

# Revenue Budget 2017/18 Capital Programme 2017/20

For the year ending 31st March 2018







# Milton Keynes Council Budget Book 2017/18

---



## CONTENTS

	<b>Page No.</b>
<b>Section One</b>	<b>Introduction and Background</b> <b>3</b>
	Financial Strategy and Financial Principles 4
	Government Revenue Funding 5
	Unavoidable Pressures 5
	Medium Term Financial Strategy (MTFS) 9
<b>Section Two</b>	<b>Setting the Budget and Council Tax</b> <b>10</b>
	Revenue Budget 2017/18, General Fund and Council Tax Summary 11
	General Fund: Objective Summary 12
	General Fund: Subjective Summary 13
	General Fund: Analysis by Service Group 14
	Service Group Totals 15
	One-off Expenditure & Funding 16
	Staffing Analysis 17
	How was the 2017/18 Council Tax Calculated? 19
	Derivation of the Council Tax Requirement 19
	Council Tax 20
	Comparison of surrounding areas Council Tax 21
	Specific Grants 22
	Recharges Methodology 22
<b>Section Three</b>	<b>Summary Budget by Service Group</b> <b>23</b>
	<b>People</b> <b>24</b>
	Staffing Analysis 25
	Children and Families 26
	DSG and other Schools Funding 38
	Adult Social Care 42
	Public Health 56
	<b>Place</b> <b>64</b>
	Staffing Analysis 65
	Growth, Economy and Culture 66
	Public Realm 77
	Housing and Regeneration 91
	Housing Revenue Account 100
	<b>Resources</b> <b>106</b>
	<b>Corporate Core</b> <b>126</b>
	<b>Debt Financing</b> <b>136</b>
<b>Section Four</b>	<b>Capital</b> <b>140</b>
	Capital Programme 2017/18 141
	<b>Glossary</b> <b>148</b>



# Section One

## Introduction and Background

---



## Introduction

Welcome to the 2017/18 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 2017/18 financial year.

The Council 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 Council Plan. The key themes are:

**A City of Opportunity** - Milton Keynes has limitless potential. We want every person to have the chance of a good, well paid job and the skills to do it in a more equal society; a prosperous Milton Keynes with a strong, diverse economy that has an international reputation for innovation. We are in the right place to succeed, taking advantage of our excellent links to the wider regional, national and international economies, building on our success in the service and professional industries and taking advantage of new opportunities in a knowledge-based, high skilled economy. We will support people to succeed, develop the skills they need.

**An Affordable City** - We want to create communities that can attract, retain and enable people from every background. Milton Keynes has been built on meeting the aspirations of people to live in a good home at a price they can afford to rent or buy, and businesses being able to access high quality, affordable premises that meet their needs. We will promote more affordable good quality housing and create the space for business to thrive. We want to ensure citizens have access to high quality services, a well maintained built environment and green space, and a range of facilities and cultural offers that are the fabric of any modern, diverse and successful city.

**A Healthy City** - We will ensure lifelong wellbeing for all. We want Milton Keynes to be an active, vibrant place with people living long, healthy and fulfilling lives. We will support people and invest in services that promote prevention, choice and empowerment. We will reform public services to encourage aspiration, independence and resilience; ensure children and vulnerable people are protected from harm and neglect and work.

The Budget has been determined against a background of tough financial 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 c.£19m of cost reductions and income generation proposals of 2017/18, a requirement for a further £39m between the years 2018/19 and 2021/22.

In order for the council to be financially sustainable while still delivering the council's aspirations as set out in the Council 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 to develop ways of working which are smarter, sustainable, and different; 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 Council 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

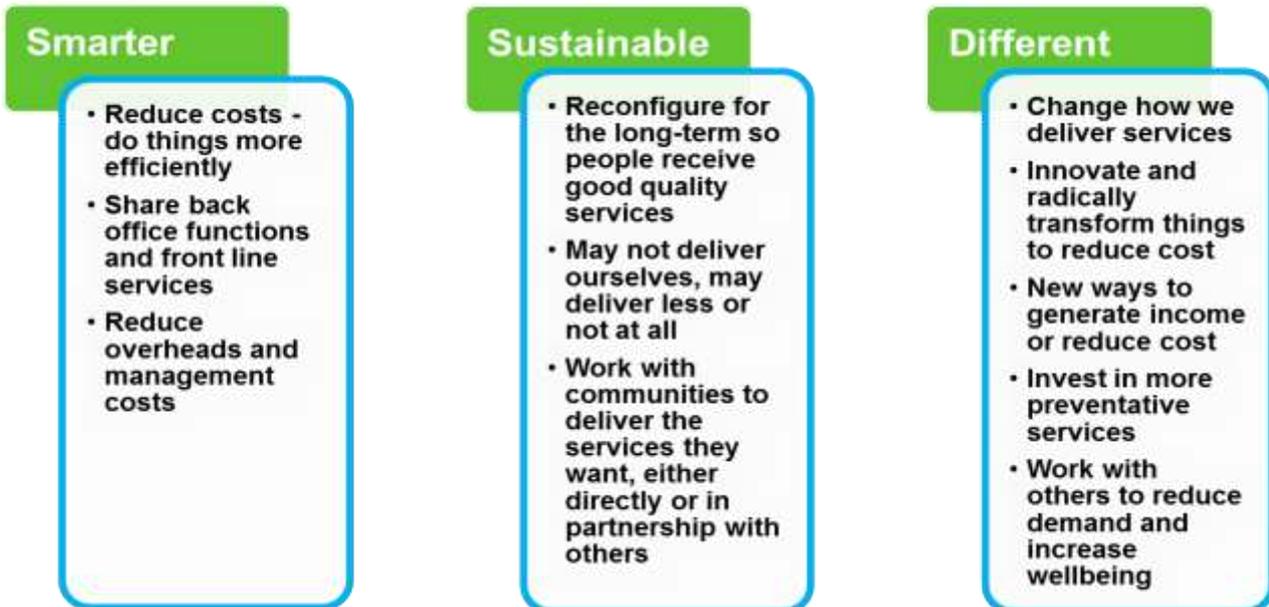
The council's financial vision is as follows:

"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;





## 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 2017/18 and national headline spending totals for future years.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Revenue Support Grant	(26.505)	(17.406)	(11.476)	(5.502)	0.000
Retained Business Rates	(48.300)	(47.100)	(48.100)	(48.100)	(48.100)
Education Services Grant	(2.981)	(0.700)	0.000	0.000	0.000
Specific Grant Funding Reductions	0.000	0.000	0.500	0.500	0.500
<b>Total Government Funding</b>	<b>(77.786)</b>	<b>(65.206)</b>	<b>(59.076)</b>	<b>(53.102)</b>	<b>(47.600)</b>
Reduction in Government Funding	8.812	12.580	6.130	5.974	5.502
<b>Percentage Reduction</b>	<b>(10.20%)</b>	<b>(16.20%)</b>	<b>(9.40%)</b>	<b>(10.10%)</b>	<b>(10.40%)</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 implementation of Universal Credit and wider Welfare Reforms is likely to reduce the council's income. As the Welfare Reform's affect the income individuals receive, this is likely to impact on the payment of Council Tax and Adult Social Care fees and charges.
- 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.
- 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.

## Unavoidable Pressures

The council has identified a number of corporate and service pressures that will need to be addressed over the MTFS period (from 2017/18 to 2021/22), 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 six years the population has increased by 16,750 people (6.7%). 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:

- The population of under 19s will grow by 2% per year or equivalent to 1,000 children. This will impact on a number of services including the numbers of school and early years places available, demands on other children's services, and will result in additional children needing safeguarding and 34 further



children needing to be looked after. This will cost an additional £3.0m over the next four years. In addition we will have to transport an additional 168 eligible children to school, costing £1.1m.

- The fact that Milton Keynes was a new town, means that while we currently have relatively small numbers of over 65s, this number will increase by 17%, 6,360 people, over the next four years and is expected to cost £0.6m in additional care costs.
- We will need to look after 97 more people with complex learning disabilities, costing £3.0m and an additional 4 people with Autism needs, costing £0.143m.
- Between 2015 – 2030 the number of people (65+) with Dementia will increase by 102%, a potential increase of £4.15m. Over the next 4 years therefore, a projected increase of 27% costing c£1.11m.
- Our positive approach to housing growth leads to the delivery of approximately 1,200 additional homes a year, 4,800 over the next four years. We need to collect and dispose of waste from these houses, which will cost an additional £1.2m.
- The success of Milton Keynes means more people are moving to the area. The value of houses is increasing, as is the cost of private rental sector homes, which contributes to more people having a statutory requirement for rehousing. We are also seeing a reduction in the numbers of people moving from our own housing, so reducing the numbers of properties available for rehousing. We expect the numbers of people who will be entitled to housing over the next four years to increase to 105 per month (compared to 56 per month in 2016/17 to date), alongside a reduction to 25 council houses available for housing per month (compared to 40 per month in 2016/17 to date). The cost of this over the next four years will have risen by £3.0m per year (compared to service cost of £3.21m in 2015/16). We are working on alternative temporary accommodation to partially alleviate this additional cost.

### **Legislative Pressures**

Changes to national legislation also create cost increases for the council. Over the next two years we expect the following legislative changes which will increase the costs to the council:

- The Government has introduced a National Living Wage increasing minimum pay thresholds from £6.70ph to £9ph by 2019 and to £9.35ph in 2020. While the council pays its staff above this level we are aware that a number of contractors will need to increase pay rates over the next four years. We are also introducing the Ethical Charter recognising that the National Living Wage is still a minimal rate. While we would not expect to meet all of the cost of this change and we are discussing with contractors how they can reduce costs to offset the increase, we think there will be a £1.4m additional cost for the council over the next four years.
- The autumn statement introduced a new Apprenticeship Levy, which is a charge of 0.5% of basic pay costs for employers with a pay cost in excess of £3.0m per year. This is expected to cost £0.3m pa from 2017/18. This assumes that the cost of the levy to maintained schools is met by the individual school.
- From April 2017, the Government increased the National Insurance contribution rate for local government, linked to national pension changes. This increased our costs by £2.3m pa. We chose to phase this increase in over three years, resulting in an additional cost from 2017/18 of £0.4m pa.
- Housing Benefit has been limited for social sector rates to the equivalent private sector rate, which will reduce the costs we can recover through Housing Benefit. This will be introduced for new tenancies from 2016 and for existing tenancies from 2018. This will reduce the Housing Benefit offset for Homelessness by £0.16m pa from April 2018.

### **General Issues**

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



While we have reviewed our forecast of future years pressures, previous experience shows it is likely that additional pressures will be identified as financial years progress, either as a result of changing population needs, unanticipated issues or legislative change. We have therefore included risk increases which allow for these changes between 2018/19 and 2020/21. These items could be from any service across the council, are therefore shown as a cross-council issue until detailed analysis and issues closer to the specific budget period confirm a more detailed level.

## Sustainability Items

One of our key budget principles is that we anticipate and ensure there is provision for future liabilities. 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, and the requirement for savings is spread between years. There is currently only one such liability for pension fund contributions.

The Pension Fund is administered by Buckinghamshire County Council. Every three years an actuary re-values the fund and adjusts the contributions we are required to pay to ensure the liabilities of the fund will be funded over the long-term. The reductions in workforce and the fall in the value of Government gilts have created a risk for the employer that 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 has been 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 is now available for the triennial review which takes effect from 1<sup>st</sup> April 2017. Information from the actuary confirms that contributions will need to increase but the provision set aside is sufficient to meet these additional costs. Due to the ongoing risk to future revaluations, the base budget will continue to be increased by £0.6m each year to contribute any future increases in employer contribution rates.

**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.

## Financial Sustainability Plan

The Financial Sustainability Plan (FSP) 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.

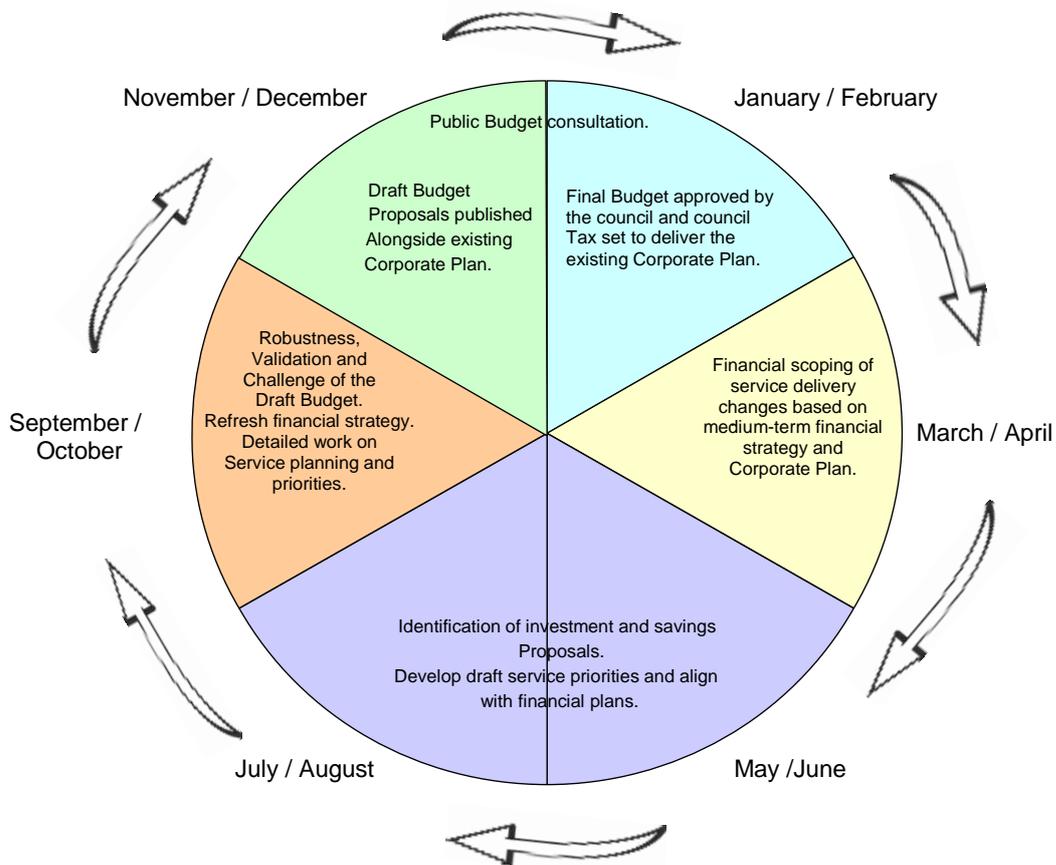
The council's financial planning is an integrated process aligned with the corporate and service planning process. This is to ensure that the annual budget reflects the priorities of the council, and that service plans explain consistently how priorities will be delivered, and the resulting outcomes,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

The council's FSP 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 Council Plan.



The table below summarises the 2017/18 Corporate and Budget planning process:

## Corporate Planning and Budget Cycle





## Medium Term Financial Strategy Forecast

The MTFFS 2017/18 to 2020/21 Forecast as at February 2017 is as follows:

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Technical Adjustment	0.506	0.114	0.122	0.428	0.578
Inflation	1.341	2.254	2.233	2.253	8.082
Corporate Pressures	1.078	0.600	0.600	0.800	3.078
Other ongoing pressures	10.996	9.127	8.014	7.749	35.886
One-off pressures	17.807	5.180	4.000	4.000	30.782
Funding Reduction	12.756	6.430	6.274	5.502	30.962
<b>Total Pressures</b>	<b>44.484</b>	<b>23.705</b>	<b>21.243</b>	<b>20.732</b>	<b>109.368</b>
Additional Income (Council Tax)	(4.680)	(3.459)	(3.672)	(3.770)	(14.816)
Adult Social Care Precept	(2.962)	(3.145)	0.000	0.000	(6.108)
Less one-off funding	(17.807)	(5.180)	(4.000)	(4.000)	(30.782)
<b>Savings Requirement</b>	<b>19.035</b>	<b>11.921</b>	<b>13.571</b>	<b>12.962</b>	<b>57.662</b>
Budget Reductions	(11.588)	(3.941)	(0.510)	(0.401)	(16.613)
Income Generation	(7.210)	(0.693)	(1.807)	(2.007)	(11.717)
<b>Total current gap</b>	<b>0.237</b>	<b>7.287</b>	<b>11.254</b>	<b>10.554</b>	<b>29.095</b>
Funding for one off pressures	(0.237)				
<b>Cumulative gap</b>	<b>(0.000)</b>	<b>7.287</b>	<b>18.541</b>	<b>29.095</b>	

## 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

---



## Revenue Budget 2017/18, General Fund and Council Tax Summary

	Budget 2017/18 £'m	Band D Council Tax £
<b>BUDGET EXPENDITURE 2016/17</b>	<b>192.426</b>	
Inflationary increases	0.978	
Demographic Growth	7.205	
Other Pressures	4.871	
Budget Reductions	(11.588)	
Income Generation	(7.210)	
Increase in Public Health Spend	(0.323)	
Increase in Parish Costs	0.925	
<b>BUDGET EXPENDITURE 2017/18</b>	<b>187.284</b>	<b>1,579.23</b>
<b>Funded From:</b>		
Revenue Support Grant	(17.406)	
Retained Business Rates	(47.100)	
Council Tax (including parish precepts)	(110.378)	
Education Services Grant	(0.700)	
Public Health Grant	(11.700)	
<b>TOTAL FINANCING</b>	<b>(187.284)</b>	



## General Fund: Objective Summary

	2016/17 Budget	2016/17 Forecast* Actual	2017/18 Budget
	£'000	£'000	£'000
<b>SERVICE BUDGETS</b>			
Children and Families	47,501	48,550	46,338
DSG and other Schools Funding	170,529	170,529	169,285
Adult Social Care	61,047	60,526	57,707
Public Health	12,056	12,056	11,733
<b>Total People</b>	<b>291,133</b>	<b>291,661</b>	<b>285,063</b>
Growth, Economy and Culture	7,344	7,465	6,641
Public Realm	38,952	41,147	37,279
Housing and Regeneration	1,787	3,366	3,119
<b>Total Place</b>	<b>48,083</b>	<b>51,978</b>	<b>47,039</b>
Resources Managed by LGSS	1,892	2,812	2,779
Resources Retained by MKC	9,981	9,495	8,304
<b>Total Resources</b>	<b>11,873</b>	<b>12,307</b>	<b>11,083</b>
<b>Total Corporate Core</b>	<b>658</b>	<b>684</b>	<b>605</b>
<b>Net Cost of Services</b>	<b>351,747</b>	<b>356,630</b>	<b>343,790</b>
<b>Dedicated Schools Grant</b>	<b>(170,534)</b>	<b>(170,534)</b>	<b>(169,285)</b>
<b>DEBT FINANCING AND INTEREST CHARGES</b>			
	17,800	16,250	16,425
<b>ASSET RENTALS/DEPRECIATION</b>			
	(17,244)	(17,244)	(17,242)
Pay Inflation (and NI Increase 2017/18) **	0	0	1,391
Sustainability Items, Levies and Other items **	4,311	4,311	4,934
<b>Total Corporate Items</b>	<b>4,311</b>	<b>4,311</b>	<b>6,325</b>
<b>BUDGET REQUIREMENT</b>	<b>186,080</b>	<b>189,413</b>	<b>180,013</b>
Parish Precepts	6,346	6,346	7,271
<b>TOTAL EXPENDITURE</b>	<b>192,426</b>	<b>195,759</b>	<b>187,284</b>
Council Tax	(102,736)	(102,736)	(110,378)
Revenue Support Grant	(26,505)	(26,505)	(17,406)
Retained Business Rates	(48,300)	(48,300)	(47,100)
Education Services Grant	(2,981)	(2,981)	(700)
Public Health Grant	(11,904)	(11,904)	(11,700)
<b>TOTAL FUNDING</b>	<b>(192,426)</b>	<b>(192,426)</b>	<b>(187,284)</b>
<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>3,333</b>	<b>0</b>
<b>LGSS (MKC Share)</b>	<b>0</b>	<b>(208)</b>	<b>0</b>
<b>Overall Position including LGSS</b>	<b>0</b>	<b>3,125</b>	<b>0</b>

