities	Service Reductions	Reductions in activities with the Voluntary & Community Sector will deliver savings	-17	-33	-33
				Reduction of service in line with grant reduction	0	-217	-217
			Unavoidable Growth	Cost pressures arising from loss of external grant funding	20	20	20
				Cost pressures relating to staffing costs	4	8	8
		Trading Standards	Additional Income	Additional income to be raised through Primary Authority / Buying With Confidence Schemes	-10	-52	-94
				Increases in membership in Approved Trader Scheme will generate additional income	-2	-5	-5

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Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change \$000's	Cumulative Change £000's	Cumulative Change £000's
			Service Efficiencies	Efficiencies arising from shared management and operational costs across partner authorities will deliver savings	-62	-87	-87
			Service Reductions	Reductions in activities with the Voluntary & Community Sector will deliver savings	-20	-20	-20
			Unavoidable Growth	Cost pressures relating to staffing costs	15	30	30
		Voluntary & Community Sector	Service Developments	New costs relating to additional community based services	250	250	250
			Unavoidable Growth	Cost pressures relating to staffing costs	1	2	2
	LA Achievement & Learning	LA Youth Services	Additional Income	Additional income arising from Youth Service training & support to community groups will deliver a saving	0	0	-2
			Service Efficiencies	Efficiencies arising from changes to contracts commissioning methods will deliver savings	0	-2	-2
	Culture & Learning	Archives, Conservation, Local Studies	Service Efficiencies	Efficiencies arising from a review of the Heritage Service management structure will result in savings	-29	-29	-29
			Unavoidable Growth	Cost pressures relating to staffing costs	3	6	6
		Community Activities	Service Efficiencies	Efficiencies arising from changed methods of service delivery in Communities will deliver savings	-82	-82	-82
			Special Items	Cost pressure arising from delays to closure of Evreham Community Centre where services are being delivered by different method in	52	0	0
			Unavoidable Growth	Cost pressures relating to staffing costs	2	4	4
		Coroners	Service Efficiencies	Efficiencies arising from a review of the Coroner's Service will deliver savings	-22	-24	-24
			Unavoidable Growth	Cost pressures arising from a reduction in Police funding for the Coroner's Service	28	56	56
		County Museum	Service Efficiencies	Efficiencies arising from a review Museum Services, with the potential to deliver through a Trust model, will deliver savings	-80	-143	-143
				Efficiencies arising from a review of the Heritage Service management structure will result in savings	-29	-29	-29
			Unavoidable Growth	Cost pressures relating to staffing costs	4	8	8
		Library & Information Services	Service Efficiencies	Efficiencies arising from a review of the use of delivery vans and the mobile library service will deliver savings	-50	-150	-150

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Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change £000's	Cumulative Change £000's	Cumulative Change £000's
				Efficiencies arising from staffing restructures and increased use of self service technology across the Culture & Learning Service will deliver savings	-50	-140	-190
				Efficiencies arising from the merger of Archive, Local Studies, Reference & Information and Study Centre management and operations will deliver savings	-40	-80	-80
				Savings arising from the Community Library Strategy	-266	-344	-344
			Unavoidable Growth	Cost pressures arising due to end of external funding for the People's Network	0	60	60
				Cost pressures arising from an underachievement of income across Services due to the economic climate	11	19	19
				Cost pressures relating to staffing costs	20	35	35
		Reading Development	Unavoidable Growth	Cost pressures relating to staffing costs	3	6	6
		Registrars	Additional Income	Additional income through a review of Registrars fees and charges will deliver	-20	-20	-20
			Unavoidable Growth	Cost pressures relating to staffing costs	4	8	8
		Strategic Management & Support Services	Service Efficiencies	Efficiencies arising from staffing restructures and increased use of self service technology across the Culture & Learning Service will deliver savings	0	-55	-55
				Efficiencies arising from the setting up of partnership options and alternative ways of marketing Museum Activities will deliver	-20	-20	-20
			Service Reductions	Efficiencies arising from a reduction in support costs to the service will deliver savings	0	-45	-45
			Unavoidable Growth	Cost pressures relating to staffing costs	2	3	3
	Customer Contact	Customer Contact	Additional Income	Additional income generation from sale of web advertising space on the website will deliver savings	-40	-50	-70
			Service Efficiencies	Efficiencies arising from a review of support costs across the Customer Contact Service will deliver savings	0	-19	-19
				Reduction in consultancy support costs will deliver savings	-2	-4	-4

