



# Milton Keynes Council Budget Book 2016/17

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# Section One

## Introduction and Background

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## Introduction

Welcome to the 2016/17 edition of the Milton Keynes Council Budget Book, setting out the council's planned use of resources to achieve its policy objectives. It brings together core budget data and highlights key issues facing the council in the 2016/17 financial year.

The council's Corporate Plan sets out a vision and desired outcomes for Milton Keynes, together with a series of priority actions to provide a shared framework for both the council and its partner organisations.

The Budget for the council has been formulated to ensure that the resources available support priorities set out in the Corporate Plan. The key themes are:

**World Class MK** – we aim to increase the international and national standing of Milton Keynes by building on our strengths and unique qualities so that businesses and people are attracted to live and work here as well as stay.

**Living in MK** – our aim is that all those living in Milton Keynes should enjoy happy and fulfilled lives, and be safe from harm and neglect and achieve their full potential. We aim to have strong communities with a sense of pride and to strive to meet the ambitions and needs of local citizens.

**Working in MK** – we aim to bring people, jobs and industries to Milton Keynes to improve the strength and resilience of the local economy. We also aim to improve the skills and opportunities of all people in Milton Keynes and help them into work.

**Visiting MK** – we aim to make Milton Keynes a premier visitor destination with a safe and effective transport system which is accessible regionally, nationally and internationally.

**Cleaner, Greener, Safer and Healthier MK** – we aim to improve health and well-being, reduce health inequalities and work with partners to reduce crime and disorder to improve the quality of life in Milton Keynes. We will also aim to improve the range and quality of housing and embrace the open green spaces.

The Budget has been determined against a background of tough economic conditions, mainly due to increases in demographic pressures and continued, significant reductions in local government funding, which has resulted in the council needing to identify £22m of savings in 2016/17, with a further savings requirement of £41m between the years 2017/18 and 2019/20.

In order for the council to be financially sustainable while still delivering the council's aspirations as set out in the Corporate Plan, meet its statutory requirements and also be attentive to the needs of its communities, we have developed a financial strategy as a framework for managing our resources over the medium-term.

The financial strategy supports a strategic shift in the focus of the organisation; moving to a more commercial approach to service delivery, while still continuing to make savings through driving down costs, reducing overheads and improving the overall efficiency of the council.

The council needs to fundamentally reconsider its role in order to achieve the level of cost reductions required. The intention is to do this alongside communities and partners as a co-operative council; but fundamentally the council cannot continue to deliver services in the same way.

The proposed changes to services are set out in this Budget Book. This publication, together with the Corporate Plan, can be found on Milton Keynes Council's website [www.milton-keynes.gov.uk](http://www.milton-keynes.gov.uk).



## Financial Strategy and Financial Principles

### Financial Vision

The council's financial vision is as follows:

“To achieve a stable financial position going forward where:

- Finances are aligned to our key priorities
- We have reliable and robust financial information
- Management of resources is well controlled and effective throughout the year”

### Financial Strategy

The council's financial strategy uses three key guiding principles;

- **Smarter** - Being more efficient. Reducing our costs, improving our customer services and more strategic commissioning to deliver better outcomes.
- **Sustainable** - Transforming our services to make them sustainable. Enabling communities, working with partners, and managing demand and growth.
- **Different** - Doing things differently. Being more commercial, generating income and reshaping what we do by taking advantage of new opportunities.

The council is delivering five 'Big Ticket items' that group together a number of different programmes of work to deliver these strategic outcomes. The Big Ticket programmes are as follows:

- Improving customer service - this programme of work will ensure the council shapes its service delivery around its customers, realising opportunities to reduce costs while improving customer responsiveness.
- Borough wide transport solutions - Developing a coherent long-term transport strategy, which reflects the needs of a growing city and delivering transport solutions in a more cost effective manner.
- Enabling others - working co-operatively with communities and partners to enable them to help themselves and reducing reliance on the council.
- Effective prevention, sustainable outcomes - using preventative methods to improve health, safety and independence for all, whilst supporting those most in need.
- Future council - ensuring a council fit for the future. Determining future service delivery, reshaping a more agile workforce, sharing services and devolution. Being more commercial, increasing income generation and exploring new investment opportunities. Developing partnerships & influencing stakeholders.
- The use of specific grant funding does not lead to revenue budget pressures.
- The council's reserves (and other one-off resources) are not to be used as a primary method to balance the ongoing pressures in the budget.
- Earmarked reserves are used for specific one-off purposes to support the delivery of corporate objectives and to mitigate risks.



## Government Revenue Funding

The table below summarises Milton Keynes Council's Government forecast funding over the medium term, following assumptions about total Government funding based on the final Local Government Finance Settlement for 2016/17 and national headline spending totals for future years.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Revenue Support Grant	(26.505)	(17.406)	(11.476)	(5.502)
Retained Business Rates	(48.300)	(49.671)	(50.542)	(51.413)
Education Services Grant	(2.981)	(0.700)	(0.400)	0.000
Specific Grant Funding Reductions	0.000	0.500	0.500	0.500
<b>Total Government Funding</b>	<b>(77.786)</b>	<b>(67.277)</b>	<b>(61.918)</b>	<b>(56.415)</b>
Reduction in Government Funding	8.812	10.509	5.359	5.503
<b>Percentage Reduction</b>	<b>10.2%</b>	<b>13.5%</b>	<b>8.0%</b>	<b>8.9%</b>

## Income & Funding Risks

- The Localisation of Business Rates means that while the council retains a proportion of its Business Rates it collects as funding; successful appeals and changes to businesses will create a significant risk to the value of Business Rates collected, which will impact on the council's retained business rate funding.
- The Local Council Tax Reduction Scheme and the Government's Welfare Reform agenda leads to greater uncertainty in the rate of Council Tax collection and other customer charged income.
- Further reductions to the Revenue Support Grant as a result of the Government reducing the national deficit and protecting other services (e.g. NHS, Defence and Education).
- Governments proposal that local authorities will in the future be able to keep 100% of business rates by 2020. Issues such as how this will be redistributed and relative needs remain to be determined.
- Uncertainty over future New Homes Bonus allocations (see sustainability items).

## Unavoidable Pressures

The council has identified a number of corporate and service pressures that will need to be addressed over the MTFS period (from 2016/17 to 2019/20), as a result of significant demographic, legislative and economic issues.

### Demography

The council is currently experiencing unprecedented demand for social care provision, mainly as a result of significantly higher than anticipated care package costs for a small number of service users, combined with additional new service users requiring social care support over and above forecast levels, for both Children's and Adult Social Care. Milton Keynes is a high growth area; over the last ten years the population has increased by 18%, which is an increase of almost 40,000 people. The borough will continue to grow over the medium-term, and as such the MTFS addresses the council's anticipated demographic pressures. The key demographic pressures are summarised below:

- A projected 32% increase in over 65 year olds over the next 6 years and anticipated increases in cost in care for younger adults with learning disabilities due to advances in medical science (£2.7m in 2016/17, a total increase of £8.4m pa by 2019/20).
- The population of children and young people aged 0 – 19 years is anticipated to increase by 16% over the next 10 years at 1,000 a year. This increase in pupils and children in Milton Keynes will impact





across all areas of Children and Families; from the number of school places that are required to the number of children placed in care (£4.0m in 2016/17, a total increase of £6.2m pa by 2019/20).

- The council has seen a 16% increase in the number of families accepted with a full statutory homeless duty over the last year, and the number of families in temporary accommodation have increased by 114% from 146 to 313.
- Waste collection cost increases of 1.6% due to the number of new properties (£0.2m in 2016/17, rising up to £0.7m pa over the next four years).

### **Legislative Pressures**

The council needs to respond to changing legislation to ensure it fulfils its statutory duties. The key legislative pressures are summarised below:

- Changes to legislation which limits the amount of overheads that can be charged to the Dedicated School Grant have resulted in the council having to fund these costs (£0.4m in 2016/17).
- Recent case law dictates that friends and family must be paid the same foster carer rates as other foster carers; as such the council is required to increase its foster payments to friends and family carers (£0.2m in 2016/17).
- The council has made a commitment to pay the Living Wage, which includes to employees of suppliers who work mainly in the delivery of Milton Keynes Council services. The costs of suppliers paying the Living Wage are not yet known, but this is expected to mainly impact on the care industry. These costs are projected to increase the cost of external social care by approximately 15% initially, with a further increase of c6% each year. However, the council will need to work with suppliers to understand current costs more fully and consider how increased costs can be managed.
- The Autumn Statement introduced a new Apprenticeship levy, which is a charge of 0.5% of basic pay costs for all employers with a pay cost in excess of £3m. This is expected to cost £0.3m pa.
- Housing Benefit has been limited for social sector rates to the equivalent private sector rate, which will reduce the costs the council can claim through housing benefit. This will be introduced for all new tenancies from April 2016, and will apply to all existing tenancies from April 2018. This will reduce the housing benefit offset for homelessness by £0.16m pa from April 2018.

### **General Pressures**

The council continues to respond to the ever changing local and national economic landscape. The key general pressures are summarised below:

- Investment in Occupational Therapy staff and the Reablement Service to reduce the future requirement of adult social care residential placements and provision of homecare packages (£0.5m in 2016/17).
- Government reduction in benefits administration grant as a result of assumed efficiencies (£0.2m in 2016/17, a total reduction in funding of £0.7m over the next four years).

### **Sustainability Items**

The council's budget principles require provision for future liabilities. There are a number of key issues which require future financial provision. In order to smooth the future impact of these known liabilities, these items are being built into the revenue budget on an incremental basis in advance of when costs will be incurred. This means funding will be available in the base budget position when required, but these items will be used on a one-off basis in the interim to fund one-off pressures. These items have been treated as follows:

**Pension Fund Contributions** – The Pension Fund is administered by Buckinghamshire County Council. Every three years an actuary revalues the fund and adjusts the contributions required from councils (and other employers in the scheme) to ensure the liabilities of the fund will be funded over the long-term. The reductions in workforce and the relatively low returns from investments have created a risk for the council that employer contributions will increase. The last triennial review confirmed the council's contributions did not need to increase for the period 2014-2017. The base budget created over the last three years will be used as one-off



funding to fund a saving from changing the financing of the historic local government debt, which was taken on when Milton Keynes was created. This ongoing budget will then be available for the next triennial review (with effect from 1<sup>st</sup> April 2017). Due to the ongoing risk to future revaluations, the base budget will be increased by £0.4m each year to contribute any future increases in employer contribution rates.

**Residual Waste Treatment Project** – In May 2013, the council agreed to proceed to the financial close of the Residual Waste Treatment Project. This agreement commits the council to funding a Residual Waste Treatment Facility through prudential borrowing from 2016/17. This sustainability item includes a final budget increase of £1.3m in 2016/17 to ensure sufficient resources are available to meet debt cost. Overall this project is cheaper than continuing to landfill at current volumes. This facility will also become income generating for the council in future years.

**Employer National Insurance Contributions** – The national Government has announced that as part of the pension reforms, the current 'opting out' arrangement for individuals in the pension fund will cease. This will lead to a significant additional liability of approximately £2.3m from 2016/17. The Autumn Statement did not indicate this additional cost would be funded. However, to spread this cost, the council has increased ongoing budgets by £0.7m in 2015/16, £1.1m in 2016/17 (along with one-off resource of £0.5m) and £0.5m 2017/18, to mitigate the risk.

**Revenue Contributions for Infrastructure Investment** – The Autumn Statement identified changes to the New Homes Bonus, which will reduce the costs by £950m (from a £1.2bn national spend). The detail of changes is unknown, but the scheme will be reduced from 6 years funding to 4 years, and potentially there will be changes to rates. This will reduce the funding available to the council, which had been previously allocated to support infrastructure. In light of the projected shortfall in capital funding for the essential infrastructure programme, it is considered prudent to set aside £0.7m per annum of additional funding in 2016/17 to 2018/19 to contribute toward potential infrastructure shortfalls.

**Other Future Sustainability Items** – As the council identifies other major long-term funding liabilities, the need for additional investment through sustainability items will be considered. Providing for these future liabilities is sound financial management and ensures that we are anticipating our future funding demands and making sustainable provision in our budget planning forecasts. The major benefit is that the council smooths the introduction of these new liabilities into the base budget in advance of their occurrence, whilst allowing the resources to be either held on the balance sheet to further manage the impact of the change or to be used as a resource to fund one-off expenditure pressures.

## Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) produces a multi-year framework for future resource allocation, looking further ahead than the next annual budget, in order to support the strategic planning of the council.

The council's financial planning is an integrated process aligned with the corporate and service planning process. This is to ensure that the annual budget reflects the priorities of the council, and that service plans explain consistently how priorities will be delivered, and the resulting outcomes, within the resources available.

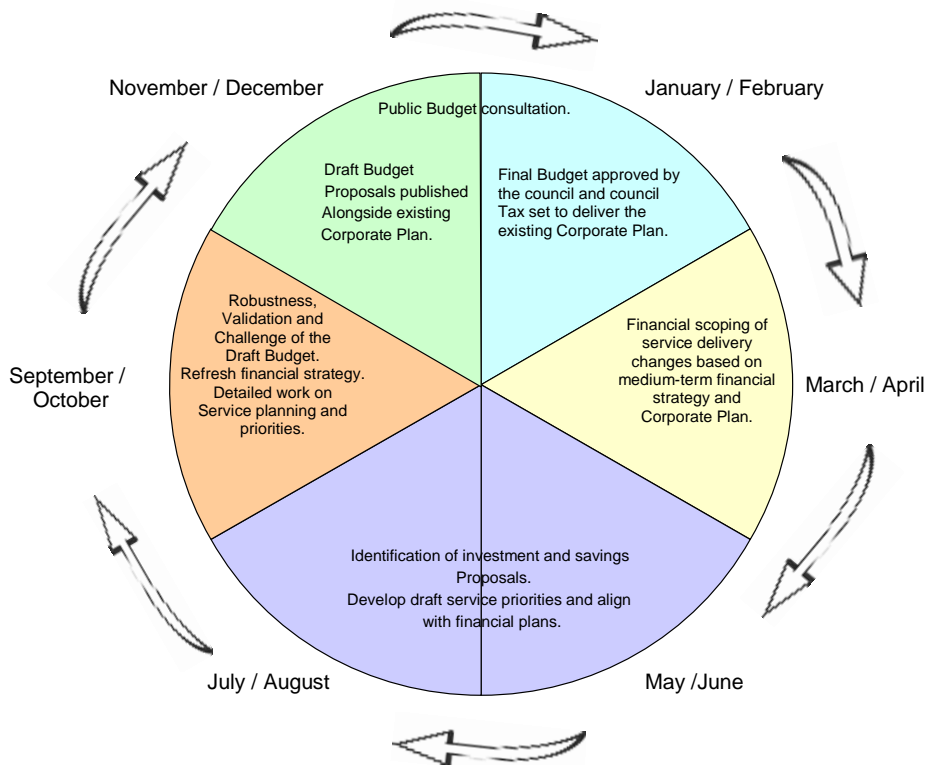
The council's MTFS is regularly updated throughout the year to refresh financial strategy, key financial principles, service issues and budget assumptions in order to form a financial management framework. This framework is then used to produce a rolling medium-term financial forecast position which informs the annual budget setting process, to ensure the council's resources are managed effectively and prioritised to deliver the aspirations of the council, as set out in the Corporate Plan.





The table below summarises the 2016/17 Corporate and Budget planning process:

### Corporate Planning and Budget Cycle





## Medium Term Financial Strategy Forecast

The MTF5 2016/17 to 2019/20 Forecast as at February 2016 is as follows:

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Technical Adjustments / Base Budget Changes	1.653	0.137	0.385	0.391
Pay Inflation	1.581	1.171	1.180	1.207
Contractual Inflation	0.367	2.145	1.238	1.327
Goods and Services	0.631	0.203	0.224	0.240
Income Changes	(0.400)	(0.212)	(0.424)	(0.433)
Debt Financing	0.646	0.000	0.000	0.000
<b>Inflationary Pressures</b>	<b>4.478</b>	<b>3.444</b>	<b>2.602</b>	<b>2.732</b>
Demography	8.905	2.746	2.768	2.850
Legislative Change	0.933	0.392	0.171	0.111
General	1.480	0.200	0.150	0.150
Corporate Budget Pressures	3.390	6.528	6.050	5.350
<b>Other Pressures</b>	<b>14.708</b>	<b>9.866</b>	<b>9.139</b>	<b>8.461</b>
One-off Pressures	10.009	6.302	6.202	5.750
Funding Reduction	7.803	10.996	5.846	5.503
<b>Total Pressures</b>	<b>36.997</b>	<b>30.609</b>	<b>23.789</b>	<b>22.446</b>
Savings - Smarter	(10.083)	(2.910)	(2.200)	(0.715)
Savings - Sustainable	(5.053)	(0.122)	(0.025)	(0.014)
Savings - Different	(6.434)	(2.324)	(0.309)	(0.188)
Additional Income	(4.428)	(2.970)	(3.262)	(3.370)
Additional Income - Adult Social Care Precept	(1.865)	(2.020)	(2.184)	(2.360)
Use of one-off funding for one-off pressures	(10.009)	(6.302)	(6.202)	(5.750)
<b>Total Savings</b>	<b>(37.872)</b>	<b>(16.648)</b>	<b>(14.182)</b>	<b>(12.397)</b>
<b>Total current Gap</b>	<b>(0.875)</b>	<b>13.960</b>	<b>9.607</b>	<b>10.049</b>
Cumulative Gap	0.000	13.086	22.693	32.742

## Risk Management

A critical element of medium term financial planning is to ensure that the financial consequences of risk are adequately reflected in the council's finances. All of the main risks that face the council are included in a risk register, which reflects the likelihood of the risk happening, the potential financial implications and the controls in place to attempt to mitigate the consequences.



# Section Two

## Setting the Budget and Council Tax

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## Revenue Budget 2016/17, General Fund and Council Tax Summary

	Budget 2016/17	Band D Council Tax
	£'m	£
<b>BUDGET EXPENDITURE 2015/16</b>	<b>192.604</b>	
Inflationary increases	4.328	
Demographic Growth	8.905	
Other Pressures	5.803	
Savings/Income Proposals	(21.570)	
Increase in Public Health Spend	1.009	
Increase in Parish Costs	0.444	
Funding for One off Pressures	0.875	
<b>BUDGET EXPENDITURE 2016/17</b>	<b>192.398</b>	<b>1,505.09</b>
<b>Funded From:</b>		
Revenue Support Grant	(26.505)	
Retained Business Rates	(48.300)	
Council Tax (including parish precepts)	(102.735)	
Education Services Grant	(2.981)	
Public Health Grant	(11.876)	
<b>TOTAL FINANCING</b>	<b>(192.398)</b>	



## General Fund: Objective Summary

	2015/16 Budget	2015/16 Forecast* Actual	2016/17 Budget
	£	£	£
<b>SERVICE BUDGETS</b>			
Children and Families	50,836,877	52,734,661	51,638,997
DSG and other Schools Funding	170,318,939	169,028,614	170,729,811
Adult Social Care & Health	60,247,707	60,289,188	60,545,694
Public Health	10,926,341	10,254,312	12,028,419
<b>Total People</b>	<b>292,329,863</b>	<b>292,306,775</b>	<b>294,942,921</b>
Planning	8,950,674	9,103,817	7,415,037
Public Realm	38,030,403	37,985,807	32,343,406
Housing and Community	943,648	1,743,146	1,615,845
<b>Total Place</b>	<b>47,924,725</b>	<b>48,832,771</b>	<b>41,374,288</b>
<b>Total Resources</b>	<b>6,341,685</b>	<b>6,250,432</b>	<b>5,055,853</b>
<b>Total Strategic Director</b>	<b>855,983</b>	<b>1,010,592</b>	<b>594,053</b>
<b>Net Cost of Services</b>	<b>347,452,255</b>	<b>348,400,570</b>	<b>341,967,115</b>
<b>Dedicated Schools Grant</b>	<b>(170,318,939)</b>	<b>(168,572,239)</b>	<b>(170,729,811)</b>
<b>DEBT FINANCING AND INTEREST CHARGES</b>	18,313,040	18,518,000	17,874,492
<b>ASSET RENTALS/DEPRECIATION</b>	(16,255,773)	(16,255,773)	(15,754,987)
Pay Inflation (and NI Increase 2016/17)	0	0	1,581,337
Sustainability Items, Levies and Other items	7,421,362	7,425,817	11,113,264
<b>Total Corporate Items</b>	<b>7,421,362</b>	<b>7,425,817</b>	<b>12,694,601</b>
<b>BUDGET REQUIREMENT</b>	<b>186,611,945</b>	<b>189,516,375</b>	<b>186,051,410</b>
Parish Precepts	5,992,329	5,992,329	6,346,468
<b>TOTAL EXPENDITURE</b>	<b>192,604,274</b>	<b>195,508,704</b>	<b>192,397,878</b>
Council Tax	(96,442,000)	(96,442,329)	(102,735,483)
Revenue Support Grant	(36,959,000)	(36,959,000)	(26,505,000)
Retained Business Rates	(45,296,000)	(45,296,000)	(48,300,000)
Education Services Grant	(3,041,000)	(3,161,000)	(2,981,000)
Public Health Grant	(10,866,274)	(10,194,000)	(11,876,395)
<b>TOTAL FUNDING</b>	<b>(192,604,274)</b>	<b>(192,052,329)</b>	<b>(192,397,878)</b>
<b>(SURPLUS) / DEFICIT**</b>	<b>0</b>	<b>3,456,375</b>	<b>0</b>

\*Based on Period 11 - February 2016

\*\*General fund forecast overspend £3m and DSG overspend £0.456m

\*\*\*Difference from approved cabinet budget is £206,301 which is due to the parish precepts being higher than originally estimated.



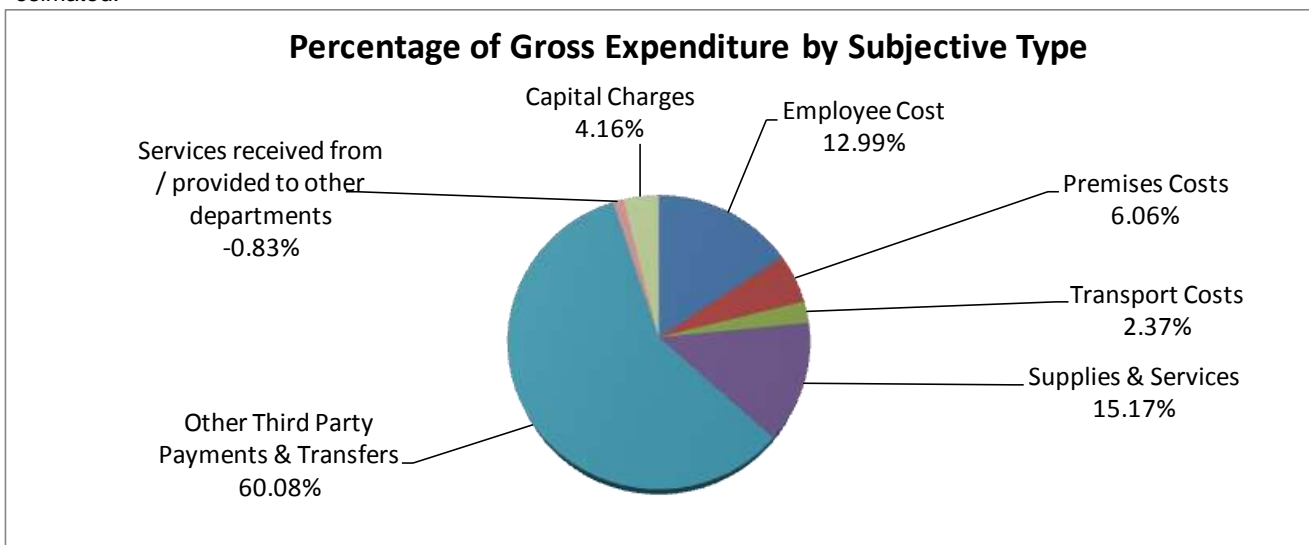
## General Fund: Subjective Summary

	2015/16 Budget £	2015/16 Forecast* Actual £	2016/17 Budget £
<b>Expenditure</b>			
Employee Costs	75,269,550	75,565,289	87,019,569
Premises Costs	25,740,435	27,319,727	24,151,283
Transport Costs	12,581,389	13,833,840	13,199,184
Supplies & Services	86,389,037	82,065,843	74,047,755
Third Party Payments / Transfers	325,081,341	327,034,074	330,366,956
Services received from other Service Groups	7,233,025	9,944,618	6,531,490
<b>TOTAL EXPENDITURE</b>	<b>532,294,777</b>	<b>535,763,390</b>	<b>535,316,236</b>
<b>Income</b>			
Government Grants	(274,561,022)	(283,700,726)	(274,692,673)
Other Grants & Contributions	(23,017,814)	(13,044,133)	(22,722,288)
Fees & Charges	(48,537,453)	(50,390,034)	(54,379,607)
Services provided to other Service Groups	(10,636,482)	(14,331,299)	(10,924,598)
<b>TOTAL INCOME</b>	<b>(356,752,771)</b>	<b>(361,466,192)</b>	<b>(362,719,166)</b>
Contributions to Reserves	556,960	11,660,651	552,972
(Transfer from) Reserves	(514,710)	(8,385,876)	(845,236)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>175,584,256</b>	<b>177,571,973</b>	<b>172,304,806</b>
Capital Charges	21,523,092	22,512,334	21,734,543
Allocation of Central and Departmental Overheads	(4,503,074)	(4,575,603)	(1,641,471)
<b>NET EXPENDITURE</b>	<b>192,604,274</b>	<b>195,508,704</b>	<b>192,397,878</b>
<b>TOTAL FUNDING</b>	<b>(192,604,274)</b>	<b>(192,052,329)</b>	<b>(192,397,878)</b>
<b>(SURPLUS) / DEFICIT **</b>	<b>0</b>	<b>3,456,375</b>	<b>0</b>

\*Based on Period 11 - February 2016

\*\*General fund forecast overspend £3m and DSG overspend £0.456m

\*\*\*Difference from approved cabinet budget is £206,301 which is due to the parish precepts being higher than originally estimated.







## General Fund: 2016/17 Budget Analysis by Service Group

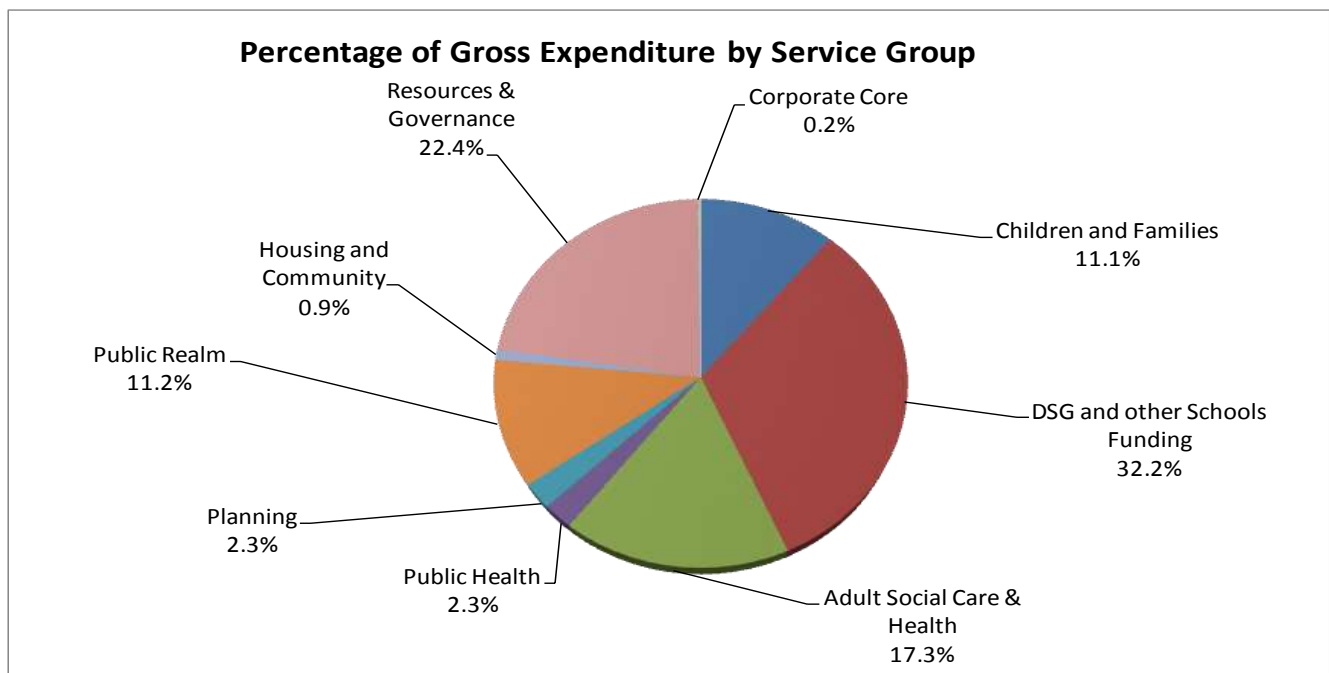
	People				Place			Resources	Strategic Director	Other Services				Total £'000
	Children and Families £'000	DSG and other Schools Funding £'000	Adult Social Care & Health £'000	Public Health £'000	Planning £'000	Public Realm £'000	Housing and Community £'000	Resources £'000	Strategic Director £'000	Debt Financing £'000	Assets Management £'000	Precepts £'000	Corporate codes £'000	
Employee Costs	24,105	1,225	20,731	872	5,140	9,255	1,000	19,034	1,844	(1)	0	0	3,815	87,020
Premises Costs	575	0	163	0	903	18,995	296	2,935	0	0	0	0	283	24,151
Transport Costs	4,388	22	529	6	72	7,865	10	300	8	0	0	0	0	13,199
Supplies & Services	3,687	12,075	19,994	10,751	1,576	8,100	2,413	6,495	486	62	0	0	8,409	74,048
Third Party Payments / Transfers	15,239	156,276	45,496	0	498	6,052	222	99,799	0	0	0	6,346	439	330,367
Services received from other departments	599	1,285	216	280	418	2,214	99	1,363	57	0	0	0	0	6,531
<b>TOTAL EXPENDITURE</b>	<b>48,593</b>	<b>170,882</b>	<b>87,131</b>	<b>11,908</b>	<b>8,607</b>	<b>52,481</b>	<b>4,039</b>	<b>129,927</b>	<b>2,395</b>	<b>61</b>	<b>0</b>	<b>6,346</b>	<b>12,946</b>	<b>535,316</b>
Government Grants	(3,547)	(170,730)	(122)	(53)	(33)	(28)	0	(100,179)	0	0	0	0	0	(274,693)
Other Grants & Contributions	(384)	0	(19,634)	(90)	0	(379)	(570)	(1,665)	0	0	0	0	0	(22,722)
Fees & Charges	(1,402)	(152)	(11,157)	(79)	(4,597)	(25,159)	(2,348)	(8,041)	(277)	(1,167)	0	0	0	(54,380)
Services provided to other departments	(1,717)	0	(296)	0	(350)	(1,641)	(23)	(3,691)	(386)	(2,569)	0	0	(251)	(10,925)
<b>TOTAL INCOME</b>	<b>(7,051)</b>	<b>(170,882)</b>	<b>(31,210)</b>	<b>(222)</b>	<b>(4,979)</b>	<b>(27,208)</b>	<b>(2,941)</b>	<b>(113,577)</b>	<b>(663)</b>	<b>(3,736)</b>	<b>0</b>	<b>0</b>	<b>(251)</b>	<b>(362,719)</b>
Contributions to Reserves	22	0	0	(4)	0	0	0	535	0	0	0	0	0	553
(Transfer from) Reserves	0	0	(162)	0	(133)	0	0	(551)	0	0	0	0	0	(845)
<b>EXPENDITURE</b>	<b>41,564</b>	<b>0</b>	<b>55,759</b>	<b>11,682</b>	<b>3,495</b>	<b>25,273</b>	<b>1,098</b>	<b>16,335</b>	<b>1,732</b>	<b>(3,675)</b>	<b>0</b>	<b>6,346</b>	<b>12,695</b>	<b>172,305</b>
Capital Charges	5,288	0	111	0	2,526	5,881	231	2,056	0	21,413	(15,772)	0	0	21,735
Allocation of Central and Departmental Overheads	4,787	0	4,675	346	1,394	1,189	287	(13,336)	(1,138)	137	17	0	0	(1,641)
<b>NET EXPENDITURE</b>	<b>51,639</b>	<b>0</b>	<b>60,546</b>	<b>12,028</b>	<b>7,415</b>	<b>32,343</b>	<b>1,616</b>	<b>5,056</b>	<b>594</b>	<b>17,874</b>	<b>(15,755)</b>	<b>6,346</b>	<b>12,695</b>	<b>192,398</b>