\*Based on Period 12 - March 2017

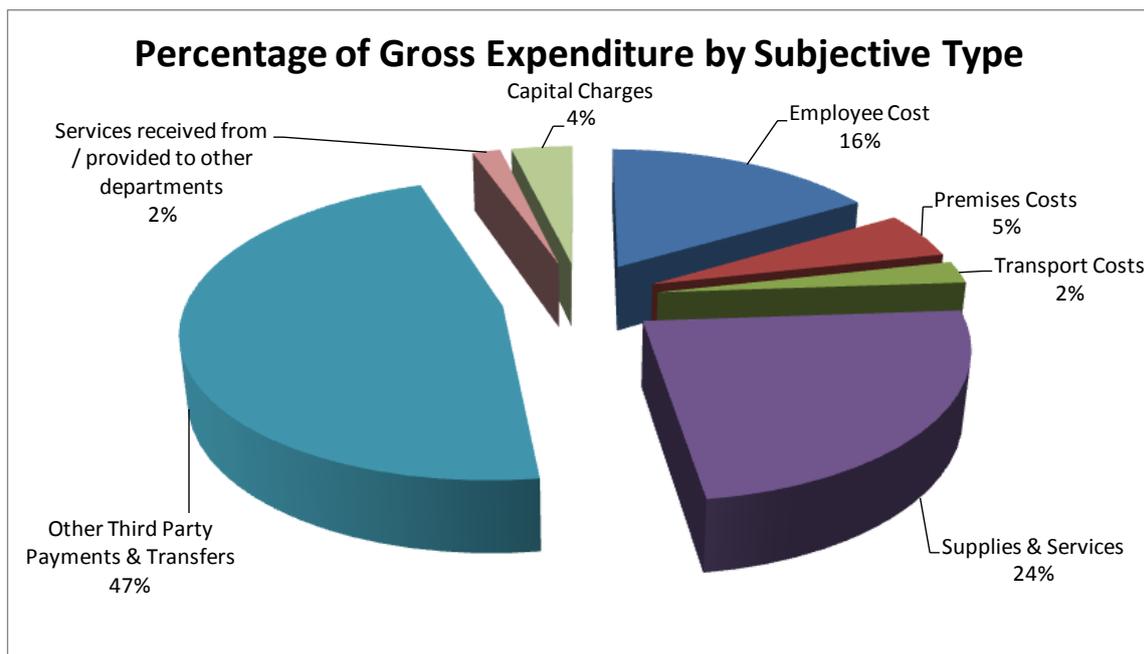
\*\* Pay and sustainability items will be allocated during the year



## General Fund: Subjective Summary

	2016/17 Budget £'000	2016/17 Forecast* Actual £'000	2017/18 Budget £'000
<b>Expenditure</b>			
Employee Costs	87,670	86,831	89,463
Premises Costs	24,054	27,106	27,570
Transport Costs	13,287	14,767	13,196
Supplies & Services	132,433	143,171	130,506
Third Party Payments / Transfers	270,708	272,697	255,033
Services received from other Service Groups	8,457	12,020	9,246
<b>TOTAL EXPENDITURE</b>	<b>536,609</b>	<b>556,592</b>	<b>525,014</b>
<b>Income</b>			
Government Grants	(274,410)	(276,046)	(263,114)
Other Grants & Contributions	(23,182)	(23,131)	(24,729)
Fees & Charges	(52,926)	(54,688)	(55,336)
Services provided to other Service Groups	(12,855)	(17,216)	(13,105)
<b>TOTAL INCOME</b>	<b>(363,373)</b>	<b>(371,081)</b>	<b>(356,284)</b>
Contributions to Reserves	575	1,610	575
(Transfer from) Reserves	(1,302)	(9,825)	(345)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>172,509</b>	<b>177,296</b>	<b>168,960</b>
Capital Charges	21,560	20,045	20,159
Allocation of Central and Departmental Overheads	(1,643)	(1,790)	(1,835)
<b>NET EXPENDITURE</b>	<b>192,426</b>	<b>195,551</b>	<b>187,284</b>
<b>TOTAL FUNDING</b>	<b>(192,426)</b>	<b>(192,426)</b>	<b>(187,284)</b>
<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>3,125</b>	<b>0</b>

\*Based on Period 12 - March 2017





## General Fund: 2017/18 Budget Analysis by Service Group

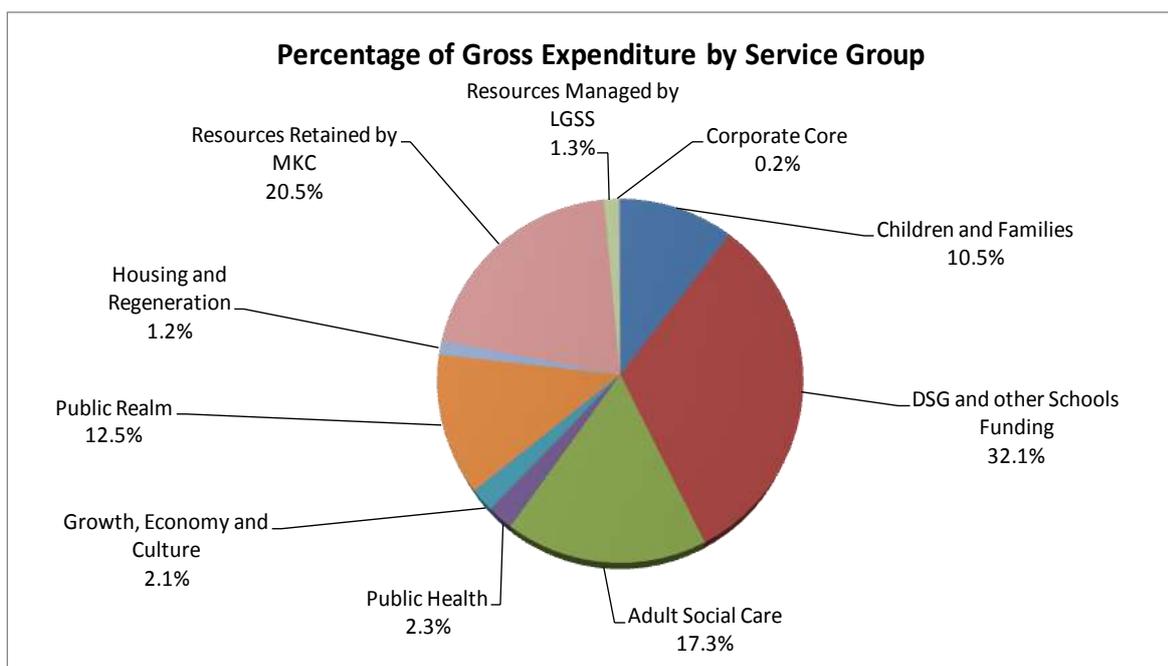
	Children and Families £'000	DSG and other Schools Funding £'000	Adult Social Care £'000	Public Health £'000	Growth, Economy and Culture £'000	Public Realm £'000	Housing and Regeneration £'000	Resources Retained by MKC £'000	Resources Managed by LGSS £'000	Corporate Core £'000	Debt Financing £'000	Assets Management £'000	Precepts £'000	Corporate codes £'000	Total £'000
Employee Costs	24,019	1,247	22,308	875	4,849	9,680	1,462	6,719	13,248	1,698	0	0	0	3,358	89,463
Premises Costs	802	0	191	0	454	19,478	3,524	2,879	0	0	0	0	0	242	27,570
Transport Costs	4,636	17	531	6	78	7,548	10	272	91	7	0	0	0	0	13,196
Supplies & Services	17,740	17,074	62,071	10,446	1,134	12,844	337	4,491	1,570	452	61	0	0	2,286	130,506
Third Party Payments / Transfers	1,415	148,534	21	0	419	6,099	222	90,613	0	0	0	0	7,271	439	255,033
Services received from other departments	1,014	2,426	1,145	236	432	2,317	124	1,045	449	58	0	0	0	0	9,246
<b>TOTAL EXPENDITURE</b>	<b>49,626</b>	<b>169,298</b>	<b>86,267</b>	<b>11,563</b>	<b>7,366</b>	<b>57,966</b>	<b>5,679</b>	<b>106,019</b>	<b>15,358</b>	<b>2,215</b>	<b>61</b>	<b>0</b>	<b>7,271</b>	<b>6,325</b>	<b>525,014</b>
Government Grants	(3,130)	(169,285)	(122)	(53)	0	(28)	0	(88,769)	(1,727)	0	0	0	0	0	(263,114)
Other Grants & Contributions	(1,070)	0	(20,506)	(50)	(209)	(379)	(570)	(1,945)	0	0	0	0	0	0	(24,729)
Fees & Charges departments	(1,845)	(13)	(11,822)	(50)	(3,786)	(26,633)	(2,675)	(5,083)	(2,218)	(44)	(1,167)	0	0	0	(55,336)
departments	(2,858)	0	(1,049)	0	(387)	(1,675)	(115)	(4,049)	(190)	(213)	(2,569)	0	0	0	(13,105)
<b>TOTAL INCOME</b>	<b>(8,903)</b>	<b>(169,298)</b>	<b>(33,499)</b>	<b>(153)</b>	<b>(4,382)</b>	<b>(28,715)</b>	<b>(3,360)</b>	<b>(99,846)</b>	<b>(4,135)</b>	<b>(257)</b>	<b>(3,736)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(356,284)</b>
Contributions to Reserves	0	0	0	0	40	0	0	535	0	0	0	0	0	0	575
(Transfer from) Reserves	0	0	(65)	0	(60)	0	0	(220)	0	0	0	0	0	0	(345)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>40,723</b>	<b>0</b>	<b>52,703</b>	<b>11,410</b>	<b>2,964</b>	<b>29,251</b>	<b>2,319</b>	<b>6,488</b>	<b>11,223</b>	<b>1,958</b>	<b>(3,675)</b>	<b>0</b>	<b>7,271</b>	<b>6,325</b>	<b>168,960</b>
Capital Charges	609	0	114	0	2,479	6,557	446	6,718	560	0	19,938	(17,262)	0	0	20,159
Allocation of Central and Departmental Overheads	5,006	0	4,890	323	1,198	1,471	354	(4,902)	(9,004)	(1,353)	162	20	0	0	(1,835)
<b>NET EXPENDITURE</b>	<b>46,338</b>	<b>0</b>	<b>57,707</b>	<b>11,733</b>	<b>6,641</b>	<b>37,279</b>	<b>3,119</b>	<b>8,304</b>	<b>2,779</b>	<b>605</b>	<b>16,425</b>	<b>(17,242)</b>	<b>7,271</b>	<b>6,325</b>	<b>187,284</b>



## Service Group Totals

	2016/17 Budget £'000	2016/17 Forecast* Actual £'000	2017/18 Budget £'000
Children and Families	54,906	56,391	55,241
DSG and other Schools Funding	170,557	170,557	169,298
Adult Social Care	93,066	93,635	91,206
Public Health	12,209	12,209	11,886
<b>Total People</b>	<b>330,738</b>	<b>332,792</b>	<b>327,631</b>
Growth, Economy and Culture	11,448	11,690	11,023
Public Realm	66,252	71,258	65,994
Housing and Regeneration	5,147	9,474	6,479
<b>Total Place</b>	<b>82,847</b>	<b>92,422</b>	<b>83,496</b>
Resources Retained by MKC	119,233	119,727	108,150
Resources Managed by LGSS	6,693	6,961	6,914
<b>Total Resources</b>	<b>125,926</b>	<b>126,688</b>	<b>115,064</b>
<b>Total Corporate Core</b>	<b>1,088</b>	<b>1,288</b>	<b>862</b>
<b>Gross Service Group Expenditure Budget</b>	<b>540,599</b>	<b>553,190</b>	<b>527,053</b>
Government Grants	(274,410)	(276,046)	(263,114)
Other Grants & Contributions	(23,182)	(23,131)	(24,729)
Fees & Charges	(51,759)	(53,521)	(54,169)
Services provided to other departments	(10,035)	(14,396)	(10,536)
<b>Gross Service Group Income Budget</b>	<b>(359,386)</b>	<b>(367,094)</b>	<b>(352,548)</b>
<b>Net Cost of Services</b>	<b>181,213</b>	<b>186,096</b>	<b>174,505</b>
Debt Financing and Interest Charges	17,800	16,250	16,425
Asset Rentals/Depreciation	(17,244)	(17,244)	(17,242)
Corporate items	4,311	4,311	6,325
Parish precepts	6,346	6,346	7,271
<b>Net Expenditure</b>	<b>192,426</b>	<b>195,759</b>	<b>187,284</b>

\*Based on Period 12 - March 2017





## One-off Expenditure & Funding

In total the following one-off resources are available to use in the 2017/18 to fund one-off expenditure items:

	<b>Total £'m</b>
2015/16 Collection Fund Surplus	(0.900)
2016/17 Estimated Collection Fund surplus	(1.300)
Minimum Revenue Position Policy	(7.138)
Adult Social Care Grant	(0.912)
New Homes Bonus	(6.920)
Additional one-off funding	(0.637)
<b>Total One-off Resources</b>	<b>(17.807)</b>
One-off Pressures - Service Groups	13.767
One-off Pressures - Corporate	1.040
One-off Pressures to Address Potential Risk in 2017/18 Budget	3.000
<b>Total One-off Expenditure</b>	<b>17.807</b>



## Staffing Analysis as at 1st April 2017

	People				Total People	Place			Total Place	Resources		Corporate Core	General Fund	HRA	Total Authority
	Children and Families	DSG and other Schools Funding	Adult Social Care	Public Health		Growth, Economy and Culture	Public Realm	Housing and Regeneration		Resources Retained by MKC	Resources Managed by LGSS	Corporate Core		HRA	
<b>2016/17 Actual Full Time Equivalent* FTE's</b>	680.89	28.22	653.64	30.96	<b>1,393.72</b>	142.07	272.64	49.02	<b>463.74</b>	180.29	366.34	49.11	<b>2,453.18</b>	<b>134.06</b>	<b>2,587.24</b>
<b>2017/18 Estimated Changes^ FTE's</b>	(60.63)	(1.68)	(13.04)	(13.24)	<b>(88.59)</b>	(11.00)	(31.70)	(12.93)	<b>(55.63)</b>	(34.98)	(2.27)	(4.00)	<b>(185.48)</b>	<b>(19.93)</b>	<b>(205.40)</b>
<b>2017/18 Full Time Equivalent FTE's</b>	<b>620.26</b>	<b>26.54</b>	<b>640.60</b>	<b>17.72</b>	<b>1,305.13</b>	<b>131.07</b>	<b>240.93</b>	<b>36.09</b>	<b>408.10</b>	<b>145.30</b>	<b>364.07</b>	<b>45.11</b>	<b>2,267.71</b>	<b>114.13</b>	<b>2,381.84</b>
<b>2017/18 Employee Pay Budget** £'000</b>	23,151	1,242	22,027	857	<b>47,277</b>	4,800	9,626	1,460	<b>15,886</b>	5,313	13,043	1,685	<b>83,205</b>	<b>4,478</b>	<b>87,681</b>

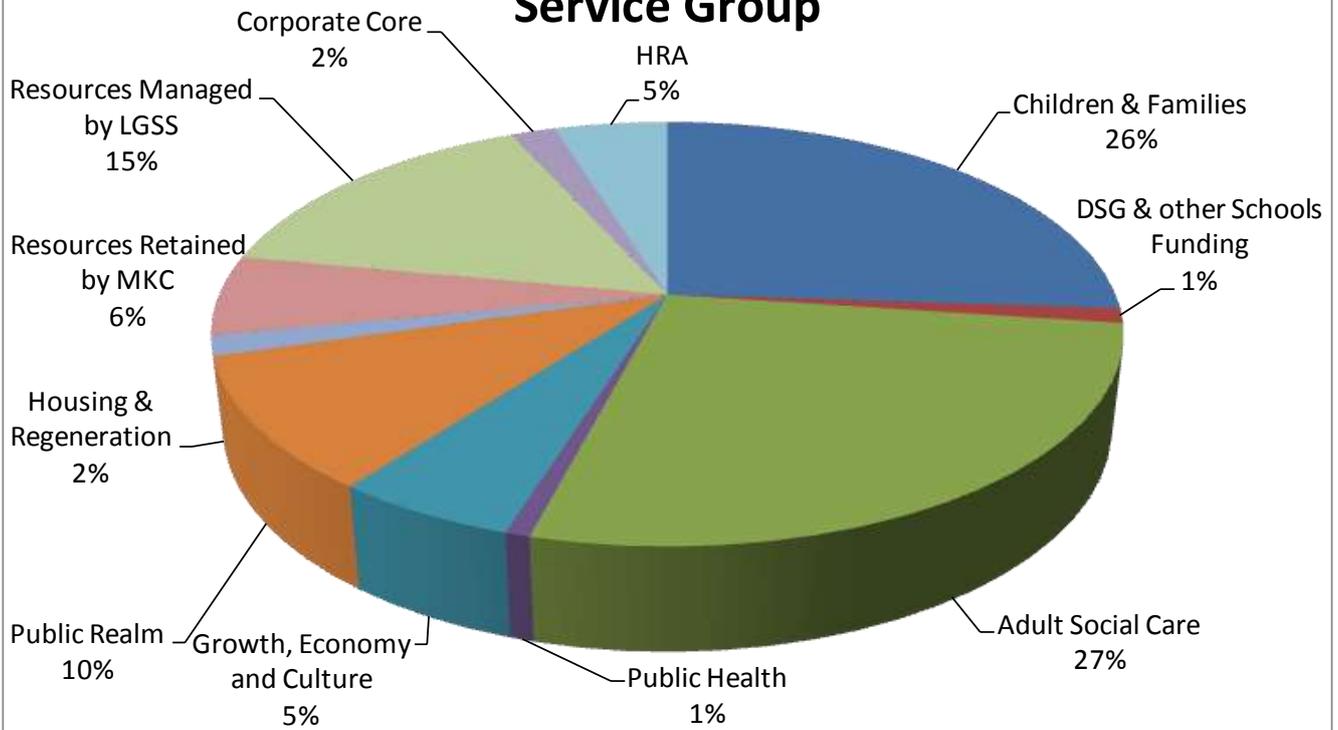
\* Based on HR data at 28th February 2017

^ 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 2017/18 is being held centrally until it will be allocated as part of a pay budget review in June.



## Breakdown of Full Time Equivalent Posts by Service Group





## How was the 2017/18 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 £1,265.74 for a Band D equivalent property. This is a 4.95% increase on the 2016/17 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 2017/18 equates to £170.28 for a Band D property. This is a 1.99% increase on the 2016/17 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 2017/18 equates to £60.88 for a Band D property. This is a 1.98% increase on the 2016/17 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 2017/18 equates to £82.33 for a Band D property.

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

For 2017/18 the total of these elements produced an average Band D Council Tax charge of £1,579.23.