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Portfolio	Service	Activity	MTP Reason	Description	2012/13 Cumulative Change £000's	2013/14 Cumulative Change £000's	2014/15 Cumulative Change £000's
			Service Reductions	Additional income generation from sale of web advertising space on the website will deliver savings	-5	-6	-6
				Reductions in local training provision will deliver savings	0	-20	-20
			Special Items	Cost pressures arising from investment in the Web Transformation project in one year will be offset by savings in a future year		100	-110
			Unavoidable Growth	Cost pressures relating to staffing costs	35	68	68
Community Engagement Total					-13	-651	-975
Leader	Planning, Environment & Development	Economic Development	Service Developments	3 year investments in Economic Development 2011/12 to 2013/14	-500	-500	-500
			Service Reductions	Cost pressures in Economic Development due to end of external grant funding	-54	-54	-54
			Special Items	3 year investments in Economic Development 2011/12 to 2013/14	500	500	0
			Unavoidable Growth	Cost pressures relating to staffing costs	1	2	2
				Savings arising from review of expenses in Economic Development	-2	-4	-4
	Policy, Performance & Comms	Communications	Service Efficiencies	Efficiencies arising from reductions in staffing within Communications function, along with moves to increasing on-line communications, will deliver savings	0	-1	-43
				Renegotiate contracts and reduced activity	-24	-38	-38
			Service Reductions	Withdrawal of the Council's countywide magazine and shift to alternative communication channels will deliver savings	-18	-66	-66
		Organisational Development (PPC)	Service Reductions	Reductions in commissioning of leadership development activity to support organisational change will	-11	-28	-28
		Policy & Performance	Service Developments	Cost pressures relating to the cost of running a Health & Wellbeing Board	40	20	20
			Service Efficiencies	Efficiencies arising through economies of scale gained in centralising print and design services will deliver savings	-30	-56	-56
			Service Reductions	Reductions in corporate capacity to support horizon scanning, policy advice, performance analysis and research will deliver savings	-91	-126	-126
				Reductions in cost of Corporate Subscriptions will deliver savings	-38	-38	-38

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Portfolio	Service	Activity	MTP Reason	Description	2012/13 Cumulative Change \$000's	2013/14 Cumulative Change £000's	2014/15 Cumulative Change £000's
Leader Total					-227	-389	-931
Environment	Planning, Environment & Development	Countryside & Heritage	Additional Income	Additional income relating to increases in parking charges	-8	-25	-25
				Additional income streams across the Countryside and Heritage Service	-3	-31	-31
				Anticipated increases in Country Parks income	0	-60	-60
			Service Efficiencies	Efficiencies relating to review and restructure of teams and management will deliver savings	-147	-121	-121
			Unavoidable Growth	Cost pressures relating to staffing costs	6	10	10
		Management Services	Service Efficiencies	Efficiencies relating to review and restructure of teams and management will deliver savings	-45	-451	-451
			Unavoidable Growth	Cost pressures relating to staffing costs	-1	-2	-2
		Rights of Way	Service Developments	Cost pressures relating to the investment in developing Rights of Way partnership working with Parish Councils and other partners	0	50	100
			Service Efficiencies	Reductions in expenditure on Rights of Way maintenance and other works, including contractual efficiencies, will deliver savings	-20	-20	-20
			Service Reductions	Savings arising from reducing the need and costs of external legal advice	-1	-1	-1
				Reductions in expenditure on Rights of Way maintenance and other works, including contractual efficiencies, will deliver savings	-27	-54	-54
			Unavoidable Growth	Cost pressures relating to staffing costs	9	19	19
			Additional Grant	Additional external grant funding in the Rights of Way service	-1	-2	-2
		Sustainability	Service Developments	Cost pressures relating to an investment for energy and cost reduction projects supporting Green Economy	0	50	100
			Service Efficiencies	Efficiencies relating to review and restructure of teams and management will deliver savings	-6	-10	-10
			Special Items	Efficiencies relating to review and restructure of teams and management will deliver savings	4	0	0
			Unavoidable Growth	Cost pressures relating to staffing costs	4	7	7
		Waste Management	Additional Income	Additional income relating to higher recharges on trade waste to cover increases in disposal costs	-48	-81	-81
			Service Efficiencies	Efficiencies arising from review and restructuring of processes and contracts will	-527	-561	-561