## Service Group Totals

	2015/16 Budget £	2015/16 Forecast* Actual £	2016/17 Budget £
Children and Families	58,038,656	61,989,529	58,689,618
DSG and other Schools Funding	170,470,939	169,207,573	170,881,811
Adult Social Care & Health	92,083,232	82,480,943	91,755,226
Public Health	11,148,788	10,560,684	12,250,866
<b>Total People</b>	<b>331,741,614</b>	<b>324,238,729</b>	<b>333,577,521</b>
Planning	13,732,894	24,911,763	12,394,175
Public Realm	63,296,639	64,658,727	59,551,268
Housing and Community	2,386,800	4,798,869	4,556,358
<b>Total Place</b>	<b>79,416,333</b>	<b>94,369,358</b>	<b>76,501,801</b>
<b>Total Resources</b>	<b>117,551,742</b>	<b>117,248,415</b>	<b>118,632,548</b>
<b>Total Strategic Director</b>	<b>1,518,416</b>	<b>1,649,425</b>	<b>1,257,355</b>
<b>Gross Service Group Expenditure Budget</b>	<b>530,228,104</b>	<b>537,505,928</b>	<b>529,969,225</b>
Government Grants	(274,561,022)	(283,700,726)	(274,692,673)
Other Grants & Contributions	(23,017,814)	(13,044,133)	(22,722,288)
Fees & Charges	(47,685,985)	(49,504,264)	(53,212,177)
Services provided to other departments	(7,829,967)	(11,428,473)	(8,104,783)
<b>Gross Service Group Income Budget</b>	<b>(353,094,788)</b>	<b>(357,677,596)</b>	<b>(358,731,921)</b>
<b>Net Cost of Services</b>	<b>177,133,316</b>	<b>179,828,332</b>	<b>171,237,304</b>
Debt Financing and Interest Charges	18,313,040	18,518,000	17,874,492
Asset Rentals/Depreciation	(16,255,773)	(16,255,773)	(15,754,987)
Corporate items	7,421,362	7,425,817	12,694,601
Parish precepts	5,992,329	5,992,329	6,346,468
<b>Net Expenditure</b>	<b>192,604,274</b>	<b>195,508,704</b>	<b>192,397,878</b>

\*Based on Period 11 - February 2016





## One-off Expenditure & Funding

In total the following one-off resources are available to use in the 2016/17 to fund one-off expenditure items:

	<b>Total £'m</b>
2014/15 Collection Fund Surplus	(0.850)
2015/16 estimated Collection Fund surplus	(1.750)
Release of Earmarked Reserves & Sustainability Items	(2.223)
Budget pressures for National Insurance increases were phased in over medium term, so a contribution is available as one-off funding	(0.700)
Minimum Revenue Position Policy (approved by Cabinet in October 2015)	(3.616)
Additional one-off funding as a result of the anticipated change in profile of Revenue Support Grant reductions	(0.875)
<b>Total One-off Resources</b>	<b>(10.014)</b>
One-off Pressures - Service Groups	7.261
One-off Pressures - Corporate	1.653
One-off Pressures to Address Potential Risk in 2016/17 Budget	1.100
<b>Total One-off Expenditure</b>	<b>10.014</b>
<b>Total</b>	<b>0.000</b>



## Staffing Analysis as at 1st April 2016

	People					Total People	Place			Total Place	Resources	Strategic Director	General Fund	HRA	Total Authority
	Children and Families	DSG and other Schools Funding	Adult Social Care	Public Health	Planning		Public Realm	Housing and Community	Resources		Strategic Director	HRA			
<b>2015/16 Actual Full Time Equivalent* FTE's</b>	628.02	34.94	688.42	31.58	<b>1,382.96</b>	192.81	220.22	33.34	<b>446.37</b>	594.26	60.02	<b>2,483.61</b>	<b>116.22</b>	<b>2,599.83</b>	
<b>2016/17 Estimated Changes^ FTE's</b>	45.68	(2.25)	20.87	0.42	<b>64.71</b>	(19.94)	35.71	7.80	<b>23.57</b>	(39.54)	(2.20)	<b>46.55</b>	<b>39.54</b>	<b>86.09</b>	
<b>2016/17 Full Time Equivalent FTE's</b>	<b>673.70</b>	<b>32.69</b>	<b>709.29</b>	<b>32.00</b>	<b>1,447.67</b>	<b>172.87</b>	<b>255.93</b>	<b>41.14</b>	<b>469.94</b>	<b>554.72</b>	<b>57.82</b>	<b>2,530.16</b>	<b>155.76</b>	<b>2,685.92</b>	
<b>2016/17 Employee Pay Budget** £'000</b>	23,198	1,208	20,386	859	<b>45,651</b>	5,274	9,201	998	<b>15,473</b>	17,668	1,831	<b>80,623</b>	<b>5,973</b>	<b>86,597</b>	

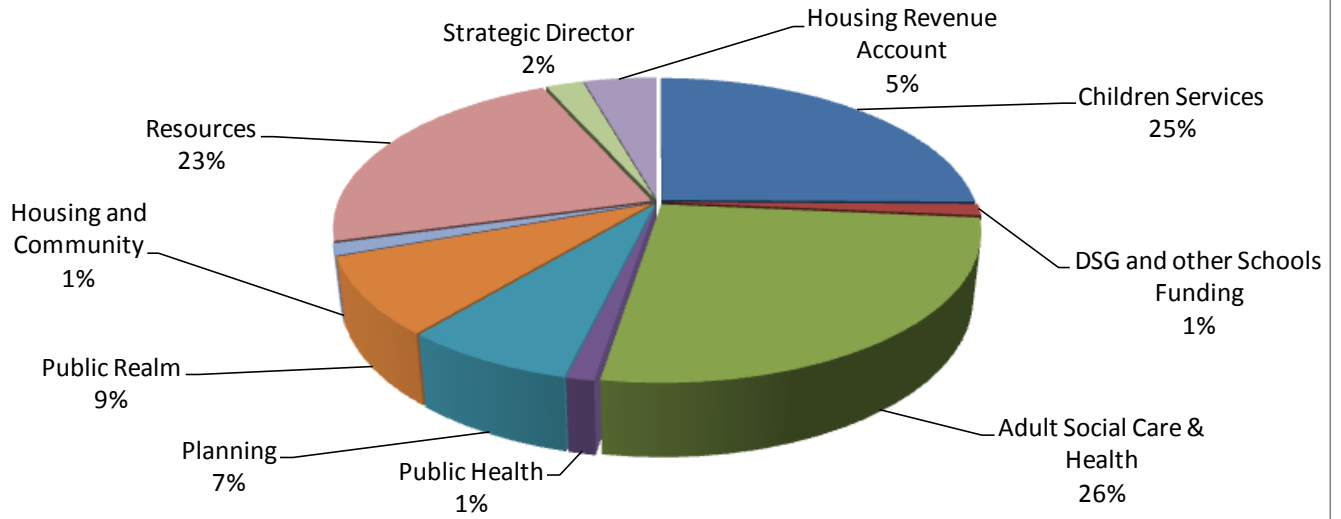
\* Based on HR data at 31st January 2016

^ Estimated changes are still subject to consultation and therefore may change as proposals are finalised. There may also be increases in staffing numbers where functions are transferred into the council.

\*\*The Employee Pay budget column includes direct salary pay budgets only for Milton Keynes Council staff (excluding agency costs and indirect employee pay budgets). Inflation for 2016/17 is being held centrally until it will be allocated as part of a pay budget review in May.



### Breakdown of Full Time Equivalent Posts by Service Group





## How was the 2016/17 Council Tax for Milton Keynes calculated?

There are four separate elements of the Council Tax.

Firstly, there is the element for services provided directly by Milton Keynes Council which amounts to £1,206.05 for a Band D equivalent property. This is a 3.95% increase on the 2015/16 charge.

The second element is a precept amount which is required for funding the work of the Police and Crime Commissioner for Thames Valley. The precept set by the Police in 2016/17 equates to £166.96 for a Band D property. This is a 1.99% increase on the 2015/16 charge.

The third element is a precept amount which is required for funding the work of the Buckinghamshire and Milton Keynes Fire Authority. The precept set by the Fire Authority in 2016/17 equates to £59.70 for a Band D property. This is a 1.98% increase on the 2015/16 charge.

The final element relates to the precept amount which is required for funding the work of the Town and Parish Councils which operate within the boundary of Milton Keynes. While these vary by parish, on average the precept set by the Town and Parish Councils in 2016/17 equates to £72.38 for a Band D property.

All four elements are collected by Milton Keynes Council as part of the Council Tax.

For 2016/17 the total of these elements produced an average Band D Council Tax charge of £1,505.09.

To calculate the actual Council Tax set by Milton Keynes Council, the net expenditure for the council is divided by the number of Band D equivalent properties.

Further information on the process of setting Milton Keynes Council Tax can be found online at: <http://www.milton-keynes.gov.uk/benefits-council-tax/council-tax/council-tax-information-2016-17>

## Derivation of the Council Tax Requirement

	<b>2016/17 £'000</b>
Net Expenditure Requirement	192,397
Less: Revenue Support Grant	(26,505)
Less: Retained Business Rates	(48,300)
Less: Central Education Grant	(2,981)
Less: Public Health Grant	(11,876)
Less: Council Tax Collected for Parish Councils	(5,816)
<b>Milton Keynes Demand on Collection Fund (A)</b>	<b>96,919</b>
Amount to be raised in respect of the Thames Valley Police Authority (B)	13,417
Amount to be raised in respect of the Buckinghamshire and Milton Keynes Fire Authority (C)	4,798
Amount to be raised in respect of the Town and Parish Councils (D)	5,816
<b>Total Amount to be raised from Council Tax</b>	<b>120,950</b>
<b>Taxbase (Equivalent number of Band D properties) (E)</b>	<b>80,361</b>
	<b>£</b>
Council Tax charge per Band D property (Milton Keynes Services) (A divided by E)	1,206.05
Precept for the Thames Valley Police Authority (B divided by E)	166.96
Precept for the Buckinghamshire and Milton Keynes Fire Authority (C divided by E)	59.70
Precept for Town and Parish Councils (D divided by E)	72.38
<b>Total Average 2016/17 Council Tax (Band D)</b>	<b>1,505.09</b>





## Council Tax

The table below sets out the Council Tax for each Band for 2016/17 for Milton Keynes Council.

Valuation Band	Valuation Bands							
	A	B	C	D	E	F	G	H
Proportion of Band D Charge	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
MKC with 1.95% Levy								
Increase	788.57	919.99	1,051.42	1,182.85	1,445.71	1,708.56	1,971.42	2,365.70
ASC Levy Further 2%								
Increase	15.47	18.04	20.62	23.20	28.36	33.51	38.67	46.40
<b>Council Tax Charge</b>	<b>804.04</b>	<b>938.03</b>	<b>1,072.04</b>	<b>1,206.05</b>	<b>1,474.07</b>	<b>1,742.07</b>	<b>2,010.09</b>	<b>2,412.10</b>

Council Tax Base (Band D equivalents) - 80,360.69

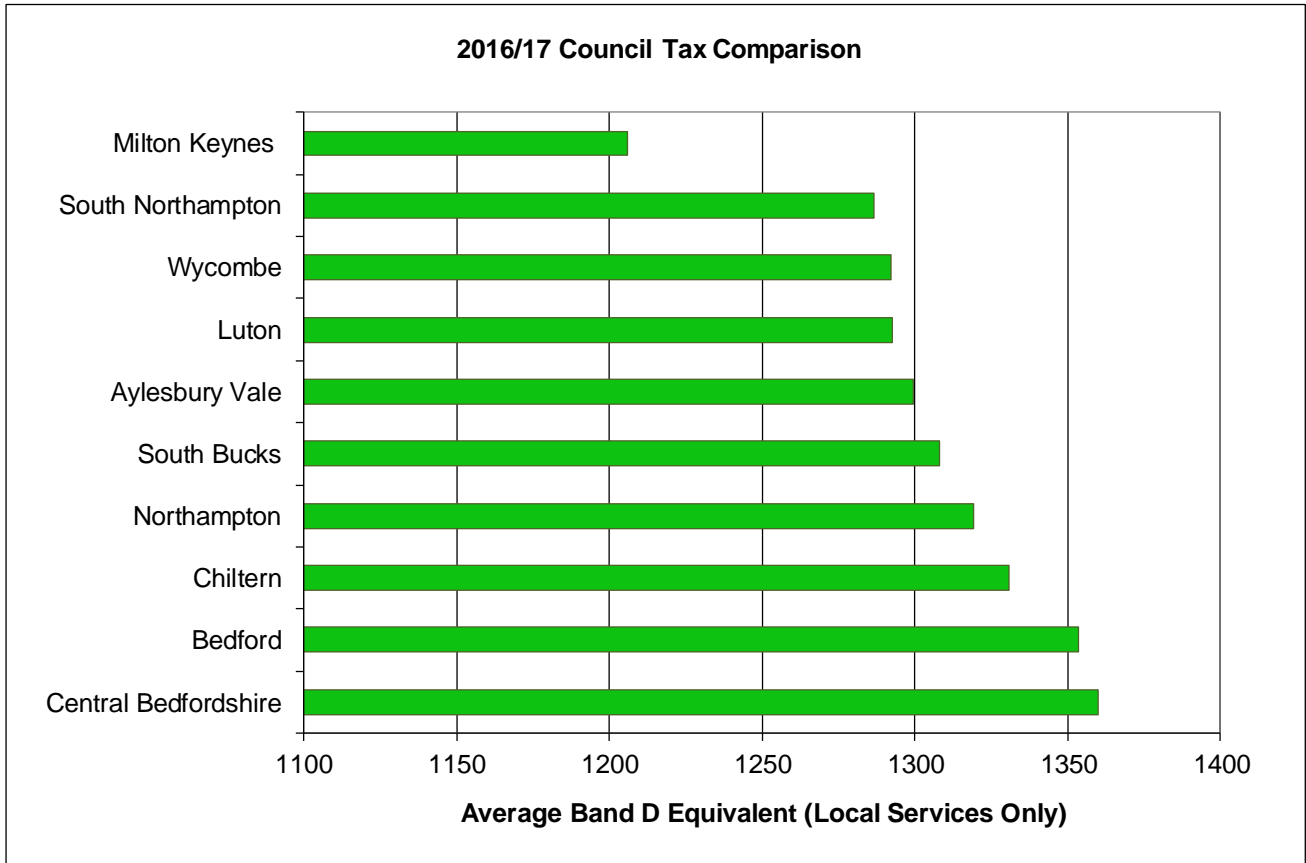
Estimated Collection Rate 2016/17 – 98.37%

Council Tax Band	Type of Dwellings	Tax Bill (before benefits & relief)	No of Properties in this Band 8th September 2014	Percentage of Properties in this band
		£	No.	%
A	No discount - 100%	804.04	16,463	15.29%
	Single discount - 75%	603.03		
	Multiple discounts - 50%	402.02		
B	No discount - 100%	938.03	30,851	28.64%
	Single discount - 75%	703.52		
	Multiple discounts - 50%	469.02		
C	No discount - 100%	1,072.04	27,844	25.87%
	Single discount - 75%	804.03		
	Multiple discounts - 50%	536.02		
D	No discount - 100%	1,206.05	13,417	12.46%
	Single discount - 75%	904.54		
	Multiple discounts - 50%	603.03		
E	No discount - 100%	1,474.07	10,777	10.01%
	Single discount - 75%	1,105.55		
	Multiple discounts - 50%	737.04		
F	No discount - 100%	1,742.07	5,437	5.05%
	Single discount - 75%	1,306.55		
	Multiple discounts - 50%	871.04		
G	No discount - 100%	2,010.09	2,738	2.54%
	Single discount - 75%	1,507.57		
	Multiple discounts - 50%	1,005.05		
H	No discount - 100%	2,412.10	146	0.14%
	Single discount - 75%	1,809.08		
	Multiple discounts - 50%	1,206.05		
<b>TOTAL</b>			<b>107,673</b>	<b>100.00%</b>



## Comparison of surrounding areas Council Tax

The graph below shows that Milton Keynes Council's Council Tax is lower than those of neighbouring authorities





## Specific Grants

The table below shows the specific grants for 2016/17.

<b>Specific Grants</b>		
<b>2015/16</b>		<b>2016/17</b>
<b>Budget</b>		<b>Budget</b>
<b>£</b>		<b>£</b>
<b><i>Non-ring fenced Grants:</i></b>		
(1,513,681)	Benefits Administration Grant	(1,490,681)
(743,212)	Asylum Seekers Grant	(743,212)
(430,000)	Discretionary Housing Payments	(430,000)
(373,541)	NNDR Administration Grant	(376,000)
(70,000)	Strengthening Families Grant	(274,998)
(53,297)	Throughcare & Aftercare	(53,297)
(52,545)	Extended Right to Travel	(52,545)
<b>(3,236,276)</b>	<b>Total Non-ring fenced Grants</b>	<b>(3,420,733)</b>
<b><i>Ring fenced Grants:</i></b>		
(154,503,700)	Dedicated Schools Grant (DSG)	(154,914,572)
(67,577,161)	Mandatory Rent Allowances: Subsidy	(67,857,161)
(30,001,743)	Mandatory Rent Rebates outside HRA: Subsidy	(29,951,743)
(8,150,000)	Pupil Premium Grant	(8,150,000)
(7,055,239)	Sixth form funding from Young People's Learning Agency (YPLA) (schools)	(7,055,239)
(1,290,963)	Skill Fund Agency Grant	(1,290,963)
(610,000)	Devolved Capital Grant	(610,000)
(342,730)	Youth Offending Team Grant	(342,730)
(307,000)	Arts Council Grant	(307,000)
(164,006)	Local Reform & Community Voices Grant	(122,329)
(115,000)	Milk Subsidy	(115,000)
(28,000)	Bus Service Operators Grant	(28,000)
(23,667)	Bury Field Common	(23,667)
<b>(270,169,209)</b>	<b>Total Ring fenced Grants</b>	<b>(270,768,404)</b>
<b>(273,405,485)</b>	<b>Total Specific Grants</b>	<b>(274,189,137)</b>



## Recharges Methodology

Service	Allocation Method
Facilities (incl Archiving)	Headcount
IT (incl Local Print & Telephones)	Headcount
Central Printing	Budgeted expenditure
HR and Payroll	Headcount
Health & Safety	Headcount
Customer Services	Headcount
Finance	Time allocation of finance staff
Internal audit	Budgeted income plus expenditure
Procurement	Budgeted non-payroll expenditure
Communications	20% Corporate and Democratic Core
	80% headcount
Policy and performance	20% Corporate and Democratic Core
	80% headcount
Property management	Time allocation of property staff
Fleet	Use of vehicles
Legal	Time allocation
Insurance	Headcount



# Section Three

## Summary Budget by Service Group

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# People

Staffing Analysis  
Children and Families  
DSG and other Schools Funding  
Adult Social Care  
Public Health



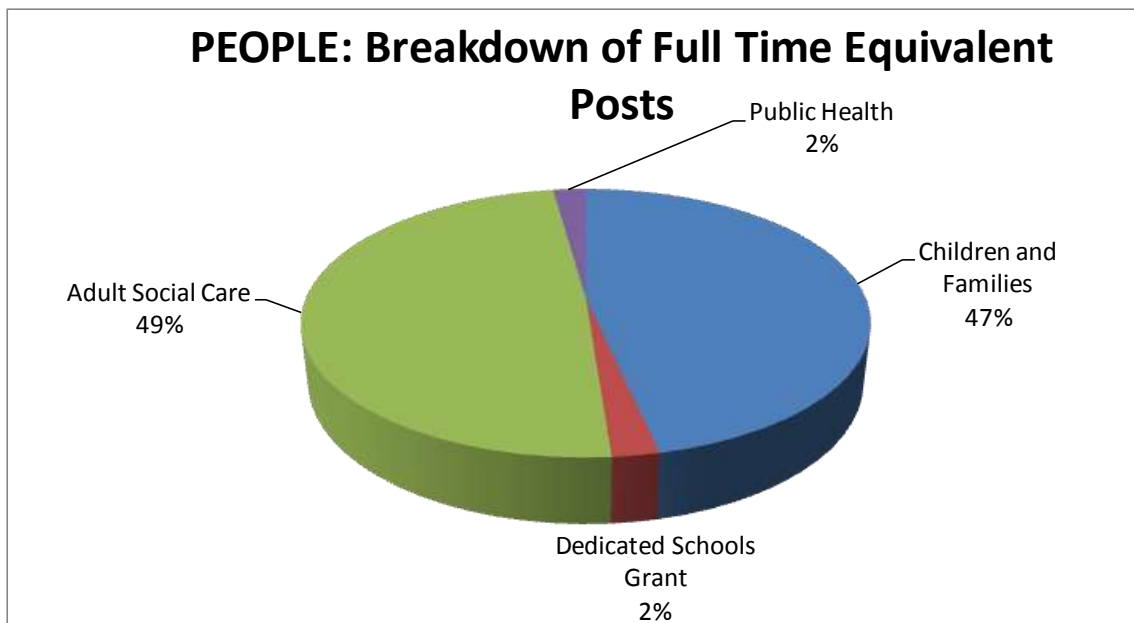
**People: Staffing Analysis as at 1<sup>st</sup> April 2016**

		PEOPLE				Total PEOPLE
		Children and Families	DSG & other Schools Funding	Adult Social Care	Public Health	
<b>Estimated</b>	<b>2015/16 Actual Full Time Equivalent* FTE's</b>	628.02	34.94	688.42	31.58	<b>1,382.96</b>
	<b>2016/17 Estimated Changes^ FTE's</b>	45.68	(2.25)	20.87	0.42	<b>64.71</b>
	<b>2016/17 Full Time Equivalent FTE's</b>	<b>673.70</b>	<b>32.69</b>	<b>709.29</b>	<b>32.00</b>	<b>1,447.67</b>
	<b>2016/17 Employee Pay Budget** £'000</b>	23,198	1,208	20,386	859	<b>45,651</b>

\* Based on HR data at 31st January 2016

^ Estimated changes are still subject to consultation and therefore may change as proposals are finalised. There may also be increases in staffing numbers where functions are transferred into the council.

\*\*The Employee Pay budget column includes direct salary pay budgets only for Milton Keynes Council staff (excluding agency costs and indirect employee pay budgets). Inflation for 2016/17 is being held centrally until it will be allocated as part of a pay budget review in May.





## Children and Families: Service Group 2016/17-2019/20

### Service Group Vision / Purpose:

#### **Starting well – Giving every child the best chance in life**

To improve the start in life for children, with those in greater need receiving more support

### Service Group Key Drivers for 2016/17

- Ensuring fair access to education
- Improving educational outcomes
- Supporting vulnerable children
- Supporting children in care

### Service Group Actions against Key Objectives

#### **Ensuring fair access to education**

- a. Ensure the number of school and early years places keeps pace with our growing population.
- b. Facilitate successful school organisation change, providing high quality advice and guidance and following legal processes.
- c. Deliver a well-managed admissions, home to school transport, free school meal eligibility service and childcare information service designed around the needs of parents.
- d. Further improve the way we support all children, especially the most vulnerable or disadvantaged, to access suitable full time education.
- e. Ensure the number of special school and specialist provision places keeps pace with our growing population and wherever possible keeps children close to home.
- f. Redesign the way our specialist teams work to provide a more efficient, resilient service which supports inclusion.

#### **Improving educational outcomes**

- a. Continue to support and challenge all schools and early years services to be good or outstanding.
- b. Deliver a high quality governor support programme designed to improve the quality and effectiveness of school governance.
- c. Facilitate effective local services and interventions to improve educational outcomes for children from vulnerable or disadvantaged groups.
- d. Strengthen our children's centre services and the way we deliver them to bring about a step change in quality and reach.
- e. Provide local people, especially the most vulnerable or disadvantaged, with access to an outstanding community learning service.
- f. Respond in a creative and positive way to national reforms, including changes to the relationship between the local authority and schools.

#### **Supporting vulnerable children**

- a. Embed the special educational needs reforms, converting statements and learning disability assessments to education, health and care plans and further improving information and advice.



- b. Ensure robust planning for all children with SEND which focus on key transition points and preparation for adulthood.
- c. Maximise the current impact and explore potential future developments of the Family Drug and Alcohol Court.
- d. Further develop services and interventions to improve outcomes for children and families, particularly in relation to domestic abuse.
- e. Support the youth offending team implement changes to enable it to adapt to national reforms to youth justice and a reduction in available resource.
- f. Expanded our Troubled Families programme to improve the life chances of more local families with multiple problems through joining up local services, dealing with each family's problems as a whole rather than responding to each problem, or person, separately.

### **Supporting children in care**

- a. Invest in the development of our children's social care workforce and run a proactive campaign to recruit new social workers.
- b. Select an appropriate regional adoption agency partner and take an active role in the development of the new venture.
- c. Attract new foster carers and develop other types of placement options, particularly those for young people.
- d. Take action to improve placement stability for children and young people and ensure every child looked after is given the opportunity to develop to their full potential through living within a permanent family situation.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Setting and School Sufficiency and Access	Number of 2 year old early education places	Number of funded 2 year old early education places.	1,054	1649-1672	1785-1828	1785-1828	1820-1865	1856-1902
Setting and School Sufficiency and Access	Number of 3 and 4 year early education places	Number of funded 3 and 4 year early education places.	6,142	6382-6402	6780-6892	6780-6892	6916-7030	7054-7170
Setting and School Sufficiency and Access	Number of school places	Number of school places (primary, secondary and special) provided/enabled	42,917	43,523	45,300	47,386	49,882	52,442
Setting and School Effectiveness	Quality of early years provision	Percentage of early years settings (childcare not on domestic premises and child-minders) judged good or better by Ofsted.	88%	88% (122 settings)	89% (125 settings)	90% (128 settings)	90% (131 settings)	90% (134 settings)
Setting and School Effectiveness	Quality of school provision	Percentage of schools (primary, secondary and special) judged good or better by Ofsted.	85% 110 schools	85% 114 schools	89%	90%	92%	94%
Localities	Number of children registered at Children's Centres	% of 0-4 year olds registered at Children's Centres in MK	18,100	20,500	22,000	23,000	25,000	27,000
Localities	Numbers of families working with CFP's	Numbers of families working with Children and Families Practices	1,186	1,300	1,300	1,300	1,300	1,300
Youth Offending Team	Numbers of young offenders	Numbers of young offenders	450	450	450	450	450	450
Localities	Number of NEETs	% of young people aged 16 - 19 who are Not in Education, Employment or Training (NEET)	3.9%	4.0%	4.0%	4.0%	4.0%	4.0%
Children's Social Work	Number of children social care referrals	Children's Social Care: number of referrals during the year.	2,569	2,596	2,622	2,648	2,674	2,701



Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Children's Social Work	Number of children and young people in need	Number of children and young people in need supported during the year	2,998	3,286	3,319	3,352	3,386	3,420
SEN and disability	Number of children with statements of special educational needs	Number of children with statements of special educational needs	1,620	1,680	1,740	1,800	1,860	1,729
SEN and disability	Number of disabled children	Number of disabled children receiving social care packages of support during the year	250	270	282	300	320	340
Corporate Parenting	Number of bed nights (in-house foster carers)	Number of bed nights provided for children in care by in-house foster carers	57,898	61,477	62,977	64,477	65,977	67,477
Corporate Parenting	Number of bed nights (independent foster care or residential placements)	Number of bed nights provided for children in care by independent foster care or residential placements	39,214	43,441	44,310	45,639	47,008	48,418
Corporate Parenting	Number of special guardianship, adoption or residence order allowances	Number of children supported through special guardianship, adoption or residence order allowances	161	168	176	185	196	208
Corporate Parenting	Number of care leavers	Number of Care Leavers with active support packages (placements, finances etc.)	139	138	145	152	160	168





<b>Children and Families: General</b>		<b>2014/15 Actual</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>
Children and Families	Population Projections Age 0-4	20,563	20,533	20,500	20,529	20,700	20,843
Children and Families	Population Projections Age 5-10	22,602	23,531	24,599	25,413	25,935	26,220
Children and Families	Population Projections Age 11-13	9,467	9,791	10,107	10,676	11,287	12,063
Children and Families	Population Projections Age 14-19	17,930	17,995	18,086	18,345	18,705	18,981
<b>Children and Families</b>	<b>Total projected population aged 0-19</b>	<b>70,562</b>	<b>71,849</b>	<b>73,292</b>	<b>74,964</b>	<b>76,627</b>	<b>78,107</b>



## BBR07 – Children and Families

### Budget Movement

	<b>Budget 2016/17 £'m</b>
<b>BUDGET 2015/16</b>	<b>50.837</b>
Inflationary increases / (decreases)	(0.409)
Demographic Growth	4.479
Other Pressures	0.806
Savings/Income Proposals	(4.073)
<b>BUDGET 2016/17</b>	<b>51.639</b>

### Summary Revenue Budget

	2015/16 Actual Budget £'000	2015/16 Forecast* Actual £'000	Expenditure Budget £'000	2016/17		Net Budget £'000
				Income Budget £'000	Recharges Budget £'000	
Capital & Infrastructure	5,111	4,597	4,952	(397)	166	4,721
Children and Families Management	1,822	2,938	615	(475)	2,546	2,687
Children's Centres	3,133	3,128	2,113	(9)	592	2,696
Children's Social Work	11,075	11,355	10,039	(1,531)	2,064	10,571
Corporate Parenting	16,755	18,236	19,484	(782)	991	19,693
Safeguarding	857	890	976	(100)	110	985
SEN and Disability	2,127	2,237	2,022	(0)	284	2,305
Setting & School Effectiveness	2,403	2,267	1,696	(609)	331	1,418
Setting & School Services	1,798	1,779	4,272	(2,547)	(117)	1,608
Setting & School Sufficiency & Access	4,184	4,634	4,583	(495)	222	4,310
Social Care Management	1,008	105	2,658	0	(2,654)	4
Youth Offending	565	568	1,043	(654)	252	641
<b>Service Group Total</b>	<b>50,837</b>	<b>52,735</b>	<b>54,451</b>	<b>(7,599)</b>	<b>4,787</b>	<b>51,639</b>

\*Based on Period 11 Forecast (February 2016)



## Children and Families: Summary Subjective Analysis Budget 2015/16

	Children & Families Management	Capital & Infrastructure	Setting & School Sufficiency and Access	Setting & School Services	Setting & School Effectiveness	Children's Centres	SEN and Disability	Children's Social Work	Corporate Parenting	Safeguarding	Youth Offending	Social Care Management	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>													
Employee Costs	684	544	489	2,617	1,784	2,045	1,280	7,595	3,776	740	976	1,013	23,545
Premises Costs	0	21	0	220	0	195	0	288	140	64	23	0	952
Transport Costs	2	3	3,705	23	21	24	24	139	83	16	23	2	4,065
Supplies & Services	(350)	49	(48)	920	662	143	258	1,838	726	99	73	16	4,385
Third Party Payments / Transfers	3	1	0	0	465	0	220	195	11,426	0	0	0	12,310
Services received from other departments	143	8	119	508	25	77	20	208	82	9	10	1	1,209
<b>TOTAL EXPENDITURE</b>	<b>481</b>	<b>626</b>	<b>4,264</b>	<b>4,288</b>	<b>2,957</b>	<b>2,484</b>	<b>1,801</b>	<b>10,262</b>	<b>16,233</b>	<b>929</b>	<b>1,106</b>	<b>1,033</b>	<b>46,465</b>
<b>Income</b>													
Government Grants	0	0	(53)	(1,713)	0	0	0	(275)	(743)	0	(343)	0	(3,126)
Other Grants & Contributions	0	0	0	0	0	0	0	(73)	0	(83)	(228)	0	(384)
Fees & Charges	0	(8)	(19)	(816)	(353)	(9)	0	(186)	(39)	(16)	(8)	0	(1,454)
Services provided to other departments	(550)	(389)	(423)	(101)	(746)	0	0	(572)	0	0	(75)	0	(2,857)
<b>TOTAL INCOME</b>	<b>(550)</b>	<b>(397)</b>	<b>(495)</b>	<b>(2,629)</b>	<b>(1,099)</b>	<b>(9)</b>	<b>0</b>	<b>(1,106)</b>	<b>(782)</b>	<b>(99)</b>	<b>(654)</b>	<b>0</b>	<b>(7,821)</b>
Contributions to Reserves	0	0	0	0	0	22	0	0	0	0	0	0	22
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(69)</b>	<b>229</b>	<b>3,769</b>	<b>1,659</b>	<b>1,858</b>	<b>2,498</b>	<b>1,802</b>	<b>9,156</b>	<b>15,451</b>	<b>830</b>	<b>452</b>	<b>1,033</b>	<b>38,666</b>
Capital Charges	0	4,712	0	247	0	130	10	41	59	69	20	0	5,288
Allocation of Central and Departmental Overheads	1,891	170	414	(108)	545	505	316	1,878	1,246	(42)	92	(25)	6,884
<b>NET EXPENDITURE</b>	<b>1,822</b>	<b>5,111</b>	<b>4,184</b>	<b>1,798</b>	<b>2,403</b>	<b>3,133</b>	<b>2,128</b>	<b>11,075</b>	<b>16,755</b>	<b>857</b>	<b>565</b>	<b>1,008</b>	<b>50,837</b>