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-2017-18>

## Derivation of the Council Tax Requirement

	<b>2017/18</b>
	<b>£'000</b>
Net Expenditure Requirement	187,284
Less: Revenue Support Grant	(17,406)
Less: Retained Business Rates	(47,100)
Less: Central Education Grant	(700)
Less: Public Health Grant	(11,700)
Less: Council Tax Collected for Parish Councils	(6,741)
<b>Milton Keynes Demand on Collection Fund (A)</b>	<b>103,637</b>
Amount to be raised in respect of the Police & Crime Commissioner for Thames Valley (B)	13,942
Amount to be raised in respect of the Buckinghamshire and Milton Keynes Fire Authority (C)	4,985
Amount to be raised in respect of the Town and Parish Councils (D)	6,741
<b>Total Amount to be raised from Council Tax</b>	<b>129,305</b>
<b>Taxbase (Equivalent number of Band D properties) (E)</b>	<b>81,879</b>
	<b>£</b>
Council Tax charge per Band D property (Milton Keynes Services) (A divided by E)	1,265.74
Precept for the Police and Crime Commissioner for Thames Valley (B divided by E)	170.28
Precept for the Buckinghamshire and Milton Keynes Fire Authority (C divided by E)	60.88
Precept for Town and Parish Councils (D divided by E)	82.33
<b>Total Average 2017/18 Council Tax (per Band D)</b>	<b>1,579.23</b>



## Council Tax

The table below sets out the Council Tax for each Band for 2017/18 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	819.71	956.32	1,092.93	1,229.56	1,502.80	1,776.03	2,049.27	2,459.12
ASC Levy Further 3% Increase	24.12	28.14	32.16	36.18	44.22	52.26	60.30	72.36
<b>Council Tax Charge</b>	<b>843.83</b>	<b>984.46</b>	<b>1,125.10</b>	<b>1,265.74</b>	<b>1,547.02</b>	<b>1,828.29</b>	<b>2,109.57</b>	<b>2,531.48</b>

Council Tax Base (Band D equivalents) - > 81,878.87

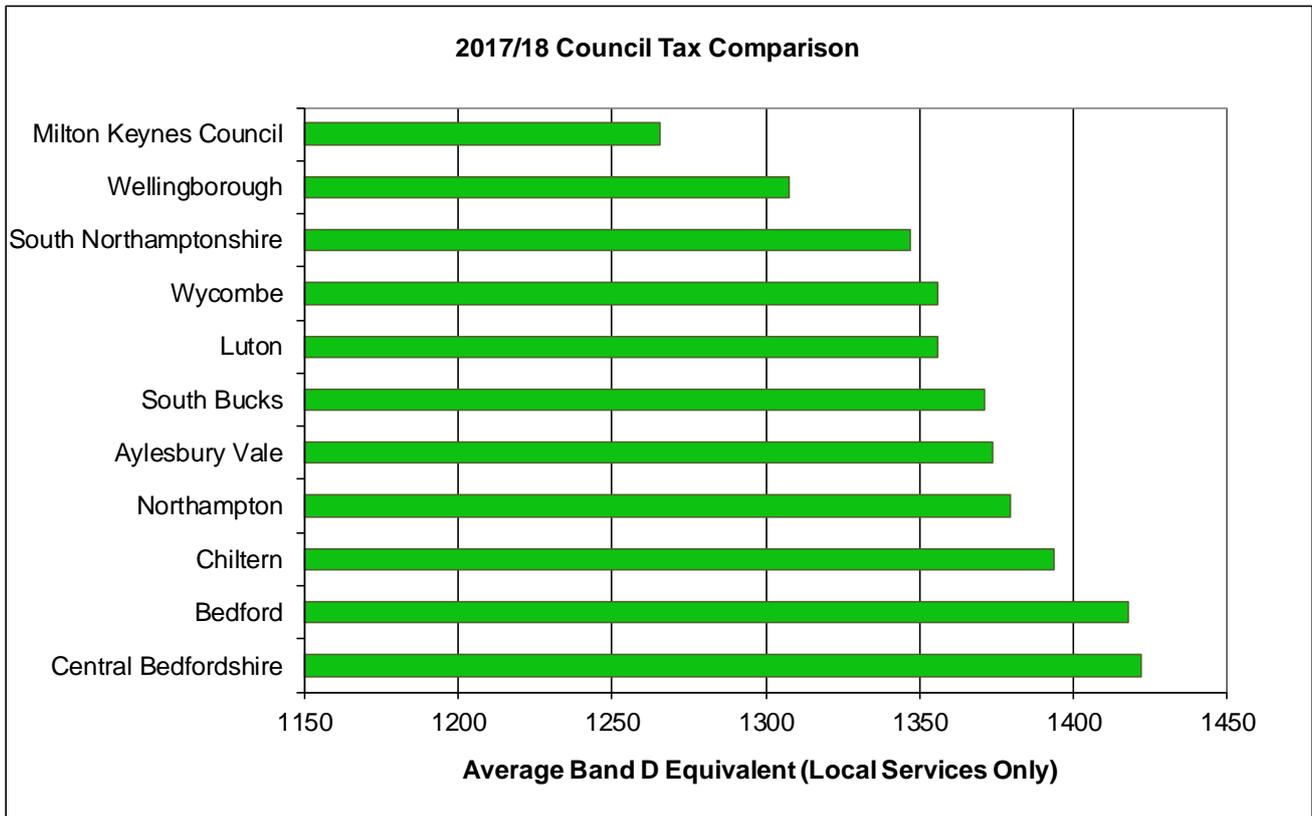
Estimated Collection Rate 2017/18 – 98.35%

Council Tax Band	Type of Dwellings	Tax Bill (before benefits & relief)	No of Properties in this Band 12th September 2016	Percentage of Properties in this band
		£	No.	%
A	No discount - 100%	843.83	16,602	15.23%
	Single discount - 75%	632.87		
	Multiple discounts - 50%	421.92		
B	No discount - 100%	984.46	31,216	28.63%
	Single discount - 75%	738.35		
	Multiple discounts - 50%	492.23		
C	No discount - 100%	1,125.10	28,076	25.77%
	Single discount - 75%	843.83		
	Multiple discounts - 50%	562.55		
D	No discount - 100%	1,265.74	13,607	12.49%
	Single discount - 75%	949.31		
	Multiple discounts - 50%	632.87		
E	No discount - 100%	1,547.02	10,984	10.08%
	Single discount - 75%	1,160.27		
	Multiple discounts - 50%	773.51		
F	No discount - 100%	1,828.29	5,546	5.09%
	Single discount - 75%	1,371.22		
	Multiple discounts - 50%	914.15		
G	No discount - 100%	2,109.57	2,800	2.57%
	Single discount - 75%	1,582.18		
	Multiple discounts - 50%	1,054.79		
H	No discount - 100%	2,531.48	150	0.14%
	Single discount - 75%	1,898.61		
	Multiple discounts - 50%	1,265.74		
<b>TOTAL</b>			<b>108,981</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 2017/18.

<b>Specific Grants</b>	
<b>2016/17 Budget £'000</b>	<b>2017/18 Budget £'000</b>
<b>Non-ring fenced Grants:</b>	
(1,491) Benefits Administration Grant	(1,351)
(743) Asylum Seekers Grant	(743)
(430) Discretionary Housing Payments	(567)
(376) NNDR Administration Grant	(376)
(275) Strengthening Families Grant	(778)
(53) Extended Right to Travel	(48)
<b>(3,367) Total Non-ring fenced Grants</b>	<b>(3,863)</b>
<b>Ring fenced Grants:</b>	
(154,915) Dedicated Schools Grant (DSG)	(153,464)
(67,857) Mandatory Rent Allowances: Subsidy	(60,185)
(29,952) Mandatory Rent Rebates outside HRA: Subsidy	(28,017)
(8,150) Pupil Premium Grant	(8,150)
(7,055) Sixth form funding from Young People's Learning Agency (YPLA) (schools)	(7,055)
(1,291) Skill Fund Agency Grant	(1,291)
(610) Devolved Capital Grant	(616)
(343) Youth Offending Team Grant	(270)
(122) Local Reform & Community Voices Grant	(122)
(115) Milk Subsidy	0
(28) Bus Service Operators Grant	(28)
<b>(270,438) Total Ring fenced Grants</b>	<b>(259,198)</b>
<b>(273,805) Total Specific Grants</b>	<b>(263,061)</b>

## Recharges Methodology

<b>Service</b>	<b>Allocation Method</b>
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

---



# People

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



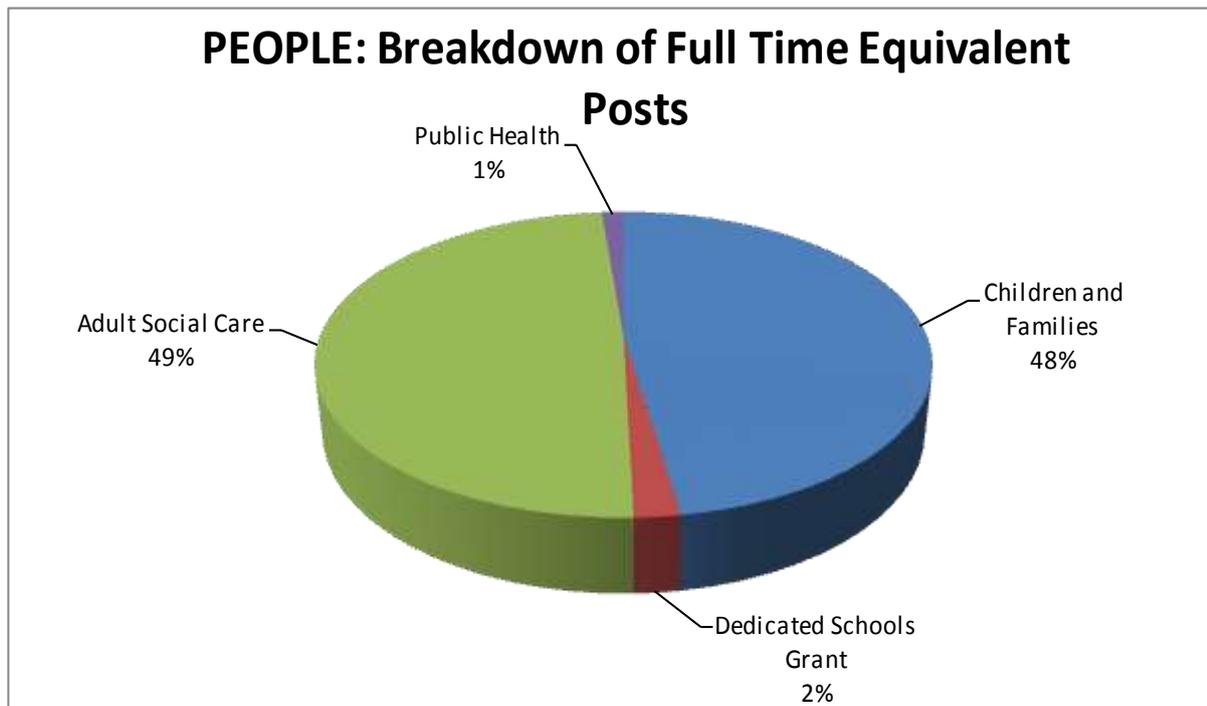
**People: Staffing Analysis as at 1<sup>st</sup> April 2017**

		PEOPLE				
		Children and Families	DSG & other Schools Funding	Adult Social Care	Public Health	Total PEOPLE
<b>Estimated</b>	<b>2016/17 Actual Full Time Equivalent* FTE's</b>	680.89	28.22	653.64	30.96	<b>1,393.72</b>
	<b>2017/18 Estimated Changes^ FTE's</b>	(60.63)	(1.68)	(13.04)	(13.24)	<b>(88.59)</b>
	<b>2017/18 Full Time Equivalent FTE's</b>	<b>620.26</b>	<b>26.54</b>	<b>640.60</b>	<b>17.72</b>	<b>1,305.13</b>
	<b>2017/18 Employee Pay Budget** £'000</b>	23,151	1,242	22,027	857	<b>47,277</b>

\* Based on HR data at 28<sup>th</sup> February 2017

^ 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 2017/18 is being held centrally until it will be allocated as part of a pay budget review in June.





## Children and Families: Service Group 2017/18 - 2020/21

### 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 2017/18

- 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**

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

#### **Improving educational outcomes**

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

#### **Supporting vulnerable children**

- Embed the special educational needs reforms, converting statements and learning disability assessments to education, health and care plans and further improving information and advice.
- Ensure robust planning for all children with SEND which focus on key transition points and preparation for adulthood.
- Maximise the current impact and explore potential future developments of the Family Drug and Alcohol Court.



- Further develop services and interventions to improve outcomes for children and families, particularly in relation to domestic abuse.
- Support the youth offending team implement changes to enable it to adapt to national reforms to youth justice and a reduction in available resource.
- 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**

- Invest in the development of our children's social care workforce and run a proactive campaign to recruit new social workers.
- Select an appropriate regional adoption agency partner and take an active role in the development of the new venture.
- Attract new foster carers and develop other types of placement options, particularly those for young people.
- 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	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Setting and School Sufficiency and Access	Number of primary and secondary admissions applications for processing	10,436	10,000	10,320	10,650	11,012	11,397
Setting and School Sufficiency and Access	Number of admissions appeals to prepare for and attend	153	165	170	175	181	187
Setting and School Sufficiency and Access	Number of permanently excluded children to attend PDC and find 6 day provision for	31	39	40	41	42	44
Setting and School Sufficiency and Access	Number of home to school transport applications to process	Detailed application data not available	925	955	986	1,020	1,056
Setting and School Sufficiency and Access	Number of eligible children to arrange home to school transport for	354	425	439	453	468	484
Setting and School Sufficiency and Access	Number of children for whom statutory attendance services are required	66	67	69	71	74	76
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.	90% (119 settings)	94%	95%	95%	95%	95%
Setting and School Effectiveness	Quality of school provision. Percentage of schools (primary, secondary and special) judged good or better by Ofsted.	86% (110 schools)	90%	90%	92%	92%	92%
Setting and School Effectiveness	Number of schools to increase. School Improvement Team capacity will need to match demand	110	111	112	113	113	115



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Youth and Community	Use of Children and Family Centres by families from areas of deprivation. Number of 0-4 year olds living in deprived areas* registered at children's centres in mk. *lowest 25%	9,000	11,000	13,000	15,000	17,000	19,000
Youth and Community	Young people (10-17) who have offended for the first time. The number of young people who received their first substantive outcome (whether pre-court or at court) during the rolling 12 month period.	443	475	360	350	340	330
Youth and Community	Number of young people aged 16-18 who are not in education, employment or training (NEET). Vulnerable young people who need information, advice and guidance to help them into employment, training or education provision.	380	385	390	395	400	405
Children's Social Work	Number of contacts into Multi Agency Safeguarding Hub during the year	15,483	24,474	25,032	25,587	26,082	26,484
Children's Social Work	Children's Social Care: number of referrals during the year.	2,769	2,976	3,044	3,111	3,172	3,220
Children Social work	Number of children in need open cases	1,719	1,479	1,513	1,546	1,576	1,600
Children's Social Work	Number of children and young people in need supported during the year	3,145	3,500	3,580	3,659	3,730	3,787
Children Social work	Numbers of families working with Children and Family Practices	1,340	1,300	1,330	1,359	1,385	1,407
Children's Social Work	Children and Family Practices open cases	740	945	850	850	850	850
Children's Social Work	Number of children who became the subject of a child protection plan	109	128	131	133	136	138
Children's Social Work	Number of Child Protection Plans at year end	92	82	84	86	87	89
Children's Social Work	Number of Care Proceedings in year	63	80	95	113	134	159
Children's Social Work	Number of families with no recourse to public funding	26	30	32	34	36	38



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
SEN and disability	Number of request for assessment for Education Health and Care plans	284	280	310	340	370	400
SEN and disability	Number of cases open to Children with Disabilities Team	265	295	325	355	385	415
SEN and disability	Number of children with statements of special educational needs	1,632	1,721	1,811	1,901	1,991	2,081
Corporate Parenting	Number of Looked After Children as at the 31st March each year	342	390	399	408	416	422
Corporate Parenting	Number of Unaccompanied Asylum Seekers	42	42	43	44	45	45
Corporate Parenting	Number of Adoption Orders granted	22	11	11	12	12	12
Corporate Parenting	Number of Special Guardianship Orders granted	13	12	12	13	13	13
Corporate Parenting	Number of children supported through special guardianship, adoption or residence order allowances	211	219	228	238	249	261
Corporate Parenting	Number of Care Leavers with active support packages (placements, finances etc.)	150	165	169	173	176	179

Children and Families: General		2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Children and Families	Population Projections Age 0-4	20,316	20,500	20,529	20,700	20,843	20,928
Children and Families	Population Projections Age 5-10	23,443	24,599	25,413	25,935	26,220	26,626
Children and Families	Population Projections Age 11-13	9,759	10,107	10,676	11,287	12,063	12,552
Children and Families	Population Projections Age 14-19	17,991	18,086	18,345	18,705	18,981	19,205



## BBR07 – Children and Families

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>47.501</b>
Inflationary increases / (decreases)	0.703
Demographic Growth	1.431
Other Pressures	0.081
Income Generation	(1.465)
Medium Term Income	(1.913)
<b>BUDGET 2017/18</b>	<b>46.338</b>

### Summary Revenue Budget

	2016/17	2016/17	Expenditure Budget £'000	2017/18		Net Budget £'000
	Budget £'000	Forecast* Actual £'000		Income Budget £'000	Recharges Budget £'000	
Children and Families Management	1,742	1,633	1,893	(978)	602	1,517
Setting & School Sufficiency & Access	4,572	5,379	5,132	(686)	251	4,697
Youth and Community	5,543	5,493	8,303	(4,247)	596	4,652
Setting & School Effectiveness	1,678	1,678	1,644	(1,164)	301	781
SEN and Disability	2,574	2,527	2,398	(28)	193	2,563
Children's Social Work	10,344	10,724	9,494	(784)	1,572	10,282
Corporate Parenting	19,695	19,749	19,714	(784)	1,491	20,421
Safeguarding	1,346	1,361	1,512	(232)	141	1,421
Social Care Management	7	6	145	0	(141)	4
<b>Service Group Total</b>	<b>47,501</b>	<b>48,550</b>	<b>50,235</b>	<b>(8,903)</b>	<b>5,006</b>	<b>46,338</b>

\*Based on Period 12 Forecast (March 2017)



## Children and Families: Summary Subjective Analysis Budget 2016/17

	Children & Families Management	Setting & School Sufficiency and Access	Youth and Community	Setting & School Effectiveness	SEN and Disability	Children's Social Work	Corporate Parenting	Safeguarding	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
<b>Expenditure</b>										
Employee Costs	1,877	751	5,821	1,505	1,563	7,114	3,967	1,031	118	23,747
Premises Costs	0	0	473	0	0	163	128	53	0	817
Transport Costs	8	4,101	89	16	23	117	76	34	0	4,464
Supplies & Services	(32)	(59)	1,201	109	682	1,726	14,260	279	15	18,181
Third Party Payments / Transfers	3	0	0	288	1	135	898	0	0	1,325
Services received from other departments	168	67	600	38	21	137	94	15	1	1,141
<b>TOTAL EXPENDITURE</b>	<b>2,024</b>	<b>4,860</b>	<b>8,184</b>	<b>1,956</b>	<b>2,290</b>	<b>9,392</b>	<b>19,423</b>	<b>1,412</b>	<b>134</b>	<b>49,675</b>
<b>Income</b>										
Government Grants	0	(48)	(2,331)	0	0	(421)	(743)	0	0	(3,543)
Other Grants & Contributions	0	0	(228)	0	0	(73)	0	(232)	0	(533)
Fees & Charges	0	(22)	(941)	(379)	0	0	(41)	(17)	0	(1,400)
Services provided to other departments	(302)	(451)	(510)	(230)	0	(436)	0	0	0	(1,929)
<b>TOTAL INCOME</b>	<b>(302)</b>	<b>(521)</b>	<b>(4,010)</b>	<b>(609)</b>	<b>0</b>	<b>(930)</b>	<b>(784)</b>	<b>(249)</b>	<b>0</b>	<b>(7,405)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,722</b>	<b>4,339</b>	<b>4,174</b>	<b>1,347</b>	<b>2,290</b>	<b>8,462</b>	<b>18,639</b>	<b>1,163</b>	<b>134</b>	<b>42,270</b>
Capital Charges	0	0	456	0	0	15	69	69	0	609
Allocation of Central and Departmental Overheads	20	233	913	331	284	1,867	987	114	(127)	4,622
<b>NET EXPENDITURE</b>	<b>1,742</b>	<b>4,572</b>	<b>5,543</b>	<b>1,678</b>	<b>2,574</b>	<b>10,344</b>	<b>19,695</b>	<b>1,346</b>	<b>7</b>	<b>47,501</b>