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Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15	
					Cumulative Change £000's	Cumulative Change £000's	Cumulative Change £000's	
			Service Reductions	Efficiencies arising from the operation of permit scheme	-30	-30	-30	
				Savings arising from revised waste tonnage predictions	-400	-400	-400	
				Efficiencies relating to the implementation of revised waste policy for Schedule 2 establishments	0	0	-300	
			Special Items	Cost pressures relating to the support for the Bio waste procurement, implementation and ongoing costs	100			
				Unavoidable Growth	Cost pressures relating to new contract price for glass recycling	9	9	9
			Waste Procurement	Service Reductions	Cost pressures relating to increased costs on waste management contracts	230	306	306
					Cost pressures relating to statutory payment of recycling credits to Waste Collection	55	112	112
					Cost pressures relating to increases in landfill disposal contract gate fees	-74	-180	-180
					Cost pressures relating to costs of composting	121	203	203
					Cost pressures relating to legislative increase in Landfill Tax Rate	1,506	2,842	4,142
					Cost pressures relating to the purchase of landfill allowances	270	140	140
Reductions in consultancy spend in relation to waste procurement will deliver savings	-350	-420			-420			
Environment Total					626	1,299	2,399	
Finance and Resources	Localities & Safer Communities	Resilience Team	Additional Income	Additional income from providing specialist emergency management/business continuity management services	-5	-10	-10	
			Service Efficiencies	Reductions in operational costs will result in savings	0	-12	-12	
				Saving arising from end of Atlas Incident Management System (AIMS) contract	-9	-9	-9	
	Planning, Environment & Development	BS & FM Manager	Unavoidable Growth	Cost pressures relating to staffing costs	7	12	12	
			Service Efficiencies	Efficiencies arising from review of contracts will deliver savings	-51			
				Efficiencies arising from Service transformation and redesign as part of Place Service will deliver savings	-381	-652	-652	
	Unavoidable Growth	Cost pressures relating to staffing costs	15	30	30			

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Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change \$000's	Cumulative Change £000's	Cumulative Change £000's
		Strategic Property & Asset Management	Service Efficiencies	Efficiencies arising from Service transformation and redesign as part of Place Service will deliver savings	-31	-76	-76
	Human Resources	Human Resources	Additional Income	Additional income arising from increase in the purchasing of HR service packages	-25	-26	-26
			Service Developments	Cost pressures arising from the Pay and reward mechanism review		50	50
				Cost pressures arising from the support of the Delivering Successful Performance programme	45	22	22
			Service Efficiencies	Efficiencies arising from automating the Criminal Records Bureau (CRB) system	-99	-99	-99
				Efficiencies arising from moving to a new service delivery model will deliver savings	-61	-61	-61
				Efficiencies arising from the transformation of Support Services project will deliver savings	-371	-393	-393
		Reduction in cost of permanent recruitment will deliver savings	-81	-81	-81		
		Unavoidable Growth	Cost pressures arising from increased operating costs of Recruitment Service once brought in-house	244	244	244	
			Cost pressures relating to staffing costs	33	67	67	
	Support Services	Support Services	Service Efficiencies	Efficiencies arising from the transformation of Support Services project will deliver savings	0	0	-367
			Unavoidable Growth	Efficiencies arising from the transformation of Support Services project will deliver savings	-317	-560	-1,640
	Legal & Democratic	Democratic Representation	Service Efficiencies	Efficiencies in internal Service delivery will deliver savings	0	-3	-3
			Unavoidable Growth	Cost pressures arising from the statutory requirement to review Members allowances	0	18	18
		Legal & Democratic Services	Additional Income	Additional income from charging for Services to an external public sector client base	-50	-50	-50
			Service Efficiencies	Efficiencies in internal Service delivery will deliver savings	-1	-1	-1
			Service Reductions	Reductions in the provision of legal support on corporate matters will deliver savings	-7	-7	-7
		Reductions on external legal support costs will deliver savings but increase reliance on in-house expertise	-32	-48	-48		
	Service Transformation	Service Improvement	Service Efficiencies	Reduction in Service Transformation staffing will deliver savings	-40	-40	-40