## Summary Subjective Analysis Forecast 2015/16

	Children & Families Management	Capital & Infrastructure	Setting & School Sufficiency and Access	Setting & School Services	Setting & School Effectiveness	Children's Centres	SEN and Disability	Children's Social Work	Corporate Parenting	Safeguarding	Youth Offending	Social Care Management	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>													
Employee Costs	1,601	541	461	3,021	1,776	1,819	1,257	7,803	4,111	783	963	114	24,249
Premises Costs	0	7	0	133	0	283	0	365	125	65	25	0	1,003
Transport Costs	0	0	4,177	2	0	11	2	34	27	2	5	0	4,261
Supplies & Services	(148)	(320)	(39)	1,125	640	412	405	1,818	944	91	74	15	5,016
Third Party Payments / Transfers	100	0	0	67	146	0	265	292	12,988	0	0	0	13,858
Services received from other departments	143	10	111	569	47	135	19	377	364	121	355	2	2,251
<b>TOTAL EXPENDITURE</b>	<b>1,697</b>	<b>237</b>	<b>4,710</b>	<b>4,917</b>	<b>2,609</b>	<b>2,660</b>	<b>1,948</b>	<b>10,688</b>	<b>18,558</b>	<b>1,061</b>	<b>1,422</b>	<b>131</b>	<b>50,638</b>
<b>Income</b>													
Government Grants	0	0	(53)	(1,774)	(36)	(1)	0	0	(870)	0	(343)	0	(3,076)
Other Grants & Contributions	0	0	0	0	0	0	0	(73)	(170)	(83)	(81)	0	(407)
Fees & Charges	0	(13)	(14)	(763)	(475)	(20)	4	(285)	(433)	(7)	(24)	0	(2,030)
Services provided to other departments	(553)	(589)	(423)	(174)	(300)	(85)	(42)	(797)	(153)	(108)	(519)	0	(3,742)
<b>TOTAL INCOME</b>	<b>(553)</b>	<b>(603)</b>	<b>(489)</b>	<b>(2,711)</b>	<b>(811)</b>	<b>(106)</b>	<b>(38)</b>	<b>(1,155)</b>	<b>(1,626)</b>	<b>(197)</b>	<b>(967)</b>	<b>0</b>	<b>(9,255)</b>
Contributions to Reserves	0	0	0	0	0	22	0	0	0	0	0	0	22
(Transfer from) Reserves	(98)	80	0	(567)	(76)	(84)	0	(98)	0	0	0	0	(842)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,046</b>	<b>(285)</b>	<b>4,220</b>	<b>1,640</b>	<b>1,723</b>	<b>2,493</b>	<b>1,910</b>	<b>9,435</b>	<b>16,932</b>	<b>863</b>	<b>456</b>	<b>131</b>	<b>40,563</b>
Capital Charges	0	4,712	0	247	0	130	10	41	59	69	20	0	5,288
Allocation of Central and Departmental Overheads	1,891	170	414	(108)	545	505	316	1,879	1,246	(42)	92	(26)	6,884
<b>NET EXPENDITURE</b>	<b>2,938</b>	<b>4,597</b>	<b>4,634</b>	<b>1,779</b>	<b>2,267</b>	<b>3,128</b>	<b>2,237</b>	<b>11,355</b>	<b>18,236</b>	<b>890</b>	<b>568</b>	<b>105</b>	<b>52,735</b>



## Summary Subjective Analysis Budget 2016/17

	Children & Families Management	Capital & Infrastructure	Setting & School Sufficiency and Access	Setting & School Services	Setting & School Effectiveness	Children's Centres	SEN and Disability	Children's Social Work	Corporate Parenting	Safeguarding	Youth Offending	Social Care Management	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>													
Employee Costs	509	565	491	2,588	1,241	1,776	1,291	7,624	3,749	740	897	2,633	24,105
Premises Costs	0	(11)	0	220	0	(58)	0	217	133	55	19	0	575
Transport Costs	2	3	4,042	23	16	24	24	139	83	4	23	6	4,388
Supplies & Services	(42)	(327)	(68)	744	125	143	458	1,619	847	99	73	17	3,687
Third Party Payments / Transfers	3	1	0	0	288	0	220	195	14,532	0	0	0	15,239
Services received from other departments	144	9	119	450	25	76	20	205	81	8	11	1	1,148
<b>TOTAL EXPENDITURE</b>	<b>615</b>	<b>240</b>	<b>4,583</b>	<b>4,025</b>	<b>1,696</b>	<b>1,961</b>	<b>2,012</b>	<b>9,998</b>	<b>19,425</b>	<b>906</b>	<b>1,022</b>	<b>2,658</b>	<b>49,141</b>
<b>Income</b>													
Government Grants	0	0	(53)	(1,713)	0	0	0	(696)	(743)	0	(343)	0	(3,547)
Other Grants & Contributions	0	0	0	0	0	0	0	(73)	0	(83)	(228)	0	(384)
Fees & Charges	0	(8)	(19)	(734)	(379)	(9)	0	(190)	(39)	(17)	(8)	0	(1,402)
Services provided to other departments	(475)	(389)	(423)	(101)	(230)	0	0	(572)	0	0	(75)	0	(2,265)
<b>TOTAL INCOME</b>	<b>(475)</b>	<b>(397)</b>	<b>(495)</b>	<b>(2,547)</b>	<b>(609)</b>	<b>(9)</b>	<b>0</b>	<b>(1,531)</b>	<b>(782)</b>	<b>(99)</b>	<b>(654)</b>	<b>0</b>	<b>(7,599)</b>
Contributions to Reserves	0	0	0	0	0	22	0	0	0	0	0	0	22
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>140</b>	<b>(157)</b>	<b>4,088</b>	<b>1,477</b>	<b>1,086</b>	<b>1,974</b>	<b>2,012</b>	<b>8,467</b>	<b>18,643</b>	<b>807</b>	<b>368</b>	<b>2,658</b>	<b>41,564</b>
Capital Charges	0	4,712	0	247	0	130	10	41	59	69	20	0	5,288
Allocation of Central and Departmental Overheads	2,546	166	222	(117)	331	592	284	2,064	991	110	252	(2,654)	4,787
<b>NET EXPENDITURE</b>	<b>2,687</b>	<b>4,721</b>	<b>4,310</b>	<b>1,608</b>	<b>1,418</b>	<b>2,696</b>	<b>2,306</b>	<b>10,571</b>	<b>19,693</b>	<b>985</b>	<b>641</b>	<b>4</b>	<b>51,639</b>



## Children and Families - Ongoing Savings

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S32	Year two of a planned reduction in senior management posts within Children and Families.	(167)	0	0	0	Sustainable
S33	Ending of Community Mobilisers contract with Community Action MK (previous 6 month extension ended September 2015).	(95)	0	0	0	Sustainable
S34	Implement the second year of planned CCSR budget changes for youth services, children's centres and libraries. The second year changes include a planned reduction in libraries central support costs. Additional savings are proposed to be made in stages in conjunction with partnership arrangements and the phased adoption of 'Open Libraries' (£311K). Implement the second year of planned CCSR budget changes for youth services, children's centres (£400k).	(711)	0	0	0	Sustainable
S35	Home to School Transport - Ensure higher standards of contract management and demand management better route planning and secure lower contract prices. Demand reduction introduce more regular reapplication points to check continuing eligibility, develop a 'travel training' service, review options for discretionary charging for unused seats and further reduce entitlement towards the statutory minimum.	(500)	(400)	0	0	Smarter
S36	Further rationalise the level of business support across Children and Families.	(50)	0	0	0	Smarter
S37	Reduce the number of office bases that are used by children's social care services.	(70)	0	0	0	Smarter
S38	Cease printing large numbers of copies of the primary and secondary admissions booklets and direct all parents to the downloadable version on the Council's website or to reference copies available in libraries or schools.	(20)	0	0	0	Smarter
S39	Reduce the number of weeks during which short breaks can be pre booked at Furze House (a respite short break centre), reduce overnight opening to five nights a week and implement £38K of management efficiencies.	(120)	0	0	0	Sustainable
S40	Reduce the use of agency staff to cover staff sickness absence at Furze House (a respite short break centre).	(40)	0	0	0	Sustainable
S40a	Align budget for short breaks with take up levels.	(40)	0	0	0	Sustainable
S41	Introduce new models of support and increase the range of options available to older young people who are in our care to lower the cost of their placements.	(500)	(250)	0	0	Smarter
S42	Significantly reduce the provision of free advice and guidance to providers of early years settings.	(649)	0	0	0	Different





Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S43	Remove the training budget used to provide free continuing professional development opportunities to early years settings.	(320)	0	0	0	Different
S44	Reduce the budget available for intervention in schools requiring significant performance improvement and generate income through selling any available capacity within setting and school improvement team.	(120)	(30)	(30)	0	Different
S45	Reduce the budget to fund Children and Families Practice workers and social workers training to reflect established model of delivery.	(50)	0	0	0	Sustainable
S46	Fund the 'earlier intervention' children's mental health contracted service using Strengthening Families reward grant (£275k) and a contribution from the Public Health reserve.	(421)	0	0	0	Sustainable
S47	Ending of the additional year of funding for parenting support programmes provided by MK Dons SET.	(100)	0	0	0	Sustainable
S48	Reduce the overall budget available to support the Children and Family Practices and remove a budget available for supplies and services.	(100)	0	0	0	Smarter
<b>Total Children and Families</b>		<b>(4,073)</b>	<b>(680)</b>	<b>(30)</b>	<b>0</b>	

### Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P23	To fund the increased cost and increased number of regulation 24 (family & friends) carers due to recent case law.	227	0	0	0	Legislative
P24	To fund the additional pressure of the new 'Staying Put' duty that is over and above the grant funding.	67	11	11	11	Legislative
P25	To fund the increase in number of unaccompanied asylum seeking children (UASC) in more expensive placements due to lack of in-house capacity and increased national demand for external placements.	250	0	0	0	Demography
P26	To fund the predicted 2% 0-19 year olds population growth in Milton Keynes that will result in a projected increase of around 8 looked after children each year.	950	550	550	500	Demography



Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P27	Increase in cost of external residential and fostering placements to reflect the 2015/16 forecast budget pressure.	1,865	0	0	0	Demography
P28	Increasing package costs of children with disabilities due to increasing numbers of disabled children with increasing complex needs.	200	0	0	0	Demography
P29	To fund predicted growth in numbers of children in care and in need of protection, resulting in an increase of 3 additional social workers each year.	144	158	158	158	Demography
P30	To fund the increased demand on the contact centre, emergency social work team and family assessment and support team due to an increase in court ordered supervised contact and out of hours responses to child protection referrals.	90	0	0	0	Demography
P31	To fund the on-going costs associated with the family drug and alcohol court, which has been piloted using one-off funding.	131	44	0	0	Legislative
P32	To fund the increased demand on the leaving care budget due to increased numbers of young people leaving care.	180	36	36	36	Demography
P33	Legislation determines what costs can be charged to the Dedicated Schools Grant . Previously the grant has been able to meet an appropriate share of overheads incurred by the Council. Recently legislation changed, meaning these overheads can no longer be charged to the grant, meaning the Council needs to meet these costs.	381	0	0	0	Legislative
P34	Home to school transport, reflecting the additional costs currently experienced due to increased numbers of pupils requiring home to school transport. This is particularly around high needs pupils where the number of routes has increased by 24 over the last year at a cost of c£0.5m.	800	0	0	0	Demography
<b>Total Children and Families</b>		<b>5,285</b>	<b>799</b>	<b>755</b>	<b>705</b>	



## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
OP9	Additional funding for youth grants, to ensure funding available is only reduced in line with Government funding reductions. This funding, offsets the impact of a greater reduction to the ongoing grant levels implemented in 2013/14.	46	0	0	0	General
OP10	To increase the demand led reserve to cover unexpected costs associated with additional cases of looked after children.	1,600	0	0	0	General
OP11	One-off funding to replenish the Home to School Transport Demand Led Reserve, as this will be used to offset an overspend in 2015/16.	300	0	0	0	General
OP35	Transitional funding for Furze Housing savings (S39 & S40)	50	0	0	0	General
OP38	Transitional funding for Community Action MK (S33)	50	50	0	0	General
<b>Total Children and Families</b>		<b>2,046</b>	<b>50</b>	<b>0</b>	<b>0</b>	



## DSG and Other Schools Funding: Service Group 2016-2019/20

### Summary Revenue Budget

	2015/16	2015/16	2016/17			Net Budget £'000
	Actual Budget £'000	Forecast* Actual £'000	Expenditure Budget £'000	Income Budget £'000	Recharges Budget £'000	
Income	(154,504)	(152,757)	0	(154,915)	0	(154,915)
Individual Schools Budget (ISB)	126,636	125,316	126,360	0	0	126,360
Central Spend LA	530	569	430	0	0	430
Central Spend Schools	983	1,419	1,963	0	0	1,963
Central Spend Early Years	524	172	252	0	0	252
High Needs Central Spend	24,955	24,864	24,888	(15)	0	24,873
Delegated Budgets	876	874	1,174	(137)	0	1,037
Other Schools Funding	0	0	15,815	(15,815)	0	0
<b>Service Group Total</b>	<b>0</b>	<b>457</b>	<b>170,882</b>	<b>(170,882)</b>	<b>0</b>	<b>0</b>

\*Based on Period 11 Forecast (February 2016)



## DSG and Other Schools Funding: Summary Subjective Analysis Budget 2015/16

	Income	Individual Schools Budget (ISB)	Central Spend LA	Central Spend Schools	Central Spend Early Years	High Needs Central Spend	Delegated Budgets	Other Schools Funding	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>									
Employee Costs	0	0	0	0	0	1,089	323	0	1,412
Premises Costs	0	0	0	0	0	7	0	0	7
Transport Costs	0	0	0	0	0	18	5	0	23
Supplies & Services	0	12,094	36	130	521	1,002	129	0	13,911
Third Party Payments / Transfers	0	114,061	0	853	0	22,748	299	15,350	153,311
Services received from other departments	0	481	494	0	3	107	258	465	1,808
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>126,636</b>	<b>530</b>	<b>983</b>	<b>524</b>	<b>24,970</b>	<b>1,013</b>	<b>15,815</b>	<b>170,471</b>
<b>Income</b>									
Government Grants	(154,504)	0	0	0	0	0	0	(15,815)	(170,319)
Other Grants & Contributions	0	0	0	0	0	0	0	0	0
Fees & Charges	0	0	0	0	0	(15)	(137)	0	(152)
Services provided to other departments	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(154,504)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>(137)</b>	<b>(15,815)</b>	<b>(170,471)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(154,504)</b>	<b>126,636</b>	<b>530</b>	<b>983</b>	<b>524</b>	<b>24,955</b>	<b>876</b>	<b>0</b>	<b>0</b>
Capital Charges	0	0	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	0	0	0	0	0	0	0	0	0
<b>NET EXPENDITURE</b>	<b>(154,504)</b>	<b>126,636</b>	<b>530</b>	<b>983</b>	<b>524</b>	<b>24,955</b>	<b>876</b>	<b>0</b>	<b>0</b>



## DSG and Other Schools Funding: Summary Subjective Analysis Forecast 2015/16

	Income	Individual Schools Budget (ISB)	Central Spend LA	Central Spend Schools	Central Spend Early Years	High Needs Central Spend	Delegated Budgets	Other Schools Funding	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>									
Employee Costs	0	0	0	0	4	1,072	323	0	1,399
Premises Costs	0	0	0	0	0	3	0	0	3
Transport Costs	0	0	0	0	0	18	5	0	23
Supplies & Services	0	10,865	71	417	169	1,029	105	0	12,656
Third Party Payments / Transfers	0	114,019	0	1,002	0	22,620	299	15,350	153,290
Services received from other departments	0	513	498	0	0	116	245	465	1,837
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>125,397</b>	<b>569</b>	<b>1,419</b>	<b>172</b>	<b>24,857</b>	<b>978</b>	<b>15,815</b>	<b>169,208</b>
<b>Income</b>									
Government Grants	(152,757)	0	0	0	0	0	0	(15,815)	(168,572)
Other Grants & Contributions	0	0	0	0	0	0	0	0	0
Fees & Charges	0	(82)	0	0	0	7	(104)	0	(179)
Services provided to other departments	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(152,757)</b>	<b>(82)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>(104)</b>	<b>(15,815)</b>	<b>(168,751)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(152,757)</b>	<b>125,316</b>	<b>569</b>	<b>1,419</b>	<b>172</b>	<b>24,864</b>	<b>874</b>	<b>0</b>	<b>457</b>
Capital Charges	0	0	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	0	0	0	0	0	0	0	0	0
<b>NET EXPENDITURE</b>	<b>(152,757)</b>	<b>125,316</b>	<b>569</b>	<b>1,419</b>	<b>172</b>	<b>24,864</b>	<b>874</b>	<b>0</b>	<b>457</b>





## DSG and Other Schools Funding: Summary Subjective Analysis Budget 2016/17

	Income	Individual Schools Budget (ISB)	Central Spend LA	Central Spend Schools	Central Spend Early Years	High Needs Central Spend	Delegated Budgets	Other Schools Funding	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>									
Employee Costs	0	0	0	0	0	901	323	0	1,225
Premises Costs	0	0	0	0	0	0	0	0	0
Transport Costs	0	0	0	0	0	17	5	0	22
Supplies & Services	0	10,462	36	203	249	982	143	0	12,075
Third Party Payments / Transfers	0	115,417	0	1,760	0	22,889	436	15,774	156,276
Services received from other departments	0	481	394	0	3	98	267	41	1,285
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>126,360</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,888</b>	<b>1,174</b>	<b>15,815</b>	<b>170,882</b>
<b>Income</b>									
Government Grants	(154,915)	0	0	0	0	0	0	(15,815)	(170,730)
Other Grants & Contributions	0	0	0	0	0	0	0	0	0
Fees & Charges	0	0	0	0	0	(15)	(137)	0	(152)
Services provided to other departments	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(154,915)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>(137)</b>	<b>(15,815)</b>	<b>(170,882)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(154,915)</b>	<b>126,360</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,873</b>	<b>1,037</b>	<b>0</b>	<b>0</b>
Capital Charges	0	0	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	0	0	0	0	0	0	0	0	0
<b>NET EXPENDITURE</b>	<b>(154,915)</b>	<b>126,360</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,873</b>	<b>1,037</b>	<b>0</b>	<b>0</b>



## Adult Social Care & Health: Service Group 2016-2019/20

### Service Group Vision / Purpose:

#### Living well – Communities living longer and healthier lives

To reduce the number of premature deaths, improve mental health and reduce the unacceptable levels of health inequalities.

### Service Group Key Drivers for 2016/17:

- Supporting vulnerable adults
- Helping people stay independent

### Service Group Actions against Key Objectives

#### Supporting vulnerable adults

- a. Reshape our day services refocusing them on those people with the most complex needs and increase the take up of direct payments.
- b. Redesign our short breaks services, refocusing them on those people with the most complex needs and develop alternatives, including Shared Lives which offers accommodation and care or support inside a Shared Lives carer's home.
- c. Improve care management arrangements for adults with a learning disability through a reshaped health and social care community service.
- d. Commission high quality support services for adults with a learning disability to enable them to live independently in the community.
- e. Further develop our mental health services, refreshing services and care pathways, strengthen management oversight and our relationship with our community health partners CNWL.
- f. Develop an autism strategy together with the Clinical Commissioning Group (CCG) and commission a new autism diagnostic service, transferring our dedicated autism service into our mental health service and develop the transition pathway from children's to adult services.
- g. Implement an accommodation and residential placement plan to ensure an appropriate range, number and quality of housing and support options and a robust process for agreeing and reviewing packages and placements.
- h. Continue the transformation of mental health and learning disability services, improving access and pathways.

#### Helping people stay independent

- a. Drive up the number of people who, following an assessment are entitled to social care services, take up an option of a direct payment instead of having the service arranged by us.
- b. Drive up the number of people who, following an assessment are entitled to social care services, take up an option of a direct payment instead of having the service arranged by us
- c. Working with our partners, review packages of care in a timely and consistent way to ensure they are appropriate and target our efforts to enable people remain at home for longer or people who are at risk of needing residential care.
- d. Review domiciliary care packages to ensure they are appropriate careful considering alternatives including intermediate care and better use of equipment.
- e. Review how we deliver and fund services which support people to live independently in their own homes and implement a change programme to ensure we maximise value for money and impact.
- f. Implement changes to the organisation of our day services, developing a hub for the north and one for the south of the borough.



- g. Redesign the way we deliver homecare, with an improved internal service, better integrated with intermediate care and re-commissioned external arrangements, paving the way for more innovative models of service delivery in the future.

### **Working together to help keep people well**

- a. Implement the outcomes of the intermediate care review, providing an improved model of community rehabilitation and therapy to prevent unnecessary admissions into hospital or reducing the amount of time spent in hospital and reducing the need for larger packages of care or residential care.
- b. Reduce the number of people have their discharge from hospital delayed because of problems caused by organising social care services
- c. Create a single point of access by bringing health and social care teams together to make it easier for people in need of help to be assessed for health and social care support.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Mental Health	Residential Care - Average number of placements	Residential care for people with mental health under 65	8	9	8	7	7	7
Learning Disability	Residential Care Spot placements - client numbers	Care in residential homes	81	81	85	87	90	93
Learning Disability	Residential Care block placements. <b>Nb 6 spaces have deregistered to supported living from 14/15</b>	block purchased beds in residential care homes	18	12	12	12	12	12
Learning Disability	Daycare sessions provided	Supported day activities (internal and purchased) - Number of sessions (half day) & equality works per week	2,855	2,870	2,820	2,770	2,720	2,680
Learning Disability	Number of clients in Supported Living	Number of clients in supported living placements	249	255	261	265	275	280
Learning Disability	Learning Disabilities Direct Payments - number of clients	Direct payments (cash option)	43	57	107	157	207	257
Learning Disability	External Homecare - number of hours delivered	Domiciliary care for people under 64 with learning disabilities	9,015	8,500	8,900	9,400	9,875	10,000
Physical Disability	Residential Care - Estimated Bed Nights	Residential care for people with physical disabilities under 65	4,041	4,401	3,311	3,311	3,311	3,311
Physical Disability	Nursing Care - Estimated Bed Nights	Nursing home care for people under 65	2,240	2,370	2,650	2,650	2,650	2,650
Physical Disability	Number of hours of Homecare	Domiciliary care for people under 64 with physical disabilities	122,168	118,668	120,268	120,268	120,268	120,268
Physical Disability	Direct Payments - number of clients	Direct payments (cash option) for people under 64 with physical disabilities	181	185	200	200	200	200
Physical Disability	Day Care Sessions provided	Average number of clients per week	6,136	6,630	6,565	6,565	6,565	6,565
Older People	Day Care Sessions provided	Average numbers in External daycare	14,664	17,862	13,000	13,000	13,000	13,000
Older People	External Homecare - number of hours delivered	Domiciliary care for people over 65 by external providers	255,013	247,641	254,313	254,313	254,313	254,313



Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Older People	Frail Elderly Residential Spot placements - number of bed nights	Care in residential homes	24,387	22,410	21,102	21,102	21,102	21,102
Older People	Frail Elderly Residential Block placements - number of available beds	Block purchased beds in residential care homes	84	84	84	84	84	84
Older People	Frail Elderly Nursing Spot placements - number of bed nights	Care in nursing homes	23,206	21,662	21,381	21,381	21,381	21,381
Older People	Frail Elderly Nursing Block placements - number of available beds	Block purchased beds in residential care homes	70	70	70	70	70	70
Older People	Elderly Mental Health Residential Spot placements - number of bed nights	Care in residential home for dementia	34,375	33,653	30,725	30,725	30,725	30,725
Older People	Elderly Mental Health Residential Block placements - number of beds	Block purchased beds in residential care homes	111	111	111	111	111	111
Older People	Elderly Mental Health Nursing Spot placements - number of bed nights	Nursing care for people with dementia	18,648	19,340	16,458	14,268	12,078	9,888
Older People	Frail Elderly Direct Payments - number of clients	Direct payments (cash option)	90	107	117	127	137	147
Older People	Elderly Mental Health Direct Payments - number of clients	Direct payments (cash option)	31	31	35	39	44	48
Older People	Extracare Village - number of clients	Block contract of care in Extracare housing village	50	50	50	50	50	50
Other Adult Services	Number of Taxi Card cash payments	Direct payment to assist eligible people with transport costs	540	0	0	0	0	0
Older People	Internal Homecare - number of hours delivered	Council own provision of domiciliary care for people over 65	62,717	80,994	81,878	83,319	84,785	86,277



Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Learning & Dev	No of H&SC diplomas	Level 2 & 3 diplomas delivered by the ASC assessment centre	0	22	50	100+	100+	100+
Learning & Dev	No of Training Courses	ASC specific training courses run (mandatory & skills development)	433	467	450	450	450	450





## BBR03 - Adult Social Care & Health

### Budget Movement

	Budget 2016/17 £'m
<b>BUDGET 2015/16</b>	<b>60.248</b>
Inflationary increases / (decreases)	1.899
Demographic Growth	1.447
Other Pressures	1.278
Savings/Income Proposals	(4.326)
<b>BUDGET 2016/17</b>	<b>60.546</b>

### Summary Revenue Budget

	2015/16 Actual Budget £000's	2015/16 Forecast* Actual £000's	Expenditure Budget £000's	2016/17		Net Budget £000's
				Income Budget £000's	Recharges Budget £000's	
<b>Directorate Management</b>	<b>(203)</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commissioning and Contracts</b>	<b>4,190</b>	<b>4,028</b>	<b>20,300</b>	<b>(15,029)</b>	<b>(1,016)</b>	<b>4,255</b>
Strategic Director Adult Social Care & Health Partnerships	523	11	372	(45)	(70)	256
Mental Health	2,867	3,191	2,961	(69)	362	3,254
Learning Disability	19,315	19,524	21,808	(3,741)	1,740	19,808
OP and PD Integrated Services	24,206	23,332	31,814	(9,929)	1,536	23,421
Intermediate Care (OP)	2,421	2,971	3,285	(997)	474	2,762
Older People Community Support Services	5,281	5,619	5,640	(1,470)	1,383	5,552
Community Alarm and Sheltered Housing	1,648	1,601	1,704	(732)	265	1,237
<b>Total Adult Social Care</b>	<b>56,261</b>	<b>56,250</b>	<b>67,583</b>	<b>(16,983)</b>	<b>5,691</b>	<b>56,291</b>
<b>Service Group Total</b>	<b>60,248</b>	<b>60,289</b>	<b>87,883</b>	<b>(32,012)</b>	<b>4,675</b>	<b>60,546</b>

\*Based on Period 11 Forecast (February 2016)



## Adult Social Care & Health: Summary Subjective Analysis Budget 2015/16

	Directorate Management	Commissioning & Contracts	Strategic Director Adult Social Care & Health	Mental Health	Learning Disability	OP & PD Integrated Services	Intermediate Care (OP)	Older People Community Support Services	Community Alarm & Sheltered Housing	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>										
Employee Costs	6	1,480	225	31	6,655	3,055	2,634	5,185	1,764	21,035
Premises Costs	0	0	0	0	102	4	119	24	19	268
Transport Costs	0	10	1	0	185	54	71	184	4	509
Supplies & Services	(121)	15,548	567	2,611	428	578	96	265	175	20,147
Third Party Payments / Transfers	0	2,340	(1)	0	14,167	28,879	141	0	0	45,525
Services received from other departments	0	817	5	1	62	27	23	50	16	1,001
<b>TOTAL EXPENDITURE</b>	<b>(115)</b>	<b>20,194</b>	<b>797</b>	<b>2,643</b>	<b>21,600</b>	<b>32,597</b>	<b>3,083</b>	<b>5,708</b>	<b>1,979</b>	<b>88,486</b>
<b>Income</b>										
Government Grants	0	(229)	(697)	0	0	0	0	0	0	(926)
Other Grants & Contributions	0	(14,776)	0	(53)	(2,369)	(1,937)	(491)	0	0	(19,626)
Fees & Charges	0	(100)	0	(16)	(1,251)	(7,784)	(6)	(1,275)	(597)	(11,028)
Services provided to other departments	0	0	(45)	(0)	(95)	(273)	(500)	(100)	(36)	(1,049)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(15,105)</b>	<b>(742)</b>	<b>(69)</b>	<b>(3,715)</b>	<b>(9,994)</b>	<b>(997)</b>	<b>(1,375)</b>	<b>(633)</b>	<b>(32,629)</b>
Contributions to Reserves (Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0
	0	(162)	0	0	0	0	0	0	0	(162)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(115)</b>	<b>4,928</b>	<b>55</b>	<b>2,574</b>	<b>17,885</b>	<b>22,603</b>	<b>2,087</b>	<b>4,333</b>	<b>1,346</b>	<b>55,695</b>
Capital Charges	0	22	0	7	52	10	0	6	15	111
Allocation of Central and Departmental Overheads	(88)	(759)	468	285	1,379	1,593	335	942	287	4,442
<b>NET EXPENDITURE</b>	<b>(203)</b>	<b>4,190</b>	<b>523</b>	<b>2,867</b>	<b>19,315</b>	<b>24,206</b>	<b>2,421</b>	<b>5,281</b>	<b>1,648</b>	<b>60,248</b>



## Summary Subjective Analysis Forecast 2015/16

	Directorate Management	Commissioning & Contracts	Strategic Director Adult Social Care & Health	Mental Health	Learning Disability	OP & PD Integrated Services	Intermediate Care (OP)	Older People Community Support Services	Community Alarm & Sheltered Housing	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>										
Employee Costs	204	1,464	117	19	6,503	2,604	2,873	5,566	1,718	21,068
Premises Costs	0	0	0	0	139	6	108	33	5	291
Transport Costs	1	6	1	0	177	21	84	161	11	462
Supplies & Services	(119)	7,089	(459)	2,931	733	987	134	236	175	11,706
Third Party Payments / Transfers	0	2,143	0	0	14,458	28,850	120	0	0	45,570
Services received from other departments	13	67	29	14	84	40	34	57	25	363
<b>TOTAL EXPENDITURE</b>	<b>99</b>	<b>10,768</b>	<b>(312)</b>	<b>2,964</b>	<b>22,092</b>	<b>32,507</b>	<b>3,352</b>	<b>6,054</b>	<b>1,934</b>	<b>79,460</b>
<b>Income</b>										
Government Grants	0	(182)	(100)	0	0	(74)	0	0	0	(356)
Other Grants & Contributions	0	(4,465)	0	(53)	(2,703)	(2,547)	(73)	0	0	(9,842)
Fees & Charges	0	(54)	0	(12)	(1,138)	(7,692)	0	(1,162)	(527)	(10,587)
Services provided to other departments	0	0	(45)	(0)	(157)	(325)	(643)	(163)	(108)	(1,441)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(4,702)</b>	<b>(145)</b>	<b>(65)</b>	<b>(3,999)</b>	<b>(10,638)</b>	<b>(716)</b>	<b>(1,325)</b>	<b>(635)</b>	<b>(22,225)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	(1,301)	0	0	0	(140)	0	(58)	0	(1,499)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>99</b>	<b>4,766</b>	<b>(457)</b>	<b>2,899</b>	<b>18,094</b>	<b>21,729</b>	<b>2,637</b>	<b>4,671</b>	<b>1,299</b>	<b>55,736</b>
Capital Charges	0	22	0	7	52	10	0	6	15	111
Allocation of Central and Departmental Overheads	(88)	(759)	468	285	1,379	1,593	335	942	287	4,442
<b>NET EXPENDITURE</b>	<b>11</b>	<b>4,028</b>	<b>11</b>	<b>3,191</b>	<b>19,524</b>	<b>23,332</b>	<b>2,971</b>	<b>5,619</b>	<b>1,601</b>	<b>60,289</b>