## Summary Subjective Analysis Forecast 2016/17

	Children & Families Management	Setting & School Sufficiency and Access	Youth and Community	Setting & School Effectiveness	SEN and Disability	Children's Social Work	Corporate Parenting	Safeguarding	Social Care Management	Total
	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000
<b>Expenditure</b>										
Employee Costs	1,721	758	5,791	1,546	1,530	7,458	4,186	1,070	117	24,177
Premises Costs	0	0	365	0	0	215	140	37	0	757
Transport Costs	7	5,212	67	14	23	114	64	42	0	5,543
Supplies & Services	77	(54)	1,157	197	586	1,888	14,524	306	15	18,696
Third Party Payments / Transfers	2	0	12	304	193	175	1,867	1	0	2,554
Services received from other departments	108	67	524	42	22	183	255	22	1	1,224
<b>TOTAL EXPENDITURE</b>	<b>1,915</b>	<b>5,983</b>	<b>7,916</b>	<b>2,103</b>	<b>2,354</b>	<b>10,033</b>	<b>21,036</b>	<b>1,478</b>	<b>133</b>	<b>52,951</b>
<b>Income</b>										
Government Grants	0	(48)	(2,379)	0	0	(146)	(822)	0	0	(3,395)
Other Grants & Contributions	0	0	(80)	0	0	(73)	30	(237)	0	(360)
Fees & Charges	0	(38)	(825)	(521)	(71)	(20)	(429)	(7)	0	(1,911)
Services provided to other departments	(302)	(301)	(532)	(235)	(40)	(608)	(101)	(56)	0	(2,175)
<b>TOTAL INCOME</b>	<b>(302)</b>	<b>(387)</b>	<b>(3,816)</b>	<b>(756)</b>	<b>(111)</b>	<b>(847)</b>	<b>(1,322)</b>	<b>(300)</b>	<b>0</b>	<b>(7,841)</b>
Contributions to Reserves	0	0	22	0	0	0	0	0	0	22
(Transfer from) Reserves	0	(300)	0	0	0	(348)	(1,021)	0	0	(1,669)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,613</b>	<b>5,296</b>	<b>4,122</b>	<b>1,347</b>	<b>2,243</b>	<b>8,838</b>	<b>18,693</b>	<b>1,178</b>	<b>133</b>	<b>43,463</b>
Capital Charges	0	0	458	0	0	15	69	69	0	611
Allocation of Central and Departmental Overheads	20	83	913	331	284	1,871	987	114	(127)	4,476
<b>NET EXPENDITURE</b>	<b>1,633</b>	<b>5,379</b>	<b>5,493</b>	<b>1,678</b>	<b>2,527</b>	<b>10,724</b>	<b>19,749</b>	<b>1,361</b>	<b>6</b>	<b>48,550</b>



## Summary Subjective Analysis Budget 2017/18

	Children & Families Management	Setting & School Sufficiency and Access	Youth and Community	Setting & School Effectiveness	SEN and Disability	Children's Social Work	Corporate Parenting	Safeguarding	Social Care Management	Total
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>										
Employee Costs	1,851	756	5,871	1,512	1,571	7,165	4,128	1,036	129	24,019
Premises Costs	0	0	474	0	0	163	128	37	0	802
Transport Costs	7	4,280	88	16	23	114	74	34	0	4,636
Supplies & Services	(73)	29	882	45	782	1,765	13,975	321	14	17,740
Third Party Payments / Transfers	0	0	0	33	1	135	1,246	0	0	1,415
Services received from other departments	108	67	532	38	21	137	94	15	2	1,014
<b>TOTAL EXPENDITURE</b>	<b>1,893</b>	<b>5,132</b>	<b>7,847</b>	<b>1,644</b>	<b>2,398</b>	<b>9,479</b>	<b>19,645</b>	<b>1,443</b>	<b>145</b>	<b>49,626</b>
<b>Income</b>										
Government Grants	0	(48)	(2,339)	0	0	0	(743)	0	0	(3,130)
Other Grants & Contributions	0	0	(344)	0	0	(494)	0	(232)	0	(1,070)
Fees & Charges	0	(42)	(1,042)	(720)	0	0	(41)	0	0	(1,845)
Services provided to other departments	(978)	(596)	(522)	(444)	(28)	(290)	0	0	0	(2,858)
<b>TOTAL INCOME</b>	<b>(978)</b>	<b>(686)</b>	<b>(4,247)</b>	<b>(1,164)</b>	<b>(28)</b>	<b>(784)</b>	<b>(784)</b>	<b>(232)</b>	<b>0</b>	<b>(8,903)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>915</b>	<b>4,446</b>	<b>3,600</b>	<b>480</b>	<b>2,370</b>	<b>8,695</b>	<b>18,861</b>	<b>1,211</b>	<b>145</b>	<b>40,723</b>
Capital Charges	0	0	456	0	0	15	69	69	0	609
Allocation of Central and Departmental Overheads	602	251	596	301	193	1,572	1,491	141	(141)	5,006
<b>NET EXPENDITURE</b>	<b>1,517</b>	<b>4,697</b>	<b>4,652</b>	<b>781</b>	<b>2,563</b>	<b>10,282</b>	<b>20,421</b>	<b>1,421</b>	<b>4</b>	<b>46,338</b>



## Children and Families – Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
<b>S50a</b>	Robust contract management, better route planning and securing lower contract prices within the home to school travel service school transport.	(50)	0	0	0	Smarter
<b>S50b</b>	Manage demand for support with home to school travel by introducing more regular reapplication points to check continuing eligibility, rolling out a 'travel training' service, reviewing options for discretionary charging and ensuring that travel support is provided in an appropriate but cost effective manner.	(100)	0	0	0	Smarter
<b>S50c</b>	Develop an innovative new scheme where teaching assistants and other trusted and appropriately checked MKC or school employees are paid to provide one to one or two to one home to school transport by private car and/or through contracting directly with schools to provide transport services.	(250)	0	0	0	Smarter
<b>S51</b>	Redesign our approach to delivery of duties in relation to attendance at school.	(20)	0	0	0	Different
<b>S52</b>	Build on the 2016/17 work of the placement sufficiency project, which aims to provide more high quality local placements for older children in care and care leavers. This includes decreasing the use of independent fostering agency carers through substantial additional investment in the recruitment and support of local foster carers.	(500)	0	0	0	Smarter
<b>S53</b>	To develop a regional adoption agency as part of a central government initiative.	(35)	0	0	0	Smarter
<b>S55</b>	Introduce automated self-registration and increase use of volunteers at children's centres to support parents accessing centres.	(75)	0	0	0	Smarter
<b>S59</b>	Stop paying for external school improvement services for maintained schools in difficult circumstances.	(255)	0	0	0	Different
<b>S63 *</b> *relates to whole People Directorate	Introduce an apprenticeship scheme across the directorate, replacing up to 13 carefully selected roles with apprenticeship opportunities.	(130)	0	0	0	Different
<b>S64 *</b> *relates to whole People Directorate	Improve continuing professional development (CPD) and training services across the directorate to: – Maximise income generation. – Remove duplication – Achieve reductions in management and administrative costs – Reduce reliance on external commissioned training through supporting enhanced in-house (MKC and partners) training and development	(50)	0	0	0	Different
<b>Total Children and Families</b>		<b>(1,465)</b>	<b>0</b>	<b>0</b>	<b>0</b>	



## Income Generation

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S56	Increase the income generated by Community Learning MK through targeted fee increases, attracting further funding from external sources, including the Skills Funding Agency and relocating the music faculty onto the main site in Bletchley.	(100)	0	0	0	Sustainable
S57	Over the next four years we expect to receive reward funding from the national Troubled Families programme. This proposal allocates a larger proportion of the funding received to offset the cost of providing services to the cohort by Children and Family Practices (CFPs).	(433)	0	0	0	Sustainable
S58	Introduce full cost charging for the professional advice and guidance services provided by our team of five school improvement partners from September 2017.	(300)	0	0	0	Sustainable
S60	Governor Services currently provide a range of traded activities to schools within Milton Keynes. The proposal is to extend the range of services traded with schools by the team and to offer the service to schools and academies outside the borough to further increase income.	(60)	0	0	0	Sustainable
S61	To charge for services such as improvement advice and guidance to settings, currently funded from the general fund to the Central Expenditure of the Early Years Block in the Dedicated Schools Grant (DSG).	(350)	0	0	0	Different
S62	Charge LA retained duties to the Dedicated Schools Grant (DSG) that were previously funded by Education Services Grant (ESG).	(670)	0	0	0	Different
<b>Total Children and Families</b>		<b>(1,913)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P24	To fund the additional pressure of the arrangement which enables care leavers to remain with their foster carers after they turn 18 ('Staying Put' duty) that is over and above the grant funding.	17	11	11	11	Legislative
P25	To fund the predicted 2% 0-19 year olds population growth in Milton Keynes that will result in a projected increase of around 8 or 9 looked after children each year.	478	522	522	478	Demography
P26	To fund predicted growth in numbers of children in care and in need of protection, resulting in an increase of 2 additional social workers each year.	108	108	108	108	Demography



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P27	To fund the on-going costs associated with the family drug and alcohol court, which has been piloted using one-off funding.	44	0	0	0	Legislative
P28	To fund the increased demand on the leaving care budget due to increased numbers of young people leaving care - pressure reflects additional resource required to support care leavers.	36	36	36	36	Demography
P29	Children with disabilities (care packages) - increasing numbers in terms of demand as well as complex cases which are more expensive. There is an 11% increase compared to 2015/16.	80	12	12	12	Demography
P31	Integrated Community Equipment Service (ICES) - increased use of equipment to support reablement	20	10	10	10	Invest to save
P32	Legal fees for Children's Social Work has increased year on year, the base budget needs to be adjusted to reflect the on-going increases in these costs. There has been a 45% increase in care proceedings.	100	25	25	25	Demography
P33	Expenditure on families who have no recourse to public funds has increased by 25% since 2015/16 and is likely to increase further going forward and therefore this pressure needs to be reflected in the base budget. These costs are awarded via the Children's Social Care Resource Panel.	90	45	45	45	Demography
P34	Home to School Transport - Homeless transport pressure (transporting children in temporary accommodation). As at October 2016, 110 pupils are being transported compared to September 2015, when only 19 pupils were being supported.	235	20	20	20	Demography
P35	Demographic growth to reflect the increase in children predominantly those attending special schools and therefore requiring transport (linked to special school place planning), an increase of 9% from 2015/16.	304	156	156	156	Demography
<b>Total Children and Families</b>		<b>1,512</b>	<b>945</b>	<b>945</b>	<b>901</b>	

## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
OP5	To create a demand led reserve, in case the growth in demand for both home to school transport and looked after children continues to increase beyond budget estimates.	900	0	0	0	Sufficiency of Reserves
<b>Total Children and Families</b>		<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	



## DSG and Other Schools Funding:

### Summary Revenue Budget

	2016/17	2016/17	2017/18			Net Budget £'000
	Budget £'000	Forecast* Actual £'000	Expenditure Budget £'000	Income Budget £'000	Recharges Budget £'000	
Income	(154,713)	(154,713)	0	(153,464)	0	(153,464)
Individual Schools Budget (ISB)	126,158	126,158	122,908	0	0	122,908
Central Spend LA	430	430	1,288	0	0	1,288
Central Spend Schools	1,963	1,963	1,712	0	0	1,712
Central Spend Early Years	252	252	497	0	0	497
High Needs Central Spend	24,871	24,871	26,120	0	0	26,120
Delegated Budgets	1,034	1,034	952	(13)	0	938
Other Schools Funding	0	0	15,821	(15,821)	0	0
<b>Service Group Total</b>	<b>(5)</b>	<b>(5)</b>	<b>169,298</b>	<b>(169,298)</b>	<b>0</b>	<b>0</b>

\*Based on Period 12 Forecast (March 2017)



## 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	890	337	0	1,227
Premises Costs	0	0	0	0	0	0	0	0	0
Transport Costs	0	0	0	0	0	17	4	0	21
Supplies & Services	0	10,462	36	203	252	988	25	0	11,966
Third Party Payments / Transfers	0	115,215	0	1,760	0	22,889	436	15,780	156,080
Services received from other departments	0	481	394	0	0	102	245	41	1,263
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>126,158</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,886</b>	<b>1,047</b>	<b>15,821</b>	<b>170,557</b>
<b>Income</b>									
Government Grants	(154,713)	0	0	0	0	0	0	(15,821)	(170,534)
Other Grants & Contributions	0	0	0	0	0	0	0	0	0
Fees & Charges	0	0	0	0	0	(15)	(13)	0	(28)
Services provided to other departments	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(154,713)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>(13)</b>	<b>(15,821)</b>	<b>(170,562)</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>(154,713)</b>	<b>126,158</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,871</b>	<b>1,034</b>	<b>0</b>	<b>(5)</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>(154,713)</b>	<b>126,158</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,871</b>	<b>1,034</b>	<b>0</b>	<b>(5)</b>



## DSG and Other Schools Funding: Summary Subjective Analysis Forecast 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 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000
<b>Expenditure</b>									
Employee Costs	0	0	0	0	0	890	337	0	1,227
Premises Costs	0	0	0	0	0	0	0	0	0
Transport Costs	0	0	0	0	0	17	4	0	21
Supplies & Services	0	10,462	36	203	252	988	25	0	11,966
Third Party Payments / Transfers	0	115,215	0	1,760	0	22,889	436	15,780	156,080
Services received from other departments	0	481	394	0	0	102	245	41	1,263
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>126,158</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,886</b>	<b>1,047</b>	<b>15,821</b>	<b>170,557</b>
<b>Income</b>									
Government Grants	(154,713)	0	0	0	0	0	0	(15,821)	(170,534)
Other Grants & Contributions	0	0	0	0	0	0	0	0	0
Fees & Charges	0	0	0	0	0	(15)	(13)	0	(28)
Services provided to other departments	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(154,713)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>(13)</b>	<b>(15,821)</b>	<b>(170,562)</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>(154,713)</b>	<b>126,158</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,871</b>	<b>1,034</b>	<b>0</b>	<b>(5)</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>(154,713)</b>	<b>126,158</b>	<b>430</b>	<b>1,963</b>	<b>252</b>	<b>24,871</b>	<b>1,034</b>	<b>0</b>	<b>(5)</b>



## DSG and Other Schools Funding: Summary Subjective Analysis Budget 2017/18

	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
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>									
Employee Costs	0	0	0	0	30	874	343	0	1,247
Premises Costs	0	0	0	0	0	0	0	0	0
Transport Costs	0	0	0	0	0	13	4	0	17
Supplies & Services	0	15,690	72	204	100	995	13	0	17,074
Third Party Payments / Transfers	0	106,737	0	1,508	0	24,131	382	15,776	148,534
Services received from other departments	0	481	1,216	0	367	108	209	45	2,426
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>122,908</b>	<b>1,288</b>	<b>1,712</b>	<b>497</b>	<b>26,121</b>	<b>951</b>	<b>15,821</b>	<b>169,298</b>
<b>Income</b>									
Government Grants	(153,464)	0	0	0	0	0	0	(15,821)	(169,285)
Other Grants & Contributions	0	0	0	0	0	0	0	0	0
Fees & Charges	0	0	0	0	0	0	(13)	0	(13)
Services provided to other departments	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(153,464)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(13)</b>	<b>(15,821)</b>	<b>(169,298)</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>(153,464)</b>	<b>122,908</b>	<b>1,288</b>	<b>1,712</b>	<b>497</b>	<b>26,121</b>	<b>938</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>(153,464)</b>	<b>122,908</b>	<b>1,288</b>	<b>1,712</b>	<b>497</b>	<b>26,121</b>	<b>938</b>	<b>0</b>	<b>0</b>



## Adult Social Care: Service Group 2017/18 - 2020/21

### 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 2017/18:

- Supporting vulnerable adults
- Helping people stay independent

### Service Group Actions against Key Objectives

#### Supporting vulnerable adults

- Reshape our day services refocusing them on those people with the most complex needs and increase the take up of direct payments.
- 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.
- Improve care management arrangements for adults with a learning disability through a reshaped health and social care community service.
- Commission high quality support services for adults with a learning disability to enable them to live independently in the community.
- Further develop our mental health services, refreshing services and care pathways, strengthen management oversight and our relationship with our community health partners CNWL.
- 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.
- 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.
- Continue the transformation of mental health and learning disability services, improving access and pathways.

#### Helping people stay independent

- 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.
- 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.
- 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.
- Review domiciliary care packages to ensure they are appropriate careful considering alternatives including intermediate care and better use of equipment.
- 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.
- Implement changes to the organisation of our day services, developing a hub for the north and one for the south of the borough.