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Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change \$000's	Cumulative Change £000's	Cumulative Change £000's
Finance and Resources Total	ICT	ICT	Unavoidable Growth	Efficiencies arising from previous years investment in transformation of Support Services will deliver future savings	-200	-1,375	-1,375
			Service Efficiencies	Efficiencies arising from Service restructures, new processes and new service delivery model will deliver savings	-590	-938	-938
				Efficiencies arising from using e-forms for loading data directly into systems will deliver savings	-9	-9	-9
			Unavoidable Growth	Cost pressures arising from the investment needed to improve the functionality of the IT Service Desk and self-service facilities	50	50	50
	Cost pressures relating to staffing costs	143		185	185		
	Finance & Commercial Services	Commercial Services	Service Efficiencies	Efficiencies arising from the transformation of internal processes and restructure within Finance & Commercial Services will deliver savings	-7	-26	-26
			Service Reductions	Reductions in procurement co-ordination as providers in market reduce	-28	-28	-28
			Unavoidable Growth	Cost pressures relating to staffing costs	13	25	25
		Finance	Additional Income	Increased income through ensuring the Schools Finance Support Team fees fully recover their costs	-100	-100	-100
				Increased income through fees for Audit services through partnership working with the	0	-31	-31
				Increased income through service packages and training provided to schools	-17	-17	-17
			Service Developments	Implementation on Altair system for Pensions See income from pension fund above	-120	-120	-120
			Service Efficiencies	Efficiencies arising from development of technology Efficiencies arising from the transformation of internal processes and restructure within Finance & Commercial Services will deliver savings	-32	-32	-32
	Unavoidable Growth	Cost pressures relating to staffing costs	71	140	140		
		Implementation on Altair system for Pensions See income from pension fund above	120	120	120		
Finance and Resources Total					-2,369	-4,331	-5,778

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Portfolio	Service	Activity	MTP Reason	Description	2012/13 Cumulative Change \$000's	2013/14 Cumulative Change £000's	2014/15 Cumulative Change £000's
Planning and Transportation	Planning, Environment & Development	Development Control	Service Reductions	Reductions in expenditure on external consultants relating to Development Control will deliver savings	-5	-6	-6
			Unavoidable Growth	Cost pressures relating to staffing costs	11	17	17
		Strategic Planning	Additional Income	Additional income anticipated from Developers	-10	-20	-20
			Service Developments	Cost pressures relating to an investment in support of countywide infrastructure planning / Community Infrastructure Levy (CIL) charging regimes	40		
			Service Reductions	Reductions in costs of consultation, printing and consultancy in Strategic Planning will deliver savings	-25	-45	-45
				Reductions in strategic planning activity will deliver savings	-50	-50	-50
	Unavoidable Growth	Cost pressures relating to staffing costs	2	-2	-2		
	Transport	Strategic Management	Additional Income	Increased income from Planning fees	-3	-2	-4
				Increased income from pre-application advice	-5	-8	-14
				New income stream from implementation of BLIS	-5	-7	-8
			Service Developments	Cost pressures arising from meeting Statutory flooding responsibilities	180	180	180
			Service Efficiencies	Efficiencies through staffing reductions and merging of management services will deliver savings			-40
			Service Reductions	Reductions in the cost of external legal and specialist advice will deliver savings	-2	-3	-4
		Unavoidable Growth	Cost pressures relating to staffing costs	11	22	22	
		T01 Public Transport Support Services	Service Efficiencies	Savings anticipated through the retendering of bus contracts	-100	-100	-100
			Unavoidable Growth	Cost pressures relating to staffing costs	3	6	6
		Efficiencies found in concessionary fare schemes on amalgamation after transferring from districts will deliver savings			-215	-215	-215
			T02 Lighting Maintenance & Operation	Service Efficiencies	Savings delivered on contracts with external supplier	-37	-74
		Unavoidable Growth		Cost pressure relating to increases in maintenance from adoption of roads on new developments	35	35	35
				Cost pressures relating to increases in costs of lighting	145	155	165