## Summary Subjective Analysis Budget 2016/17

	Directorate Management	Commissioning & Contracts	Strategic Director Adult Social Care & Health	Mental Health	Learning Disability	OP & PD Integrated Services	Intermediate Care (OP)	Older People Community Support Services	Community Alarm & Sheltered Housing	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>										
Employee Costs	0	1,592	92	42	6,309	3,117	2,963	5,113	1,504	20,731
Premises Costs	0	0	0	0	95	4	23	22	19	163
Transport Costs	0	10	1	0	205	54	71	184	4	529
Supplies & Services	0	15,673	274	2,611	428	535	64	265	145	19,994
Third Party Payments / Transfers	0	2,340	(1)	300	14,649	28,068	141	0	0	45,496
Services received from other departments	0	826	5	1	70	27	23	51	16	1,019
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>20,440</b>	<b>372</b>	<b>2,954</b>	<b>21,756</b>	<b>31,804</b>	<b>3,285</b>	<b>5,634</b>	<b>1,689</b>	<b>87,933</b>
<b>Income</b>										
Government Grants	0	(122)	0	0	0	0	0	0	0	(122)
Other Grants & Contributions	0	(14,806)	0	(53)	(2,369)	(1,915)	(491)	0	0	(19,634)
Fees & Charges	0	(101)	0	(16)	(1,276)	(7,741)	(6)	(1,320)	(696)	(11,157)
Services provided to other departments	0	0	(45)	(0)	(95)	(273)	(500)	(150)	(36)	(1,099)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(15,029)</b>	<b>(45)</b>	<b>(69)</b>	<b>(3,741)</b>	<b>(9,929)</b>	<b>(997)</b>	<b>(1,470)</b>	<b>(732)</b>	<b>(32,012)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	(162)	0	0	0	0	0	0	0	(162)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>0</b>	<b>5,249</b>	<b>327</b>	<b>2,885</b>	<b>18,016</b>	<b>21,875</b>	<b>2,288</b>	<b>4,164</b>	<b>957</b>	<b>55,759</b>
Capital Charges	0	22	0	7	52	10	0	6	15	111
Allocation of Central and Departmental Overheads	0	(1,016)	(70)	362	1,740	1,536	474	1,383	265	4,675
<b>NET EXPENDITURE</b>	<b>0</b>	<b>4,255</b>	<b>256</b>	<b>3,254</b>	<b>19,808</b>	<b>23,421</b>	<b>2,762</b>	<b>5,552</b>	<b>1,237</b>	<b>60,546</b>



## Adult Social Care & Health

### Ongoing Savings

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S16	Residential Placements - reduce numbers of new placements across client groups through investment in reablement services and Better Care Fund schemes.	(1,100)	0	0	0	Smarter
S17	Homecare - Reduce demand for domiciliary care provision through reconfiguration and investment in intermediate care reablement services.	(515)	0	0	0	Sustainable
S18	Support Planning - Redesign support planning services, including internal services, to ensure more choice and control for services users who need care and support.	(245)	0	0	0	Smarter
S19	Homecare - Review of community care packages.	(443)	0	0	0	Sustainable
S20	Homecare - Cease MKC provision of Shopping Service in line with national Care Act eligibility criteria.	(107)	0	0	0	Sustainable
S21	Homecare - Cease MKC provision of Cleaning Service in line with national Care Act eligibility criteria.	(263)	0	0	0	Sustainable
S22	Homecare - Explore potential efficiencies through new homecare contract.	(400)	0	0	0	Smarter
S24	Sheltered Housing - The housing tenancy support provided by the service has increased in recent years resulting in an increased charge to the Housing Revenue Account of £150k. Longer term planning for the service will be undertaken as part of the Living Independently Review during 2016/17. £252k of transitional funding is also included in the one-off pressures to mitigate the saving in 16/17.	(402)	0	0	0	Sustainable
S25	Older People Day Centres - Modernisation of day services to focus MKC resource on highest need while seeking to work with partners to modernise offer to other users.	(200)	0	0	0	Sustainable
S26	Alarm & Telecare Service - deletion of 2 FTE vacant posts achieved by manageable revisions to the staff rota. Savings will also be achieved through reduced purchases of alarm equipment as a result of more effective administration and reduced contract costs. The longer term plan for the service will be included in the review of Independent Living Services which will take place during 16/17.	(90)	0	0	0	Smarter



Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S27	Learning Disability Services - Review of support across Day Services and Community Support Teams to implement move towards more independent living for service users with less complex needs, such as using the Shared Lives Service as an alternative cost effective means of service delivery - in line with outcomes of LDS Review and modern ways of working.	(300)	0	0	0	Sustainable
S28	Adult Social Care Charging - review the policy for charging for care and flat rate charges, including transport.	(55)	(100)	0	0	Different
S29	Laundry Service - promote the service to expand the client base to those who do not have eligible care needs, generating additional income from charging. The longer term plan for the service will be included in the review of Independent Living Services which will take place during 16/17.	(20)	0	0	0	Sustainable
S30	Sensory service review of NHS contributions.	(30)	0	0	0	Smarter
S30a	Humanitarian payments saving - budget no longer needed based on trend of spend.	(16)	0	0	0	Smarter
S30b	End Infection Control Training contract with Central & North West London NHS Foundation Trust (CNWL).	(12)	0	0	0	Smarter
S128	Changes to Intermediate Care Services following an Intermediate Care Service Review and reallocation of Orchard House due to the building condition.	(128)	0	0	0	Sustainable
<b>Total Adult Social Care &amp; Health</b>		<b>(4,326)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	

### Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P5	Ongoing investment in reablement service following review in order to reduce the requirement for residential placements and ongoing homecare packages.	300	0	0	0	General
P6	Investment in Occupational Therapy staff in conjunction with review of reablement. 3 additional Occupational Therapists assumed.	150	0	0	0	General





Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P7	Community Alarm Centre - realignment of income budget to reflect likely income due to loss of contracts and welfare reform changes which result in more service users being exempt from charges.	96	0	0	0	General
P8	Learning Disability External Residential care demography - Increase in care costs for 1 additional transition from Children's Services expected in residential care for 2016/17 £57k, plus full year impact of one additional placement in 2015/16 £35k. £239k growth in other residential placements based on 6 expected known family crises (which are currently leading to an overspend of 154k in 2015/16) and an assumed further 3 in 2016/17 and future years.	485	246	246	246	Demography
P9	Learning Disabilities External Supported Living. 2015/16 full year effect of 2 additional transitions £34k and the net cost of 6 additional transitions in 2016/17 of £373k. 2017/18 4 additional transitions £239k plus full year effect of 2016/17 £159k; 2018/19 4 additional transitions £228k plus full year effect of 2017/18 £89k; 2019/20 4 additional transitions £228k plus full year effect of 2018/19 £85k.	407	398	317	313	Demography
P10	Learning Disabilities External Homecare (incl Direct Payments). 2016/17 based on 2015/16 forecast there is a pressure of £96k for 11 additional direct payments, 2016/17 transitions for direct payments £155k, plus full year effect of 10 x 2015/16 transitions £22k. This is partly offset by a reduction in external support at home (£163k); 2017/18 £80k for 10 additional transitions plus full year effect £80k; 2018/19 15 additional transitions for direct payments £114k plus full year effect of £30k; 2019/20 15 additional transitions for direct payments £114k plus full year effect of £42k.	110	160	144	156	Demography
P11	Learning Disabilities External Day care - costs of transport based on current trend partly offset by increase in client contribution income.	20	0	0	0	General
P12	Older People Services - Frail Elderly - Direct Payments increase in take up for 16/17 and future years, based on 2015/16 trend. Future years based on 6% increase in direct payments and homecare, reflecting the impact of expected demographic increase in older people which may not be managed through reablement	130	359	380	404	Demography
P13	Older People Services - Frail Elderly - Residential, Nursing and Homecare - reduction in income from assessed service user contributions	267	0	0	0	General
P14	Physical Disabilities demography - Residential care costs based on current trend.	85	0	0	0	Demography
P15	Physical Disabilities demography - External Support at Home based on trends.	0	98	102	106	Demography





Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P16	Integrated Community Equipment Service (ICES) - increased use of equipment to support reablement	95	0	0	0	General
P17	Residential, Nursing, Direct Payments and Homecare - increase in placement rates paid, reflecting inflationary pressures. 1% increase assumed from April 2016 for residential, nursing and direct payments and from the 1 Oct for Homecare (new contract date). 1% inflationary increase assumed each year thereafter.	230	290	295	300	Demography
P18	Elderly Mental Health (Dementia) Residential and Nursing Spot Placements - reflecting expected demographic growth in the number of people with dementia requiring residential & nursing care	0	285	370	456	Demography
P20	Mental Health Services - residential placements pressure, based on estimated current cost	300	0	0	0	Demography
P22	Savings have previously been delivered by using the Social Care Reform grant to offset base budget funding. The grant is no longer available and the service delivery is still required. Council funding needs to be made available to replace this one-off funding source.	50	0	0	0	General
<b>Total Adult Social Care &amp; Health</b>		<b>2,725</b>	<b>1,836</b>	<b>1,854</b>	<b>1,981</b>	

### One-off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
OP6	Transitional funding for YMCA, as part of the arrangement approved in the 2015/16 budget.	90	0	0	0	General
OP7	Additional external resource to undertake a review of domiciliary care packages.	300	0	0	0	General
OP8	Estimate of transitional funding required to deliver social care transformation	589	0	0	0	General
OP36	Transition funding for Sheltered Housing Officers, to enable efficiencies to be identified through the Independent Living Service Review	232	0	0	0	General
<b>Total Adult Social Care &amp; Health</b>		<b>1,211</b>	<b>0</b>	<b>0</b>	<b>0</b>	



## Public Health: Service Group 2016/17-2019/20

### Service Group Vision / Purpose:

Supporting People to live healthy lifestyles and make healthy choices

### Service Group Key Drivers for 2016/17:

#### Improving public health

### Service Group Objectives against Corporate Plan Priorities

#### The public health objectives are:

- a. Influence health commissioning in order to reduce clinical variations and ensure non-clinical local services are provided in a way which seeks to achieve similar health outcomes for all our communities.
- b. Protect the health of local people through ensuring our health protection function is effective and efficient.
- c. Ensure children and young people have access to an appropriate range of high quality services including the Healthy Child Programme and services to prevent and reduce risky behaviours.
- d. Take action to address public health challenges having the greatest impact on local people through co-ordinating effective interventions and services, including sexual health, drug and alcohol and obesity and place based initiatives including regeneration and workplaces that will improve key priorities such as domestic abuse and mental wellbeing.
- e. Support greater integration between social care and health, taking advantage of opportunities to improve models of care, introduce new approaches and maximise the use of resources.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
NHS Health Check Prog	NHS health checks - Invites	5 year rolling programme aimed at reducing vascular disease in the 40 to 74yr old population	18,989	17,834	17,834	17,834	18,000	18,000
	NHS health checks - completed	5 year rolling programme aimed at reducing vascular disease in the 40 to 74yr old population	8,398	8,917	8,917	8,917	9,000	9,000
	NHS health check - % uptake	5 year rolling programme aimed at reducing vascular disease in the 40 to 74yr old population	44.23%	50.0%	50.0%	50.0%	50.0%	50.0%
Sexual health services	Sexual health services	Full Contraception & Sexual Health provision covering levels 1, 2 and 3. STI testing, treatment and PN (excluding HIV treatment) for all ages.	Number using service Q1-Q3 5,140 Q4 tba	Number using service 6,850	Number using service 7,000	-	-	-
	Sexual health services	Full Contraception & Sexual Health provision covering levels 1 and 2 for under 25's. STI testing, treatment and PN (excluding HIV treatment)	Numbers using service 6,503	Number using service 6,800	Number using service 7,000	-	-	-
	Out of Area GUM	Numbers of out of area sexually transmitted infection testing and treatment costs	£130k	£140k	£140k	£150k	£150k	£150k
	Sexual Health Local Enhanced Services (via GP and Pharmacy services)	Nos of Contraceptive Implants Nos of IUCDs fitted Nos Of HIV POC test Nos of EHC Nos of Chlamydia Screens	1066 - CI's 1044 - IUCDs 219 - HIV 124 - EHC 690 - Chl	800 - CI's 700 - IUCDs 541 - HIV 180 - EHC 650 - Chl	880 - CI's 770 - IUCDs 595 - HIV 198 - EHC 660 - Chl	960 - CI's 847 - IUCDs 615 - HIV 200 - EHC 670 - Chl	1056 - CI's 930 - IUCDs 625 - HIV 210 - EHC 680 - Chl	1141 - CI's 1045 - IUCDs 640 - HIV 225 - EHC 690 - Chl



Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Smoking and Tobacco	Stop Smoking Services	Number of 4-week quitters.	1,474	1,325	1,300	1,250	1,200	1,200
	Stop Smoking Services	Number of quitters per 100,000 population.	740	644	656	594	560	554
Secondary Preventions Prog	Long term conditions secondary prevention	Diabetes, Asthma and stroke prevention	41 people completed new 11-week stroke activity	-	-	-	-	-
Drugs and alcohol	Drugs and Alcohol	Number of adults in effective drug treatment	493	400	425	450	-	-
	Drugs and Alcohol	Number of adults accessing alcohol treatment	132	100	125	150	-	-
	Drugs and Alcohol	Number of adults accessing drug/alcohol brief interventions	-	Baseline year	-	-	-	-
	Number of young people under 18 accessing drug/alcohol support	Successful completion of drug treatment. Representing after completing treatment. No of alcohol related hospital admissions	351	325	350	375	-	-
Other PH Activities	Making Every Contact Count (MECC)	Numbers of staff/volunteers attending MECC training.	406	200	200	250	250	250
Weight Management	Promoting physical activity and healthy eating; reducing obesity	The 14/15 budget support current weight management services for children and young people i.e. HENRY (Health Exercise Nutrition for the Really Young) programme and Motive8 and the commissioning of new Children's weight management service.	HENRY referral= 58 Motive8= 27	Henry referrals=100 Motiv8 Apr-Aug=27 Sep-Mar (new service)Children's weight management	(new service)Children's weight management = 150	(new service)Children's weight management = 175	(new service)Children's weight management = 200	(new service)Children's weight management = not set yet
		As well as services for adults i.e. Amkers (Active: Milton Keynes Exercise Referral Scheme ). Measures proportion of physically active adults. and HALO (delivered by Community Health Dieticians).	AMKERS= 386 HALO = 56	AMKERS=325 HALO Apr-Sep =50 Adults weight Management (new service)	Adults weight Management (new service) = 350	Adults weight Management (new service) = 450	Adults weight Management (new service) = 505	Adults weight Management (new service) = not set yet



Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Children & Families	National Child Measurement Programme (NCMP) - mandated programme	% height and weight recorded and % recorded in reception	94.9% = 3641	95%	95%	95%	95%	95%
	NCMP	% height and weight recorded and % recorded in year 6	95%= 3151	95%	95%	95%	95%	95%



## BBR21 - Public Health

### Budget Movement

	<b>Budget 2016/17 £'m</b>
<b>BUDGET 2015/16</b>	<b>10.926</b>
Inflationary increases / (decreases)	0.000
Demographic Growth	0.000
Other Pressures	0.000
Savings/Income Proposals	0.000
Public Health Expenditure	1.102
<b>BUDGET 2016/17</b>	<b>12.028</b>

### Summary Revenue Budget

	<b>2015/16 Actual Budget £000's</b>	<b>2015/16 Forecast* Actual £000's</b>	<b>Expenditure Budget £000's</b>	<b>2016/17</b>		<b>Net Budget £000's</b>
				<b>Income Budget £000's</b>	<b>Recharges Budget £000's</b>	
Public Health Management & Admin including Core Offer, JSNA and Health & Wellbeing						
Board leadership	2,051	1,289	1,062	(79)	119	1,102
Sexual Health	2,982	3,072	2,935	0	75	3,010
NHS Health Check Programme	370	300	363	0	10	373
Health Protection	32	7	30	0	0	30
Obesity	246	109	200	0	5	205
Physical Activity	0	31	43	0	0	43
Substance Misuse	1,676	1,798	1,790	(143)	45	1,692
Smoking & Tobacco	563	567	552	0	16	568
Children 5-19 Public Health Programme	729	723	717	0	18	735
0-5 Children's Public Health	2,038	2,079	3,987	0	52	4,039
Misc Public Health Services	239	281	225	0	7	232
<b>Service Group Total</b>	<b>10,926</b>	<b>10,254</b>	<b>11,904</b>	<b>(222)</b>	<b>346</b>	<b>12,028</b>

\*Based on Period 11 Forecast (February 2016)



## Public Health: Summary Subjective Analysis Budget 2015/16

	Public Health Management & Admin	Sexual Health	NHS Health Check Programme	Health Protection	Obesity	Physical Activity	Substance Misuse	Smoking & Tobacco	Children 5-19 Public Health Programme	0-5 Children's Public Health	Misc Public Health	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>												
Employee Costs	1,835	0	0	0	0	0	0	0	0	0	13	1,848
Premises Costs	0	0	0	0	0	0	0	0	0	0	0	0
Transport Costs	6	0	0	0	0	0	0	0	0	0	0	6
Supplies & Services	74	2,935	362	30	220	0	1,710	546	717	2,038	171	8,802
Third Party Payments / Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Services received from other departments	83	0	1	0	23	0	80	6	0	0	47	239
<b>TOTAL EXPENDITURE</b>	<b>1,997</b>	<b>2,935</b>	<b>363</b>	<b>30</b>	<b>243</b>	<b>0</b>	<b>1,790</b>	<b>552</b>	<b>717</b>	<b>2,038</b>	<b>230</b>	<b>10,895</b>
<b>Income</b>												
Government Grants	0	0	0	0	0	0	(53)	0	0	0	0	(53)
Other Grants & Contributions	0	0	0	0	0	0	(90)	0	0	0	0	(90)
Fees & Charges	(79)	0	0	0	0	0	0	0	0	0	0	(79)
Services provided to other departments	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(79)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(143)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(222)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,918</b>	<b>2,935</b>	<b>363</b>	<b>30</b>	<b>243</b>	<b>0</b>	<b>1,647</b>	<b>552</b>	<b>717</b>	<b>2,038</b>	<b>230</b>	<b>10,673</b>
Capital Charges	0	0	0	0	0	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	134	48	7	2	3	0	29	11	11	0	9	254
<b>NET EXPENDITURE</b>	<b>2,051</b>	<b>2,982</b>	<b>370</b>	<b>32</b>	<b>246</b>	<b>0</b>	<b>1,676</b>	<b>563</b>	<b>729</b>	<b>2,038</b>	<b>239</b>	<b>10,926</b>





## Summary Subjective Analysis Forecast 2015/16

	Public Health Management & Admin	Sexual Health	NHS Health Check Programme	Health Protection	Obesity	Physical Activity	Substance Misuse	Smoking & Tobacco	Children 5-19 Public Health Programme	0-5 Children's Public Health	Misc Public Health	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>												
Employee Costs	1,106	7	2	0	0	0	0	23	0	0	10	1,148
Premises Costs	0	0	0	0	0	0	0	0	0	0	8	8
Transport Costs	7	0	1	0	0	0	0	0	0	0	0	8
Supplies & Services	49	3,016	289	5	83	31	1,902	530	712	2,079	293	8,989
Third Party Payments / Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Services received from other departments	78	0	1	0	23	0	0	2	0	0	52	155
<b>TOTAL EXPENDITURE</b>	<b>1,240</b>	<b>3,023</b>	<b>293</b>	<b>5</b>	<b>106</b>	<b>31</b>	<b>1,902</b>	<b>556</b>	<b>712</b>	<b>2,079</b>	<b>363</b>	<b>10,308</b>
<b>Income</b>												
Government Grants	0	0	0	0	0	0	(53)	0	0	0	0	(53)
Other Grants & Contributions	0	0	0	0	0	0	(80)	0	0	0	0	(80)
Fees & Charges	(85)	0	0	0	0	0	0	0	0	0	(88)	(173)
Services provided to other departments	0	0	0	0	0	0	0	0	0	0	(2)	(2)
<b>TOTAL INCOME</b>	<b>(85)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(133)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(90)</b>	<b>(308)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,155</b>	<b>3,023</b>	<b>293</b>	<b>5</b>	<b>106</b>	<b>31</b>	<b>1,769</b>	<b>556</b>	<b>712</b>	<b>2,079</b>	<b>273</b>	<b>10,000</b>
Capital Charges	0	0	0	0	0	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	134	48	7	2	3	0	29	11	11	0	9	254
<b>NET EXPENDITURE</b>	<b>1,289</b>	<b>3,072</b>	<b>300</b>	<b>7</b>	<b>109</b>	<b>31</b>	<b>1,798</b>	<b>567</b>	<b>723</b>	<b>2,079</b>	<b>281</b>	<b>10,254</b>



## Summary Subjective Analysis Budget 2016/17

	Public Health Management & Admin	Sexual Health	NHS Health Check Programme	Health Protection	Obesity	Physical Activity	Substance Misuse	Smoking & Tobacco	Children 5-19 Public Health Programme	0-5 Children's Public Health	Misc Public Health	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>												
Employee Costs	859	0	0	0	0	0	0	0	0	0	13	872
Premises Costs	0	0	0	0	0	0	0	0	0	0	0	0
Transport Costs	6	0	0	0	0	0	0	0	0	0	0	6
Supplies & Services	74	2,935	362	30	178	43	1,710	546	717	3,987	170	10,750
Third Party Payments / Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Services received from other departments	124	0	1	0	23	0	80	6	0	0	47	280
<b>TOTAL EXPENDITURE</b>	<b>1,062</b>	<b>2,935</b>	<b>363</b>	<b>30</b>	<b>200</b>	<b>43</b>	<b>1,790</b>	<b>552</b>	<b>717</b>	<b>3,987</b>	<b>229</b>	<b>11,908</b>
<b>Income</b>												
Government Grants	0	0	0	0	0	0	(53)	0	0	0	0	(53)
Other Grants & Contributions	0	0	0	0	0	0	(90)	0	0	0	0	(90)
Fees & Charges	(79)	0	0	0	0	0	0	0	0	0	0	(79)
Services provided to other departments	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(79)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(143)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(222)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0	(4)	(4)
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>983</b>	<b>2,935</b>	<b>363</b>	<b>30</b>	<b>200</b>	<b>43</b>	<b>1,647</b>	<b>552</b>	<b>717</b>	<b>3,987</b>	<b>225</b>	<b>11,682</b>
Capital Charges	0	0	0	0	0	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	119	75	10	0	5	0	45	16	18	52	7	346
<b>NET EXPENDITURE</b>	<b>1,102</b>	<b>3,010</b>	<b>373</b>	<b>30</b>	<b>205</b>	<b>43</b>	<b>1,692</b>	<b>568</b>	<b>735</b>	<b>4,039</b>	<b>232</b>	<b>12,028</b>



## One-off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
OP37	One off funding to enable medium term savings proposals to be developed for Public Health Grant funded services, following announcements in December that funding would be reduced.	167	0	0	0	General
	<b>Total Public Health</b>	<b>167</b>	<b>0</b>	<b>0</b>	<b>0</b>	





## **Place**

Staffing Analysis  
Planning  
Public Realm  
Housing & Community  
Housing Revenue Account



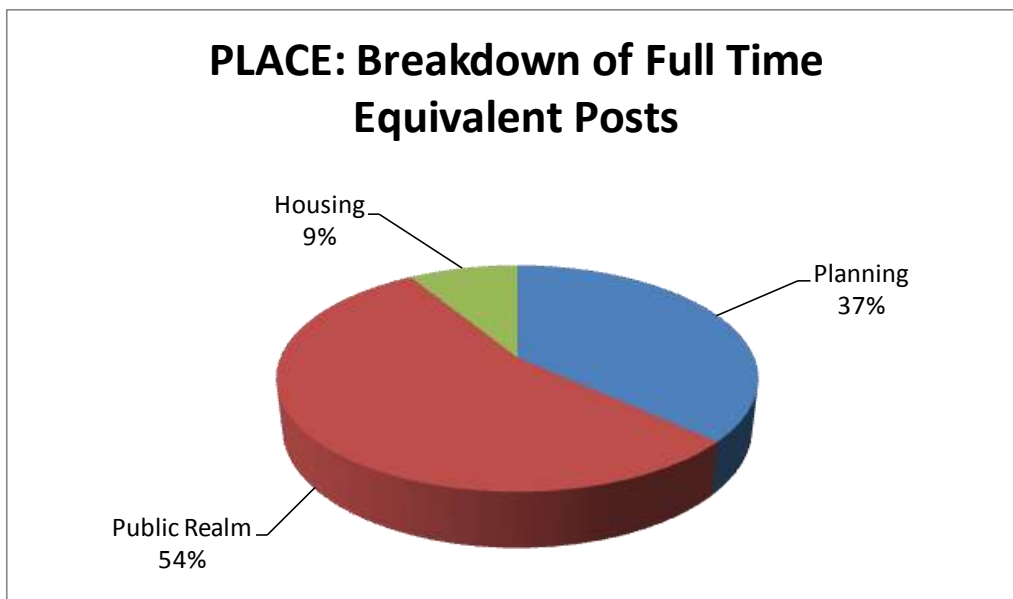
**Place: Staffing Analysis as at 1<sup>st</sup> April 2016**

	PLACE			Total PLACE
	Planning	Public Realm	Housing	
<b>2015/16 Actual Full Time Equivalent*</b>	192.81	220.22	33.34	<b>446.37</b>
<b>2016/17 Estimated Changes^ FTE's</b>	(19.94)	35.71	7.80	<b>23.57</b>
<b>2016/17 Estimated Full Time Equivalent FTE's</b>	<b>172.87</b>	<b>255.93</b>	<b>41.14</b>	<b>469.94</b>
<b>2016/17 Estimated Employee Pay Budget** £'000</b>	5,275	9,201	998	<b>15,474</b>

\* Based on HR data at 31st January 2016

^ Estimated changes are still subject to consultation and therefore may change as proposals are finalised. There may also be increases in staffing numbers where functions are transferred into the council.

\*\*The Employee Pay budget column includes direct salary pay budgets only for Milton Keynes Council staff (excluding agency costs and indirect employee pay budgets). Inflation for 2016/17 is being held centrally until it will be allocated as part of a pay budget review in May.







## Planning: Service Group 2016/17-2019/20

### Service Group Vision / Purpose:

The council's vision is to ensure Milton Keynes is the premier 'can do' place of the 21<sup>st</sup> century. The city, together with the rural parts of our Borough, will continue to be a wonderful place to live work shop and relax. Milton Keynes will benefit from high quality and sustainable housing, employment and retail growth linked together by free flowing transport and supported by the timely provision of connected infrastructure and proactive neighbourhood planning. The city will, in partnership with organisations from the private, voluntary, public and charitable sectors, deliver a wide range of leisure, learning and cultural related opportunities, contributing to peoples' quality of life, social and individual wellbeing, mental and physical health, and to the communities in which they live.

### Service Group Key Drivers for 2016/17:

The key drivers for this Service Group are:

- Need to maintain a five year land supply for housing.
- Need to meet planned housing and employment growth.
- Support for important locally led initiatives including regeneration and neighbourhood plans (e.g. Bletchley and Wolverton).
- Preparation of site specific development briefs to support the implementation of the Milton Keynes Development Partnership (MKDP) Business Plan as approved by Milton Keynes Council Cabinet.
- Delivery of superfast broadband and other critical and necessary infrastructure.
- Facilitate the delivery of growth and infrastructure in CMK, the expansion areas, the Strategic Land Allocation and other major sites across the borough.
- Efficient and effective decision making on planning applications to support housing and employment growth.
- Need to find an approach that both facilitates the growth of MK and protects the borough's natural and built heritage.
- Need to provide higher levels of customer engagement, service and performance.
- Need to engage with sporting bodies wishing to host major events in Milton Keynes and foster opportunities to increase participation
- Need to identify further creative solutions to income generation and commissioning, encourage consortium working, and secure inward investment from partners for service delivery
- Continuing to work with partners and their volunteers to maintain service and access to community facilities



## KEY ACTIVITY BASED DATA

Service Area	Activity	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Development Management	Applications for more than 10 dwellings or 1,000 square metres. Number of major planning applications received.	95	100	100	100	100	100
Development Management	Applications for up to 10 dwellings or 1,000 square metres floor space. Number of minor planning applications received.	447	368	368	368	368	368
Development Management	Applications for householder extensions, changes of use, advertisement consent and listed building consent. Number of other planning applications received.	1,082	1,302	1,302	1,302	1,302	1,302
Development Management	Notifications for works requiring approval other than planning permission such as works to protected trees and erection of agricultural buildings. Number of planning notifications received.	65	68	68	68	68	68
Development Management	Submissions containing details required by conditions imposed on planning permissions. Number of discharge of condition applications received.	345	414	414	414	414	414
Development Management	Certificates granted to confirm that planning permission is not required. Number of applications for certificates of lawfulness received.	94	128	128	128	128	128
Development Management	Applications seeking small changes to an approved scheme that are not significant enough to warrant a new planning application. Number of non-material amendment applications received.	71	92	92	92	92	92
Development Management	Submissions such as EIA screening opinions, works to trees in conservation areas or consultations from neighbouring planning authorities. Number of miscellaneous applications, consultations and other submissions (not included above) received.	230	231	231	231	231	231
Development Management	Enquiries seeking advice on the likelihood of planning permission granted and advice on possible amendments ahead of submission of a formal planning application. Number of pre-application enquiries received notifications received.	312	244	244	244	244	244
Development Management	Appeals to the Planning Inspectorate against the council's decision to refuse planning permission or conditions imposed on planning permissions. Number of appeals against the council's decisions received.	54	50	50	50	50	50
Development Management	Investigations into alleged breaches of planning control: carrying out works without planning permission, or works not in accordance with approved plans. Number of enforcement cases opened.	459	429	429	429	429	429
Research and Intelligence	Produce Housing Forecasts	1,421	1,379	2,295	2,707	2,859	2,257



Service Area	Activity	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Libraries	Library online visitors are increasing with improved and new services such as e-books, there are manageable costs associated with this. Physical visit increases to libraries are managed through added self-service technology, flexible staff timetables and the use of volunteers.	1,008	975	950	925	925	925
Community Facilities	This is the number of young people under 16 who access services within MKC buildings including leisure centres/community centres and courses/activities in MKC buildings e.g. sportive courses, satellite clubs, school tournaments and weight referral programmes.	1,636	1,579	1,595 @ 1% increase in 15/16 figures	1,611 @ 1% increase in 16/17 figures	1,627 @ 1% increase in 17/18 figures	1,643 @ 1% increase in 18/19 figures
Community Facilities	This is the number of people over 16 who access services within MKC buildings including leisure centres/community centres and courses/activities in MKC buildings including Fit for Life, exercise referral scheme, SwimFit.	2,873	2,643	2,670 @ 1% increase in 15/16 figures	2,696 @ 1% increase in 11/17 figures	2,733 @ 1% increase in 17/18 figures	2,760 @ 1% increase in 18/19 figures
Community Facilities	Volunteers who manage MKC community centres and volunteers who manage and run community groups in MK.	8	9	9 @ 1% increase in 15/16 figures	9 @ 1% increase in 16/17 figures	9 @ 1% increase in 17/18 figures	9 @ 1% increase in 18/19 figures



## BBR09 – Planning

### Budget Movement

	<b>Budget 2016/17 £'m</b>
<b>BUDGET 2015/16</b>	<b>8.951</b>
Inflationary increases / (decreases)	(0.713)
Demographic Growth	0.000
Other Pressures	0.000
Savings/Income Proposals	(0.823)
<b>BUDGET 2016/17</b>	<b>7.415</b>

### Summary Revenue Budget

	2015/16 Actual Budget £000's	2015/16 Forecast* Actual £000's	2016/17			Net Budget £000's
			Expenditure Budget £000's	Income Budget £000's	Recharges Budget £000's	
Planning Management	(13)	(30)	143	0	(143)	0
Development Management	150	95	1,500	(2,033)	389	(144)
Development Plans	527	527	384	(37)	95	442
Infrastructure Co-ordination	540	587	652	(485)	169	337
Transport Policy & Programmes	44	43	297	(8)	80	368
Walking & Cycling	542	566	42	(10)	1	33
Community Facilities	7,161	7,316	7,983	(24,066)	803	6,379
<b>Service Group Total</b>	<b>8,951</b>	<b>9,104</b>	<b>11,000</b>	<b>(26,639)</b>	<b>1,394</b>	<b>7,415</b>