- 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**

- 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.
- Reduce the number of people have their discharge from hospital delayed because of problems caused by organising social care services.
- 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 Description	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Mental Health	Numbers of people under 65 with supported people with mental health problems (primary need)	89	88	89	89	90	90
Mental Health	Mental Health - Transitions by service user group numbers	0	2	2	3	3	3
Mental Health	Numbers of supported living in Mental Health	0	16	18	18	18	18
Mental Health	Number of Mental Health Act assessments	350	330	330	340	350	370
Mental Health	Number of young people with Autism in transition	5	4	4	12	12	11
Mental Health	Number of adults requiring Out of Hours support	370	350	340	360	370	385
Mental Health	Numbers of MH placements (residential & nursing)	12	15	14	14	16	16
Learning Disability	Numbers of people supported with a learning disability	524	514	520	540	555	565
Learning Disability	Learning Disabilities - Transitions by service user group numbers	26	20	26	35 (5)	28 (3)	25(4)
Learning Disability	Number of people in supported living in Learning Disability	244	237	247	252	258	261
Learning Disability	Numbers in Learning Disability day services/day opportunities	311	296	315	320	320	320
Learning Disability	Numbers of Learning Disability placements (residential & nursing)	81	76	71	66	66	66
Learning Disability	Number of people with Learning Disabilities on CPA	24	23	25	25	26	26
Learning Disability	Number of people with learning disability or autism in receipt of a ASC service who have a crisis plan	n/a	n/a	40	45	50	55
Learning Disability	Number of people with a Learning Disability with a Positive Behaviour Support Plan	n/a	n/a	40	45	50	55
Learning Disability	Proportion of people with a learning disability or autism readmitted within a specified period of discharge from hospital	1	0	2	1	1	1
Learning Disability	Number of people with Learning Disabilities and/or autism admitted to inpatient care (mental health) in the year	3	0	1	1	1	1
LD & MH	Numbers of people supported with Autism	155	167	168	169	170	171
Older People	Number of older people supported	1,306	1,183	1,230	1,283	1,327	1,370
Older People	% change demography older people	(2.90%)	(9.42%)	3.95%	4.35%	3.39%	3.27%
Older People	Number of service users with dementia (primary need recorded)	361	285	297	309	324	338
Older People	% change of Dementia demography	(2.17%)	(21.05%)	4.16%	3.99%	4.82%	4.60%
Older People	Numbers in Older People day services	267	206	214	223	231	239
Older People	Numbers of Older People placements (spot)	371	312	324	338	350	361
Older People	Increase in demand for telecare based on growth of Older People	164	221	230	239	251	262



Service Area	Activity Description	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
All services	Numbers of referrals Adult Social Care	7,550	6,790	7,072	7,355	7,709	8,063
All services	Numbers of assessments	840	949	988	1,028	1,077	1,127
All services	Numbers of reviews	1,927	1,976	2,025	2,074	2,123	2,172
All services	Number of safeguarding alerts	2,453	2,653	2,786	2,925	3,071	3,225
All services	New DOLS assessments	558	620	847	1,000	1,200	1,400
All services	Number of people under Court of Protection	20	21	15	16	17	18
All services	Numbers of domiciliary care packages	1,107	987	1,028	1,069	1,121	1,172
All services	Numbers of double handed care packages	262	239	249	259	271	284
All services	Numbers of Direct payments (all services)	348	340	354	368	386	404
All services	Number of major adaptations	n/a	412	424	437	450	464
All services	Number of minor adaptations moved above as demand led	72	99	133	139	143	148
All services	Cost of minor adaptations moved above as demand led	£18,077	£34,412	£48,000	£48,000	£48,000	£48,000
All services	Numbers of equipment provided	27,184	29,542	32,495	35,420	38,608	42,082
All services	Cost of equipment (Gross Credits) incl VAT	£2,550,345	£2,771,335	£3,048,706	£3,323,089	£3,622,167	£3,948,162



## BBR03 - Adult Social Care

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>61.047</b>
Inflationary increases / (decreases)	(0.251)
Demographic Growth	1.790
Other Pressures	0.946
Budget Reductions	(2.760)
Income Generation	(3.065)
<b>BUDGET 2017/18</b>	<b>57.707</b>

### Summary Revenue Budget

	2016/17	2016/17	2017/18			Net Budget £000's
	Budget £000's	Forecast* Actual £000's	Expenditure Budget £000's	Income Budget £000's	Recharges Budget £000's	
<b>Directorate Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commissioning and Contracts</b>	<b>4,084</b>	<b>3,954</b>	<b>17,816</b>	<b>(14,644)</b>	<b>(1,026)</b>	<b>2,146</b>
Strategic Director Adult Social Care Partnerships	277	236	496	(740)	500	256
Mental Health	3,443	3,314	3,046	(88)	343	3,301
Learning Disability	20,695	20,243	23,571	(4,272)	1,441	20,740
OP and PD Integrated Services	22,597	22,708	30,167	(10,785)	1,567	20,949
Intermediate Care (OP)	2,862	2,885	3,415	(997)	508	2,926
Older People Community Support Services	5,797	5,912	6,038	(1,238)	1,328	6,128
Community Alarm and Sheltered Housing	1,292	1,274	1,767	(735)	229	1,261
<b>Total Adult Social Care</b>	<b>56,963</b>	<b>56,572</b>	<b>68,500</b>	<b>(18,855)</b>	<b>5,916</b>	<b>55,561</b>
<b>Service Group Total</b>	<b>61,047</b>	<b>60,526</b>	<b>86,316</b>	<b>(33,499)</b>	<b>4,890</b>	<b>57,707</b>

\*Based on Period 12 Forecast (March 2017)



## Adult Social Care: 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	1,487	114	1,582	5,994	3,015	3,075	5,488	1,554	22,309
Premises Costs	0	29	0	0	95	4	22	26	19	195
Transport Costs	0	5	1	12	205	54	71	184	4	536
Supplies & Services	0	17,501	275	1,565	16,536	28,021	167	78	145	64,288
Third Party Payments / Transfers	0	0	(1)	0	0	0	21	0	0	20
Services received from other departments	0	765	3	3	87	36	29	52	20	995
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>19,787</b>	<b>392</b>	<b>3,162</b>	<b>22,917</b>	<b>31,130</b>	<b>3,385</b>	<b>5,828</b>	<b>1,742</b>	<b>88,343</b>
<b>Income</b>										
Government Grants	0	(122)	0	0	0	0	0	0	0	(122)
Other Grants & Contributions	0	(14,467)	0	(15)	(2,643)	(1,915)	(491)	0	0	(19,531)
Fees & Charges	0	(55)	0	(73)	(1,276)	(7,741)	(6)	(1,320)	(696)	(11,167)
Services provided to other departments	0	0	(45)	0	(95)	(423)	(500)	(100)	(36)	(1,199)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(14,644)</b>	<b>(45)</b>	<b>(88)</b>	<b>(4,014)</b>	<b>(10,079)</b>	<b>(997)</b>	<b>(1,420)</b>	<b>(732)</b>	<b>(32,019)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	(65)	0	0	0	0	0	0	0	(65)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>0</b>	<b>5,078</b>	<b>347</b>	<b>3,074</b>	<b>18,903</b>	<b>21,051</b>	<b>2,388</b>	<b>4,408</b>	<b>1,010</b>	<b>56,259</b>
Capital Charges	0	22	0	7	52	10	0	6	17	114
Allocation of Central and Departmental Overheads	0	(1,016)	(70)	362	1,740	1,536	474	1,383	265	4,674
<b>NET EXPENDITURE</b>	<b>0</b>	<b>4,084</b>	<b>277</b>	<b>3,443</b>	<b>20,695</b>	<b>22,597</b>	<b>2,862</b>	<b>5,797</b>	<b>1,292</b>	<b>61,047</b>



## Summary Subjective Analysis Forecast 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 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000
<b>Expenditure</b>										
Employee Costs	0	1,552	91	1,547	5,616	2,774	2,878	5,433	1,609	21,500
Premises Costs	0	57	0	0	128	0	22	28	6	241
Transport Costs	0	9	1	15	103	30	82	175	10	425
Supplies & Services	0	18,395	317	1,637	16,555	28,538	194	296	148	66,080
Third Party Payments / Transfers	0	0	0	0	0	0	21	0	0	21
Services received from other departments	0	835	0	3	80	40	29	49	21	1,057
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>20,848</b>	<b>409</b>	<b>3,202</b>	<b>22,482</b>	<b>31,382</b>	<b>3,226</b>	<b>5,981</b>	<b>1,794</b>	<b>89,324</b>
<b>Income</b>										
Government Grants	0	(129)	0	0	0	(117)	0	0	0	(246)
Other Grants & Contributions	0	(14,723)	0	(14)	(2,693)	(2,318)	(478)	0	0	(20,226)
Fees & Charges	0	(48)	(58)	(243)	(1,072)	(7,460)	(6)	(1,158)	(709)	(10,754)
Services provided to other departments	0	(614)	(45)	0	(206)	(325)	(500)	(100)	(93)	(1,883)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(15,514)</b>	<b>(103)</b>	<b>(257)</b>	<b>(3,971)</b>	<b>(10,220)</b>	<b>(984)</b>	<b>(1,258)</b>	<b>(802)</b>	<b>(33,109)</b>
Contributions to Reserves	0	0	0	0	0	0	169	0	0	169
(Transfer from) Reserves	0	(385)	0	0	(60)	0	0	(200)	0	(645)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>0</b>	<b>4,949</b>	<b>306</b>	<b>2,945</b>	<b>18,451</b>	<b>21,162</b>	<b>2,411</b>	<b>4,523</b>	<b>992</b>	<b>55,739</b>
Capital Charges	0	21	0	7	52	10	0	6	17	113
Allocation of Central and Departmental Overheads	0	(1,016)	(70)	362	1,740	1,536	474	1,383	265	4,674
<b>NET EXPENDITURE</b>	<b>0</b>	<b>3,954</b>	<b>236</b>	<b>3,314</b>	<b>20,243</b>	<b>22,708</b>	<b>2,885</b>	<b>5,912</b>	<b>1,274</b>	<b>60,526</b>



## Summary Subjective Analysis Budget 2017/18

	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
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>										
Employee Costs	0	1,490	114	1,555	5,780	3,022	3,106	5,679	1,562	22,308
Premises Costs	0	29	0	0	95	0	22	26	19	191
Transport Costs	0	5	1	12	202	52	71	184	4	531
Supplies & Services	0	15,420	378	1,469	17,355	27,047	166	91	145	62,071
Third Party Payments / Transfers	0	0	0	0	0	0	21	0	0	21
Services received from other departments	0	915	3	3	87	36	29	52	20	1,145
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>17,859</b>	<b>496</b>	<b>3,039</b>	<b>23,519</b>	<b>30,157</b>	<b>3,415</b>	<b>6,032</b>	<b>1,750</b>	<b>86,267</b>
<b>Income</b>										
Government Grants	0	(122)	0	0	0	0	0	0	0	(122)
Other Grants & Contributions	0	(14,467)	0	(15)	(2,883)	(2,650)	(491)	0	0	(20,506)
Fees & Charges	0	(55)	(695)	(73)	(1,294)	(7,862)	(6)	(1,138)	(699)	(11,822)
Services provided to other departments	0	0	(45)	0	(95)	(273)	(500)	(100)	(36)	(1,049)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(14,644)</b>	<b>(740)</b>	<b>(88)</b>	<b>(4,272)</b>	<b>(10,785)</b>	<b>(997)</b>	<b>(1,238)</b>	<b>(735)</b>	<b>(33,499)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	(65)	0	0	0	0	0	0	0	(65)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>0</b>	<b>3,150</b>	<b>(244)</b>	<b>2,951</b>	<b>19,247</b>	<b>19,372</b>	<b>2,418</b>	<b>4,794</b>	<b>1,015</b>	<b>52,703</b>
Capital Charges	0	22	0	7	52	10	0	6	17	114
Allocation of Central and Departmental Overheads	0	(1,026)	500	343	1,441	1,567	508	1,328	229	4,890
<b>NET EXPENDITURE</b>	<b>0</b>	<b>2,146</b>	<b>256</b>	<b>3,301</b>	<b>20,740</b>	<b>20,949</b>	<b>2,926</b>	<b>6,128</b>	<b>1,261</b>	<b>57,707</b>



## Adult Social Care - Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S30	We aim to put downward pressure on care home fees in order to minimise costs whilst ensuring a good quality service. Employing a care placement fee negotiator will help reduce costs and be self financing (see related budget pressure ref P19).	(100)	0	0	0	Smarter
S31	Extend the use of the Care Funding Calculator, a national tool for calculating the actual cost of care provided in residential settings. This is then used to negotiate the rate paid to the providers for new and current placements. This approach has helped reduce costs since its introduction and helps ensure VFM from providers.	(50)	0	0	0	Smarter
S32	Introduction of a usual maximum expenditure policy for people receiving non-residential social care support. The policy will introduce usual rates for the amount of budget allocated to support an individual in their own homes, equivalent to the cost of an appropriate nursing or residential placement.	(300)	0	0	0	Sustainable
S33	Review the contract with Extra-care. Re-negotiate the housing related support payment paid in addition to the current Extra-care contract (Lovat Fields). This was a historic arrangement that now needs to be reviewed to ensure we are delivering VFM across social care services.	(230)	0	0	0	Smarter
S34	Negotiate a reduction in the number of care home beds as part of our long term Excelcare contract.	(1,000)	0	0	0	Smarter
S36	Continue to improve the take up of direct payments which cost less as directly employed personal assistants mean care agencies overhead and profit is avoided.	(50)	0	0	0	Sustainable
S37	To re shape the supported housing block contracts to enable clients with complex needs to return to Milton Keynes. Returning clients will receive local support and have access to local recovery services. This proposal will also reduce the number of people being sent out of county to private residential and supported living placements.	(200)	0	0	0	Smarter
S38	Make further changes to the adult social care out of hours service. The service is being re-designed so there are more staff on-call. This creates additional capacity in the wider mental health service and will reduce the number of staff required to manage the service during off peak hours.	(30)	0	0	0	Smarter
S41	Continuing the planned work of the Learning Disability Review already underway, focus <u>short breaks</u> service onto the needs of people with challenging behaviour and profound and multiple disabilities rather than the current wider offer.	(75)	(125)	0	0	Different



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S42	Continuing the planned work of the Learning Disability Review already underway, focus the <u>day opportunities</u> service onto the needs of people with challenging behaviour and profound and multiple disabilities rather than the current wider offer. One off funding of £160k over two years is also being requested to allow double running costs of services to reflect that in-house services will contract slower than service users moving to new opportunities.	(100)	(100)	0	0	Different
S43	Stop paying supported living (learning disability service) landlords for empty accommodation (voids).	(50)	0	0	0	Smarter
S44	Support people with profound and multiple learning disabilities who are in often expensive residential care, some of it outside Milton Keynes, move to appropriate local provision. A co-ordinator for this work is included in budget pressures ref P22.	(200)	0	0	0	Smarter
S45	Introduce assistive technology (organised through the Community Alarm Service) to reduce the level of staffing in external learning disability supported living placements. The proposal focuses on packages where 'waking' night staff are included.	(75)	0	0	0	Smarter
S46	Extend successful move of supported living services from MKC to alternative community providers to the support service provided to six tenants at a six bedded supported living unit for people with learning disabilities.	(150)	0	0	0	Sustainable
S49	Previously we had two access points for adult social care. These were the Single Point of Access (SPA) and the Adult Social Care Access Team (ASCAT). These teams were in different locations but carry out similar functions. The integration of these two teams to provide one access point has now been implemented.	(50)	0	0	0	Smarter
S65 * *relates to whole People Directorate	Restructure the adult and children's health and social care commissioning team.	(100)	0	0	0	Different
<b>Total Adult Social Care</b>		<b>(2,760)</b>	<b>(225)</b>	<b>0</b>	<b>0</b>	



## Income Generation

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S29	<p>We are committed to supporting people receiving care and support services to maximise their incomes. We know the take up of benefits is low so we are aiming to increase people's income through:</p> <ul style="list-style-type: none"> <li>• Appointing a welfare benefits adviser to maximise benefit income for clients which will in turn lead to the council being able to reclaim a larger contribution to our care costs (See related budget pressure ref P 21).</li> <li>• Taking a larger share of means-tested benefit income into account when calculating the level of contribution (if any) from people being provided with services. Currently we disregard a flat level 30% for disability related expenditure, in future we propose to take a case by case approach.</li> <li>• Introduce charging for reablement after 6 weeks in line with other homecare services. This will ensure equity across service provision and will not impact on service delivery or hospital admissions.</li> <li>• In line with other councils we are introducing a charge for appointeeship services. This service aims to help people remain independent. The charge proposed is a reasonable one compared to that charged by other councils and the voluntary sector.</li> </ul>	(645)	0	0	0	Different
S35	Improve our management of debt through more proactive early intervention to reduce debt write off. This proposal will require the employment of a debt recovery officer (pressures list includes this cost ref P18)	(100)	0	0	0	Smarter
S39	Increase the capacity for us to undertake continuing health care assessments which allow for structured decision making to take place between health and social care as to who should fund care packages (see related budget pressure ref P20)	(90)	0	0	0	Smarter
S40	Implement full cost recovery for short breaks (learning disability) from the NHS when used by people whose care needs are funded by Continuing Health Care.	(180)	0	0	0	Smarter
S47	The Better Care Fund (BCF) contains a mandatory allocation to protect adult care services. It is proposed that the current level is increased to enhance the protection. Future year benefits assume additional Better Care Funding topsliced from New Homes Bonus nationally is converted in Adult Social Care.	(786)	0	(1,800)	(2,000)	Sustainable
S48	The Better Care Fund contains a mandatory allocation to protect adult care services. It is proposed that the current level is increased through the use of <u>unallocated contingencies</u> .	(1,214)	0	0	0	Sustainable
S157	Additional income as a result of the purchase of Five Acres dementia care centre.	(50)	(80)	0	0	Different
<b>Total Adult Social Care</b>		<b>(3,065)</b>	<b>(80)</b>	<b>(1,800)</b>	<b>(2,000)</b>	



## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P10	Learning Disabilities External Supported Living. 17/18 reflects the increase in care costs for the full year effect from 16/17 of 6 clients from children's services and 1 client through family crisis, plus an additional 7 clients from children's services and 3 clients through family crisis. This reflects a 7% increase in client numbers from 16/17. 18/19 reflects the full year effect of 17/18 plus 6 additional clients from children's services, 3 clients through family crisis and the expected trend in additional demographic impact. 19/20 reflects the full year effect of 18/19 plus 1 additional client from children's services. 18/19 onwards also reflects the expected increase in LD population in Milton Keynes who may require care.	785	1,143	939	721	Demography
P11	Learning Disabilities Direct Payments. 17/18 reflects the full year effect from 16/17 of 11 clients from children's services, plus an additional 10 clients from children's services. This reflects a 25% increase in client numbers. 18/19 reflects the full year effect of 17/18 plus 15 additional clients from children's services. 19/20 reflects the full year effect of 18/19 plus 20 additional clients from children's services. 20/21 reflects the full year effect of 19/20 plus an additional 14 clients from children's services. 18/19 onwards also reflects the general trend in the increasing LD population in Milton Keynes who may require care.	208	422	500	462	Demography
P12	Physical Disability and Older People Services - External Homecare and Direct Payments. Future years based on population growth estimates, for example, 1.22% p.a. increase in Physical Disabilities and 3.87% p.a.increase in Older People. Future years also reflect the expected increase in the number of dementia clients.	0	658	707	697	Demography
P13	Physical Disabilities demography - increase of 14 clients. 1 from Children's services requiring supported living and 13 from the community for direct payments based on current known clients. This reflects an increase of 8% in client numbers.	91	211	106	106	Demography
P14	Residential and Nursing care spot placements, Supported Living and External Day Care - reflecting inflationary pressures and the impact of the National Living Wage and a 1% increase proposed from April 2017. 1% inflationary increase assumed each year thereafter.	531	507	168	170	General
P15	Direct Payments (personal assistant hourly rate) - based on the impact of the National Living Wage and Ethical Charter and increase in take up for 2017/18, based on 2016/17 trend. Future years based on 1% increase reflecting the impact of expected demographic increase.	220	430	390	440	General
P16	Integrated Community Equipment Service (ICES) - increased use of equipment to support reablement.	200	250	220	240	Demography
P17	Internal Homecare and Sheltered housing with Care: Reduced income from assessed clients based on historical trends £223k; and Internal Homecare staffing £140k due to service demand.	363	100	50	50	Demography



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	
P18	Working with LGSS to develop a new approach to managing debt which will include the appointment of a full time debt recovery officer to develop a protocol for early management of debt; work with frontline workers to manage debt face to face with service users; review policy and deliver toolkit for front line workers. (See related budget savings ref S35)	30	0	0	0	Invest to save
P19	Older People services - employ a care placement fee negotiator to reduce the cost of placements. (See related budget saving ref S30)	40	0	0	0	Invest to save
P20	Invest to save by increasing Adult Social Care capacity for assessing continuing healthcare. Refocus effort, improve practice and increase capacity across ASC to meet demands for assessing Continuing Health Care. (See related budget saving S39)	45	0	0	0	Invest to save
P21	Appoint a Welfare Benefits Advisor to assist vulnerable adults with claims for additional state benefits. Additional income can be generated by increasing services users contributions towards the cost of their services (See related budget saving ref S29)	30	0	0	0	Invest to save
P22	Joint Learning Disability Service Residential Care - appoint a 2 year fixed term Resettlement Worker to work with the CCG to support people living in residential care outside of Milton Keynes to come back to the locality and into a supported living placements (See related budget saving ref S44)	50	0	(50)	0	Invest to save
P23	Autism services: The pressure on the autism budget is based on known clients moving through transitions. There are 4 clients who will require complex packages of care in 17/18 which is an increase of c20% on current 16/17 client numbers. Future years reflects the anticipated increase in demand.	143	380	410	440	Demography
P60	Mental Health Placements: There are currently 17 clients in residential and nursing placements. Future year pressures are based on estimated growth and the potential for high cost packages to be transferred from Children's service - 5 additional placements have been assumed from 18/19. In addition, to support the increase in demand the service will need to increase staffing social work and support worker capacity, which is also assumed from 2018/19.	0	425	325	250	Demography
P61	Deprivation of Liberty Safeguarding (DoLS) - due to changes in case law, the number of DoLS cases has increased year on year from c50 per year to c800 per year since 2014 and workload is expected to further increase in future years in addition to the need to review these cases. Therefore additional staff will be required.	0	200	50	0	Demography
<b>Total Adult Social Care</b>		<b>2,736</b>	<b>4,726</b>	<b>3,815</b>	<b>3,576</b>	



## One-off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	
OP4	Learning Disability Review - Day Opportunities. Risk of need for one-off pressure to accommodate change in service provision. Based on service analysis approximately 70% of current users may move to external provision or direct payment. This change will need to be completed over 12-18 month period. Indicative costs for direct payments would be £25k per annum per person or £10k per person for external day provision. There will be a longer term saving offset associated with staffing, building running costs and a shared Personal Assistant model, however to achieve the desired service user outcomes there could be a net pressure until the new service model is fully implemented. A pressure of 25% of the estimated external cost of this service is approx. £160k over 2 years.	100	60	0	0	Invest to Save
<b>Total Adult Social Care</b>		<b>100</b>	<b>60</b>	<b>0</b>	<b>0</b>	



## Public Health: Service Group 2017/18 - 2020/21

### Service Group Vision / Purpose:

Supporting People to live healthy lifestyles and make healthy choices.