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Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change \$000's	Cumulative Change £000's	Cumulative Change £000's
		T03 Winter Maintenance	Service Efficiencies	Savings delivered on contracts with external supplier	0	0	0
		T04 SPA Parking & Streetworks Management	Additional Income	Additional income from Utility companies as a result of increased enforcement	-25	-50	-50
				Improvements to on-street parking management will deliver savings	-50	-50	-50
				Increased income arising from additional Pay & Display machines	0	-50	-100
				Increased income from repairs works within the Public Transport Support Service	-60	-120	-120
			Service Developments	Cost pressures relating to additional Streetworks Inspectors and testing to address issues with utility works quality	140	140	140
				Cost pressures relating to investment in on-street parking	100	100	100
		Service Efficiencies	Efficiencies arising from parking contracts will deliver savings	-691	-791	-791	
		Special Items	Cost pressures relating to improvements works to parking signs and lines	150	0	0	
		T06 Development Control & Land Charges	Unavoidable Growth	Cost pressures relating to staffing costs	3	6	6
		T08 Specialist Transport & Fleet Managmt	Service Efficiencies	Efficiencies through staffing reductions and merging of management services will deliver savings	-15	-15	-15
				Savings arising from the settlement of Swan Rider trading account	-180	-180	-180
		T09 Public Transport & Sustainable Travl	Service Efficiencies	Savings delivered on contracts with external supplier	-33	-63	-63
			Unavoidable Growth	Cost pressures relating to staffing costs	7	14	14
		T10 Casualty Reduction	Unavoidable Growth	Cost pressures relating to staffing costs	7	14	14
		T11 Strategic Highway Maint. & Managment	Service Efficiencies	Savings delivered on contracts with external supplier	-256	-194	-704
		T12 Road Maintenance	Service Efficiencies	Savings delivered on contracts with external supplier	-199	-392	-392
				Savings resulting from reduced contract management requirements	0	-120	-120
			Service Reductions	Reductions in the projects activity and costs	-100	-100	-100
			Unavoidable Growth	Cost pressure relating to increases in maintenance from adoption of roads on new developments	35	35	35