\*Based on Period 11 Forecast (February 2016)



## Planning: Summary Subjective Analysis Budget 2015/16

	Planning Management	Development Management	Development Plans	Infrastructure Co-ordination	Transport Policy & Programmes	Walking & Cycling	Community Facilities	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>								
Employee Costs	117	1,260	365	696	266	0	2,444	5,148
Premises Costs	0	0	0	0	0	10	941	951
Transport Costs	2	4	3	5	1	0	58	72
Supplies & Services	21	141	8	32	72	0	1,903	2,177
Third Party Payments / Transfers	0	0	0	0	0	0	609	609
Services received from other departments	3	13	7	7	6	0	380	417
<b>TOTAL EXPENDITURE</b>	<b>143</b>	<b>1,418</b>	<b>383</b>	<b>740</b>	<b>346</b>	<b>10</b>	<b>6,335</b>	<b>9,374</b>
<b>Income</b>								
Government Grants	0	0	0	0	0	0	(33)	(33)
Other Grants & Contributions	0	0	0	0	0	0	0	0
Fees & Charges	0	(1,947)	(0)	(214)	(8)	0	(2,231)	(4,400)
Services provided to other departments	0	0	(37)	(197)	0	0	(115)	(350)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(1,947)</b>	<b>(37)</b>	<b>(411)</b>	<b>(8)</b>	<b>0</b>	<b>(2,379)</b>	<b>(4,782)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	(133)	(133)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>143</b>	<b>(529)</b>	<b>346</b>	<b>329</b>	<b>338</b>	<b>10</b>	<b>3,823</b>	<b>4,458</b>
Capital Charges	0	0	0	1	0	33	2,497	2,531
Allocation of Central and Departmental Overheads	(156)	679	181	211	205	1	840	1,961
<b>NET EXPENDITURE</b>	<b>(13)</b>	<b>150</b>	<b>527</b>	<b>540</b>	<b>542</b>	<b>44</b>	<b>7,161</b>	<b>8,951</b>



## Summary Subjective Analysis Forecast 2015/16

	Planning Management	Development Management	Development Plans	Infrastructure Co-ordination	Transport Policy & Programmes	Walking & Cycling	Community Facilities	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>								
Employee Costs	113	1,442	313	670	348	45	2,774	5,705
Premises Costs	0	0	0	0	3	8	971	982
Transport Costs	1	6	2	2	1	0	73	85
Supplies & Services	8	299	122	104	135	4	1,760	2,433
Third Party Payments / Transfers	0	0	0	0	0	0	409	409
Services received from other departments	3	51	8	10	7	6	482	567
<b>TOTAL EXPENDITURE</b>	<b>125</b>	<b>1,798</b>	<b>444</b>	<b>787</b>	<b>493</b>	<b>64</b>	<b>6,469</b>	<b>10,181</b>
<b>Income</b>								
Government Grants	0	(34)	0	(10,658)	0	(54)	(13)	(10,760)
Other Grants & Contributions	0	0	0	0	0	0	0	0
Fees & Charges	0	(1,948)	0	(219)	(8)	0	(2,289)	(4,465)
Services provided to other departments	0	(283)	(37)	(161)	(16)	0	(94)	(590)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(2,266)</b>	<b>(37)</b>	<b>(11,038)</b>	<b>(24)</b>	<b>(54)</b>	<b>(2,396)</b>	<b>(15,815)</b>
Contributions to Reserves	0	0	0	10,704	0	0	0	10,704
(Transfer from) Reserves	0	(116)	(62)	(77)	(109)	0	(147)	(511)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>125</b>	<b>(584)</b>	<b>346</b>	<b>376</b>	<b>361</b>	<b>10</b>	<b>3,925</b>	<b>4,559</b>
Capital Charges	0	0	0	1	0	33	2,550	2,584
Allocation of Central and Departmental Overheads	(156)	679	181	211	205	1	840	1,961
<b>NET EXPENDITURE</b>	<b>(30)</b>	<b>95</b>	<b>527</b>	<b>587</b>	<b>566</b>	<b>43</b>	<b>7,316</b>	<b>9,104</b>





## Summary Subjective Analysis Budget 2016/17

	Planning Management	Development Management	Development Plans	Infrastructure Co-ordination	Transport Policy & Programmes	Walking & Cycling	Community Facilities	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>								
Employee Costs	117	1,382	365	648	258	0	2,370	5,140
Premises Costs	0	0	0	0	0	10	893	903
Transport Costs	2	4	3	5	1	0	58	72
Supplies & Services	21	101	8	(8)	32	0	1,422	1,576
Third Party Payments / Transfers	0	0	0	0	0	0	498	498
Services received from other departments	3	13	8	7	6	0	381	418
<b>TOTAL EXPENDITURE</b>	<b>143</b>	<b>1,500</b>	<b>384</b>	<b>651</b>	<b>297</b>	<b>10</b>	<b>5,623</b>	<b>8,607</b>
<b>Income</b>								
Government Grants	0	0	0	0	0	0	(33)	(33)
Other Grants & Contributions	0	0	0	0	0	0	0	0
Fees & Charges	0	(2,033)	(0)	(287)	(8)	(10)	(2,259)	(4,597)
Services provided to other departments	0	0	(37)	(197)	0	0	(115)	(350)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(2,033)</b>	<b>(37)</b>	<b>(485)</b>	<b>(8)</b>	<b>(10)</b>	<b>(2,407)</b>	<b>(4,979)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	(133)	(133)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>143</b>	<b>(533)</b>	<b>347</b>	<b>167</b>	<b>289</b>	<b>0</b>	<b>3,083</b>	<b>3,495</b>
Capital Charges	0	0	0	1	0	32	2,493	2,526
Allocation of Central and Departmental Overheads	(143)	389	95	169	80	1	803	1,394
<b>NET EXPENDITURE</b>	<b>0</b>	<b>(144)</b>	<b>442</b>	<b>337</b>	<b>368</b>	<b>33</b>	<b>6,379</b>	<b>7,415</b>



## Planning - Ongoing Savings

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
<b>S60</b>	Restructure of Planning Services.	(250)	0	0	0	Sustainable
<b>S61</b>	Increased Development Management income from Service Level Agreements and Planning Performance Agreements.	(77)	0	0	0	Different
<b>S62</b>	Review the provision of the Gear Change facility.	(10)	0	0	0	Different
<b>S63</b>	Development Management - realignment of budgets, based on 2014/15 expenditure levels.	(10)	0	0	0	Smarter
<b>S64</b>	Realigning internal resources to deliver the annual work plan without the use of external support in the Conservation Team.	(30)	0	0	0	Sustainable
<b>S65</b>	Anticipated customer income from Abbey Hill Golf Course linked to the Adventure Golf development.	(10)	0	0	0	Different
<b>S66</b>	Implementation of new external contract for major leisure assets on long term lease, focusing on Woughton Leisure Centre, Woughton on the Green, Broughton Pavilion, Brooklands Pavilion and Windmill Hill Golf Centre. (Pressure in 14/15 and 15/16 of £153k).	(97)	0	0	0	Sustainable
<b>S67</b>	Further CAT transfers, community centres, meeting places and sportsgrounds/pavilions.	(56)	0	0	0	Sustainable
<b>S68</b>	Gallery maintenance saving as a result of the expansion programme and responsibility transfer.	(20)	(5)	0	0	Smarter
<b>S69</b>	Museum collections managed more locally in partnership with Bletchley Park and MK Museum.	(5)	0	(10)	0	Smarter
<b>S70</b>	Property related arts grant reduction to InterAction linked to their vacation of the Peartree Bridge facility but their continued arts activity.	(20)	0	0	0	Sustainable
<b>S71</b>	A reduction in leisure related posts.	(100)	0	0	0	Sustainable
<b>S73</b>	Tattenhoe Pavilion and Oakgrove Leisure Centre business plan reduction to zero council subsidy in line with other Council owned leisure centres and pools.	(100)	0	0	0	Sustainable
<b>S75</b>	Additional rental income as a result of building reconfigurations at Bletchley and CMK Libraries and building related savings as a result of the CAT transfer of the Olney Centre to Olney Town Council.	(38)	(30)	0	0	Sustainable
<b>S76</b>	Rental savings at Westcroft Library should the building's function transfer to a co-located facility with Westcroft Meeting Place.	0	(55)	0	0	Sustainable
<b>Total Planning</b>		<b>(823)</b>	<b>(90)</b>	<b>(10)</b>	<b>0</b>	



## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P47	Implementation of the City Club project to improve part of the CMK public realm with the significant possibility of leveraging in private and philanthropic investment and increasing footfall in CMK. Additional benefits will be the partnerships built through this process, contributing toward the European Capital of Culture bid and increased creative and commercial activity.	0	50	0	0	General
<b>Total Planning</b>		<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	

## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
OP14	Dedicated resources for MK50, including event planning & co-ordination, event staging and significant community enjoyment and activity to mark MK50 in 2017. Funds will be used to leverage significant investment from partners and to create an event(s) which will have a significant benefit to the Borough.	75	0	0	0	General
OP15	Community Asset Transfer - Further revenue is needed to continue this change programme and provide further savings for the Council's Revenue. The funds will be used to cover externally sourced legal support and property officer costs.	60	60	0	0	General
OP22	One-off funding to secure £750k of Arts Council England funding (only to be spent if submission successful) and be spent on a feasibility study and some implementation of the City Club project to improve part of the CMK public realm with the significant possibility of leveraging in private and philanthropic investment and increasing footfall in CMK. Additional benefits will be the partnerships built through this process, contributing toward the European Capital of Culture bid and increased creative and commercial activity.	150	0	0	0	General
OP31	One-off funding to support the Bedfordshire and Milton Keynes Waterway project management costs. It is expected that this will be match funded by partners.	10	0	0	0	General
<b>Total Planning</b>		<b>295</b>	<b>60</b>	<b>0</b>	<b>0</b>	



## Public Realm: Service Group 2016/17-2019/20

### Service Group Vision / Purpose:

Our visions is:

To manage the council public infrastructure and open space, waste disposal, cleansing, and regulatory functions to ensure that Milton Keynes is a safe, clean and welcoming place to live in, visit and do business.

### Service Group Key Drivers for 2016/17

The key drivers for this service group are:

- Prepare a Waste Strategy that will provide a sustainable service for the future in line with current financial and environmental contexts
- Further develop innovative waste treatment schemes to reduce landfill and support optimal recycling rates
- Review our Highways Asset Management Policy and consider options to implement in 2017/18
- Explore options for investment in Redway commuter routes to create “Super Redways”
- Develop a new Transport Strategy for MK by October 2017
- Work with providers to expand reduced cost transport to people in education or training
- Undertake a study to investigate options to construct a new multi storey car park, these options to be considered by January 2017
- Review our arrangements with the Parks Trust, Parish Councils and others to develop new collaboration methods to enable others to manage and improve their own local public realm
- Review our Low Carbon Strategy action plan by April 2018 to ensure MK is on track to be carbon neutral by 2050
- Review our Landscape Management Strategy to ensure that our green spaces and trees are maintained safely and efficiently using the resources available
- Explore and seek to expand our use of different models of delivery through future shared services
- Support closer working and integration between Local Economic Partnerships
- Making a strong submission to the National Infrastructure Commission on investment in MK as part of the Oxford – MK – Cambridge corridor and promote the role of Milton Keynes as the hub of the corridor
- Support the MKCCM proposal for a Business Improvement District bid

### Service Group Challenges and Opportunities for 2016/17

The major challenges and opportunities include:

- Managing with no cuts to the public transport budget over the next 2 years
- Ensure that there is no increase in parking charges for standard rate spaces until at least April 2018
- Not reduce funding for Parish or any direct grant funding for the voluntary sector for at least two years and develop options on future funding models for Parish Councils to assist in developing community capacity for service delivery



## KEY ACTIVITY BASED DATA

Service Area	Activity	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Street Lighting	Number of Street Lights	54,700	55,200	56,000	56,700	57,500	58,200
Street Lighting	Hours per Street Lights	4,204	4,202	4,180	4,160	4,140	4,120
Street Lighting	Number of Street Lights	62,700	62,200	61,600	62,600	63,600	64,600
Street Lighting	Hours per Street Light s	4,130	4,063	4,063	4,063	4,063	4,063
Highway Network Management	Number of kms of road network	1,276	1,278	1,302	1,315	1,325	1,335
Highway Network Management	Number of kms of footway	1,511	1,526	1,541	1,557	1,587	1,601
Highways	Km of Roads Maintained	1,276	1,278	1,302	1,315	1,325	1,335
Waste	Number of tonnes to Disposal site and Landfilled.	35,000	45,500	25,000	9,000	9,000	9,000
Waste	Number of tonnes to Residual Waste Treatment	23,500	23,298	50,000	51,000	52,000	53,000
Waste	Number of tonnes Food & Garden Waste	23,659	22,775	tba	tba	tba	tba
Waste	Number of charged for Bulky waste collections	7,021	6,540	6,600	6,600	6,600	6,600
Waste	Number of free bulky waste collections	0	0	0	0	0	0
Waste	Number of Households (Refuse, Recycling & Food waste Collections and black & pink sacks provided)	107,285	108,968	110,651	112,334	114,017	115,700
Waste	Number of hectares cleansed	33,390	33,600	34,000	34,500	35,000	35,500
Environment - Countryside	Kilometres of Rights of Way and alike	548	548	548	548	548	548
Environment - Countryside	Path Diversion Completions	5	5	5	5	5	5
Environment - Countryside	Path Creation Orders	3	6	7	8	9	10
Environment - Countryside	Planning Consultations	831	915	1,005	1,106	1,216	1,338
Environment - Countryside	Day Visitors at Emberton Country Park	20,000	20,000	20,000	20,000	20,000	20,000
Environment - Countryside	Nightly bookings Emberton Country Park	3,100	3,100	3,100	3,100	3,100	3,100
Fix It	Number of Play Area's Inspected and Maintained	468	468	410	360	300	300
Fix It	Number of issues resolved per month (average)	922	950	900	900	900	900
Fix It	Percentage of Assets Graded "as New"	12	8	12	15	15	15
Fix It	Percentage of Assets Graded "Good"	24	19	23	24	28	28
Fix It	Percentage of Assets Graded "Average"	53	56	50	48	46	46
Fix It	Percentage of Assets Graded "Poor"	12	17	15	13	11	11
Landscape	Number of m2 of Grass	10,500	10,500	10,500	10,500	10,500	10,500
Landscape	Number of linear metres of Hedge	228,323	228,323	228,323	228,323	228,323	228,323
Landscape	Number of m2 of Shrubs	1,210,084	1,210,084	1,210,084	1,210,084	1,210,084	1,210,084



Service Area	Activity	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Landscape	Number of Trees	115,533	115,533	115,533	112,083	108,633	105,183
Landscape	Number of m2 of Woodland (m2)	928,269	928,269	928,269	928,269	928,269	928,269
Landscape	Number of Grass Cuts - General	10	10	10	10	10	10
Regulatory Investigations	No of abandoned vehicles reported/investigated	924	1,300	1,300	1,300	1,300	1,300
Regulatory Investigations	No of abandoned trolleys collected	224	360	300	300	300	300
Regulatory Investigations	No of Fixed Penalty Notices Issued	46	90	90	90	90	90
Regulatory Investigations	No of unauthorised encampments	173	120	140	140	140	140
Regulatory Investigations	No. of environmental crimes investigated	1,362	1,300	1,300	1,300	1,300	1,300
Regulatory Investigations	No. of fly tipping incidents	6,062	5,000	5,500	5,500	5,500	5,500
Building Control	Number of inspections undertaken	4,768	5,000	5,200	5,500	5,500	5,500
Building Control	Number of processed applications	17,616	18,000	18,500	19,000	19,500	20,000
Environmental Health	Number of noise service requests all categories	2,489	2,689	2,889	3,089	3,089	3,089
Environmental Health	Number of Pollution Control Service Requests	536	500	638	689	689	689
Environmental Health	Number of Public Health Service Requests	861	715	720	725	730	735
Environmental Health	Number of high risk food inspections (A, B & C risk rated)	283	319	257	260	260	260
Environmental Health	Number of low risk food inspections (D & E risk rated)	260	1,293	350	650	150	600
Environmental Health	Number of high risk Health & Safety inspections (A & B1 risk rated)	8	8	16	16	16	16
Environmental Health	Number of low risk Health & Safety inspections (B2 - C risk rated)	27	27	27 (114 due)	27	27	27
Environmental Health	Number of Health & Safety inspections	79	79	80	80	80	80
Environmental Health	Number of Food Hygiene Service requests	1,108	1,200	1,276	1,360	1,360	1,360
Environmental Health	Number of Health & Safety Service requests	282	310	331	352	352	352





Service Area	Activity	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Environmental Health	Number of Licensing premises Licence applications	44	60	65	65	65	65
Environmental Health	Number of Licensing Personal Licence applications	206	240	250	250	250	250
Environmental Health	Number of licensing variation premises licence	61	65	70	70	70	70
Environmental Health	Number of Licensing Temporary Event Notice (TEN) submissions	506	490	500	500	500	500
Environmental Health	Number of Variation of Designated Premises Supervisors (DPS) applications	241	200	200	200	200	200
Coroners Office	Deaths Reported	869	938	994	1,053	1,116	1,183
Coroners Office	Number of Post Mortems	224	240	265	290	330	350
Coroners Office	Number of Inquests	182	200	220	250	270	300
Bereavement Services	Number of burials	85,738	90,024	91,825	93,660	94,784	96,680
Bereavement Services	Number of cremations	1,298,218	1,324,182	1,340,070	1,356,153	1,371,071	1,388,894
Bereavement Services	Number of Book of Remembrance entries	19,227	19,611	20,003	20,403	20,648	20,896
Registrars	Number of Still Birth Registrations	12	10	12	12	12	12
Registrars	Number of Birth Registrations	3,740	4,000	4,100	4,100	4,100	4,100
Registrars	Number of Birth Re_Registrations	199	230	240	250	260	270
Registrars	Number of Death Registrations	1,939	2,000	2,100	2,200	2,200	2,200
Registrars	Notices of Marriage	2,149	2,300	2,350	2,360	2,370	2,380
Registrars	Marriages in Register Office	139	150	160	160	160	160
Registrars	Marriages in Decommissioned Ceremony Room	336	340	350	350	350	350
Registrars	Marriages in Approved Venues	245	245	250	260	260	260
Registrars	Notices of Civil Partnerships	2	0	0	0	0	0
Registrars	Civil Partnerships In Register Office	1	0	0	0	0	0
Registrars	Civil Partnerships In Decommissioned Ceremony Room	0	0	0	0	0	0
Registrars	Civil Partnerships in Approved Venues	0	0	0	0	0	0
Registrars	Group Citizenship Ceremonies	581	650	650	650	650	650
Registrars	Private Citizenship Ceremonies	164	120	120	120	120	120
Registrars	Nationality Checking Service	415	500	500	500	500	500
Registrars	Licensing of Approved Marriage Venues	6	5	4	6	6	4
Registrars	Non Statutory Ceremonies	12	5	10	10	10	10





Service Area	Activity	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Transport	Number of community transport trips	80,483	84,507	88,732	93,169	97,827	102,719
Passenger Transport	Number of senior concessionary journeys / trips after 9.30am	2,295,999	2,264,648	2,332,587	2,402,565	2,474,642	2,548,881
Passenger Transport	Number of junior concessionary journeys	1,286,067	1,046,929	1,078,337	1,110,687	1,144,008	1,178,328
Passenger Transport	Total bus patronage	10,154,473	10,390,000	10,701,700	11,022,751	11,353,434	11,694,037
Passenger Transport	Total bus patronage on contracted services	2,047,364	2,059,000	2,120,770	2,184,393	2,249,925	2,317,423
Road Safety	Reduce number of people Killed or Seriously Injured (KSI) on MKC Roads	95	90	81	73	66	60
Road Safety	Reduce number of Children Killed or Seriously Injured (KSI) on MKC Roads	8	6	5	4	3	2
Road Safety	Reduce number of Slight injuries on MKC Roads	768	768	691	622	560	504
Road Safety	Number of Road Safety Audits carried out on MKC Highways.	41	50	50	50	50	50
Road Safety	Number of Casualty Reduction schemes carried out on MKC Highways.	0	8	4	4	4	4
Road Safety	Number of Safe Journeys to School schemes carried out in MK.	6	24	7	10	10	10
Road Safety	Number of Road Safety Speed Limit Changes carried out in MK.	0	4	tba	tba	tba	tba
Road Safety	Reduce % of car journeys to school	10	10	10	10	10	10
Road Safety	Percentage of Schools with School Travel Plan	98	98	98	98	98	98
Road Safety	Percentage of Schools using Road Safety Resources (Walk & Roll, Junior Road Safety Officer, Street Feet)	80	85	90	95	95	95
Road Safety	Number of Education, Training & Publicity Campaigns	5	5	5	5	5	5
Parking	Number of CMK Standard Parking Bays. The charge for a standard Parking Bay is 40p per hour, discounted to 20p under the employee schemes.	10,140	10,934	10,934	10,934	11,934	11,934
Parking	Number of CMK Premium Parking Bays. The charge for a Premium Parking Bay is £1.40 per hour and there are no discounts available.	4,582	3,788	3,788	3,788	3,788	3,788



## BBR010 – Public Realm

### Budget Movement

	<b>Budget 2016/17 £'m</b>
<b>BUDGET 2015/16</b>	<b>38.030</b>
Inflationary increases / (decreases)	(1.029)
Demographic Growth	0.164
Other Pressures	0.261
Savings/Income Proposals	(5.083)
<b>BUDGET 2016/17</b>	<b>32.343</b>

### Summary Revenue Budget

	<b>2015/16 Actual Budget £000's</b>	<b>2015/16 Forecast* Actual £000's</b>	<b>Expenditure Budget £000's</b>	<b>2016/17</b>		<b>Net Budget £000's</b>
				<b>Income Budget £000's</b>	<b>Recharges Budget £000's</b>	
AD Public Realm	(80)	174	118	0	(118)	0
Highways Services	15,615	15,053	17,343	(3,362)	254	14,234
Environment & Waste	24,653	24,368	23,137	(2,682)	687	21,142
Transportation	(4,538)	(4,273)	11,330	(16,117)	304	(4,484)
Business Liaison	155	154	616	(168)	(340)	108
Regulatory Unit	2,045	2,330	5,677	(4,945)	610	1,343
Corporate Director of Place	180	180	208	0	(208)	0
<b>Service Group Total</b>	<b>38,030</b>	<b>37,986</b>	<b>58,429</b>	<b>(27,275)</b>	<b>1,189</b>	<b>32,343</b>

\*Based on Period 11 Forecast (February 2016)



## Public Realm: Summary Subjective Analysis Budget 2015/16

	AD Public Realm	Highways Services	Environment & Waste	Transportation	Business Liaison	Regulatory Unit	Corporate Director of Place	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>								
Employee Costs	46	1,668	1,260	1,056	594	3,781	176	8,581
Premises Costs	0	4,990	14,732	260	14	293	0	20,288
Transport Costs	0	30	554	6,951	7	33	1	7,577
Supplies & Services	3	5,042	143	2,928	106	728	2	8,953
Third Party Payments / Transfers	0	0	6,663	0	0	0	0	6,663
Services received from other departments	3	836	871	69	80	382	1	2,242
<b>TOTAL EXPENDITURE</b>	<b>53</b>	<b>12,566</b>	<b>24,222</b>	<b>11,263</b>	<b>802</b>	<b>5,217</b>	<b>180</b>	<b>54,304</b>
<b>Income</b>								
Government Grants	0	0	0	(28)	0	0	0	(28)
Other Grants & Contributions	0	0	0	(379)	0	0	0	(379)
Fees & Charges	(100)	(1,802)	(1,443)	(15,692)	(2)	(4,363)	0	(23,402)
Services provided to other departments	0	(935)	(134)	(171)	(241)	(43)	0	(1,524)
<b>TOTAL INCOME</b>	<b>(100)</b>	<b>(2,736)</b>	<b>(1,577)</b>	<b>(16,270)</b>	<b>(244)</b>	<b>(4,406)</b>	<b>0</b>	<b>(25,333)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(47)</b>	<b>9,830</b>	<b>22,646</b>	<b>(5,007)</b>	<b>558</b>	<b>812</b>	<b>180</b>	<b>28,971</b>
Capital Charges	0	4,789	1,012	272	8	158	0	6,240
Allocation of Central and Departmental Overheads	(32)	996	995	197	(411)	1,076	0	2,820
<b>NET EXPENDITURE</b>	<b>(80)</b>	<b>15,615</b>	<b>24,653</b>	<b>(4,538)</b>	<b>155</b>	<b>2,045</b>	<b>180</b>	<b>38,030</b>



## Summary Subjective Analysis Forecast 2015/16

	AD Public Realm	Highways Services	Environment & Waste	Transportation	Business Liaison	Regulatory Unit	Corporate Director of Place	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>								
Employee Costs	186	1,284	1,236	816	554	3,732	176	7,984
Premises Costs	0	5,332	14,789	338	15	221	0	20,695
Transport Costs	0	18	633	8,099	3	36	1	8,790
Supplies & Services	10	5,367	192	2,878	100	839	3	9,389
Third Party Payments / Transfers	0	0	6,797	0	0	4	0	6,801
Services received from other departments	11	867	885	111	83	508	0	2,465
<b>TOTAL EXPENDITURE</b>	<b>207</b>	<b>12,868</b>	<b>24,533</b>	<b>12,242</b>	<b>755</b>	<b>5,341</b>	<b>180</b>	<b>56,124</b>
<b>Income</b>								
Government Grants	0	0	0	(627)	0	(13)	0	(639)
Other Grants & Contributions	0	0	0	(379)	0	0	0	(379)
Fees & Charges	0	(2,268)	(1,746)	(15,460)	(2)	(4,109)	0	(23,586)
Services provided to other departments	0	(1,321)	(426)	(194)	(195)	(113)	0	(2,250)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(3,590)</b>	<b>(2,172)</b>	<b>(16,660)</b>	<b>(197)</b>	<b>(4,235)</b>	<b>0</b>	<b>(26,854)</b>
Contributions to Reserves	0	200	0	0	0	0	0	200
(Transfer from) Reserves	0	(210)	0	(324)	0	(9)	0	(544)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>207</b>	<b>9,268</b>	<b>22,361</b>	<b>(4,742)</b>	<b>557</b>	<b>1,096</b>	<b>180</b>	<b>28,926</b>
Capital Charges	0	4,789	1,012	272	8	158	0	6,240
Allocation of Central and Departmental Overheads	(32)	996	995	197	(411)	1,076	0	2,820
<b>NET EXPENDITURE</b>	<b>174</b>	<b>15,053</b>	<b>24,368</b>	<b>(4,273)</b>	<b>154</b>	<b>2,330</b>	<b>180</b>	<b>37,986</b>



## Summary Subjective Analysis Budget 2016/17

	AD Public Realm	Highways Services	Environment & Waste	Transportation	Business Liaison	Regulatory Unit	Corporate Director of Place	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>								
Employee Costs	111	1,899	1,326	1,171	475	4,069	204	9,255
Premises Costs	0	4,713	13,650	324	14	295	0	18,995
Transport Costs	0	33	451	7,339	7	33	1	7,865
Supplies & Services	3	5,069	99	2,165	32	730	2	8,100
Third Party Payments / Transfers	0	0	6,052	0	0	0	0	6,052
Services received from other departments	3	840	886	77	80	393	1	2,281
<b>TOTAL EXPENDITURE</b>	<b>118</b>	<b>12,554</b>	<b>22,464</b>	<b>11,076</b>	<b>608</b>	<b>5,520</b>	<b>208</b>	<b>52,547</b>
<b>Income</b>								
Government Grants	0	0	0	(28)	0	0	0	(28)
Other Grants & Contributions	0	0	0	(379)	0	0	0	(379)
Fees & Charges	0	(2,176)	(2,548)	(15,528)	(5)	(4,902)	0	(25,159)
Services provided to other departments	0	(1,186)	(134)	(182)	(163)	(43)	0	(1,708)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(3,362)</b>	<b>(2,682)</b>	<b>(16,117)</b>	<b>(168)</b>	<b>(4,945)</b>	<b>0</b>	<b>(27,275)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>118</b>	<b>9,191</b>	<b>19,782</b>	<b>(5,041)</b>	<b>440</b>	<b>575</b>	<b>208</b>	<b>25,273</b>
Capital Charges	0	4,789	673	254	8	158	0	5,881
Allocation of Central and Departmental Overheads	(118)	254	687	304	(340)	610	(208)	1,189
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>14,234</b>	<b>21,142</b>	<b>(4,484)</b>	<b>108</b>	<b>1,343</b>	<b>0</b>	<b>32,343</b>



## Public Realm

### Ongoing Savings

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S77	Residual waste income stream from other local authorities from waste processed at the Residual Waste Treatment Facility.	(532)	(500)	0	0	Different
S78	Rationalisation of Play Areas across Milton Keynes in line with Play Area strategy 2013-2023.	(100)	0	0	0	Sustainable
S79	Income from Renewable Obligation Certificates anticipated through the new waste facility.	(250)	(250)	0	0	Different
S80	Increased commercial income from Bereavement Service.	(50)	(50)	0	0	Different
S81	Improved income arising from increased number of ceremonies, following Registrar being moved to alternative premises.	0	0	(25)	0	Different
S82	Review shared services opportunities within Coroner Services.	0	(10)	0	0	Different
S83	Savings in the disposal budget following commissioning of the new residual waste treatment plant.	(531)	0	0	0	Different
S84	Restructure of the Public Realm Team.	(275)	0	0	0	Smarter
S85	Parking Revenue Account – reallocation of investment capacity, based on the assumption that investment proposals for a multi-storey car park would only be progressed if the option is value for money and can meet a greater proportion of financing costs.	(420)	0	0	0	Different
S86	Projected income from solar panels installed on Civic offices.	(15)	0	0	0	Different
S87	Reduced costs of electricity on Civic offices due to solar panels installation.	(10)	0	0	0	Different
S88	Additional bereavement income to reflect decision to bring charges in line with neighbouring authorities for 2015/16 and 2016/17. Fees for children are excluded.	(370)	0	0	0	Different
S89	Highways - improved cost recovery, enforcement and new charges for small works. Investment of staff capacity to recover costs from third parties, enforce powers around use of highway and implement charges for small works.	(300)	0	0	0	Smarter
S90	Ensuring appropriate recharge of staff time to the Capital Programme as capital expenditure, as the percentage of overall budget increases.	(158)	0	0	0	Smarter
S91	Acceleration of replacing street lights bulbs with LEDs, resulting in energy and maintenance savings.	(47)	(248)	(188)	(188)	Different
S92	Introduce reusable recycling receptacles in place of the current use of 11.7m pink plastic bags per year. An operational pilot area has been identified. Implementation will start in Spring 2016 for a go live from mid July onwards.	(500)	0	0	0	Different





Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S93	Projected income from solar panels installed on residual waste treatment plant.	(35)	0	0	0	Different
S94	Replacement of illuminated bollards and signs to reduce maintenance and energy costs. (Project developed by the Commercial Development Board).	(135)	0	0	0	Different
S96	Smarter targeting of street cleansing resources to enable contractor to respond more dynamically to actual conditions.	(250)	0	0	0	Smarter
S97	Realignment of budget for net income from Emberton Park to reflect actual income currently being achieved.	(50)	0	0	0	Different
S98	Efficiency savings in Fleet following use of external contractor for repairs.	(77)	0	0	0	Smarter
S99	Remove parking special events budget which has not been required for some years.	(70)	0	0	0	Smarter
S100	Additional Income from Road Safety Audits.	(20)	0	0	0	Different
S101	Remove SLA for Buckinghamshire and Milton Keynes Association of Local Councils (BMKALC). Refocussing arrangement away from operational focus to more supportive strategic focus on delivering objectives.	(6)	(6)	(6)	0	Different
S102	Remove revenue Parish Partnership Fund and transfer to capital.	(50)	0	0	0	Different
S103	Removal of redundant and broken Public Realm assets such as poor condition pergolas, ascot railing and seating. These assets are in a poor state of repair and do not add to the Environment. Savings will be achieved on repair and replacement costs.	(20)	0	0	0	Smarter
S104	Amalgamate Dayworks and Rapids cleansing crews - operational change by Serco - to reduce use of external labour.	(50)	0	0	0	Smarter
S106	End MKC small recycling centre service in 5 locations: Wolverton (Tesco Car Park), Bletchley / Fenny (Denmark Street), Emerson Valley (Local Centre), Stony Stratford (Cock Inn Car Park), Kingston (Tesco Car Park), CMK (Opposite Iceland).	(25)	0	0	0	Sustainable
S107	Extend Serco Landscape Contract by approximately 5 years, realise savings from longer fleet life.	(50)	0	0	0	Sustainable
S108	Harmonise licensing requirements for street trading.	(15)	0	0	0	Different
S109	Introduce biodiversity habitats of wildflower in grassed areas reducing cutting requirements.	(50)	0	0	0	Different
S110	Savings arising from Community Recycling Centres contract re-let.	(100)	0	0	0	Different





Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S112	Increased income for bulky waste through the introduction of a disposal charge and revised charges for the number of items collected, reducing from 5 to 3 items per single collection. Comparisons with other authorities shows that MKC currently has one of the lowest charges for this service.	(106)	0	0	0	Different
S120	Reduction in bus subsidies.	(51)	0	0	0	Smarter
S124	Traffic Management for events. Offering development and delivery of traffic management plans for large events.	(100)	0	0	0	Different
S125	Savings on highways contract as a result of moving to target costing.	(60)	0	0	0	Different
S126	Savings from retendering food and garden waste treatment	(115)	0	0	0	Different
S127	Increase recycling rates	(90)	0	0	0	Smarter
<b>Total Public Realm</b>		<b>(5,083)</b>	<b>(1,064)</b>	<b>(219)</b>	<b>(188)</b>	

### Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P35	Demographic growth for waste collection based on 1.6% increase in the number of properties.	164	166	170	175	Demography
P38	Increased number of inquests due to new Deprivation of Liberty Safeguards (DoLs) legislation.	40	0	0	0	Legislative
P39	Reduction of income in Registrars. This is due to the Home Office enhanced English language requirements and the recent change in policy on the good character requirements, which has resulted in a lower number of applicants for citizenship and therefore lower numbers of ceremonies in Milton Keynes.	31	0	0	0	Legislative
P40	Additional cost of public inquiries resulting from Village Green applications	30	0	0	0	Legislative



Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P41	Building Control provides both fee earning and non -fee earning services. Fee earning income is breaking even in line with legislation, however is below the current budgeted level, due to a reduction in demand. This change aligns the budget with the income levels likely to be achieved in 2016/17.	60	0	0	0	General
P42	Realignment of taxi licensing income to reflect current levels of demand	100	0	0	0	General
<b>Total Public Realm</b>		<b>425</b>	<b>166</b>	<b>170</b>	<b>175</b>	

### One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
OP16	Addition waste flow above demographic growth due to economic recovery.	25	0	0	0	General
OP39	One off funding to allow for a delay of proposed savings from removal of play areas (S78) and redundant public assets (S103) to allow for a set of criteria of removals to be agreed, and a process of public consultation and accountable decision making to be implemented.	120	0	0	0	General
OP40	One-off funding being provided to allow for a delay to changes to recycling containers (S92), to allow for a potential second phase of pilots; full evaluation of the results of ongoing pilots; and scrutiny by the Waste Strategy Task and Finish Group.	400	0	0	0	General
OP41	White line repainting at road junctions across the Borough	100	0	0	0	General
<b>Total Public Realm</b>		<b>645</b>	<b>0</b>	<b>0</b>	<b>0</b>	



## Housing and Community: Service Group 2016/17 - 2019/20

### Service Group Vision / Purpose:

The purpose of the Service Group is to make Milton Keynes a safe and healthy place to live.