### Service Group Key Drivers for 2017/18:

- Working with partners to reduce health inequalities and early death.
- Protecting health – ensuring our health protection function is effective.
- Starting well- giving every child the best start in life.
- Living and Ageing well – working with communities to live longer, healthier lives and improving health outcomes for older people.
- Place – helping make MK a healthy city.

### Service Group Objectives against Council Plan Priorities

#### The public health objectives are:

- Public health leadership to CCG neighbourhoods to identify health needs and priorities and make recommendations to reduce unwarranted variations in clinical outcomes.
- Immunisation and screening programmes: ensure that the child and adult immunisation and screening programmes maximise the potential to reduce hospital admissions and mortality in key risk groups including flu immunisation uptake in pregnant women and frontline staff groups.
- 0-19 HCP: Lead a programme with stakeholders to design a transformed, integrated offer of public health services for 0-19 year olds and their families, including the Healthy Child Programme and services to prevent and reduce risky behaviours.
- Heart disease and stroke pathways and cancer: Provide analysis of patient pathways that improve variations, outcomes and reduce inequality in relation to circulatory diseases and cancer the leading causes of premature mortality.
- Mapping: Identify existing initiatives within the Place Directorate that are or have the potential to be developed further to improve outcomes across the life course as identified by the Health and Wellbeing Board.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	
NHS Health Check Programme	NHS health checks completed. 5 year rolling programme aimed at reducing vascular disease in the 40 to 74yr old population - mandated	8,597	7,992	7,791	7,791	7,791	7,791	
	NHS health check % uptake. 5 year rolling programme aimed at reducing vascular disease in the 40 to 74yr old population - mandated	50.70%	47.0%	50.0%	50.0%	50.0%	58.0%	
Sexual Health Services	HIV late diagnosis. Sexual health services that test for HIV.	56.1% (2013-15)	Under 70%	55%	50%	50%	50%	
	Sexual health services that test for chlamydia.	2,514 per 100,000 (2015)	2,300 per 100,000 (2016)	2,300 per 100,000	2,300 per 100,000	2,300 per 100,000	2,300 per 100,000	
	Sexual Health Enhanced Services.	970 - CI's 812 - IUCDs 659 - HIV 222 - EHC 407 - Chl	800 - CI's 800 - IUCDs 1500 - HIV 200 - EHC 100 - Chl	800 - CI's 800 - IUCDs 1500 - HIV 200 - EHC 100 - Chl	800 - CI's 800 - IUCDs 1500 - HIV 200 - EHC 100 - Chl	800 - CI's 800 - IUCDs 1500 - HIV 200 - EHC 100 - Chl	800 - CI's 800 - IUCDs 1500 - HIV 200 - EHC 100 - Chl	800 - CI's 800 - IUCDs 1500 - HIV 200 - EHC 100 - Chl
	Sexual health services that reduce under 18 conception rates.	21.4	19.2	17	14.8	12.6	10.4	
Smoking and Tobacco	Stop smoking support for over 16 years smokers. Number of 4 week quitters.	1,434	1,400	1,360	1,320	1,290	1,250	
	Stop smoking support for pregnant smokers - % of women smoking at time of delivery.	10.9%	10.4%	9.4%	8.5%	7.7%	6.8%	
Drugs and Alcohol	Adults - Successful completion of drug treatment.	466	500	525	550	575	600	
	Adults - Successful completion of alcohol treatment.	175	250	275	290	300	310	
	Number of young people under 18 achieving a planned exit from specialist treatment by accessing drug/alcohol support: NDTMS figures (with local exception reporting)	47 (55)	20 (25)	20 (25)	20 (25)	20 (25)	20 (25)	
Making Every Contact Count	Number of training sessions provided to train to raise awareness and facilitate referrals to lifestyle services	212 attending	24 sessions					
Weight Management	% of adults completing weight management programme and achieving 3% or more of body weight loss	Change in service- HALO 52% completed	65% completers achieving 3% weight loss					



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
0-19 Healthy Child Programme	% of births that receive face to face NBV within 14 days by a HV	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	% of children who receive a 6-8 week review by the time they were 8 weeks	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	% of children who received a 2 - 2 1/2 year review by ASQ3	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	% height and weight recorded and % recorded in reception. National Child Measurement Programme (NCMP) - mandated programme	94.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	% height and weight recorded and % recorded in year 6. NCMP	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	Provide comprehensive health assessment at school entry screening for visual impairment; hearing primary care and dental access; immunisation status review.	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	Number of young people and families accessing School Health Nurse sessions provided via a targeted Service Level Agreement for schools in MK.	Not applicable (SLA new for 17/18)	Not applicable (SLA new for 17/18)	KPI to be confirmed in June contract meeting	To be agreed	To be agreed	To be agreed



## BBR21 - Public Health

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>12.056</b>
Inflationary increases / (decreases)	0.000
Demographic Growth	0.000
Other Pressures	0.000
Budget Reductions	0.000
Income Generation	0.000
Public Health Expenditure	(0.323)
<b>BUDGET 2017/18</b>	<b>11.733</b>

### Summary Revenue Budget

	2016/17 Budget £000's	2016/17 Forecast* Actual £000's	Expenditure Budget £000's	2017/18		Net Budget £000's
				Income Budget £000's	Recharges Budget £000's	
Public Health Management & Admin	1,117	1,117	1,048	(50)	81	1,079
Sexual Health	3,009	3,010	2,934	0	80	3,014
NHS Health Check Programme	360	360	350	0	11	361
Health Protection	50	50	50	0	0	50
Obesity	248	248	243	0	5	248
Physical Activity	0	0	0	0	0	0
Substance Misuse	1,649	1,649	1,407	(103)	48	1,352
Smoking & Tobacco	514	514	498	0	17	515
Children 5-19 Public Health Programme	855	855	837	0	19	856
0-5 Children's Public Health	4,040	4,039	3,988	0	55	4,043
Misc Public Health Services	214	214	208	0	7	215
<b>Service Group Total</b>	<b>12,056</b>	<b>12,056</b>	<b>11,563</b>	<b>(153)</b>	<b>323</b>	<b>11,733</b>

\*Based on Period 12 Forecast (March 2017)



## Public Health: 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	901	0	0	0	0	0	0	0	0	0	18	919
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	97	3,063	349	50	220	0	1,707	494	757	4,159	149	11,045
Third Party Payments / Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Services received from other departments	88	0	1	0	23	0	150	4	226	0	190	682
<b>TOTAL EXPENDITURE</b>	<b>1,092</b>	<b>3,063</b>	<b>350</b>	<b>50</b>	<b>243</b>	<b>0</b>	<b>1,857</b>	<b>498</b>	<b>983</b>	<b>4,159</b>	<b>357</b>	<b>12,652</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	(50)	0	0	0	0	(50)
Fees & Charges	(50)	0	0	0	0	0	0	0	0	0	0	(50)
Services provided to other departments	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(103)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(153)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	(44)	(129)	0	0	0	0	(150)	0	(146)	(171)	(150)	(790)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>998</b>	<b>2,934</b>	<b>350</b>	<b>50</b>	<b>243</b>	<b>0</b>	<b>1,604</b>	<b>498</b>	<b>837</b>	<b>3,988</b>	<b>207</b>	<b>11,709</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	347
<b>NET EXPENDITURE</b>	<b>1,117</b>	<b>3,009</b>	<b>360</b>	<b>50</b>	<b>248</b>	<b>0</b>	<b>1,649</b>	<b>514</b>	<b>855</b>	<b>4,040</b>	<b>214</b>	<b>12,056</b>



## Summary Subjective Analysis Forecast 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 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000
<b>Expenditure</b>												
Employee Costs	901	0	0	0	0	0	0	2	0	0	14	917
Premises Costs	0	0	0	0	0	0	0	0	0	0	0	0
Transport Costs	5	0	0	0	0	0	0	0	0	0	0	5
Supplies & Services	98	3,064	349	50	220	0	1,707	492	757	3,987	153	10,877
Third Party Payments / Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Services received from other departments	88	0	1	0	23	0	80	4	226	0	190	612
<b>TOTAL EXPENDITURE</b>	<b>1,092</b>	<b>3,064</b>	<b>350</b>	<b>50</b>	<b>243</b>	<b>0</b>	<b>1,787</b>	<b>498</b>	<b>983</b>	<b>3,987</b>	<b>357</b>	<b>12,411</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	(50)	0	0	0	0	(50)
Fees & Charges	(50)	0	0	0	0	0	0	0	0	0	0	(50)
Services provided to other departments	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(103)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(153)</b>
Contributions to Reserves	0	0	0	0	0	0	0	0	0	0	0	0
(Transfer from) Reserves	(44)	(129)	0	0	0	0	(80)	0	(146)	0	(150)	(549)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>998</b>	<b>2,935</b>	<b>350</b>	<b>50</b>	<b>243</b>	<b>0</b>	<b>1,604</b>	<b>498</b>	<b>837</b>	<b>3,987</b>	<b>207</b>	<b>11,709</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	347
<b>NET EXPENDITURE</b>	<b>1,117</b>	<b>3,010</b>	<b>360</b>	<b>50</b>	<b>248</b>	<b>0</b>	<b>1,649</b>	<b>514</b>	<b>855</b>	<b>4,039</b>	<b>214</b>	<b>12,056</b>



## Summary Subjective Analysis Budget 2017/18

	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
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>												
Employee Costs	857	0	0	0	0	0	0	0	0	0	18	875
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	97	2,934	349	50	220	0	1,407	494	757	3,988	150	10,446
Third Party Payments / Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Services received from other departments	88	0	1	0	23	0	0	4	80	0	40	236
<b>TOTAL EXPENDITURE</b>	<b>1,048</b>	<b>2,934</b>	<b>350</b>	<b>50</b>	<b>243</b>	<b>0</b>	<b>1,407</b>	<b>498</b>	<b>837</b>	<b>3,988</b>	<b>208</b>	<b>11,563</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	(50)	0	0	0	0	(50)
Fees & Charges	(50)	0	0	0	0	0	0	0	0	0	0	(50)
Services provided to other departments	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(103)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(153)</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>998</b>	<b>2,934</b>	<b>350</b>	<b>50</b>	<b>243</b>	<b>0</b>	<b>1,304</b>	<b>498</b>	<b>837</b>	<b>3,988</b>	<b>208</b>	<b>11,410</b>
Capital Charges	0	0	0	0	0	0	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	81	80	11	0	5	0	48	17	19	55	7	323
<b>NET EXPENDITURE</b>	<b>1,079</b>	<b>3,014</b>	<b>361</b>	<b>50</b>	<b>248</b>	<b>0</b>	<b>1,352</b>	<b>515</b>	<b>856</b>	<b>4,043</b>	<b>215</b>	<b>11,733</b>





# Place

Staffing Analysis  
Growth, Economy and Culture  
Public Realm  
Housing & Regeneration  
Housing Revenue Account



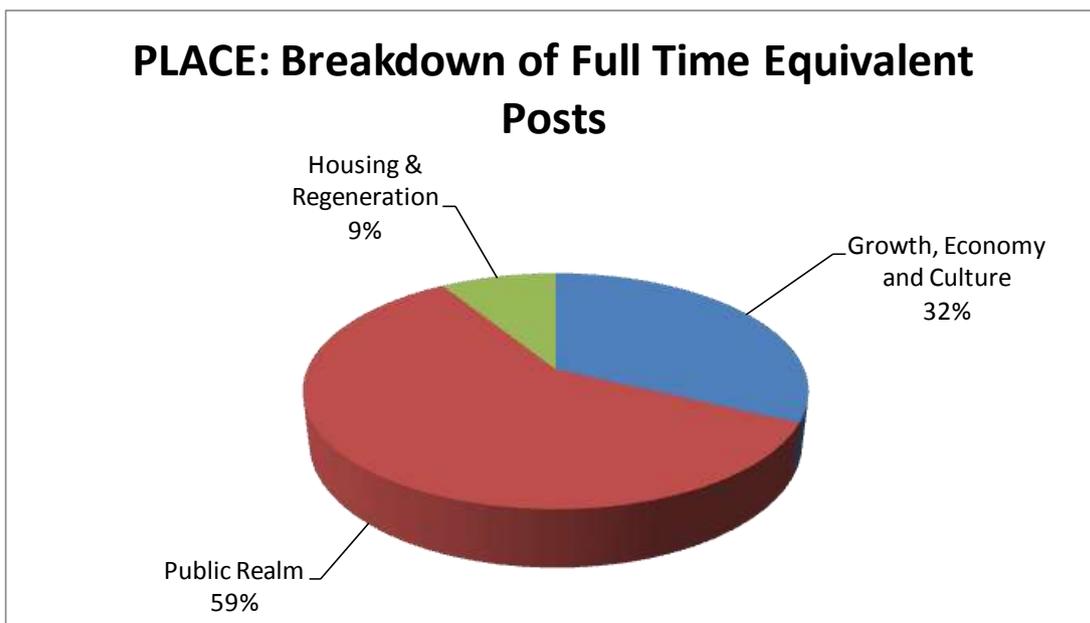
**Place: Staffing Analysis as at 1<sup>st</sup> April 2017**

		PLACE			Total PLACE
		Growth, Economy and Culture	Public Realm	Housing & Regeneration	
Estimated	<b>2016/17 Actual Full Time Equivalent*</b>	142.07	272.64	49.02	<b>463.74</b>
	<b>2017/18 Estimated Changes^ FTE's</b>	(11.00)	(31.70)	(12.93)	<b>(55.63)</b>
	<b>2017/18 Full Time Equivalent FTE's</b>	<b>131.07</b>	<b>240.93</b>	<b>36.09</b>	<b>408.10</b>
	<b>2017/18 Employee Pay Budget** £'000</b>	4,800	9,626	1,460	<b>15,886</b>

\* Based on HR data at 28<sup>th</sup> February 2017

^ 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 2017/18 is being held centrally until it will be allocated as part of a pay budget review in June.





## **Growth, Economy and Culture: Service Group 2017/18 - 2020/21**

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

The council's vision is for a thriving, dynamic European Destination City and to ensure a fair, hardworking and more equal Milton Keynes for all. Milton Keynes will benefit from high quality and sustainable development, including housing, employment, retail and cultural growth supported by the timely provision of infrastructure.

The Vision of the Service Group is to;

- Make a real contribution to meeting the council's financial challenges.
- Enhance the council's reputation.
- Facilitate the delivery of housing and infrastructure alongside high quality place making.
- Play an effective role in making it easier for businesses to invest and operate in the City.
- Be focused on facilitating useful and deliverable outcomes – not just professional judgements.
- Be helpful, simple and quick.
- Use efficient and helpful process and ICT that helps staff perform well; and
- Be a great place to work and where people enjoy being.

### **Service Group Key Drivers for 2017/18:**

The key drivers for this Service Group are:

- Become more commercially driven and customer focussed.
- Establish a strategy for long term growth and development in Plan:MK, including provision of infrastructure.
- Secure a five-year land supply for new housing.
- Continue to champion high quality place making and design and innovative buildings and places.
- Continue to facilitate growth and development whilst protecting the borough's built heritage.
- Support delivery of housing (particularly affordable) and employment allocations on our existing key sites.
- Provide a corporate lead for key projects and programmes including superfast broadband rollout and Reaissance CMK.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Development Management	Applications for more than 10 dwellings or 1,000 square metres.	94	112	112	112	112	112
Development Management	Applications for up to 10 dwellings or 1,000 square metres floor space.	356	406	406	406	406	406
Development Management	Applications for householder extensions, changes of use, advertisement consent and listed building consent.	1,298	1,459	1,459	1,459	1,459	1,459
Development Management	Notifications for works requiring approval other than planning permission such as works to protected trees and erection of agricultural buildings.	75	86	86	86	86	86
Development Management	Submissions containing details required by conditions imposed on planning permissions.	423	479	479	479	479	479
Development Management	Certificates granted to confirm that planning permission is not required.	124	218	218	218	218	218
Development Management	Applications seeking small changes to an approved scheme that are not significant enough to warrant a new planning application.	93	118	118	118	118	118
Development Management	Submissions such as Environmental Impact Assessment screening opinions, works to trees in conservation areas or consultations from neighbouring planning authorities.	129	139	139	139	139	139
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.	268	341	341	341	341	341
Development Management	Appeals to the Planning Inspectorate against the council's decision to refuse planning permission or conditions imposed on planning permissions.	48	66	66	66	66	66
Development Management	Investigations into alleged breaches of planning control: carrying out works without planning permission, or works not in accordance with approved plans.	435	432	432	432	432	432
Research and Intelligence	Produce Housing Forecasts	1,202	1,415	2,216	2,930	2,841	2,273



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 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.	975,000	950,000	925,000	925,000	925,000	925,000
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.	1,811,168	1,594,607	1,610,553	1,626,658	1,626,658	1,626,658
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.	2,917,505	2,669,638	2,696,334	2,732,298	2,759,620	2,759,620
Community Facilities	Volunteers who manage MKC community centres and volunteers who manage and run community groups in MK.	7,254	3,812	3,812	3,812	3,812	3,812



## BBR09 – Growth, Economy and Culture

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>7.344</b>
Inflationary increases / (decreases)	(0.172)
Demographic Growth	0.000
Other Pressures	0.092
Budget Reductions	(0.264)
Income Generation	(0.359)
<b>BUDGET 2017/18</b>	<b>6.641</b>

### Summary Revenue Budget

	2016/17	2016/17	Expenditure Budget £000's	2017/18		Net Budget £000's
	Budget £000's	Forecast* Actual £000's		Income Budget £000's	Recharges Budget £000's	
Planning Management	33	33	175	0	(175)	0
Development Management	(196)	(87)	1,623	(2,560)	532	(405)
Development Plans	893	852	1,105	(371)	138	872
SCFU Group Management	107	77	164	0	(164)	0
Community Asset Transfers	73	82	43	0	125	168
Leisure & Community	2,076	2,133	2,419	(493)	118	2,044
Sports Development	484	494	582	(183)	72	471
Libraries	2,438	2,441	2,206	(511)	397	2,092
Arts & Heritage	1,331	1,329	1,283	(64)	135	1,354
Economic Development	105	111	225	(200)	20	45
<b>Service Group Total</b>	<b>7,344</b>	<b>7,465</b>	<b>9,825</b>	<b>(4,382)</b>	<b>1,198</b>	<b>6,641</b>