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Portfolio	Service	Activity	MTP Reason	Description	2012/13	2013/14	2014/15
					Cumulative Change £000's	Cumulative Change £000's	Cumulative Change £000's
				Cost pressures relating to increases in the investment in road maintenance	284	1,064	1,064
		T12 Road Maintenance	Service Developments	Cost pressures relating to increases in the investment in pothole repairs	515	782	782
		T15 Traffic & Congestion Management	Service Efficiencies	Savings delivered on contracts with external supplier	-38	-74	-74
			Service Reductions	Reductions in traffic counting activity will deliver savings	-50	-50	-50
			Unavoidable Growth	Cost pressures relating to staffing costs	4	8	8
		T16 Bridge Maintenance	Service Efficiencies	Savings delivered on contracts with external supplier	-15	-30	-30
			Unavoidable Growth	Cost pressure relating to increases in maintenance from adoption of roads on new developments	35	35	35
		T17 Policy and Performance	Service Efficiencies	Savings delivered on contracts with external supplier	-28	-55	-55
			Unavoidable Growth	Cost pressures relating to staffing costs	8	16	16
		T50 TfB Contract Overheads	Service Efficiencies	Savings delivered on contracts with external supplier	-146	-293	-293
			Unavoidable Growth	Cost pressures relating to staffing costs	40	80	80
	Client Transport	Adult Social Care Client Transport	Service Efficiencies	Efficiencies in Adult Social Care transport arrangements as a result of the Day Centre Strategy will deliver savings	-64	-107	-121
		Client Transport Central costs	Service Efficiencies	Savings relating to efficiencies in Contract arrangements	-20	-42	-64
			Special Items	Cost pressures relating to costs of procurement of Client Transport contract	50	0	0
		Home to School Transport	Additional Income	Increased Income relating to charges for Home to Schools transport	-300	-690	-930
			Service Efficiencies	Savings relating to efficiencies in Contract arrangements	-147	-299	-454
			Service Reductions	Reductions arising from a review into free transport and introducing some charging will deliver savings	-30	-60	-60
				Reductions resulting from a review of subsidies on Post 16 Transport arrangements will deliver savings	-433	-433	-433
		Unavoidable Growth	Cost pressures arising from the implementation of the Home to Schools Transport policy	933	933	933	

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Portfolio	Service	Activity	MTP Reason	Description	2012/13 Cumulative Change \$000's	2013/14 Cumulative Change £000's	2014/15 Cumulative Change £000's
		Safeguarding	Service Efficiencies	Savings relating to efficiencies in Contract arrangements	-4	-9	-14
Planning and Transportation Total					-596	-1,156	-2,191
Transformation Savings	Transformation Savings	Transformation Savings	Service Efficiencies	Cost pressures relating to the costs of investment in the Transforming Support Services programme	4,326	4,676	4,926
				Savings arising from the Transforming Support Services programme	-9,750	-9,750	-9,750
			Unavoidable Growth	Cost pressures relating to the costs of investment in the Transforming Support Services programme	2,060	531	31
Transformation Savings Total					-3,364	-4,543	-4,793
Grand Total					-10,712	-20,837	-24,864

Major Changes proposed to the Capital Programme 2012/13 to 2014/15 (non ring-fenced funded schemes)

	2012/13 £'000	2013/14 £'000	2014/15 £'000	Total £'000	Comments
Health & Wellbeing					
Day Care Reconfiguration	1,320	315		1,635	Increase in estimated costs of project
SWIFT upgrade/replacement	300	700		1,000	New bid - current contract ends
Education & Skills					
Schools Property Programme	(500)	(500)		(1,000)	Reduced requirement due to Academies
Bearbrook School, Aylesbury	700			700	Funded from Basic Needs Funding announced in 11/12
St. Georges School, Amersham	450			450	Funded from Basic Needs Funding announced in 11/12
Aston Clinton School	1,322			1,322	Funded from Basic Needs Funding announced in 11/12
Finance & Resources					
Property Maintenance Programme	(1,000)	(1,000)	(3,000)	(5,000)	Reduced allocation to reflect disposal of assets implied in Corporate Property Strategy
Planning & Transportation					
Highways Maintenance	7,045	3,804	5,216	16,065	Political priority given to roads maintenance
Integrated Transport Projects	(2,782)	(2,412)	(2,412)	(7,606)	reduced political priority on Integrated Transport
Corporate Projects					
Contingency	2,350	2,550	1,200	6,100	To cover emerging health & safety works, risks inherent in some of the proposed projects, plus flexibility to respond to developing issues such as energy efficiency and broadband connectivity.