To make this happen we will:

- Think innovatively.
- Listen and value difference.
- Be uninhibited by traditional service boundaries.
- Challenge ourselves to consider alternative delivery models.
- Create opportunities for social mobility.
- Promote resilience.
- Target resources to protect those who struggle to help themselves.
- Use evidence of our own and from other disciplines to inform our actions.
- Make difficult decisions where we need to.

### Service Group Key Drivers for 2016/17:

The key drivers for this Service Group are:

- Tackling concentrated entrenched pockets of poverty and deteriorating housing.
- Meeting the housing needs of a changing population.
- Management and regulation of residential properties.
- Meeting the crime and community safety challenges of big city living.
- Providing an effective estate management and repairs service.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Moving Home	Number of households in Bed and Breakfast (B&B) and hotels	The number of customers who are temporarily housed through the use of Bed & Breakfast and hotels.	110	125	40	20	10	10
Moving Home	Number of households in temporary accommodation – all types (NI 156)	The number of customers who are temporarily housed through a range of temporary accommodation solutions, which includes the use of private sector leasing schemes, B&B and hotels.	90	300	300	300	300	300
Solutions	Number of users completing the self-help tool	Number of customers completing the council on-line housing solution assessment form asking for housing advice. All customers wanting this advice are required to complete the form. This is available via the council website and can be completed using a range of options. Customers should have first completed the self-help tool before Housing Solutions Officer will make an assessment of need.	6,864	8,300	9,130	10,043	11,047	12,151
Solutions	Number of cases where full homeless duty is accepted (MKC 098)	From the homeless applications taken by Housing Solutions Officers, the number of cases where a duty to house permanently is agreed.	682	882	1,132	1,432	1,782	2,182
Private Sector Housing	Number of Category One Hazards identified (private rented properties) (MKC 146)	The number of hazards identified where the council must take action against the landlord to either remove the hazard or reduce to an acceptable level.	52	100	100	100	100	100
Private Sector Housing	Number of private sector empty homes brought back into use	The number of properties brought back to use following direct intervention by the Private Sector Housing team.	203	200	50	50	50	50



## BBR04 - Housing & Community

### Budget Movement

	Budget 2016/17 £'m
<b>BUDGET 2015/16</b>	<b>0.944</b>
Inflationary increases / (decreases)	(0.032)
Demographic Growth	0.000
Other Pressures	2.515
Savings/Income Proposals	(1.811)
<b>BUDGET 2016/17</b>	<b>1.616</b>

### Summary Revenue Budget

	2015/16 Actual Budget £000's	2015/16 Forecast* Actual £000's	2016/17			Net Budget £000's
			Expenditure Budget £000's	Income Budget £000's	Recharges Budget £000's	
Housing General Fund						
Management	(38)	(41)	39	(4)	(35)	0
Strategy and Assets	39	37	2	0	0	2
Housing Access	656	1,455	3,156	(1,765)	155	1,547
Tenancy Services - PSH	284	292	564	(543)	69	89
Regeneration	(140)	(143)	403	(620)	73	(145)
Community Safety	143	143	137	(40)	25	122
<b>Service Group Total</b>	<b>944</b>	<b>1,743</b>	<b>4,300</b>	<b>(2,971)</b>	<b>287</b>	<b>1,616</b>

\*Based on Period 11 Forecast (February 2016)



## Housing & Community: Summary Subjective Analysis Budget 2015/16

	Housing General Fund Management	Strategy and Assets	Housing Access	Tenancy Services	Regeneration	Community Safety	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>							
Employee Costs	34	0	458	299	209	92	1,092
Premises Costs	0	0	66	132	0	52	250
Transport Costs	0	0	4	4	1	2	10
Supplies & Services	2	0	67	77	145	(16)	275
Third Party Payments / Transfers	0	0	220	2	0	0	222
Services received from other departments	3	2	20	47	48	7	127
<b>TOTAL EXPENDITURE</b>	<b>39</b>	<b>2</b>	<b>834</b>	<b>561</b>	<b>403</b>	<b>137</b>	<b>1,976</b>
<b>Income</b>							
Government Grants	0	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	(555)	0	(555)
Fees & Charges	0	0	(383)	(443)	0	(40)	(865)
Services provided to other departments	(4)	0	0	0	(50)	0	(54)
<b>TOTAL INCOME</b>	<b>(4)</b>	<b>0</b>	<b>(383)</b>	<b>(443)</b>	<b>(605)</b>	<b>(40)</b>	<b>(1,474)</b>
Contributions to Reserves	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>35</b>	<b>2</b>	<b>452</b>	<b>118</b>	<b>(202)</b>	<b>97</b>	<b>502</b>
Capital Charges	0	0	0	11	0	0	11
Allocation of Central and Departmental Overheads	(73)	37	204	155	63	46	431
<b>NET EXPENDITURE</b>	<b>(38)</b>	<b>39</b>	<b>656</b>	<b>284</b>	<b>(140)</b>	<b>143</b>	<b>944</b>



## Summary Subjective Analysis Forecast 2015/16

	Housing General Fund Management	Strategy and Assets	Housing Access	Tenancy Services	Regeneration	Community Safety	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>							
Employee Costs	34	0	475	271	349	109	1,238
Premises Costs	0	0	57	132	0	12	201
Transport Costs	0	0	2	4	3	0	9
Supplies & Services	0	0	3,746	174	18	187	4,126
Third Party Payments / Transfers	0	0	216	2	0	0	218
Services received from other departments	3	0	30	50	29	229	339
<b>TOTAL EXPENDITURE</b>	<b>37</b>	<b>0</b>	<b>4,526</b>	<b>632</b>	<b>399</b>	<b>538</b>	<b>6,131</b>
<b>Income</b>							
Government Grants	0	0	0	0	0	(100)	(100)
Other Grants & Contributions	0	0	(0)	0	(55)	(322)	(377)
Fees & Charges	0	0	(2,141)	(415)	0	(2)	(2,558)
Services provided to other departments	(4)	0	0	(22)	(50)	0	(75)
<b>TOTAL INCOME</b>	<b>(4)</b>	<b>0</b>	<b>(2,142)</b>	<b>(436)</b>	<b>(105)</b>	<b>(424)</b>	<b>(3,110)</b>
Contributions to Reserves	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	(1,133)	(69)	(500)	(18)	(1,720)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>33</b>	<b>0</b>	<b>1,251</b>	<b>126</b>	<b>(206)</b>	<b>97</b>	<b>1,301</b>
Capital Charges	0	0	0	11	0	0	11
Allocation of Central and Departmental Overheads	(73)	37	204	155	63	46	431
<b>NET EXPENDITURE</b>	<b>(41)</b>	<b>37</b>	<b>1,455</b>	<b>292</b>	<b>(143)</b>	<b>143</b>	<b>1,743</b>





## Summary Subjective Analysis Budget 2016/17

	Housing General Fund Management	Strategy and Assets	Housing Access	Tenancy Services	Regeneration	Community Safety	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>							
Employee Costs	34	0	368	297	209	92	1,000
Premises Costs	0	0	110	133	0	52	296
Transport Costs	0	0	4	4	1	2	10
Supplies & Services	2	0	2,205	77	145	(16)	2,413
Third Party Payments / Transfers	0	0	220	2	0	0	222
Services received from other departments	3	2	29	40	48	7	129
<b>TOTAL EXPENDITURE</b>	<b>39</b>	<b>2</b>	<b>2,936</b>	<b>553</b>	<b>403</b>	<b>137</b>	<b>4,070</b>
<b>Income</b>							
Government Grants	0	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	(570)	0	(570)
Fees & Charges	0	0	(1,765)	(543)	0	(40)	(2,348)
Services provided to other departments	(4)	0	0	0	(50)	0	(54)
<b>TOTAL INCOME</b>	<b>(4)</b>	<b>0</b>	<b>(1,765)</b>	<b>(543)</b>	<b>(620)</b>	<b>(40)</b>	<b>(2,971)</b>
Contributions to Reserves	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>35</b>	<b>2</b>	<b>1,172</b>	<b>10</b>	<b>(217)</b>	<b>97</b>	<b>1,098</b>
Capital Charges	0	0	220	11	0	0	231
Allocation of Central and Departmental Overheads	(35)	0	155	69	73	25	287
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>2</b>	<b>1,547</b>	<b>89</b>	<b>(145)</b>	<b>122</b>	<b>1,616</b>



## Housing & Community

### Ongoing Savings

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S49	Review of the ownership of properties across the Housing Revenue Account and the General fund. Approved by Delegated Decision on 15 September 2015.	(182)	0	0	0	Smarter
S50	Reduction in temporary accommodation hotel costs by procuring additional temporary accommodation through closer working with housing associations. This includes new S106 nominations, more robust policing of Housing Association re-let nominations, and leasing Housing Association properties.	(445)	(53)	0	0	Different
S51	Reduction in temporary accommodation hotel costs by procuring additional temporary accommodation through investment in a property fund.	(673)	0	0	0	Different
S52	Reduction in temporary accommodation hotel costs by procuring additional temporary accommodation through working with private sector landlords. This includes enhanced PSL properties, leased accommodation in Bedford, and leased accommodation in and around Milton Keynes.	(358)	(250)	0	0	Different
S54	Housing Access - Already implemented service redesign, deletion of Head of Service post.	(61)	0	0	0	Smarter
S55	Housing Options - amend allocation to more accurately reflect time spent on General Fund and Housing Revenue Account work.	(40)	0	0	0	Smarter
S56	Options & Homeless Service restructure to reflect current practices.	(10)	(10)	0	0	Smarter
S57	Private Sector Housing Service Restructure to reflect shifting focus of work and ensure capacity for business priorities is protected.	(27)	0	0	0	Smarter
S58	Service redesign post regeneration partner implementation - RegenerationMK once operational offers us the ability to specify what type of regeneration service should be delivered in future.	0	0	(50)	0	Different
S59	Regeneration Milton Keynes Neighbourhood Employment Service - South East Midlands Local Enterprise Partnership (SEMLEP) funding if secured will enable expansion of the function but contribute to our existing overheads.	(15)	(15)	(20)	0	Smarter
<b>Total Housing</b>		<b>(1,811)</b>	<b>(328)</b>	<b>(70)</b>	<b>0</b>	



## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
<b>P43</b>	Increased demand for temporary accommodation, for people that are entitled to support. There are now over 240 households in temporary accommodation compared to 160 in October last year, resulting from a 100% increase in applications for homelessness and a 50% reduction in Council voids over the last two years. A large part of the increase in homelessness is as a result of landlords ending tenancies in order to re-let at higher rents. This has resulted in additional temporary accommodation hotel costs, since demand has increased faster than the supply of more cost-effective forms of temporary accommodation.	2,515	0	0	0	Demography
<b>P50</b>	Withdrawal of Management & Maintenance Allowance on Private Sector Leased accommodation	0	0	160	100	Legislative
<b>Total Housing</b>		<b>2,515</b>	<b>0</b>	<b>160</b>	<b>100</b>	

## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
<b>OP12</b>	One-off funding to offset savings not fully realisable in 2016/17	533	0	0	0	General
<b>OP13</b>	One-off funding to replenish the temporary accommodation Demand Led Reserve, which will be used to offset any overspend	1,000	0	0	0	General
<b>OP32</b>	Additional investment in maximising housing supply and providing additional support to reduce housing demand	186	0	0	0	General
<b>Total Housing</b>		<b>1,719</b>	<b>0</b>	<b>0</b>	<b>0</b>	



# HOUSING REVENUE ACCOUNT



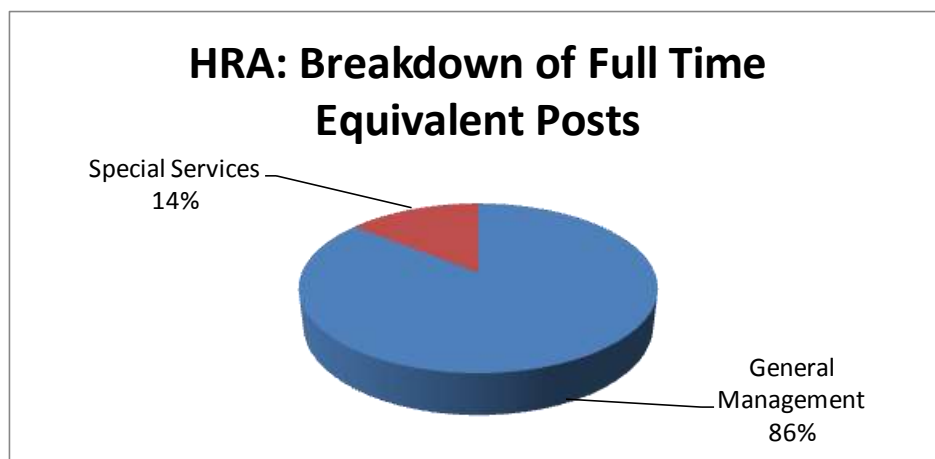
## Housing Revenue Account: Summary Staffing Analysis

	HRA		Total HRA
	General Management	Special Services	
<b>2015/16 Actual Full Time Equivalent* FTE's</b>	88.19	28.03	<b>116.22</b>
<b>2016/17 Estimated Changes^ FTE's</b>	45.23	(5.69)	<b>39.54</b>
<b>Estimated 2016/17 Full Time Equivalent FTE's</b>	<b>133.42</b>	<b>22.34</b>	<b>155.76</b>
<b>Estimated 2016/17 Employee Pay Budget** £'000</b>	5,221	753	<b>5,973</b>

\* Based on HR data at 31st January 2016

^ Estimated changes are still subject to consultation and therefore may change as proposals are finalised. There may also be increases in staffing numbers where functions are transferred into the council.

\*\*The Employee Pay budget column includes direct salary pay budgets only for Milton Keynes Council staff (excluding agency costs and indirect employee pay budgets). Inflation for 2016/17 is being held centrally until it will be allocated as part of a pay budget review in May.





## KEY ACTIVITY BASED DATA

Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
HRA	Number of Milton Keynes Council (MKC) social residential properties lost (includes Right to Buy (RTB), Sales, demolitions)	The gross total in-year loss of residential property which would ordinarily have been used to house tenants. This includes RTB sales, demolitions, change of ownership to any other landlord etc. A lower figure maximises the number of properties available to use for housing residents.	80	66	66	83	83	55
HRA	Number of residential properties gained (includes purchases, new build)	The gross total in-year additional residential property which will now be able to be used to house tenants. This may include purchase, new builds etc. A higher figure maximises the number of properties available to use for housing residents.	49	16	19	51	35	35
HRA	Number of properties sold under the Right to Buy	Secure tenants have the right to buy. Where the criteria for both the applicants and the property have been met, an applicant may go on to complete the purchase of their home. A lower figure maximises the number of properties available to use for housing residents.	66	57	65	65	65	65
HRA	Number of properties recovered because of social housing fraud (MKC 759)	The number of properties which have been put back into residential use in the general stock where social housing fraud was identified and successful action taken to recover the property and cease the fraud. Generally this may be either illegal subletting of fraudulent RTB sales.	34	25	40	40	30	30
HRA	Number of Evictions for Anti-social Behaviour (ASB)	This figure indicates the number of residents (not leaseholders) who have been evicted for anti-social behaviour. This process is approved by the Court service and should take place only after extensive involvement in trying to eliminate the nuisance, often with the Police.	4	7	8	8	7	6
HRA	Number of Evictions for rent arrears	This figure indicates the number of residents (not leaseholders) who have been evicted for rent arrears. This process is approved by the Court service and should take place only after extensive involvement in support and assistance with the tenant in trying to come to a repayment programme.	65	50	60	70	65	60



Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
HRA	% of rent charged within this financial year that was collected (BVPI66a)	<p>This indicator is a key measure of the effectiveness and efficiency of rent collection and arrears recovery. It measures the total amount of rent collected over the financial year (gross rent collectable) as a proportion of the total amount of rent due that financial year (gross rent collected).</p> <ul style="list-style-type: none"> <li>Gross rent collectable = Rent due for the year plus arrears brought forward from previous years.</li> <li>Gross rent collected = Rent collected through the year.</li> <li>Performance cannot be over 100%.</li> <li>The Performance Indicator is used by local authorities.</li> </ul> <p>Estimates have been made using very limited data regarding Universal Credit (UC), and therefore assumptions regarding rate of transfer to UC from Housing Benefit by the Government, or collection rates from those on UC, may change dramatically as more national or local evidence is captured, affecting estimated collection rates.</p>	97.91%	98.20%	96.00%	94.00%	97.00%	97.00%
HRA	Value of historic leasehold service charges	This is the value of service charges outstanding at the end of the financial year for charges levied in line with the leases.	£218,316	£200,000	£195,000	£190,000	£185,000	£180,000
HRA	Value of historic leasehold major works charges	This is the value of charges levied to leaseholders for large one off items of work called major works which remain outstanding at the end of the financial year.	£356,633	£250,000	£250,000	£250,000	£250,000	£250,000
HRA	Average re-let times of properties (BV 212) - Days	This figure tells us the average time taken to re-let HRA residential properties – <u>not</u> including those that have undergone major works. Empty homes need to be brought back into a safe, lettable state as quickly as possible. Delays mean increased rent loss and increased costs of keeping homeless families in temporary accommodation. This measure helps us to establish the effectiveness of strategies to reduce end to end times and particularly routine voids. A lower figure is better.	24	22	28	21	21	21
HRA	% Resident satisfaction with cleaning service	Monthly programme of satisfaction monitoring of residents, across a number of blocks where cleaning of internal communal areas is undertaken by the Housing service. A higher % is better.	54%	60%	60%	62%	63%	65%





## BBR3 - Housing Revenue Account:

### Budget Movement

	Budget 2016/17 £'m
<b>BUDGET 2015/16</b>	<b>(4.569)</b>
Inflationary increases / (decreases)	(0.403)
Demographic Growth	0.000
Other Pressures	3.122
Savings/Income Proposals	(2.718)
<b>BUDGET 2016/17</b>	<b>(4.569)</b>

### Summary Revenue Budget

	2015-16 Budget	2015-16 Forecast* Actual	2016-17 Budget
	£'000	£'000	£'000
<b>INCOME</b>			
Dwelling Rents	(54,634)	(54,715)	(53,788)
Non-Dwelling Rents:			
Garages	(756)	(561)	(206)
Commercial	(760)	(560)	(143)
Other Charges for Services and Facilities:			
Leaseholders' Service Charges	(118)	(1,222)	(118)
Tenant Heating Charges	(881)	(789)	(881)
Tenant Service Charges	(1,050)	(118)	(800)
Other tenant charges	(181)	(197)	(181)
Interest Receivable	(147)	(320)	(320)
<b>GROSS TOTAL INCOME</b>	<b>(58,527)</b>	<b>(58,482)</b>	<b>(56,437)</b>
<b>EXPENDITURE</b>			
Repairs & Maintenance	10,609	10,378	9,261
General Management	8,092	8,354	7,896
Special Services	3,149	3,167	2,919
Rents, Rates, Taxes & Other Charges	372	322	325
Bad & Doubtful Debts	776	337	614
Capital Financing Costs:			
Debt Charges Net of Mortgagors' Interest	10,827	10,348	9,553
Depreciation & Impairment	13,783	13,855	13,385
Transfer to Capital Reserves	10,919	11,349	12,485
<b>GROSS TOTAL EXPENDITURE</b>	<b>58,527</b>	<b>58,111</b>	<b>56,437</b>
<b>NET (SURPLUS) / DEFICIT FOR THE YEAR</b>	<b>0</b>	<b>(371)</b>	<b>0</b>
Uncommitted Reserve Brought Forward	(4,569)	(4,569)	(4,569)
<b>UNCOMMITTED RESERVE CARRIED FORWARD**</b>	<b>(4,569)</b>	<b>(4,940)</b>	<b>(4,569)</b>

\*Based on Period 11 Forecast (February 2016)

\*\* The approved minimum prudent level for the HRA reserve is £4.1m



## Housing Revenue Account: Summary Revenue Budget

	2015-16 Actual £'000	2015-16 Forecast* Actual £'000	2016-17 Budget £'000
<b>Expenditure</b>			
Employee Costs	3,815	4,284	6,047
Premises Costs	12,992	12,069	11,046
Transport Costs	28	35	79
Supplies & Services	(71)	1,135	571
Third Party Payments / Transfers	50	27	36
Services received from other departments	2,078	1,917	1,976
<b>TOTAL EXPENDITURE</b>	<b>18,890</b>	<b>19,466</b>	<b>19,756</b>
<b>Income</b>			
Government Grants	0	0	0
Other Grants & Contributions	0	0	0
Fees & Charges	(63,134)	(63,097)	(61,032)
Services provided to other departments	0	(19)	0
<b>TOTAL INCOME</b>	<b>(63,134)</b>	<b>(63,116)</b>	<b>(61,032)</b>
Contributions to Reserves	0	260	0
(Transfer from) Reserves	0	(596)	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(44,244)</b>	<b>(43,986)</b>	<b>(41,276)</b>
Capital Charges	35,172	35,302	35,065
Allocation of Central and Departmental Overheads	4,503	3,744	1,641
<b>NET EXPENDITURE</b>	<b>(4,569)</b>	<b>(4,940)</b>	<b>(4,569)</b>

\*Based on Period 11 Forecast (February 2016)



## Resources



## Summary Staffing Analysis

	Resources														
	Resources Director	Customer Service	Audit & Fraud	Insurance & Risk	Procurement	ICT	Ongoing Pension	Property	Finance	Revenue & Benefits	Business Support **	Human Resources	Legal Services	Democratic Services	
<b>Actual Full Time Equivalent* FTE's 2016/17</b>	2.00	35.09	13.01	4.00	11.00	74.61	0.00	47.07	97.95	132.47	75.98	53.84	36.54	10.70	<b>594.26</b>
<b>Estimated Changes^ FTE's</b>	1.00	5.79	11.00	3.00	1.00	(2.00)	0.00	(1.40)	(1.16)	10.39	(75.98)	(4.61)	7.44	6.00	<b>(39.54)</b>
<b>2016/17 Full Time Equivalent FTE's</b>	<b>3.00</b>	<b>40.88</b>	<b>24.01</b>	<b>7.00</b>	<b>12.00</b>	<b>72.61</b>	<b>0.00</b>	<b>45.67</b>	<b>96.79</b>	<b>142.86</b>	<b>0.00</b>	<b>49.23</b>	<b>43.98</b>	<b>16.70</b>	<b>554.72</b>
<b>2016/17 Employee Pay Budget** £'000</b>	272	776	825	375	575	2,156	0	1,385	3,443	4,052	0	1,792	1,535	482	<b>17,668</b>

\* Based on HR data at 31st January 2016

\*\* 4.00 FTE reduction, remainder have been allocated across service areas

^ Estimated changes are still subject to consultation and therefore may change as proposals are finalised. There may also be increases in staffing numbers where functions are transferred into the council.

\*\*The Employee Pay budget column includes direct salary pay budgets only for Milton Keynes Council staff (excluding agency costs and indirect employee pay budgets). Inflation for 2016/17 is being held centrally until it will be allocated as part of a pay budget review in May.



## Resources & Governance: Service Group 2016/17-2019/20

### Service Group Vision / Purpose:

The service group covers the following services:

#### Milton Keynes Council Managed Budgets

- Customer Services
- Property and Facilities Management
- Legal
- Elections
- Infrastructure Resourcing

#### LGSS Managed Budgets

- Finance Professional
- HR Professional
- Finance/HR Transactional
- Democratic Services
- Revenues and Benefits
- Procurement
- Audit, Fraud, Risk Management and Business Continuity
- Insurance
- ICT

With effect from April 2016, Milton Keynes Council entered a partnership for shared services with Local Government Shared Services (LGSS). With a view of delivering sustainable, resilient and lower cost support services.

LGSS provides support for those services identified above, to help continue to develop and shape services in order delivery the Corporate Plan.

The purpose of the Service Group is to:

- Ensure the organisation is equipped and enabled to meet its statutory requirements in relation to corporate management and reporting.
- Ensure good governance operates across the council and that informed decisions are made in full knowledge of the implications and are lawful.
- To deliver efficient, effective and good quality support services to customers across the council.
- Deliver quality front-line services (including Council Tax and Benefits) to residents across Milton Keynes.
- Promote and maintain the best procurement and contract management processes acting as centres for expertise and knowledge sharing.
- To lead strategic commissioning for all non-People Services.
- To create a commercial culture across MKC and to maximise potential commercial opportunities.
- Make it easier for internal and external customers to get the services they need and to resolve their enquiry the first time they contact us.
- To drive process improvement, cost reduction and innovation to improve service delivery and reduce costs.



### Service Group Key Drivers for 2016/17:

The key drivers for this Service Group are:

- Changes to central government funding; the impact on the MTFs; the need to lead and support further organisational change.
- The opportunities and challenges presented by the impact of new technology to drive service improvement and efficiency.
- Mitigate risks and maximise opportunities arising from the management of the MK Tariff and developer contributions.
- To identify and manage the resourcing for future infrastructure, particularly arising from growth.
- Supporting Projects and to deliver council objectives.
- Delivering the Future Working Programme.
- Improving Customer Service and customer access across the organisation.
- Management and Strategy for future use of Council assets and the introduction of a Corporate Landlord approach.
- Efficient and effective Corporate Procurement and Contract Management for all IT, property and facilities management contracts.
- Continuous review and implementation of efficient information and technology systems and process.
- Improvement of service performance to address feedback on current delivery.
- Development of a commercial approach for all services and the maximisation of additional income opportunities.
- Development and implementation of a commissioning approach for all council services.
- The need to maximise the collection of all income owed to the council.
- Introduction of a robust Information Governance Framework across the authority.

There are a number of corporate strategies which shape and influence the council's resources, both financial and non-financial and set frameworks to ensure that the council's spending power, workforce deployment and governance are both effective and maximised.