\*Based on Period 12 Forecast (March 2017)



## Growth, Economy and Culture: Summary Subjective Analysis Budget 2016/17

	Planning Management	Development Management	Development Plans	SCFU Group Management	Community Asset Transfers	Leisure & Community	Sports Development	Libraries	Arts & Heritage	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	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000	2016-17 Budget £'000
<b>Expenditure</b>											
Employee Costs	150	1,500	1,087	192	55	245	89	1,198	140	228	4,884
Premises Costs	0	0	0	0	0	10	0	373	107	0	490
Transport Costs	2	3	8	1	0	2	59	4	2	1	82
Supplies & Services	21	114	(13)	1	61	236	84	302	482	0	1,288
Third Party Payments / Transfers	0	0	0	0	0	280	0	0	143	0	423
Services received from other departments	3	42	17	1	1	211	37	54	58	8	432
<b>TOTAL EXPENDITURE</b>	<b>176</b>	<b>1,659</b>	<b>1,099</b>	<b>195</b>	<b>117</b>	<b>984</b>	<b>269</b>	<b>1,931</b>	<b>932</b>	<b>237</b>	<b>7,599</b>
<b>Income</b>											
Government Grants	0	0	0	0	0	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	0	0	0	(2)	0	(200)	(202)
Fees & Charges	0	(2,264)	(192)	0	0	(438)	(164)	(456)	0	0	(3,514)
Services provided to other departments	0	(93)	(178)	0	0	(54)	0	(39)	(24)	0	(388)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(2,357)</b>	<b>(370)</b>	<b>0</b>	<b>0</b>	<b>(492)</b>	<b>(164)</b>	<b>(497)</b>	<b>(24)</b>	<b>(200)</b>	<b>(4,104)</b>
Contributions to Reserves	0	0	0	0	0	40	0	0	0	0	40
(Transfer from) Reserves	0	0	0	0	(60)	0	0	0	0	0	(60)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>176</b>	<b>(698)</b>	<b>729</b>	<b>195</b>	<b>57</b>	<b>532</b>	<b>105</b>	<b>1,434</b>	<b>908</b>	<b>37</b>	<b>3,475</b>
Capital Charges	0	0	1	0	0	1,451	322	393	312	0	2,479
Allocation of Central and Departmental Overheads	(143)	502	163	(88)	16	93	57	611	111	68	1,390
<b>NET EXPENDITURE</b>	<b>33</b>	<b>(196)</b>	<b>893</b>	<b>107</b>	<b>73</b>	<b>2,076</b>	<b>484</b>	<b>2,438</b>	<b>1,331</b>	<b>105</b>	<b>7,344</b>



## Summary Subjective Analysis Forecast 2016/17

	Planning Management	Development Management	Development Plans	SCFU Group Management	Community Asset Transfers	Leisure & Community	Sports Development	Libraries	Arts & Heritage	Economic Development	Total
	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000				
<b>Expenditure</b>											
Employee Costs	156	1,842	952	116	102	238	74	1,212	139	243	5,074
Premises Costs	0	0	0	0	0	22	17	382	68	0	489
Transport Costs	2	6	7	0	0	2	56	6	3	1	83
Supplies & Services	15	343	231	8	22	270	121	361	594	26	1,991
Third Party Payments / Transfers	0	7	0	0	0	280	0	0	92	0	379
Services received from other departments	3	118	31	1	1	207	40	58	48	6	513
<b>TOTAL EXPENDITURE</b>	<b>176</b>	<b>2,316</b>	<b>1,221</b>	<b>125</b>	<b>125</b>	<b>1,019</b>	<b>308</b>	<b>2,019</b>	<b>944</b>	<b>276</b>	<b>8,529</b>
<b>Income</b>											
Government Grants	0	0	(30)	0	0	0	(7)	0	0	0	(37)
Other Grants & Contributions	0	0	0	0	0	0	0	(2)	0	0	(2)
Fees & Charges	0	(2,379)	(111)	0	0	(439)	(163)	(396)	(13)	(233)	(3,734)
Services provided to other departments	0	(153)	(176)	0	0	(54)	0	(42)	(27)	0	(452)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(2,532)</b>	<b>(317)</b>	<b>0</b>	<b>0</b>	<b>(493)</b>	<b>(170)</b>	<b>(440)</b>	<b>(40)</b>	<b>(233)</b>	<b>(4,225)</b>
Contributions to Reserves	0	0	0	0	0	40	0	0	2	0	42
(Transfer from) Reserves	0	(373)	(216)	40	(59)	0	(23)	(148)	0	0	(779)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>176</b>	<b>(589)</b>	<b>688</b>	<b>165</b>	<b>66</b>	<b>566</b>	<b>115</b>	<b>1,431</b>	<b>906</b>	<b>43</b>	<b>3,567</b>
Capital Charges	0	0	1	0	0	1,474	322	399	312	0	2,508
Allocation of Central and Departmental Overheads	(143)	502	163	(88)	16	93	57	611	111	68	1,390
<b>NET EXPENDITURE</b>	<b>33</b>	<b>(87)</b>	<b>852</b>	<b>77</b>	<b>82</b>	<b>2,133</b>	<b>494</b>	<b>2,441</b>	<b>1,329</b>	<b>111</b>	<b>7,465</b>



## Summary Subjective Analysis Budget 2017/18

	Planning Management	Development Management	Development Plans	SCFU Group Management	Community Asset Transfers	Leisure & Community	Sports Development	Libraries	Arts & Heritage	Economic Development	Total
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>											
Employee Costs	150	1,464	1,092	192	55	247	90	1,210	141	208	4,849
Premises Costs	0	0	0	0	0	2	0	350	102	0	454
Transport Costs	1	3	8	0	0	1	59	3	2	1	78
Supplies & Services	21	114	(13)	(29)	47	181	74	196	535	8	1,134
Third Party Payments / Transfers	0	0	0	0	0	286	0	0	133	0	419
Services received from other departments	3	42	17	1	1	211	37	54	58	8	432
<b>TOTAL EXPENDITURE</b>	<b>175</b>	<b>1,623</b>	<b>1,104</b>	<b>164</b>	<b>103</b>	<b>928</b>	<b>260</b>	<b>1,813</b>	<b>971</b>	<b>225</b>	<b>7,366</b>
<b>Income</b>											
Government Grants	0	0	0	0	0	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	0	0	(7)	(2)	0	(200)	(209)
Fees & Charges	0	(2,467)	(193)	0	0	(439)	(176)	(471)	(40)	0	(3,786)
Services provided to other departments	0	(93)	(178)	0	0	(54)	0	(38)	(24)	0	(387)
<b>TOTAL INCOME</b>	<b>0</b>	<b>(2,560)</b>	<b>(371)</b>	<b>0</b>	<b>0</b>	<b>(493)</b>	<b>(183)</b>	<b>(511)</b>	<b>(64)</b>	<b>(200)</b>	<b>(4,382)</b>
Contributions to Reserves	0	0	0	0	0	40	0	0	0	0	40
(Transfer from) Reserves	0	0	0	0	(60)	0	0	0	0	0	(60)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>175</b>	<b>(937)</b>	<b>733</b>	<b>164</b>	<b>43</b>	<b>475</b>	<b>77</b>	<b>1,302</b>	<b>907</b>	<b>25</b>	<b>2,964</b>
Capital Charges	0	0	1	0	0	1,451	322	393	312	0	2,479
Allocation of Central and Departmental Overheads	(175)	532	138	(164)	125	118	72	397	135	20	1,198
<b>NET EXPENDITURE</b>	<b>0</b>	<b>(405)</b>	<b>872</b>	<b>0</b>	<b>168</b>	<b>2,044</b>	<b>471</b>	<b>2,092</b>	<b>1,354</b>	<b>45</b>	<b>6,641</b>



## Growth, Economy and Culture – Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S79	Gallery maintenance saving as a result of the expansion programme due for completion in early 2018 and related responsibility transfer.	(5)	0	0	0	Smarter
S80	Museum collections managed more locally in partnership with Bletchley Park and MK	(10)	(10)	0	0	Smarter
S83	Deletion of the Library Stock Development Officer post. Supplier selection of book stock will be introduced which takes away some of the requirements for this post. Supplier selection assists with stock purchase but can not completely replace the human element. Some duties of this post will be redistributed among remaining staff. Supplier selection is now common place in libraries across the UK. This post is also responsible for managing our part of the SELMS consortium.	(30)	0	0	0	Sustainable
S84	Efficiencies in business support roles in leisure and community team. Following asset transfers a reduction in the support function is possible.	(31)	0	0	0	Smarter
S85	Provision of funding to support health and wellbeing activities in community and sports facilities, which links to refocussing funding on physical activity and obesity. This is a new initiative which will be funded at a lower level than previously anticipated.	(64)	0	0	0	Different
S144	Sharing Libraries Phase II The next stage in achieving efficiencies using technology and working with community organisations and other MKC services.	0	(25)	(30)	(35)	Sustainable
S159	Removal of the Council's remaining deficit funding as from 1st April 2018 and or the CAT transfer of the remaining community assets funded by the Council.	0	(41)	0	0	Sustainable
S160	Community Asset transfer of Fishermead Trinity Centre and Great Holm Meeting Place.	(14)	0	0	0	Sustainable
S161	A range of efficiencies and reductions within the remaining controllable library spending .	(60)	0	0	0	Sustainable
S105	Better prioritise planning enforcement activity with a new Enforcement Policy, to concentrate on more serious breaches, undertake compliance checking on major schemes and generate income.	(50)	0	0	0	Sustainable
<b>Total Growth, Economy and Culture</b>		<b>(264)</b>	<b>(76)</b>	<b>(30)</b>	<b>(35)</b>	



## Income Generation

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S81	Additional rental income as a result of building reconfigurations at Bletchley and CMK Libraries and building related savings.	(15)	(15)	0	0	Sustainable
S82	Rental savings at Westcroft Library should the building's function transfer to a co-located facility with Westcroft Meeting Place.	(25)	(30)	0	0	Sustainable
S87 reinstated	Income from CMK Sports Facility subject to £340k being funded by s106/HCA.	(12)	(11)	0	0	Sustainable
S91 reinstated	Explore with Wolverton Town Council an amendment to the existing lease for the Town Council to take on the full building running costs with a similar arrangement as the three other town council partnerships.	(15)	0	0	0	Sustainable
S2	Additional income from planning obligations fees, due to the increase in the volume of applications.	(10)	(10)	0	0	Different
S93	Migrate Planning Enquiries Service to an improved on-line offer to enable customers to access information directly and enter into the paid pre-application service. This will not stop telephone advice but will encourage a shift to on-line and Planning Performance Agreements. This will also free up officer time to support the further improvement & commercialisation of the service.	(42)	0	0	0	Smarter
S94	Charging Admin Fee for Invalid application returns that exceed 21 days of invalidity. Currently invalid applications receive the same level of response as valid applications but occasionally with no fee income to support this.	(10)	(5)	0	0	Sustainable
S95	Additional income generation involving: <ul style="list-style-type: none"> <li>• A premium service where applicants pay extra to (1) 'fast track planning application' (2) 'have a designated officer' (3) 'fast track the validation process'. Has been introduced by Barnet London Borough Council. Figure based on take up of 1% of total applications.</li> <li>• New Pre-app advice service that covers costs and generates income &amp; ad-hoc pre-app meetings whereby hourly rates are charged at market rate.</li> <li>• New PPA's whereby timeframes for delivery are agreed in contractually terms. Also involve acting as the front face for engagement on behalf of applicants.</li> <li>• Compliance checking where Enforcement Officers encourage pre-applications. It will also lead to a rise of planning applications and therefore income.</li> </ul>	(150)	(100)	0	0	Smarter



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S104	Operate the Infrastructure Team on a more commercial basis, either recovering costs from chargeable work or reflecting work on capital schemes.	(30)	(31)	0	0	Different
S143	Develop the existing shared service with Leap (Bucks and Milton Keynes Sports Partnership) for Sports Development, and increase income to make function cost neutral to the Council within 2 years.	(10)	(17)	0	0	Sustainable
S145	Increase income into the culture team to realise potential and maximise cultural offer.	(40)	0	0	0	Sustainable
<b>Total Growth, Economy and Culture</b>		<b>(359)</b>	<b>(219)</b>	<b>0</b>	<b>0</b>	

## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P55	Funding for International Festival - our commitment is to provide £100k for each Festival that takes place every other year – but that we budget this annually as £50k p.a. Next two are IF2018 and IF2020.	50	0	0	0	General
P64a	<b>Publication of Statutory Notices:</b> Owing to closure of MK News, costs of publishing statutory notices are increasing; though new discounted rates have been negotiated, these are still higher than those previously achieved.	42	0	0	0	General
<b>Total Growth, Economy and Culture</b>		<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	



## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
OP8	Contribution to a reserve for business rates exposure should discretionary rate relief be withdrawn from leisure trusts operating 12 Council assets.	97	0	0	0	General
OP18	Provision for a 10% council contribution to the Arts and Heritage Alliance's bid for £1.5m of Great Places funding, which will if successful deliver a programme of high-level arts commissions, engage diverse audiences and bring together partners, communities and sectors, through the MK Futures 2050 vision, which highlights local culture, identity and quality of life as decisive factors for the city's success.	50	50	50	0	General
OP28	One off funding for continuation of Wider Use Funding in 2017/18 as agreed at Council 15 February 2017. This will be a base pressure in 2018/19.	80	0	0	0	General
<b>Total Growth, Economy and Culture</b>		<b>227</b>	<b>50</b>	<b>50</b>	<b>0</b>	



## Public Realm: Service Group 2017/18 - 2020/21

### Service Group Vision / Purpose:

Our vision 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 2017/18

The key drivers for this service group are:

- Management of major highways, waste and landscaping service provider contracts.
- Deliver on the Council Plan priorities as shown.
- Provide Regulatory Services that keep the community safe and healthy, support and grow local economy and protect the environment.
- Support for Parishes and wider stakeholders as overall funding levels reduce.
- Improve customer perception on the quality and value of Public Realm Services.

### Service Group Challenges and Opportunities for 2017/18

#### Challenges:

- Resourcing reducing rather than keeping pace with the growth in demands.
- Community expectations higher than funding levels available.

#### To meet these challenges we will:

- Devise new ways to deliver our services in co-production with other stakeholders in partnership.



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Street Lighting	Number of Street Lights	54,800	54,735	54,700	55,300	56,500	57,500
Street Lighting	Hours per Street Lights	4,195	4,107	4,103	4,103	4,103	4,103
Street Lighting	Number of Street Lights	59,000	58,200	58,100	58,700	59,900	60,900
Street Lighting	Hours per Street Light s	4,278	4,160	4,140	4,103	4,103	4,103
Highway Network Management	Number of kms of road network	1,278	1,302	1,315	1,325	1,335	1,345
Highway Network Management	Number of kms of footway	1,526	1,541	1,557	1,587	1,601	1,611
Highways	Km of Roads Maintained	1,278	1,302	1,315	1,325	1,335	1,345
Waste	Number of tonnes to Disposal site and Landfilled.	30,065	29,963	12,000	0	0	0
Waste	Number of tonnes to Residual Waste Treatment	35,731	43,994	291	295	300	304
Waste	Number of tonnes to MKWRP	0	16,074	49,000	63,000	64,000	65,000
Waste	Number of tonnes Food & Garden Waste	22,854	24,237	tba	tba	tba	tba
Waste	Number of charged for Bulky waste collections	8,400	5,600	6,000	6,000	6,000	6,000
Waste	Number of Households (Refuse, Recycling & Food waste Collections and black & pink sacks provided)	107,203	108,481	109,800	111,080	112,360	113,640
Waste	Number of hectares cleansed	33,539	33,550	33,600	33,750	34,000	34,500
Environment - Countryside	Kilometres of Rights of Way and alike	548	548	549	549	550	550
Environment - Countryside	Path Diversion Completions	3	0	8	5	5	6
Environment - Countryside	Path Creation Orders	1	2	2	2	2	2
Environment - Countryside	Planning Consultations	909	872	960	1,056	1,162	1,278
Environment - Countryside	Village Green applications	2	5	5	5	5	5
Environment - Countryside	Day Visitors at Emberton Country Park	N/A	19,717	20,000	20,000	20,000	20,000
Environment - Countryside	Nightly bookings Emberton Country Park	N/A	3,272	3,000	3,000	3,000	3,000
Landscape	Number of Play Area's Inspected and Maintained	469	469	464	459	454	449
Landscape	Number of issues resolved per month (average)	1,026	1,065	1,000	1,000	1,000	1,000
Landscape	Percentage of Assets Graded "as New"	8	9	10	10	10	10
Landscape	Percentage of Assets Graded "Good"	19	19	20	20	20	20
Landscape	Percentage of Assets Graded "Average"	56	56	56	57	58	59
Landscape	Percentage of Assets Graded "Poor"	17	16	14	13	12	11



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Landscape	Number of m2 of Grass	9,185,409	9,185,409	9,185,409	9,185,409	9,185,409	9,185,409
Landscape	Number of linear metres of Hedge	229,435	229,435	229,435	229,435	229,435	229,435
Landscape	Number of m2 of Shrubs	1,168,888	1,168,888	1,168,888	1,168,888	1,168,888	1,168,888
Landscape	Number of Trees	113,864	113,864	113,864	113,864	113,864	113,864
Landscape	Number of m2 of Woodland (m2)	756,431	756,431	756,431	756,431	756,431	756,431
Landscape	Number of Grass Cuts - General	10	11	10	10	10	10
Regulatory Investigations	No of abandoned vehicles reported/investigated	1,470	2,200	2,500	2,500	2,500	2,500
Regulatory Investigations	No of Fixed Penalty Notices Issued	60	60	60	60	60	60
Regulatory Investigations	No of unauthorised encampments	142	170	200	200	200	200
Regulatory Investigations	No. of environmental crimes investigated	1,341	1,500	1,500	1,500	1,500	1,500
Regulatory Investigations	No. of fly tipping incidents	4,289	4,000	4,500	4,500	4,500	4,500
Bereavement Services	Number of burials	95	110	105	110	111	112
Bereavement Services	Number of cremations	1,950	2,036	2,050	2,060	2,060	2,070
Bereavement Services	Number of graves maintained at £140 pa per grave	0	0	0	0	0	0
Building Control	Number of inspections undertaken	4,773	3,480	4,500	4,750	4,750	4,750
Building Control	Number of processed applications	18,260	14,266	17,000	18,000	18,000	18,000
Environmental Health	Number of noise service requests all categories	2,346	2,550	2,700	2,850	3,000	3,100
Environmental Health	Number of Pollution Control Service Requests	444	500	500	500	500	500
Environmental Health	Number of Public Health Service Requests	693	715	720	725	730	735
Environmental Health	Number of high risk food inspections (A, B & C risk rated)	220	250	270	280	280	280
Environmental Health	Number of low risk food inspections (D & E risk rated)	935	243	260	270	270	270
Environmental Health	Number of Health & Safety RIDDOR reports received for investigation	267	392	400	400	400	400
Environmental Health	Number of Food Hygiene Service requests	1,441	1,500	1,500	1,500	1,500	1,500
Environmental Health	Number of Health & Safety Service requests	355	393	400	400	400	400
Environmental Health	Number of Licensing premises Licence applications	33	39	45	47	50	52
Environmental Health	Number of Licensing Personal Licence applications	205	190	210	215	220	220
Environmental Health	Number of licensing variation premises licence	52	62	67	70	75	80
Environmental Health	Number of Licensing Temporary Event Notice (TEN) submissions	454	447	470	470	480	490