Below The Line

	2011/12	2012/13	2013/14	2014/15	Explanation
	£'000	£'000	£'000	£'000	
Treasury Management & Capital Financing					
Capital Financing					
Minimum Revenue Provision	9,116	9,072	9,072	9,072	Statutory requirement to repay debt (approx 4% p.a.)
Revenue Contribution to Waste	9,581	11,363	9,141	11,641	
Revenue Contribution to Capital	2,956	13,000	6,000	3,500	
	21,653	33,435	24,213	24,213	
Treasury Management					
Interest on Debt	12,847	12,544	12,544	12,544	
Interest on Investments	(1,417)	(1,345)	(1,937)	(2,087)	
Other	182	182	182	182	Includes premium payments + fees
	11,612	11,381	10,789	10,639	
Total Treasury Management & Capital Financing	33,265	44,816	35,002	34,852	
Other Below the Line					
Budget Risk Contingency	3,620	3,000	5,850	5,550	See attached
Service Risk Contingency	6,378	5,542	7,232	9,582	See attached
Redundancy Fund	2,000	2,000	1,500	1,000	
Flood Defence	435	455	475	475	Precept
New Homes Bonus Grant	0	817	817	817	Final announcement has increased grant to £1,018k
Other	(766)	(766)	(766)	(766)	Mainly Milton Keynes pension income
Total Other Below the Line	11,667	11,048	15,108	16,658	

Contingencies

Budget Risk	2012/13	2013/14	2014/15
	£'000	£'000	£'000
Council Tax Deficit	0	250	250
Investment Returns	200	200	200
Pay award	600	600	600
Corporate Response to HS2	200	0	0
Transforming savings delayed	500	800	0
Transformation pension strain	500	500	500
Inflation (CPI & RPI) now higher	1,000	1,500	2,000
Council Tax Benefits Localisation	0	1,000	1,000
Local Government Resource Review	0	1,000	1,000
Total	3,000	5,850	5,550



Contingencies (2)

Service Risk	2012/13	2013/14	2014/15
	£'000	£'000	£'000
Childrens Safeguarding	1,792	2,342	2,892
Academies Funding (LACSEG)	0	2,000	2,000
Public Health Transfer	0	200	200
National Society of Epilepsy	600	600	600
Demography	0	0	1,000
Older People Care Package Choice	500	500	500
Learning Disabilities	300	300	800
Day Care Service	750	750	750
Winter Maintenance	500	500	500
Home Care	1,000	0	0
Schedule 2 Waste	0	0	300
Community Levy Charge Schedules	0	40	40
Libraries Transfer	100	0	0
Total	5,542	7,232	9,582



TRANSFORMATION SAVINGS 2011/12

<u>PORTFOLIO</u>	<u>£'000</u>	<u>£'000</u>
Adults & Families		
- Domiciliary Care	2,700	
- Residential & Nursing	1,000	
- Internal Home Care	700	
	<hr/>	4,400
Children & Young People		
- School Improvement Service	500	
- Youth Services	800	
- In-house Contact Service	500	
- In-house Fostering	200	
- Placements	500	
	<hr/>	2,500
Communities & Built Environment		
- Localities	150	
- Planning, Environment & Development	150	
	<hr/>	300
Corporate		
- Business Support / Terms & Conditions	1,000	
- Managed Print	250	
	<hr/>	1,250
TOTAL		<hr/> <hr/> 8,450