Our service areas support the achievement of Corporate Plan and the priorities through its objectives and activities in relation to:

- The Medium Term Financial Strategy
- Procurement Strategy
- Local Investment Plan
- Public Access Programme
- Corporate Property Strategy
- Future Working Programme
- Workforce Development Strategy

Additionally the continued delivery of the council's largest front line services of Council Tax, Business rates and Housing & Council Tax Benefits remains a clear priority particularly given the significant change national change agenda that has much wider (than just R&B) implications.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Internal Audit	Internal Audit Days	Number of days undertaken by staff of the Internal Audit Dept to carry out Audit work of the councils services	1,600	1,350	1,450	1,450	1,450	1,450
Procurement	Volumes of tenders through Intend	Number of procurement projects being administered, and supported/advised upon over £5,000 in value	772	377	400	400	400	400
Procurement	Number of Purchase orders via SRM	Number of orders raised by the Hub on receipt of an MDEF request from the service departments	14986	14150	14000	14000	14000	14000
Housing Benefits	Number of Housing Benefits cases	The estimated number of housing benefit cases which are managed on behalf of DWP. This takes account of the projected decrease in case load due to the Universal credit rollout.	19,870	19,390	18,420	17,500	14,000	11,200
Corporate Anti-Fraud	Number of referrals to the anti-fraud team	Total referrals excluding (Benefit Fraud) from a wide range of sources	297	430	500	500	500	500
Strategic Finance	No of Budget Managers/ Project Managers	Service Managers who have overall responsibility of budgets for public services	223	232	202	-	-	-
Strategic Finance	Total Council Borrowing	Management of the council's borrowing portfolio.	£507m	£493m	£491m	£488m	£480m	£466m
Strategic Finance	Total Level of investments (annual average balance)	Management of the council's investment portfolio.	£250m	£280m	£160m	£150m	£140m	£130m
Legal Services	Value of external legal spend	Value of expenditure for externally procured Legal Services	£857k	£1m	£1m	£1m	£1m	£1m
Human Resources	Spend on temporary staff days per annum	Cost of work delivered by agency workers	£4.8m	£4.8m	£4.8m	£4.8m	£4.8m	£4.8m
Human Resources	Staff numbers (FTE establishment posts with change subject to consultation outcomes)	Establishment is the total number of employees in the organisation plus vacant posts at any point in time. This is expressed as a full time equivalent.	2,045	1,950	1,850	1,750	1,650	1,550





Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Human Resources	Staff Turnover (voluntary)	Number of leavers each financial year who leave for voluntary reasons (as opposed to being made redundant, for example)	11.73%	12.00%	12.00%	12.00%	12.00%	12.00%
Human Resources	Total number of vacancies advertised (internally) and externally)	Number of adverts processed	516	450	400	400	400	400
Human Resources	Annual number of job applicants	Number of job applicants	5,253	5,200	5,200	5,200	5,200	5,200
Human Resources	Annual number of training days delivered (Corporate and IT)	Number of training days delivered	378	350	350	350	350	350
Human Resources	Number of Contractual Changes	Number of changes to employees terms and conditions processed.	567	550	500	500	500	500
Democratic Services	Elections Turnout	Percentage number of electors voting in a particular election	40%	66%	35%	0%	35%	35%
Democratic Services	Postal Votes Issued	Number of postal votes issued to those who have requested them.	27,000	28,751	27,000	0	27,000	27,000
Democratic Services	Mayoral Engagements	Number of formal engagements the Mayor participates in. This may vary depending on special events or local celebrations (i.e. Diamond Jubilee year)	450	600	500	500	500	500
Democratic Services	Number of Public Meetings	Formal public meetings of the Council, its committees, sub-committees, panels, groups and the Cabinet.	219	252	250	250	250	250
IT	Acquisition Costs per PC	The average unit cost of purchasing a PC	£390	£390	£410	£430	£450	£470
IT	Acquisition Costs per Laptop	The average unit cost of purchasing a Laptop	£458	£480	£500	£520	£540	£560
IT	Number of PCs (MKC)	The total number of computing devices (Excl VDI) supported by ICT	1,200	600	500	500	500	500
IT	Number of VDI's	The total number of Virtual Desktop devices deployed and supported	1,900	2,000	1,800	1,800	1,800	1,800
CPA, HRA, Client Property	Current Tenant Rent Arrears	Debt management in Property Services. Monitoring rent arrears of our Commercial Tenants.	0.96%	1%	1%	1%	1%	1%



Service Area	Activity Data	Activity Description	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Corporate Property	Voids % Number of Properties	Number of empty properties within the commercial Corporate Property portfolio	0.05%	0.04%	0.04%	0.04%	0.04%	0.04%
Sponsorship	No of roundabouts sponsored	Advertising scheme for local businesses using display signs on Milton Keynes roundabouts	43	43	43	43	43	43
Sponsorship	No of flagpoles sponsored	Advertising scheme for local businesses using display signs on Milton Keynes flagpoles	6	6	6	6	6	6



## BBR01 - Resources

### Budget Movement

	Budget 2016/17 £'m
<b>BUDGET 2015/16</b>	<b>6.342</b>
Inflationary increases / (decreases)	1.758
Demographic Growth	0.000
Other Pressures	0.368
Savings/Income Proposals	(3.415)
<b>BUDGET 2016/17</b>	<b>5.053</b>

### Summary Revenue Budget

	2015/16 Actual Budget £000's	2015/16 Forecast* Actual £000's	Expenditure Budget £000's	2016/17		Net Budget £000's
				Income Budget £000's	Recharges Budget £000's	
Resources Director	17	48	279	(15)	(264)	0
Customer Service	193	345	360	(175)	(111)	73
Audit & Fraud	523	474	1,673	(790)	(702)	180
Insurance & Risk	(372)	(368)	1,950	(2,895)	960	16
Procurement	667	629	433	(67)	(367)	0
ICT	1,361	1,971	5,250	(1,196)	(4,307)	(253)
Ongoing pension	825	795	810	0	1	811
Property	317	370	6,985	(3,649)	(4,168)	(833)
Finance	1,080	962	3,737	(556)	(3,258)	(78)
Revenue & Benefits	4,301	4,197	105,438	(102,968)	437	2,908
Partnership	(5,829)	(6,645)	0	0	0	0
Human Resources	509	567	2,034	(756)	(1,642)	(364)
Legal Services	(71)	130	1,662	(250)	(1,412)	0
Democratic Services	2,820	2,778	1,937	(189)	845	2,593
<b>Service Group Total</b>	<b>6,342</b>	<b>6,250</b>	<b>132,548</b>	<b>(113,507)</b>	<b>(13,989)</b>	<b>5,053</b>

\*Based on Period 11 Forecast (February 2016)



## Resources: Summary Subjective Analysis Budget 2015/16

	Resources Director	Customer Service	Audit & Fraud	Insurance & Risk	Procurement	ICT	Ongoing Pension	Property	Finance	Revenues and Benefits	Human Resources	Legal Services	Democratic Services	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>														
Employee Costs	223	474	291	287	139	883	823	494	1,446	1,341	893	1,476	473	9,242
Premises Costs	0	0	0	506	0	0	0	2,278	0	0	0	0	0	2,798
Transport Costs	0	3	0	90	0	7	0	12	13	8	2	3	38	283
Supplies & Services	4	(457)	263	785	5	1,516	0	1,111	221	1,512	54	87	1,332	20,848
Third Party Payments / Transfers	0	0	0	788	0	0	0	11	0	99,393	0	0	0	100,192
Services received from other departments	3	7	1	0	0	358	0	874	14	5	22	11	67	2,100
<b>TOTAL EXPENDITURE</b>	<b>230</b>	<b>28</b>	<b>555</b>	<b>2,457</b>	<b>144</b>	<b>2,764</b>	<b>823</b>	<b>4,780</b>	<b>1,695</b>	<b>102,259</b>	<b>971</b>	<b>1,577</b>	<b>1,909</b>	<b>135,462</b>
<b>Income</b>														
Government Grants	0	0	(20)	0	0	(10)	0	(24)	0	(100,022)	0	0	0	(100,076)
Other Grants & Contributions	(4)	0	0	0	0	0	0	(408)	(2)	(1,565)	0	(3)	0	(1,983)
Fees & Charges	0	0	(7)	(827)	0	(251)	0	(2,591)	(199)	(1,191)	(211)	(140)	(15)	(5,447)
Services provided to other departments	(11)	(166)	(4)	(2,059)	0	(374)	0	(378)	(137)	(50)	(55)	(107)	(174)	(3,515)
<b>TOTAL INCOME</b>	<b>(15)</b>	<b>(166)</b>	<b>(31)</b>	<b>(2,886)</b>	<b>0</b>	<b>(635)</b>	<b>0</b>	<b>(3,401)</b>	<b>(339)</b>	<b>(102,829)</b>	<b>(266)</b>	<b>(250)</b>	<b>(189)</b>	<b>(111,021)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	535	0	0	0	535
(Transfer from) Reserves	0	0	0	(220)	0	0	0	0	0	0	0	0	0	(220)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>215</b>	<b>(138)</b>	<b>524</b>	<b>(650)</b>	<b>144</b>	<b>2,129</b>	<b>823</b>	<b>1,379</b>	<b>1,356</b>	<b>(35)</b>	<b>705</b>	<b>1,327</b>	<b>1,720</b>	<b>24,756</b>
Capital Charges	0	0	0	0	0	568	0	1,340	0	0	0	0	0	2,112
Allocation of Central and Departmental Overheads	(198)	332	(1)	277	522	(1,335)	2	(2,402)	(276)	4,336	(196)	(1,398)	1,100	(20,527)
<b>NET EXPENDITURE</b>	<b>17</b>	<b>193</b>	<b>523</b>	<b>(372)</b>	<b>667</b>	<b>1,361</b>	<b>825</b>	<b>317</b>	<b>1,080</b>	<b>4,301</b>	<b>509</b>	<b>(71)</b>	<b>2,820</b>	<b>6,342</b>



## Summary Subjective Analysis Forecast 2015/16

	Resources Director	Customer Service	Audit & Fraud	Insurance & Risk	Procurement	ICT	Ongoing Pension	Property	Finance	Revenues and Benefits	Human Resources	Legal Services	Democratic Services	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>														
Employee Costs	216	551	245	449	110	830	793	380	1,324	1,350	670	1,561	548	9,027
Premises Costs	0	0	0	717	0	13	0	3,159	(0)	6	0	0	0	3,909
Transport Costs	0	2	0	1	0	5	0	30	9	5	1	2	28	187
Supplies & Services	16	126	297	422	9	1,680	0	1,226	190	2,092	289	314	1,659	21,634
Third Party Payments / Transfers	0	0	0	1,213	0	0	0	11	0	99,398	0	0	15	100,637
Services received from other departments	28	9	1	18	0	357	0	855	14	31	10	18	52	2,170
<b>TOTAL EXPENDITURE</b>	<b>261</b>	<b>688</b>	<b>543</b>	<b>2,820</b>	<b>119</b>	<b>2,886</b>	<b>793</b>	<b>5,661</b>	<b>1,536</b>	<b>102,881</b>	<b>970</b>	<b>1,896</b>	<b>2,302</b>	<b>137,563</b>
<b>Income</b>														
Government Grants	0	0	(21)	0	0	0	0	(24)	0	(99,975)	0	0	(125)	(100,144)
Other Grants & Contributions	(4)	0	0	0	0	0	0	(340)	(2)	(1,613)	0	0	0	(1,960)
Fees & Charges	0	(24)	0	(798)	0	(110)	0	(2,814)	(163)	(1,191)	(83)	(267)	(189)	(5,675)
Services provided to other departments	(11)	(181)	(48)	(1,485)	(13)	(483)	0	(346)	(134)	(52)	(55)	(102)	(311)	(3,219)
<b>TOTAL INCOME</b>	<b>(15)</b>	<b>(205)</b>	<b>(69)</b>	<b>(2,283)</b>	<b>(13)</b>	<b>(594)</b>	<b>0</b>	<b>(3,524)</b>	<b>(299)</b>	<b>(102,830)</b>	<b>(138)</b>	<b>(368)</b>	<b>(624)</b>	<b>(110,998)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	464	0	0	0	735
(Transfer from) Reserves	0	(470)	0	(1,183)	0	(71)	0	(823)	0	(655)	(69)	0	0	(3,271)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>246</b>	<b>13</b>	<b>474</b>	<b>(646)</b>	<b>107</b>	<b>2,221</b>	<b>793</b>	<b>1,314</b>	<b>1,238</b>	<b>(140)</b>	<b>763</b>	<b>1,528</b>	<b>1,678</b>	<b>24,030</b>
Capital Charges	0	0	0	0	0	1,086	0	1,458	0	0	0	0	0	2,748
Allocation of Central and Departmental Overheads	(198)	332	(1)	277	522	(1,335)	2	(2,402)	(276)	4,336	(196)	(1,398)	1,100	(20,527)
<b>NET EXPENDITURE</b>	<b>48</b>	<b>345</b>	<b>474</b>	<b>(368)</b>	<b>629</b>	<b>1,971</b>	<b>795</b>	<b>370</b>	<b>962</b>	<b>4,197</b>	<b>567</b>	<b>130</b>	<b>2,778</b>	<b>6,250</b>



## Summary Subjective Analysis Budget 2016/17

	Resources Director	Customer Service	Audit & Fraud	Insurance & Risk	Procurement	ICT	Ongoing Pension	Property	Finance	Revenues and Benefits	Human Resources	Legal Services	Democratic Services	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>														
Employee Costs	272	780	1,221	430	418	2,175	810	1,393	3,461	4,081	1,932	1,562	500	19,034
Premises Costs	0	0	0	506	0	11	0	2,412	0	7	0	0	0	2,935
Transport Costs	0	3	27	110	1	18	0	37	36	22	6	3	38	300
Supplies & Services	4	(430)	422	816	15	2,209	0	885	226	1,638	74	87	1,332	6,495
Third Party Payments / Transfers	0	0	0	308	0	0	0	11	0	99,481	0	0	0	99,799
Services received from other departments	3	7	3	0	0	358	0	874	14	5	22	11	67	1,363
<b>TOTAL EXPENDITURE</b>	<b>279</b>	<b>360</b>	<b>1,673</b>	<b>2,170</b>	<b>433</b>	<b>4,771</b>	<b>810</b>	<b>5,612</b>	<b>3,737</b>	<b>105,234</b>	<b>2,034</b>	<b>1,662</b>	<b>1,937</b>	<b>129,927</b>
<b>Income</b>														
Government Grants	0	0	(20)	0	0	(30)	0	(24)	0	(100,106)	0	0	0	(100,179)
Other Grants & Contributions	(4)	0	0	0	0	0	0	(40)	(2)	(1,615)	0	(3)	0	(1,665)
Fees & Charges	0	0	(701)	(843)	(67)	(689)	0	(3,152)	(417)	(1,247)	(701)	(140)	(15)	(8,042)
Services provided to other departments	(11)	(175)	(69)	(2,052)	0	(477)	0	(434)	(137)	0	(55)	(107)	(174)	(3,691)
<b>TOTAL INCOME</b>	<b>(15)</b>	<b>(175)</b>	<b>(790)</b>	<b>(2,895)</b>	<b>(67)</b>	<b>(1,196)</b>	<b>0</b>	<b>(3,649)</b>	<b>(556)</b>	<b>(102,968)</b>	<b>(756)</b>	<b>(250)</b>	<b>(189)</b>	<b>(113,577)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	535	0	0	0	535
(Transfer from) Reserves	0	0	0	(220)	0	0	0	0	0	(331)	0	0	0	(551)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>264</b>	<b>184</b>	<b>883</b>	<b>(945)</b>	<b>367</b>	<b>3,575</b>	<b>810</b>	<b>1,963</b>	<b>3,180</b>	<b>2,471</b>	<b>1,278</b>	<b>1,412</b>	<b>1,748</b>	<b>16,334</b>
Capital Charges	0	0	0	0	0	480	0	1,373	0	0	0	0	0	2,056
Allocation of Central and Departmental Overheads	(264)	(111)	(702)	960	(367)	(4,307)	1	(4,168)	(3,258)	437	(1,642)	(1,412)	845	(13,338)
<b>NET EXPENDITURE</b>	<b>0</b>	<b>73</b>	<b>180</b>	<b>16</b>	<b>0</b>	<b>(253)</b>	<b>811</b>	<b>(833)</b>	<b>(78)</b>	<b>2,908</b>	<b>(364)</b>	<b>0</b>	<b>2,593</b>	<b>5,053</b>





## Resources:

### Ongoing Savings

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S1	Aligning parish Council Tax grant to funding received from Government for the impact of Local Council Tax Reduction Scheme. Further reductions in 2015/16 onwards to reflect Government funding reductions.	(65)	(37)	(25)	(14)	Sustainable
S2	Housing Benefits - An increase in the collection of housing benefit subsidy overpayments, as a result of an increase in overpayments identified by the Department for Work and Pensions Real Time Information scheme.	(320)	0	0	0	Smarter
S3	Revenues & Benefits - Increased income from court fees, based on current volume of cases.	(64)	0	0	0	Different
S4	Revenues & Benefits - Aligning the budget for discretionary council tax payments, with the current level of demand	(50)	0	0	0	Smarter
S6	Insurance - retender of contract and rebalancing of external and internal self-insurance arrangement.	(480)	0	0	0	Smarter
S7	ICT - review of contracts/ licences/ software requirements, ceasing, reducing or retendering	(60)	0	0	0	Smarter
S8	External audit - Reduction in the cost as a result of improvements and reduced risk.	(50)	0	0	0	Smarter
S9	Human Resources - Aligning the corporate training budget with the current cost of provision.	(20)	0	0	0	Smarter
S10	Ongoing Pensions - Reduction in the cost of historic pension charges, assigned on the formation of Milton Keynes Council from Buckinghamshire County Council	(30)	0	0	0	Smarter
S11	Adjustment of members' allowances budget to reflect lower level of claims. Staff saving arising from reduced support reflecting streamlined scrutiny arrangements.	(66)	0	0	0	Smarter
S12	Property - Rental income for Saxon Court as a result of renting out additional space. Could increase with further expansion.	(16)	(17)	0	0	Different
S13	Property - Efficiencies through Future Working Programme (FWP). Assumption that Saxon Court will be increasingly if not wholly populated by other organisations.	0	(800)	0	0	Different
S14	Resources - Alignment of budgets based on 2014/15 expenditure levels.	(50)	0	0	0	Smarter
S15	Additional income from planning obligations fees, due to the increase in the volume of applications.	(10)	(10)	(10)	0	Different





Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S129	Increasing existing sales across the Resources Service Groups and growing commercial sales across MKC services. Targets for growth based on market analysis and growth achieved over the last two years.	(249)	0	0	0	Smarter
S130	Revenues & Benefits service restructure - Service redesign proposed for consultation, which integrates Local Welfare Provision with mainstream benefits work and reduces the management roles within the services.	(339)	0	0	0	Smarter
S131	Restructure of posts within Internal Audit; reducing senior management; removing vacancies and improving the skills mix in the service.	(227)	0	0	0	Smarter
S132	New enforcement agency contract, to be approved by Procurement and Commissioning Committee on 1st December 2015 to support the collection of debts, will result in a reduced cost for the Council.	(60)	0	0	0	Different
S133	Business Support reductions / restructure. The assimilation of Business Support staff and teams back into individual MKC services rather than being managed as a stand alone service has delivered a reduction in management costs and opportunities for efficiency as part of service redesign.	(257)	0	0	0	Smarter
S134	The reduced costs associated with SAP support as the system ages, reflecting the agreed costs with Kier (formally Mouchel).	(150)	0	0	0	Smarter
S135	Restructure of ICT support, this is not expected to impact on service delivery.	(89)	0	0	0	Smarter
S136	Removal of vacant Contracts Manager post as a savings opportunity in Procurement.	(35)	0	0	0	Smarter
S137	Revisions to HR structure to create better alignment to service provision	(243)	0	0	0	Smarter
S138	Reduction in posts and redesign of services in finance to reduce the cost of service delivery.	(214)	0	0	0	Smarter
S139	Partnership budget to reimburse the New Homes Bonus reserve no longer required, as repayments have been made.	(271)	0	0	0	Smarter
S140	Anticipated benefits from a new shared service model based on the initial Business Case	0	(830)	(770)	(715)	Smarter
<b>Total Resources</b>		<b>(3,415)</b>	<b>(1,694)</b>	<b>(805)</b>	<b>(729)</b>	



## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
P1	Government reduction in benefits administration grant as a result of assumed efficiencies and a reduction in workload due to Universal Credit.	235	150	150	150	General
P2	Housing Benefit payments are made on behalf of the DWP. The DWP pay a subsidy back to the Council. Some types of accommodation are subject to caps and limits and attract less subsidy, which becomes a direct cost to the Council. For temporary accommodation the subsidy is capped, so as the use of this type of accommodation increases, less subsidy can be claimed overall, thus the subsidy loss becomes greater.	90	0	0	0	General
P3	In March 2015, the Department of Work and Pensions created a Single Fraud Investigation Service (SFIS). In creating this service a funding assumption has been made which is not related to actual fraud investigation spend.	26	0	0	0	Legislative
P4	To fund Customer Services Portal costs as part of investment in improving Customer Services Programme.	17	0	0	0	General
<b>Total Resources</b>		<b>368</b>	<b>150</b>	<b>150</b>	<b>150</b>	



## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
OP1	Investment in the commercial approach for MKC. This investment will provide additional capacity to ensure a proposal can be made to the market to maximise the value of MKC's assets and generate additional income.	200	0	0	0	General
OP2	HR - Continuing Funding for National Graduate Trainees	60	0	0	0	General
OP3	One-off funding to top-up the legal reserve, following enhanced level of claims in 2014/15.	200	0	0	0	General
OP4	Fixed Wire testing (ever 5 years) and PATS testing (every 2 years), for corporate properties to ensure health and safety requirements are met.	3	12	22	0	General
OP5	Investment in the Customer Service Programme, to deliver benefits from channel shift and end to end process improvement.	200	0	0	0	General
OP28	One-off funding to top up the Insurance Reserve to ensure it remains above its minimum prudent level. Claims are expected to reduce as a result of investment in highways and footpaths, but claims can take a number of years to be raised and settled.	200	0	0	0	General
<b>Total Resources</b>		<b>863</b>	<b>12</b>	<b>22</b>	<b>0</b>	





## Strategic Director



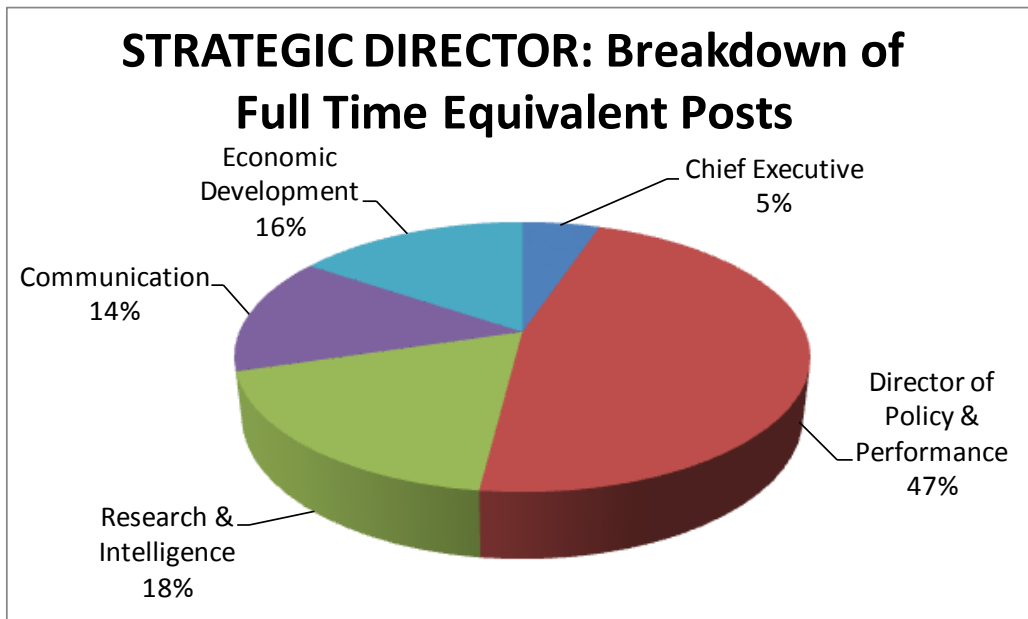
### Summary Staffing Analysis

	Strategic Director					Total Strategic Director
	Chief Executive	Director of Policy & Performance	Research & Intelligence	Communications	Economic Development	
<b>Actual Full Time Equivalent* FTE's</b>	2.00	32.22	9.81	7.59	8.40	<b>60.02</b>
<b>2016/17 Estimated Changes^ FTE's</b>	1.00	(5.16)	0.81	0.55	0.60	<b>(2.20)</b>
<b>Estimated 2016/17 Full Time Equivalent FTE's</b>	<b>3.00</b>	<b>27.06</b>	<b>10.62</b>	<b>8.14</b>	<b>9.00</b>	<b>57.82</b>
<b>2016/17 Employee Pay Budget** £'000</b>	236	842	182	327	243	<b>1,831</b>

\* Based on HR data at 31st January 2016

^ Estimated changes are still subject to consultation and therefore may change as proposals are finalised. There may also be increases in staffing numbers where functions are transferred into the council.

\*\*The Employee Pay budget column includes direct salary pay budgets only for Milton Keynes Council staff (excluding agency costs and indirect employee pay budgets). Inflation for 2016/17 is being held centrally until it will be allocated as part of a pay budget review in May.





## **Strategic Director: Service Group 2016/17-2019/20**

### **Service Group Vision / Purpose:**

The vision and Purpose of this Service Group is:

- Lead and support coherent strategy development, including through the production and implementation of the Corporate Plan and a corporate research and intelligence service.
- Supporting the Corporate Management Team (CMT) in giving clear managerial direction to the operational service groups and maintaining effective performance, project and programme management and continuous improvement.
- Providing consistent, professional and specialist advice on communications and performance and ensure project management is applied consistently and effectively throughout the council.
- Lead initiatives to raise the profile of Milton Keynes on a national and international platform to encourage growth.

### **Service Group Key Drivers for 2016/17:**

The key drivers are:

- Economy Growth
- Support Major Projects & Programmes
- Planning Policy
- Low Carbon Living
- Smart Cityservice





## KEY ACTIVITY BASED DATA

Service Area	Activity	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Policy and Performance	Production and review of Service Plans	Annual	Annual	Annual	Annual	Annual	Annual
Policy and Performance	Performance reports against Corporate Plan/strategic aims	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Policy and Performance	CLT Performance Board reports	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly
Policy and Performance	Performance reports against Comprehensive Equality Scheme	Annual	Annual	Annual	Annual	Annual	Annual
Portfolio Office	Quarterly Dashboards	4	4	4	4	4	4
Portfolio Office	Gateways/Health Checks	2	2	2	2	2	2
Portfolio Office	Project Training Support and planning	3 MK Approach Projects Courses & 1 MK Approach Programme Course	4 MK Approach Projects courses & 1 MK Approach programme Course	5 Project Management Courses	5 Project Management Courses	5 Project Management Courses	5 Project Management Courses
Communications	Followers on Twitter	6,000	7,500	9,000	10,500	13,000	14,500
Communications	Press releases issued	218	230	250	250	250	250
Communications	Production of MK Citizens survey	Annual	Annual	Annual	Annual	Annual	Annual
Research and Intelligence	Produce Social Atlas	Annual	Annual	Annual	Annual	Annual	Annual
Research and Intelligence	Produce Population Bulletin	Annual	Annual	Annual	Annual	Annual	Annual
Research and Intelligence	Monitor physical development	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Research and Intelligence	Number of Street Naming and Numbering Cases	51	36	36	36	36	36
Economic Development	Production and review of Economic Development Strategy	Review Annual	Develop new ED Strategy	Review Annual	Review Annual	Review Annual	Develop new ED Strategy
Economic Development	Performance reports against Economic Development Strategy	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Economic Development	Production and review of Skills Strategy		Develop new Skills Strategy	Review Annual	Review Annual	Review Annual	Develop new Skills Strategy
Economic Development	Performance reports against Skills Strategy	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Economic Development	Refresh Inward Investment Plan			Refresh			Refresh
Economic Development	Create and Refresh Local Economic Assessment (LEA)		Develop new LEA		Refresh		Develop new LEA



## BBRDIR – Strategic Director

### Budget Movement

	<b>Budget 2016/17 £'m</b>
<b>BUDGET 2015/16</b>	<b>0.856</b>
Inflationary increases / (decreases)	(0.060)
Demographic Growth	0.000
Other Pressures	0.000
Savings/Income Proposals	(0.202)
<b>BUDGET 2016/17</b>	<b>0.594</b>

### Summary Revenue Budget

	2015/16 Actual Budget £000's	2015/16 Forecast* Actual £000's	2016/17			Net Budget £000's
			Expenditure Budget £000's	Income Budget £000's	Recharges Budget £000's	
Chief Executive	(2)	0	257	(13)	(244)	0
Director of Strategy	1	58	152	(0)	(152)	0
Policy & Performance	396	396	1,027	(212)	(578)	236
Research & Intelligence	306	241	295	(77)	40	258
Communications	42	3	403	(132)	(271)	0
Economic Development	113	313	264	(233)	68	99
<b>Service Group Total</b>	<b>856</b>	<b>1,011</b>	<b>2,398</b>	<b>(666)</b>	<b>(1,138)</b>	<b>594</b>

\*Based on Period 11 Forecast (February 2016)



## Strategic Director: Summary Subjective Analysis Budget 2015/16

	Chief Executive	Director of Strategy	Policy & Performance	Research & Intelligence	Communications	Economic Development	Total
	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000	2015-16 Budget £'000
<b>Expenditure</b>							
Employee Costs	238	140	850	232	289	259	2,008
Premises Costs	0	0	0	0	0	0	0
Transport Costs	2	1	1	3	0	1	8
Supplies & Services	14	7	302	102	74	14	512
Third Party Payments / Transfers	0	0	0	0	0	0	0
Services received from other departments	4	4	14	3	28	6	60
<b>TOTAL EXPENDITURE</b>	<b>257</b>	<b>152</b>	<b>1,167</b>	<b>340</b>	<b>391</b>	<b>280</b>	<b>2,588</b>
<b>Income</b>							
Government Grants	0	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	0	0	0
Fees & Charges	0	0	(10)	(33)	0	(233)	(276)
Services provided to other departments	(13)	(0)	(202)	(42)	(132)	0	(389)
<b>TOTAL INCOME</b>	<b>(13)</b>	<b>(0)</b>	<b>(212)</b>	<b>(76)</b>	<b>(132)</b>	<b>(233)</b>	<b>(666)</b>
Contributions to Reserves	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>244</b>	<b>152</b>	<b>955</b>	<b>265</b>	<b>259</b>	<b>47</b>	<b>1,923</b>
Capital Charges	0	0	24	0	0	0	24
Allocation of Central and Departmental Overheads	(246)	(151)	(583)	41	(217)	66	(1,091)
<b>NET EXPENDITURE</b>	<b>(2)</b>	<b>1</b>	<b>396</b>	<b>306</b>	<b>42</b>	<b>113</b>	<b>856</b>



## Summary Subjective Analysis Forecast 2015/16

	Chief Executive	Director of Strategy	Policy & Performance	Research & Intelligence	Communications	Economic Development	Total
	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000	2015-16 Forecast £'000
<b>Expenditure</b>							
Employee Costs	240	139	850	196	275	426	2,127
Premises Costs	0	0	0	0	0	0	0
Transport Costs	1	3	1	3	1	1	9
Supplies & Services	14	62	302	67	52	14	511
Third Party Payments / Transfers	0	0	0	0	0	0	0
Services received from other departments	4	5	14	7	24	5	60
<b>TOTAL EXPENDITURE</b>	<b>259</b>	<b>209</b>	<b>1,167</b>	<b>273</b>	<b>353</b>	<b>446</b>	<b>2,707</b>
<b>Income</b>							
Government Grants	0	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	0	0	0
Fees & Charges	0	0	(10)	(33)	0	(199)	(242)
Services provided to other departments	(13)	0	(202)	(40)	(132)	0	(387)
<b>TOTAL INCOME</b>	<b>(13)</b>	<b>0</b>	<b>(212)</b>	<b>(73)</b>	<b>(132)</b>	<b>(199)</b>	<b>(629)</b>
Contributions to Reserves	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>246</b>	<b>209</b>	<b>955</b>	<b>199</b>	<b>220</b>	<b>247</b>	<b>2,078</b>
Capital Charges	0	0	24	0	0	0	24
Allocation of Central and Departmental Overheads	(246)	(151)	(583)	41	(217)	66	(1,091)
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>58</b>	<b>396</b>	<b>241</b>	<b>3</b>	<b>313</b>	<b>1,011</b>



## Summary Subjective Analysis Budget 2016/17

	Chief Executive	Director of Strategy	Policy & Performance	Research & Intelligence	Communications	Economic Development	Total
	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>							
Employee Costs	238	140	710	186	327	243	1,844
Premises Costs	0	0	0	0	0	0	0
Transport Costs	2	1	1	3	0	1	8
Supplies & Services	14	7	302	102	48	14	486
Third Party Payments / Transfers	0	0	0	0	0	0	0
Services received from other departments	4	4	14	3	28	6	60
<b>TOTAL EXPENDITURE</b>	<b>257</b>	<b>152</b>	<b>1,027</b>	<b>295</b>	<b>403</b>	<b>264</b>	<b>2,398</b>
<b>Income</b>							
Government Grants	0	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	0	0	0
Fees & Charges	0	0	(10)	(34)	0	(233)	(277)
Services provided to other departments	(13)	(0)	(202)	(42)	(132)	0	(389)
<b>TOTAL INCOME</b>	<b>(13)</b>	<b>(0)</b>	<b>(212)</b>	<b>(77)</b>	<b>(132)</b>	<b>(233)</b>	<b>(666)</b>
Contributions to Reserves	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>244</b>	<b>152</b>	<b>815</b>	<b>218</b>	<b>271</b>	<b>32</b>	<b>1,732</b>
Capital Charges	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	(244)	(152)	(578)	40	(271)	68	(1,138)
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>236</b>	<b>258</b>	<b>(0)</b>	<b>99</b>	<b>594</b>



## Strategic Director

### Ongoing Savings

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
S114	Cease the production of LiveMK	(11)	0	0	0	Smarter
S115	Reduction of Economic Development staffing	(18)	0	0	0	Smarter
S116	Communications - Translation and Marketing budgets no longer required	(15)	0	0	0	Smarter
S117	Staff Restructure	(158)	0	0	0	Smarter
<b>Total Strategic Director</b>		<b>(202)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2016/17	2017/18	2018/19	2019/20	
		£000s	£000s	£000s	£000s	
OP17	Annual contribution to MK International Festival. This secures c£0.4m in Arts Council funding contributions.	50	0	0	0	General
OP18	Aerial photography is purchased by the authority every 2 years. This dataset is used extensively across the authority and saves a significant amount of money by reducing the need to travel to investigate a variety of issues.	15	0	0	0	General
OP19	One-off funding to provide the ability to support events, as they are proposed, which provide significant economic benefit to the Borough. The Council usually only makes a contribution to events, where the majority of funding is from alternative sources.	150	0	0	0	General
OP21	One off support for MK Futures 2050 programme.	100	0	0	0	General
<b>Total Strategic Director</b>		<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>	







# DEBT FINANCING



### **Debt Financing: 2016/17 – 2019/20**

The objectives followed in the management of capital financing and borrowing are:

- To finance capital expenditure by utilising Government and other funding sources, in accordance with the council's financial strategy, the Prudential Code and statutory requirements.
- To seek ways to minimise the revenue costs of borrowing through the effective management of the council's debt portfolio.
- To optimise the level of return from the temporary investment of surplus cash balances consistent with maintaining the security of capital sums.

The Debt Financing Account records the council's financing transactions, including interest costs on loans raised to pay for capital investment and income from the investment of short-term cash surpluses. Internal funds and reserves are used to reduce dependency on external borrowing. Transfers of interest are made to specified funds and the Housing Revenue Account.