APPENDIX 5: GENERAL FUND AND EARMARKED RESERVES

General Fund and Earmarked Reserves

	Balance at 1 April 2009	Transfers Out 2009/10	Transfers In 2009/10	Balance at 31 March 2010	Transfers Out 2010/11	Transfers In 2010/11	Balance at 31 March 2011
	£000	£000	£000	£000	£000	£000	£000
Earmarked General Fund Reserves							
A - Revenue Contribution to Capital	(13,540)	8,260	(10,040)	(15,320)	11,945	(18,393)	(21,768)
B - Doubtful Debt Reserve	(2,241)	896	(113)	(1,458)	-	(14)	(1,472)
C - Priority Spend	(1,870)	419	(58)	(1,509)	103	(71)	(1,477)
D - LPSA Reserve	(2,574)	6,289	(5,782)	(2,067)	1,000	-	(1,067)
E - LSC Reserve	(1,590)	664	-	(926)	326	-	(600)
F - Efficiency Fund and SALIX	(1,904)	288	(709)	(2,325)	1,222	(634)	(1,737)
G - Commuted Sums	(356)	103	(170)	(423)	82	(123)	(464)
H - Fleet Renewals	(1,098)	277	(853)	(1,674)	1,925	(572)	(321)
I - Insurance	(2,642)	-	(678)	(3,320)	290	(446)	(3,476)
J - Election Expenses	(312)	326	(81)	(67)	-	(91)	(158)
K - Transformation	(1,162)	1,263	(258)	(157)	-	(153)	(310)
L - Social Care Placement	(673)	1,053	(1,774)	(1,394)	391	(2,941)	(3,944)
M - IT Development	(587)	387	-	(200)	50	(20)	(170)
N - Car Leasing	(596)	-	(88)	(684)	5	-	(679)
O - Youth Offending Service	(71)	-	-	(71)	19	(55)	(107)
P - PC Renewals	(422)	1,593	(1,834)	(663)	2,525	(2,685)	(823)
Q - Waste	-	-	(2,227)	(2,227)	-	(5,888)	(8,115)
AA - Other	(2,478)	2,749	(3,027)	(2,756)	1,739	(3,596)	(4,613)
Subtotal	(34,116)	24,567	(27,692)	(37,241)	21,622	(35,682)	(51,301)
Earmarked for Schools							
AB - Earmarked Schools Revenue Balances	(16,041)	27,813	(25,403)	(13,631)	16,942	(16,376)	(13,065)
AB - Earmarked Schools Devolved Formula Capital	(8,828)	8,828	(10,562)	(10,562)	10,562	(8,083)	(8,083)
Subtotal	(24,869)	36,641	(35,965)	(24,193)	27,504	(24,459)	(21,148)
General Fund Balance	(21,998)	2,998		(19,000)		(6,516)	(25,516)
Total	(80,983)	64,206	(63,657)	(80,434)	49,126	(66,657)	(97,965)

A) The Revenue Contribution to Capital Reserve is used for the financing of capital expenditure. The balance represents amounts set aside to fund future capital schemes.

B) The Doubtful Debt Reserve relates to the amounts that the Council is setting aside to mitigate the risk of bad debts.

C) The Priority Spend Reserve is to help address urgent Council budget priorities.

D) The Local Public Service Agreement (LPSA) reserve has been set up to set aside monies earned in reward grant that relates to 2008/09 but are earmarked to be spent in future years.

E) The LSC reserve is used as a mechanism for equalising under and overspends on the adult learning budgets. These budgets are monitored on an academic year basis rather than on the Council's financial year.

Notes to the Accounts

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F) Portfolios may call on the Efficiency Fund to finance initial expenditure on projects that will lead to longer term savings.

G) The Commuted Sums Reserve is made up of payments from private developers to compensate the Council for additional costs incurred in maintaining infrastructure facilities associated with new developments.

APPENDIX 5: GENERAL FUND AND EARMARKED RESERVES

- H) The Fleet Renewals Reserve is used for the financing of capital expenditure. The balance represents amounts set aside to fund future vehicles purchases.
- I) The Insurance Reserve relates to the estimated liabilities in respect of insurance claims not yet notified.
- J) The Election Expenses Reserves has been set up to fund the expenses for the full Council elections which occur every four years.
- K) The Transformation Reserve has been created to fund upfront work required to achieve future savings resulting from the Council's service transformation activities.
- L) The Social Care Placement Reserve has been set up to create suitable placements for adult social care clients through the support of innovative and cost effective schemes such as supported living, extra care and through securing nomination rights to accommodation in community developments.
- M) The IT Development Reserve is used to fund future IT developments.
- N) The Car Leasing Reserve covers the cost of administration, insurance and relief vehicles.
- O) The Youth Offending Service Reserve holds partnership funding from the Police, Probation Service, Health, Education and Social Services to provide support to offenders.
- P) The PC Renewals Reserve is used for the financing of capital expenditure. The balance represents amounts set aside to fund future purchases of computers, software licences and servers.
- Q) The Waste Reserve has been set up to provide funding for future years projects relating to waste disposal
- AB) The General Fund Reserve for Schools contains the balances held by schools under delegated schemes that are ring-fenced.