The Debt Financing Account also records amounts set aside each year by the council for the eventual repayment of loans (the 'Minimum Revenue Provision'), and the administrative costs of managing the debt and investment portfolio.



## Debt Financing - Budget Movement and Objective Summary

	Budget 2016/17 £'m
<b>BUDGET 2015/16</b>	<b>18.313</b>
Inflationary increases / (decreases)	0.000
Demographic Growth	0.000
Other Pressures	0.000
Savings/Income Proposals	(0.439)
<b>BUDGET 2016/17</b>	<b>17.874</b>

	2015-16 Budget £'000	2015-16 Forecast* Actual £'000	2016-17 Budget £'000
<b><u>PRINCIPAL - MINIMUM REVENUE PROVISION</u></b>			
<b>Statutory Calculations:</b>			
General Fund	9,778	10,425	10,109
Debt Transferred from Buckinghamshire CC	1,703	1,703	1,301
<b>NET MINIMUM REVENUE PROVISION</b>	<b>11,482</b>	<b>12,128</b>	<b>11,410</b>
<b><u>NET INTEREST COSTS</u></b>			
<b>External Transactions</b>			
Long Term Loans	20,575	20,575	19,664
Temporary Loans and Investments (Net)	(879)	(879)	(1,162)
<b>Net Debt Financing Costs</b>	<b>19,697</b>	<b>19,697</b>	<b>18,503</b>
Probation Service/Magistrates Courts Service			
Cheque Book Schools	289	289	366
Developer Contributions	369	369	484
Staff Car Loans	(4)	(4)	(4)
<b>External Interest Transactions</b>	<b>654</b>	<b>654</b>	<b>847</b>
<b>Internal Transactions</b>			
Payments of Interest to Other Funds relating to Revenue Balances:			
Housing Revenue Account	275	275	300
Insurance and Other Funds	(2,334)	(2,430)	(2,298)
Amortised Discounts and Premiums on rescheduling	8	8	8
<b>Internal Interest Transactions</b>	<b>(2,050)</b>	<b>(2,146)</b>	<b>(1,989)</b>
<b>Recharges To Housing Revenue Account</b>			
Interest on Debt Outstanding	(11,572)	(11,917)	(10,986)
<b>Total</b>	<b>(11,572)</b>	<b>(11,917)</b>	<b>(10,986)</b>
<b>NET INTEREST TRANSACTIONS</b>	<b>6,729</b>	<b>6,288</b>	<b>6,375</b>
<b><u>DEBT MANAGEMENT COSTS</u></b>			
External Consultants and Brokers	40	40	45
Other Debt Financing Costs	102	102	84
<b>Total</b>	<b>142</b>	<b>142</b>	<b>129</b>
Recharge to Housing Revenue Account	(40)	(40)	(40)
<b>NET DEBT MANAGEMENT COSTS</b>	<b>102</b>	<b>102</b>	<b>89</b>
<b>Service Group Total</b>	<b>18,313</b>	<b>18,518</b>	<b>17,874</b>

\*Based on Period 11 Forecast (February 2016)





# Section Four

## Capital Programme

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## Capital Programme 2016/17

### Introduction

Capital expenditure represents major investment in new and improved assets, and is therefore an important element in the development and delivery of the council's services.

This introductory section outlines the key principles guiding the council's approach to capital investment and financing.

The pages that follow show the summary Capital Programme for 2016/17 and future years.

The council's capital investment is driven by the Corporate Plan and aligned with the Local Investment Plan which drives the delivery of key infrastructure required to ensure that Milton Keynes remains economically successful and environmentally sustainable and provides a good quality of life for all residents.

The priorities in the Corporate Plan are supported by the more detailed Asset Management Plans, which are the basis for the Capital Programme. The council also applies its financial management principles to capital funding; these principles as applied to capital projects are shown below.

The council's latest agreed Medium Term Capital Programme covers the period 2016/17 to 2020/21. This was agreed by Full Council in February 2016, and is available with the council's committee papers. A Medium Term Capital Programme will be produced on an annual rolling basis.

### Key Principles

The council's strategy is to deliver a Capital Programme that:

- Contributes to the community and council's vision and strategic aims.
- Is closely aligned with the council's Asset Management Plans.
- Supports the council's service-specific plans and strategies.
- Is affordable, financially prudent and sustainable, and contributes to improved value for money.

The council has agreed underlying key principles which underpin our Capital Programme:

1. New capital schemes are not added in year, unless there is an explicit decision to re-prioritise the capital programme and removing schemes where necessary or funding is identified as part of the proposal.
2. Spending aligned to our Key Priorities - Capital schemes will be prioritised based on information arising from Asset Management Plan work – see 4 below.
3. Capital schemes relying on funding from external parties will only be given spend approval when funding is in place.
4. Future Liabilities are anticipated i.e. the need to maintain the council's assets is recognised and given priority within the capital programme.
5. Council budgets recognise that sales of assets alone are not a sustainable method of funding the capital programme over the medium term. The council therefore needs to build into its budget revenue contributions to capital outlay and also take the opportunity to secure one-off sources to build up asset replacement reserves.
6. Capital schemes
  - Project allocation of resources is separate from expenditure approval
  - Integrated Capital & Revenue implications need to be provided
7. Where grant funding is made available to schemes there needs to be an explicit assessment of risk. In particular, on complex schemes where grant funding is fixed, the council needs to recognise it would have to wholly fund any overspend.
8. Funding from slippage creates significant risks around the capital programme, particularly where resources are constrained and future programmes are likely to diminish. This Strategy report promotes



a more prudent approach of funding schemes only when specific resources allocated to the schemes have been identified and secured.

## **The Council's Vision, Values and Corporate Priorities**

The council's vision and strategic aims for service delivery are set out in the Corporate Plan 2012-16. The Plan can be viewed on the Milton Keynes Council website at [www.miltonkeynes.gov.uk](http://www.miltonkeynes.gov.uk). The 2016/17 Capital Programme was set using the council's Corporate Priorities as set out in the Corporate Plan.

## **Long term Asset Investment Needs**

The council has developed a 15 year long term view of capital investment needs. This long term projection has been used to inform the Medium Term Capital Programme, with surplus resources available in the early years of the programme being used to meet shortfalls in later years. There are items in the long-term plans which are not in the Medium Term Capital Programme, because they are not fully funded. These schemes will need to be funded to deliver the infrastructure required to support growth in Milton Keynes.

This long-term plan identifies that significant investment is required in future years, including the funding of new schools and leisure facilities in the Eastern and Western Expansion areas and in the Strategic Land Area, improvements to strategic highway junctions.

While the costs and timing of these schemes will change, this long-term view gives the council the ability to plan ahead to ensure it has sufficient resources to address these issues.

This long term Capital Investment Plan will be developed further, in line with information about the resources available, to improve the future asset management planning. This may result in recommending that additional revenue contributions to capital are incorporated into the budget position to fund additional borrowing, if sufficient alternative funding sources are not available.

## **Local Investment Plan**

The council has also developing a detailed Local Investment Plan (LIP). This plan will outline the investment required to deliver infrastructure to support the growth of Milton Keynes. This will be a key document to support the council's strategic planning to address the needs arising from and the impact of growth for the long-term. The capital programme for 2016/17 has been aligned with the projects identified within this plan.

## **Tariff**

The council took on the management of the MK Tariff from 14<sup>th</sup> January 2013. This is a ring fenced forward funding stream where developer contributions are used to fund infrastructure. The detailed Local Investment Plan will set out the planned use of the Tariff. The council's Capital Programme continues to reflect those Tariff schemes delivered by the council.

## **Local Transport Board**

Government has previously supported major investment in strategic highways & transport schemes via funding allocated by the Department of Transport major scheme fund. The allocation was based on assessment of detailed business cases individual highway authorities submitted against national and regional objectives with success in this bidding process depended upon the scheme addressing regional and national criteria to a greater extent than other schemes. Schemes had to be a minimum value of £5m.





Following a consultation process, Government has introduced new governance arrangement for the allocation of major scheme funding. This involved the creation of Local Transport Boards (LTB). The specific requirements for the LTB are that they relate to Local Highway Authority boundaries and where possible mirror Local Enterprise Partnership (LEP) boundaries. SEMLEP is one of a small number of LEP's where the Local Highway Authority boundaries do not match that of the whole LEP area.

MKC, Central Bedfordshire, Bedford Borough and Luton are four authorities from SEMLEP which form the LTB.

A list of transport schemes drawn from the Local Transport Plan and Local Investment Plan were submitted to SEMLEP for inclusion in the Strategic Economic Plan and to the LTB for inclusion in its priority programme. The settlement to the LTB for the period 2015/16 – 2018/19 was £14.7m of which £1m was allocated for preparatory work on the remaining A421 dualling scheme, which is being delivered by Central Bedfordshire. Future funding of major schemes will be subject to LTB agreement and SEMLEP approval.

No assumptions have been made in the financing of the Capital Programme in respect of any MKC share of the Integrated Transport Block funding which is being reallocated SEMLEP from 2016/17 onwards.

## **Capital Programme**

The 2016/17 Capital Programme is fully funded and approved by council. The funding for new starts in future years is not guaranteed, and a decision on which schemes will be included in future years' programmes will be made by the council prior to the beginning of each relevant financial year.

## **Capital Financing**

Decisions on capital investment are made against the background of constrained resources; the council is heavily dependent upon grant allocations from central government to support its capital programme. Other available funding sources include prudential borrowing, capital receipts, third party contributions, revenue contributions and capital reserves.

## **The Prudential Code**

In addition to supported borrowing, the council has the choice to undertake prudential (unsupported) borrowing to finance its Capital Programme if it can demonstrate affordability, sustainability and prudence through the setting and monitoring of prudential indicators. Any additional prudential borrowing has a revenue cost. For 2016/17, the council has assumed borrowing totalling £11.062m in relation to the Highways Infrastructure investment programme, £129.16m in relation to the Residual Waste Treatment Facility and £3m towards a scheme for planned additional parking facilities in CMK.



## Long term Capital Plan – Summary

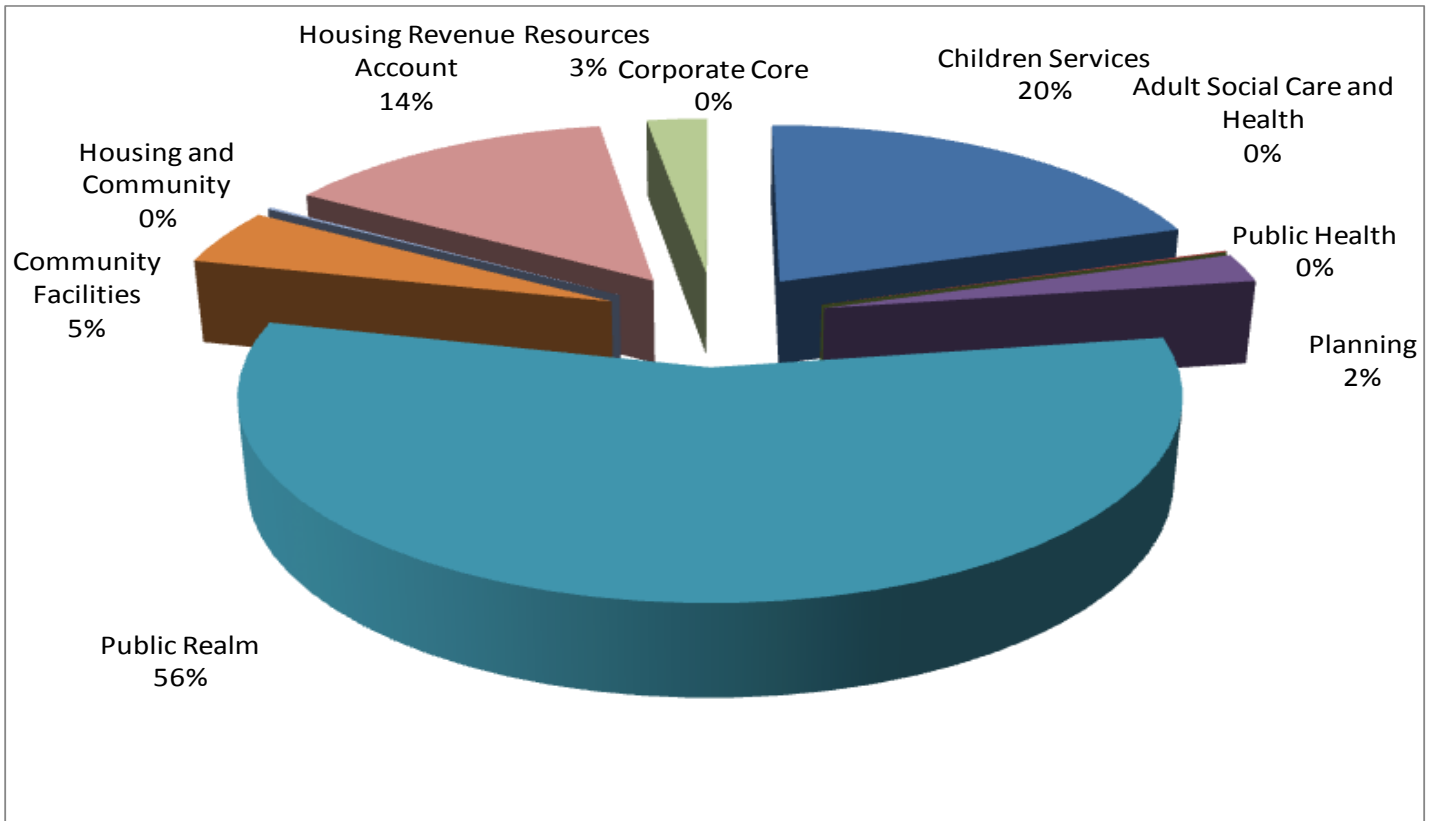
Service Group	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total C/fwd to Below
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>People</b>									
Children and Families	54,369	43,856	58,458	26,236	9,328	13,048	12,362	5,830	223,487
Adult Social Care and Health	333	1,035	1,035	35	3,035	35	35	35	5,578
Public Health	0	0	0	0	0	0	0	0	0
<b>Place</b>									
Planning	6,533	447	447	349	447	447	447	447	9,564
Public Realm	151,242	28,492	20,156	32,000	23,777	25,731	49,281	44,524	375,203
Community Facilities	12,819	5,040	4,600	5,250	6,920	3,700	10,200	15,536	64,065
Housing and Community	528	528	528	528	528	528	528	528	4,224
Housing Revenue Account	37,295	26,684	19,541	19,541	19,541	0	0	0	122,602
<b>Resources</b>	6,804	1,900	1,400	1,050	170	100	100	100	11,624
<b>Director of Strategy</b>	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>269,923</b>	<b>107,982</b>	<b>106,165</b>	<b>84,989</b>	<b>63,746</b>	<b>43,589</b>	<b>72,953</b>	<b>67,000</b>	<b>816,347</b>

Service Group	Total B/fwd from Above	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Gross Resource Allocation (All Years)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>People</b>									
Children and Families	223,487	2,565	2,565	2,565	2,565	2,565	2,565	2,565	241,442
Adult Social Care and Health	5,578	35	35	0	0	0	0	0	5,648
Public Health	0	0	0	0	0	0	0	0	0
<b>Place</b>									
Planning	9,564	447	447	447	447	447	447	447	12,693
Public Realm	375,203	26,998	30,428	26,978	13,138	9,358	11,174	15,374	508,651
Community Facilities	64,065	1,350	0	0	1,460	0	0	0	66,875
Housing and Community	4,224	528	528	0	0	0	0	0	5,280
Housing Revenue Account	122,602	0	0	0	0	0	0	0	122,602
<b>Resources</b>	11,624	100	100	0	0	0	0	0	11,824
<b>Director of Strategy</b>	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>816,347</b>	<b>32,023</b>	<b>34,103</b>	<b>29,990</b>	<b>17,610</b>	<b>12,370</b>	<b>14,186</b>	<b>18,386</b>	<b>975,015</b>



## Capital Programme 2016/17 – 2019/20

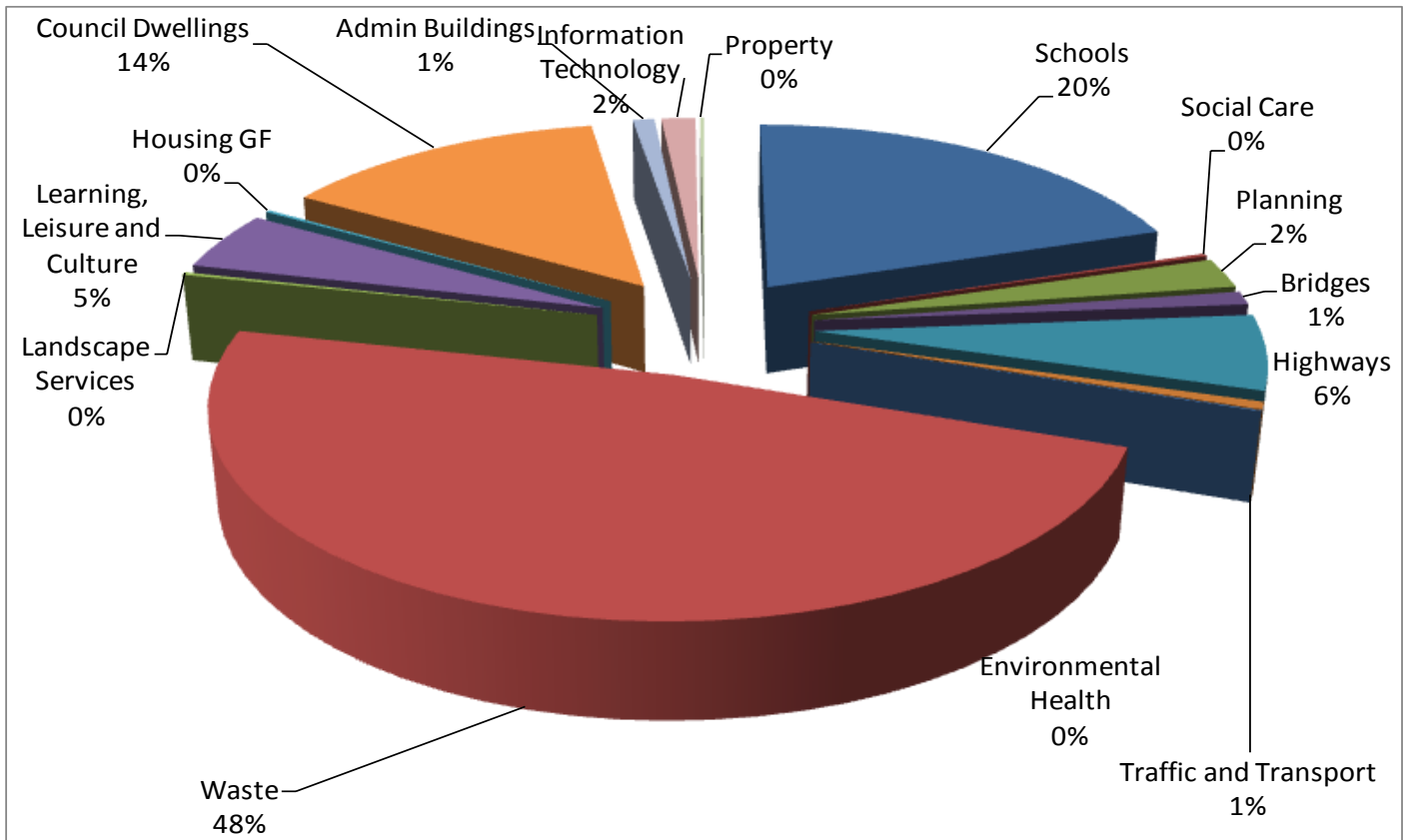
### Spending by Service Group



Service Group	Prior Year Resource Allocations*	2016/17 Approved Programme	Future Years Resource Allocations^	Gross Resource Allocation (All Years) £'000
	£'000	£'000	£'000	£'000
Children and Families	57,010	54,054	67,267	178,331
Adult Social Care and Health	137	333	140	610
Public Health	0	0	0	0
<b>Total People</b>	<b>57,147</b>	<b>54,387</b>	<b>67,407</b>	<b>178,941</b>
Planning	12,264	6,533	1,689	20,486
Public Realm	12,385	151,242	95,131	258,758
Community Facilities	2,554	12,819	1,673	17,046
Housing and Community	0	528	2,112	2,640
Housing Revenue Account	1,030	37,295	85,307	123,632
<b>Total Place</b>	<b>28,233</b>	<b>208,417</b>	<b>185,912</b>	<b>422,562</b>
<b>Total Resources</b>	<b>5,385</b>	<b>6,804</b>	<b>4,620</b>	<b>16,809</b>
<b>Total Corporate Core</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>90,765</b>	<b>269,608</b>	<b>257,939</b>	<b>618,312</b>



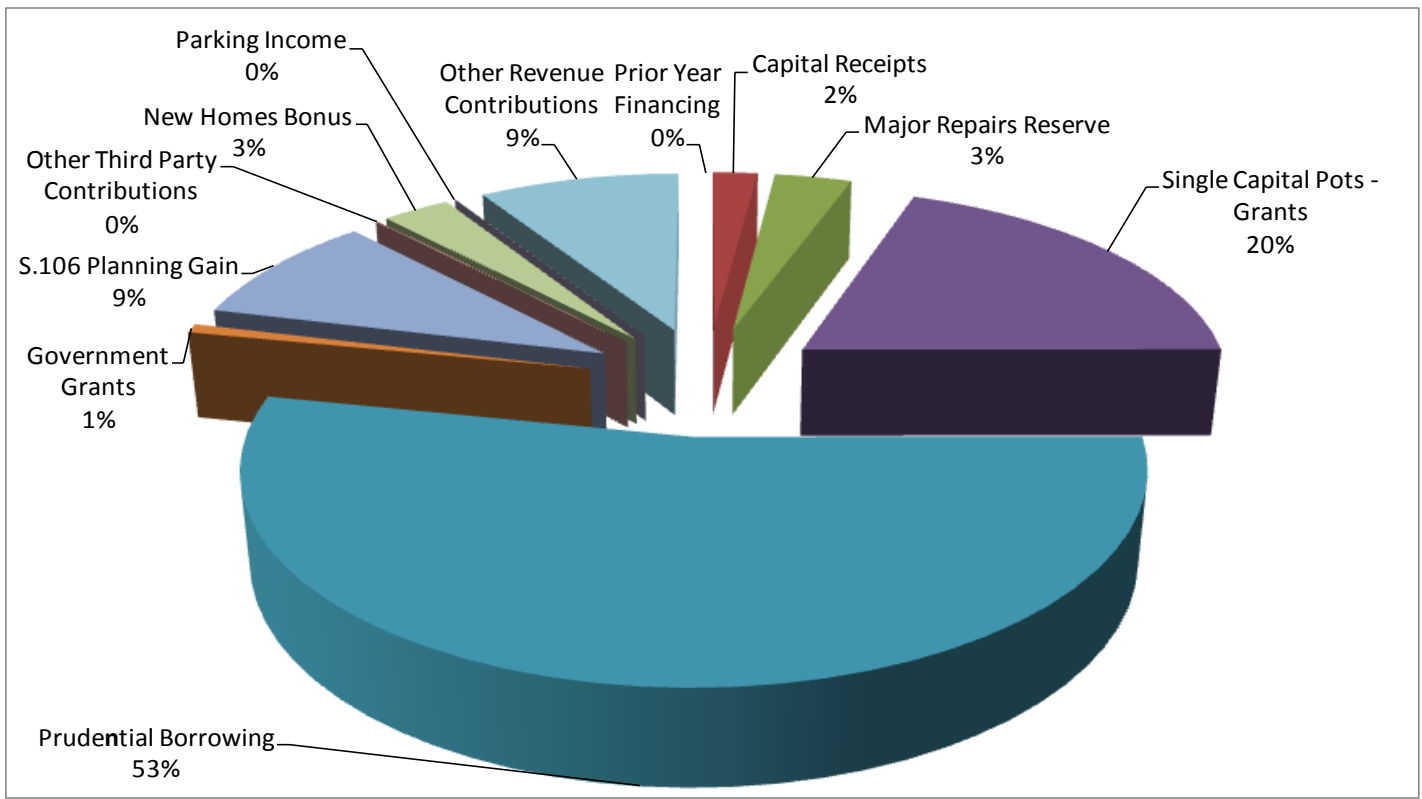
## Spending by Expenditure Type



Category	Prior Year Resource Allocations*	2016/17 Approved Programme	Future Years Resource Allocations^	Gross Resource Allocation (All Years)
	£'000	£'000	£'000	£'000
Schools	56,990	53,734	67,267	177,991
Social Care	157	653	140	950
Planning	12,264	6,533	1,689	20,486
Bridges	2,534	2,903	8,198	13,635
Highways	8,290	16,209	52,093	76,592
Traffic and Transport	1,240	1,535	9,628	12,403
Environmental Health	30	181	164	375
Waste	55	129,774	24,488	154,317
Landscaping Services	236	640	560	1,436
Learning, Leisure and Culture	2,554	12,819	1,673	17,046
Housing GF	0	528	2,112	2,640
Council Dwellings	1,030	37,295	85,307	123,632
Admin Buildings	4,373	2,480	0	6,853
Information Technology	902	3,894	3,210	8,006
Property	110	430	1,410	1,950
<b>TOTAL</b>	<b>90,765</b>	<b>269,608</b>	<b>257,939</b>	<b>618,312</b>



## Sources of Financing



Funding Type	Prior Year Resource Allocations*	2015/16 Approved Programme	Future Years Resource Allocations^	Gross Resource Allocation (All Years)
	£'000	£'000	£'000	£'000
Prior Year Financing	90,765	0	0	90,765
Capital Receipts	0	5,396	3,827	9,223
Major Repairs Reserve	0	9,259	3,792	13,051
Single Capital Pots - Grants	0	52,645	71,464	124,109
Prudential Borrowing	0	143,413	60,772	204,185
Government Grants	0	1,967	1,761	3,728
S.106 Planning Gain	0	24,507	30,878	55,385
Other Third Party Contributions	0	250	150	400
New Homes Bonus	0	8,102	10,252	18,354
Parking Income	0	66	150	216
Other Revenue Contributions	0	24,003	74,893	98,896
<b>TOTAL</b>	<b>90,765</b>	<b>269,608</b>	<b>257,939</b>	<b>618,312</b>

\* The resources applied in previous years to cover expenditure incurred on the continuing projects approved as part of the 2015/16 programme.

^ The resources required in future years to complete the projects approved as part of the 2015/16 programme. These projects are given first priority in the development of the 2016/17 Capital Programme.



# GLOSSARY





### **Budget Requirement**

The amount the council proposes to spend after contributions from reserves, income from fees and charges and specific grants. The budget requirement is financed by Revenue Support Grant, retained business rates, government grants and Council Tax.

### **Capital Charges**

A charge for the use of fixed assets in the provision of services. The charge comprises of depreciation plus notional interest. This reflects the fact that the asset value decreases as it ages and has a shorter useful life.

### **Capital Expenditure**

Expenditure on the creation, acquisition or enhancement of tangible fixed assets such as land, buildings, vehicles, plant or equipment, including IT equipment. Capital expenditure can include grants to third parties for eligible expenditure. Capital expenditure can be funded from revenue contributions, but capital funding cannot be spent on revenue expenditure.

### **Capital Programme**

The total list of schemes agreed by council, as part of the budget setting process for capital investment.

### **Capital Receipts**

The proceeds from the sale of fixed assets such as land and buildings. Capital receipts can be used to repay any outstanding debt on fixed assets or, to finance new capital expenditure, within rules set down by government. Capital receipts cannot, however, be used to finance revenue expenditure.

### **Chartered Institute of Public Finance and Accountancy (CIPFA)**

The professional accountancy body concerned with local authorities and the public sector.

### **Collection Fund**

The Collection Fund is a statutory fund set up under the provisions of the Local Government Finance Act 1988. It includes the transactions of the charging Authority in relation to Non-Domestic Rates and Council Tax and illustrates the way in which the fund balance is distributed to preceptors and the General Fund.

### **Council Tax**

A tax on domestic property set by local authorities and based on the value of the property within eight bands, A to H.

### **Council Tax Requirement**

The amount of net council expenditure required to be funded from Council Tax.

### **Dedicated Schools Grant**

A ring-fenced government grant to support individual schools and academies and other pupil related expenditure managed by Children and Families.

### **Earmarked Reserves**

These are reserves set aside for a specific purpose, or type of expenditure.

### **General Fund (GF)**

This is the main revenue account of the council. Day to day transactions are conducted through this account, with the exception of those relating to the Housing Revenue Account, Collection Fund or any trust funds held by the council.

### **General Fund Balance**

A reserve based on an evaluation of risk, to provide cover for any unforeseen events (e.g. disaster recovery events) which would have a financial impact to the council's General Fund.

### **Housing Revenue Account (HRA)**

The Local Government and Housing Act 1989 requires each local housing authority to keep a separate account for all transactions relating to housing tenants provided by the council. This is termed the Housing Revenue Account.





### **Housing Revenue Account Balance**

A reserve based on an evaluation of risk, to provide cover for any unforeseen events (e.g. an increase of urgent housing repairs and maintenance) which would have a financial impact to the HRA.

### **Investments**

Deposits with institutions approved in line with the council's Treasury Management Strategy.

### **Levies and Levying Bodies**

Levies are payments that a local authority is required to make to a particular body (a levying body). Levying bodies are defined in Section 117(5) of the Local Government Finance Act 1988. In the case of Milton Keynes Council, the Environment Agency and the Buckingham and River Ouzel Internal Drainage Board both charge levies through the council.

### **Local Government Finance Settlement**

Confirmation of government funding allocations for local authorities over a set period of time.

### **Milton Keynes Development Partnership (MKDP)**

A limited liability partnership set up by Milton Keynes Council to facilitate Milton Keynes' continued growth and economic success by promoting the development of land assets purchased from the HCA, in line with the council's Corporate Plan and Economic Development Strategy.

### **Milton Keynes Service Partnership (MKSP)**

On 1st January 2013, 650 staff transferred from Mouchel to the council-owned Limited Liability Partnership, Milton Keynes Service Partnership.

In 2015/16, a review was undertaken of the way the Partnership works and how the LLP can continue going forward. The Board unanimously agreed that there needed to be a new model for MKSP. This new model will seek to aggregate all commercial activity of both MKSP and the Council into a company limited by guarantee and for non-traded activity to be directly managed by the council. MKSP ceased to trade from the 31<sup>st</sup> December 2015 at which point all services transferred from the partnership to the council.

### **Net Expenditure**

The total amount of expenditure incurred, reduced by the total amount of income received.

### **Objective Analysis**

An analysis of expenditure and income by service area, for example Children and Families, Learning Disability.

### **Precepting Authorities**

Those authorities that are not billing authorities (i.e. do not collect Council Tax) precept upon the billing authority, who then collect on their behalf – Police and Crime Commissioner for Thames Valley, Buckinghamshire & Milton Keynes Fire Authority and the Parishes that precept upon Milton Keynes Council.

### **Prudential Code**

The Prudential Code for Capital Finance in Local Authorities is the code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine an affordable borrowing limit.

### **Recharges**

The Best Value Accounting Code of Practice requires councils to determine the full cost of services, by allocating overheads to these services.

### **Reserves**

Amounts set aside to fund possible future expenditure.

### **Retained Business Rates**

The amount of business rates an individual authority retains (after adjustments including repayment to central government and the fire authority) to fund council services.



### **Revenue Support Grant (RSG)**

Government funding which provides general support for council services.

### **Section 106 (S106)**

Section 106 of the Town and Country Planning Act 1990 allows local authorities to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. These agreements are a way of supporting the provision of services and infrastructure, such as highways, recreational facilities, education, health and affordable housing.

### **Subjective Analysis**

An analysis of expenditure and income by type of transaction, for example salaries costs, premises costs.

### **Tariff**

The Milton Keynes Tariff is a unique s106 based 'umbrella' arrangement covering development in the expansion areas covered by the previously designated 'Urban Development Area'. Through the Tariff mechanism we will collect over £310m in developer contributions over its lifetime which will be re-invested in a Programme of strategic and local infrastructure covering a total of 18 'portfolios', 11 of which are delivered through MKC.

### **Tax Base**

The estimated total number of properties within the local authority area expressed in terms of band D equivalents, (incorporating various discounts and deductions) and is the basis for individual precepting authorities to calculate their Council Tax Requirement. The estimated Tax Base for the following year is approved by cabinet on an annual basis.

### **Treasury Management**

The management of an organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.