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Environmental Health	Number of Variation of Designated Premises Supervisors (DPS) applications	196	215	220	230	240	250
Coroners Office	Deaths Reported	903	994	1,053	1,116	1,183	1,253
Coroners Office	Number of Post Mortems	247	265	290	330	350	370
Coroners Office	Number of Inquests	205	220	250	270	300	330
Bereavement Services	Number of Book of Remembrance entries	447	450	455	460	465	470
Registrars	Number of Still Birth Registrations	17	15	15	15	15	15
Registrars	Number of Birth Registrations	3,912	4,100	4,100	4,100	4,100	4,100
Registrars	Number of Birth Re_Registrations	209	240	250	260	270	270
Registrars	Number of Death Registrations	1,896	2,100	2,200	2,200	2,200	2,300
Registrars	Notices of Marriage	2,243	2,350	2,360	2,370	2,380	2,390
Registrars	Marriages in Register Office	146	185	195	195	195	195
Registrars	Marriages in Decommissioned Ceremony Room	329	340	340	340	340	340
Registrars	Marriages in Approved Venues	256	250	260	260	260	260
Registrars	Group Citizenship Ceremonies	753	800	800	800	800	800
Registrars	Private Citizenship Ceremonies	171	175	175	175	175	175
Registrars	Nationality Checking Service	712	500	400	300	200	100
Registrars	Licensing of Approved Marriage Venues	5	4	6	6	4	6
Registrars	Non Statutory Ceremonies	6	6	6	6	6	6
Transport	Number of community transport trips	63,024	57,591	40,000	40,000	40,000	40,000
Passenger Transport	Number of senior concessionary journeys / trips after 9.30am	2,246,915	2,228,566	2,210,737	2,193,052	2,175,507	2,158,103
Passenger Transport	Number of junior concessionary journeys	1,045,412	1,023,565	1,074,743	1,106,986	1,140,195	1,174,401
Passenger Transport	Total bus patronage	10,365,483	10,000,000	9,900,000	9,800,000	9,700,000	9,600,000
Passenger Transport	Total bus patronage on contracted services	2,141,222	2,100,000	2,025,000	1,975,000	1,925,000	1,875,000
Road Safety	Reduce number of people Killed or Seriously Injured (KSI) on MKC Roads	78	96	90	90	90	90
Road Safety	Reduce number of Children Killed or Seriously Injured (KSI) on MKC Roads	6	6	5	5	5	5
Road Safety	Reduce number of Slight injuries on MKC Roads	730	678	622	622	622	622
Road Safety	Number of Road Safety Audits carried out on MKC Highways.	37	39	40	40	40	40



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Road Safety	Number of Casualty Reduction schemes carried out on MKC Highways.	6	0	5	5	5	5
Road Safety	Number of Safe Journeys to School schemes carried out in MK.	19	17	15	15	15	15
Road Safety	Number of Road Safety Speed Limit Changes carried out in MK.	10	5	6	6	6	6
Road Safety	Reduce % of car journeys to school	12	12	12	12	12	12
Road Safety	Percentage of Schools with School Travel Plan	98	97	98	98	98	98
Road Safety	Percentage of Schools using Road Safety Resources (Walk & Roll, Junior Road Safety Officer, Street Feet)	75	75	80	80	80	80
Road Safety	Number of Education, Training & Publicity Campaigns	6	6	6	6	6	6
Parking	Number of CMK Standard Parking Bays. The charge for a standard Parking Bay is 50p per hour, discounted to 25.5p under the employee schemes.	n/a	10,202	10,381	10,934	10,934	10,934
Parking	Number of CMK Premium Parking Bays. The charge for a Premium Parking Bay is £2 per hour and there are no discounts available.	1,393	1,354	4,354	3,788	3,788	3,788
Parking	Number of CMK Long Stay Bays. The charge varies between £7.50 and £10 per day	n/a	546	546	1,246	1,246	1,246



## BBR010 – Public Realm

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>38.952</b>
Inflationary increases / (decreases)	0.337
Demographic Growth	0.222
Other Pressures	1.337
Budget Reductions	(1.882)
Income Generation	(1.687)
<b>BUDGET 2017/18</b>	<b>37.279</b>

### Summary Revenue Budget

	2016/17 Budget £000's	2016/17 Forecast* Actual £000's	Expenditure Budget £000's	2017/18		Net Budget £000's
				Income Budget £000's	Recharges Budget £000's	
AD Public Realm	7	76	263	(25)	(238)	0
Transportation	(3,980)	(3,795)	12,191	(17,554)	309	(5,054)
Highways	15,396	14,480	17,225	(3,216)	583	14,592
Environmental & Waste	26,110	29,236	28,751	(3,393)	680	26,038
Business & Liaison	0	96	629	(168)	(351)	110
Regulatory Unit	1,388	1,022	5,224	(4,359)	727	1,592
Corporate Director of Place	31	32	240	0	(239)	1
<b>Service Group Total</b>	<b>38,952</b>	<b>41,147</b>	<b>64,523</b>	<b>(28,715)</b>	<b>1,471</b>	<b>37,279</b>

\*Based on Period 12 Forecast (March 2017)



## Public Realm: Summary Subjective Analysis Budget 2016/17

	AD Public Realm	Transportation	Highways	Environmental & Waste	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	233	1,927	2,531	1,385	0	3,571	234	9,881
Premises Costs	0	334	4,754	13,650	0	294	0	19,032
Transport Costs	0	7,340	31	451	0	33	1	7,856
Supplies & Services	5	2,335	5,401	4,974	0	676	1	13,392
Third Party Payments / Transfers	0	0	0	6,052	0	0	0	6,052
Services received from other departments	3	100	849	890	0	401	3	2,246
<b>TOTAL EXPENDITURE</b>	<b>241</b>	<b>12,036</b>	<b>13,566</b>	<b>27,402</b>	<b>0</b>	<b>4,975</b>	<b>239</b>	<b>58,459</b>
<b>Income</b>								
Government Grants	0	(28)	0	0	0	0	0	(28)
Other Grants & Contributions	0	(379)	0	0	0	0	0	(379)
Fees & Charges	0	(16,233)	(2,181)	(2,563)	0	(4,254)	0	(25,231)
Services provided to other departments	(25)	(182)	(1,305)	(134)	0	(16)	0	(1,662)
<b>TOTAL INCOME</b>	<b>(25)</b>	<b>(16,822)</b>	<b>(3,486)</b>	<b>(2,697)</b>	<b>0</b>	<b>(4,270)</b>	<b>0</b>	<b>(27,300)</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>216</b>	<b>(4,786)</b>	<b>10,080</b>	<b>24,705</b>	<b>0</b>	<b>705</b>	<b>239</b>	<b>31,159</b>
Capital Charges	0	285	5,403	718	0	151	0	6,557
Allocation of Central and Departmental Overheads	(209)	521	(87)	687	0	532	(208)	1,236
<b>NET EXPENDITURE</b>	<b>7</b>	<b>(3,980)</b>	<b>15,396</b>	<b>26,110</b>	<b>0</b>	<b>1,388</b>	<b>31</b>	<b>38,952</b>



## Summary Subjective Analysis Forecast 2016/17

	AD Public Realm	Transportation	Highways	Environmental & Waste	Business & Liaison	Regulatory Unit	Corporate Director of Place	Total
	2016-17 Forecast £'000	2016-17 Forecast £'000						
<b>Expenditure</b>								
Employee Costs	252	1,957	1,899	1,149	455	3,354	234	9,300
Premises Costs	0	339	5,097	16,509	17	174	0	22,136
Transport Costs	0	7,670	17	719	7	50	1	8,464
Supplies & Services	53	2,254	5,528	5,047	47	863	2	13,794
Third Party Payments / Transfers	0	16	0	6,061	0	0	0	6,077
Services received from other departments	5	165	847	3,715	85	466	3	5,286
<b>TOTAL EXPENDITURE</b>	<b>310</b>	<b>12,401</b>	<b>13,388</b>	<b>33,200</b>	<b>611</b>	<b>4,907</b>	<b>240</b>	<b>65,057</b>
<b>Income</b>								
Government Grants	0	(1,057)	0	0	0	0	0	-1,057
Other Grants & Contributions	0	0	0	0	0	0	0	0
Fees & Charges	0	(15,463)	(2,693)	(1,694)	(7)	(4,484)	0	-24,341
Services provided to other departments	(25)	(182)	(1,406)	(2,837)	(176)	(87)	0	-4,713
<b>TOTAL INCOME</b>	<b>(25)</b>	<b>(16,702)</b>	<b>(4,099)</b>	<b>(4,531)</b>	<b>(183)</b>	<b>(4,571)</b>	<b>0</b>	<b>-30,111</b>
Contributions to Reserves	0	0	0	0	0	0	0	0
(Transfer from) Reserves	0	(300)	(458)	(838)	0	(1)	0	-1,597
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>285</b>	<b>(4,601)</b>	<b>8,831</b>	<b>27,831</b>	<b>428</b>	<b>335</b>	<b>240</b>	<b>33,349</b>
Capital Charges	0	285	5,395	718	8	155	0	6,561
Allocation of Central and Departmental Overheads	(209)	521	254	687	(340)	532	(208)	1,237
<b>NET EXPENDITURE</b>	<b>76</b>	<b>(3,795)</b>	<b>14,480</b>	<b>29,236</b>	<b>96</b>	<b>1,022</b>	<b>32</b>	<b>41,147</b>



## Summary Subjective Analysis Budget 2017/18

	AD Public Realm	Transportation	Highways	Environmental & Waste	Business & Liaison	Regulatory Unit	Corporate Director of Place	Total
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>								
Employee Costs	257	1,958	2,004	1,053	494	3,680	234	9,680
Premises Costs	0	336	4,219	14,613	14	296	0	19,478
Transport Costs	0	7,029	23	456	7	32	1	7,548
Supplies & Services	3	2,457	4,771	4,922	25	664	2	12,844
Third Party Payments / Transfers	0	0	0	6,099	0	0	0	6,099
Services received from other departments	3	126	813	890	81	401	3	2,317
<b>TOTAL EXPENDITURE</b>	<b>263</b>	<b>11,906</b>	<b>11,830</b>	<b>28,033</b>	<b>621</b>	<b>5,073</b>	<b>240</b>	<b>57,966</b>
<b>Income</b>								
Government Grants	0	(28)	0	0	0	0	0	(28)
Other Grants & Contributions	0	(379)	0	0	0	0	0	(379)
Fees & Charges	0	(16,965)	(2,087)	(3,259)	(5)	(4,317)	0	(26,633)
Services provided to other departments	(25)	(182)	(1,129)	(134)	(163)	(42)	0	(1,675)
<b>TOTAL INCOME</b>	<b>(25)</b>	<b>(17,554)</b>	<b>(3,216)</b>	<b>(3,393)</b>	<b>(168)</b>	<b>(4,359)</b>	<b>0</b>	<b>(28,715)</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>238</b>	<b>(5,648)</b>	<b>8,614</b>	<b>24,640</b>	<b>453</b>	<b>714</b>	<b>240</b>	<b>29,251</b>
Capital Charges	0	285	5,395	718	8	151	0	6,557
Allocation of Central and Departmental Overheads	(238)	309	583	680	(351)	727	(239)	1,471
<b>NET EXPENDITURE</b>	<b>0</b>	<b>(5,054)</b>	<b>14,592</b>	<b>26,038</b>	<b>110</b>	<b>1,592</b>	<b>1</b>	<b>37,279</b>



## Public Realm - Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	
S109	Programme of replacing street lights on grid roads, industrial estates, footpaths and CMK with LEDs, resulting in energy and maintenance savings	(248)	(44)	0	0	Smarter
S110	Continuation of removal of Service Level Agreement (SLA) for Buckinghamshire and Milton	(6)	(6)	0	0	Different
S112	Re-tender the dog warden contract	(10)	0	0	0	Smarter
S114	Convert Estate Lighting to LED. Existing estate lighting is provided by older technology. Converting lighting to LED will maintain lighting on estates, offer great control and realise further savings in energy costs	(97)	(194)	(194)	(194)	Smarter
S116	Reduce cross boundary concessionary reimbursements rate to bus operators from 69% to 62%, to bring rates in line with those offered for MK services	(75)	0	0	0	Smarter
S119	Review devolved landscape parish payment. The proposal will reduce the payment to parish/town councils to reflect current costs to the Council in other areas maintained by the Council.	0	(120)	0	0	Different
S146	Revise the reimbursement rate paid to bus operators to offset the cost of concessionary fare journeys. There is no impact on the public, with no change to the current concessionary fare scheme from a customer perspective.	(306)	0	0	0	Smarter
S147a	Implement agreed reduction in play area maintenance contract	(50)	0	0	0	Different
S147b	Remove budget for restocking grit bins - Service has been offered to Parish Councils. Saving removed by Council 17 February 2017. This will be a base budget pressure in 2018/19.	0	0	0	0	Different
S147c	Remove budget for weed spraying. Saving removed by Council 17 February 2017. This will be	0	0	0	0	Different
S147d	Reduce street cleansing budget by continuing to implement a more dynamic programme based on need, reduce the frequency of mechanical cleansing cycles and replace with lower cost litter picking in some areas. This saving was reduced by £97k by Council 17 February 2017. This will be a base pressure in 2018/19.	(103)	0	0	0	Different
S147e	Reduce number of rapid reaction street cleansing teams	(59)	0	0	0	Different
S147f	Create more wildflower meadows	(26)	0	0	0	Different
S147g	Conversion of shrubbed areas to grass	(15)	0	0	0	Different
S147h	Reduce woodland maintenance	(48)	0	0	0	Different
S147i	Convert annual planting to perennial planting	(32)	0	0	0	Different
S147j	Weed shrub beds while pruning	(25)	0	0	0	Different



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S147k	Reduce strimming grass cutting around obstacles. Saving removed by Council 17 February 2017. This will be a base budget pressure in 2018/19.	0	0	0	0	Different
S131	Removal of scratchcard payment options for permits. There are many other payment options now available that are less expensive to offer.	(12)	0	0	0	Smarter
S132	Removal of 56 out of 319 Pay and Display machines in CMK car parks	(30)	0	0	0	Smarter
S123	Stop the out of hours standby payment to staff for emergency plan response	(10)	0	0	0	Different
S124	Stop the out of hours noise service. Many areas do not offer such a service.	(40)	0	0	0	Different
S133	Replacement of a single Borough wide run to a two zonal system to reduce the numbers of routes gritted on marginal nights. Reduce the costs of the winter maintenance service by reclassifying some major routes to minor routes.	(65)	0	0	0	Different
S134	As a result of implementing new innovative forms of resurfacing, more roads and footways have been able to be treated for the same amount of money than originally programmed. This has enabled the future budget to be reduced whilst maintaining the same condition standards over the medium term financial plan	(600)	0	0	0	Smarter
S135	Replacement of illuminated signs to reduce maintenance and energy costs.	(25)	(25)	0	0	Smarter
S136	Conversion of redway lighting to LED	0	(40)	(80)	(40)	Smarter
<b>Total Public Realm</b>		<b>(1,882)</b>	<b>(429)</b>	<b>(274)</b>	<b>(234)</b>	

## Income Generation

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S106	Residual waste income stream from other Authorities for waste processed at the Residual Waste Treatment Facility.	(458)	(42)	0	0	Different
S107	Income from Renewable Obligation Certificates anticipated through the new waste facility.	(229)	(21)	0	0	Different
S108	Increased commercial income from Bereavement Service.	(50)	0	0	0	Different
S113	Income from Searches as a result in changing legislation (Con 29) where searches on rights of way are now mandatory but chargeable, from July 2016	(20)	0	0	0	Different
S115	Apply fee of £5 per Junior Concession card to cover administrative costs (excluding those eligible for free school meals)	(10)	0	0	0	Different



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
<b>S126</b>	Introduce annual charge of £25 per permit per year to cover enforcement and parking scheme set up/review costs of for all residents only parking schemes. Visitor Permits will be available for all residents within parking schemes at a charge of £1 per day payable through the parking app whilst an Annual Visitor Permit will be available to all residents within a scheme for a charge of £25 as an alternative to the daily charge.	(89)	(7)	(7)	(7)	Different
<b>S127a</b>	Tier 1 – Single Occupancy Vehicle Employee Permit. A charge of £2.80 per day/£630 per annum. (30% off the standard charge daily rate)	(493)	0	0	0	Different
<b>S127b</b>	Tier 2 – Low Carbon Vehicle Permit (per vehicle). A charge of £195 per annum, increasing to £335 per annum in 2018/19. (69% off the employee permit)	(145)	(174)	0	0	Smarter
<b>S127c</b>	Tier 3 – Multiple Occupancy Vehicle Permit. A charge of £80 per annum, increasing to £130 per annum in 2018/19. (87% off the employee permit)	(100)	(100)	0	0	Smarter
<b>S127d</b>	Tier 4 – No Emissions Permit. No Charge. (100% off the standard charge daily rate)	0	0	0	0	Smarter
<b>S129</b>	Charges for coach parking at Coach Park CMK	(10)	0	0	0	Different
<b>S152</b>	Remove commuter parking permit in MKC long stay parking areas over a 2 year period	(50)	(50)	0	0	Smarter
<b>S155</b>	Increase charges at the Theatre Multi-storey car park, from 20p per hour to 40p per hour. This will bring charges closer in line with those charged in standard parking spaces.	(20)	0	0	0	Smarter
<b>S130</b>	Increase Community Transport Fares by 20p from £3.00 to £3.20 for a single fare, and 40p from £4.80 to £5.20 for a return fare.	(13)	0	0	0	Different
<b>Total Public Realm</b>		<b>(1,687)</b>	<b>(394)</b>	<b>(7)</b>	<b>(7)</b>	



## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P40	Demographic growth for waste collection based on 1.5% increase in the number of properties.	193	200	209	216	Demography
P51	Demographic growth for Landscape Maintenance based on 1.5% growth in landscape adopted areas.	29	30	31	32	Demography
P41	The recent tendering exercise has highlighted the on going increased costs associated with provision of Community Recycling Centres, due to the increased costs of disposal of certain materials and falling recycling prices, such as wood. Whilst management actions can be put in place to mitigate the position, the market price increases are outside of the control of the LA. The pressure is based on the level of increased costs being incurred in 2016/17.	500	0	0	0	General
P42	Increased cost of concessionary fares fixed pot, due to reduction in patronage of the junior concession scheme. Reducing numbers of customers means that the fares generated do not offset the cost of the concession scheme.	100	0	0	0	General
P43	Due to a change in government initiatives, there is no longer access to "Feed in Tariff" funding. This income had previously been included in respect of the solar panels at the residual waste treatment plant.	15	0	0	0	Legislative
P44	Medical Examiner - there is expected to be a change in the legislation which will require LA's to employ a medical examiner to counter sign any death not certified by the coroner. It is expected that this will be a requirement from April 2018 and will mean that the LA will need to employ both a medical examiner and associated officers. There may also be an increase in the number of inquests as a result of the change in legislation. Allows for increase in coronial capacity too.	0	200	0	0	Legislative
P45	A saving target was included in 2016/17 to generate income from traffic management events. However, further investigation of the saving has found it to require major marketing and resource investment which would be unlikely to generate a profit.	100	0	0	0	General
P46	This pressure reflects the current cost of delivering the Community Transport Service.	100	0	0	0	General
P57	A review of the corporate health and safety team has identified the need for additional senior resource in this area. A restructure is planned, however costs will exceed current budget.	25	0	0	0	General
P58	Following the Food Standards Agency audit on delivery and food business compliance, the recommendation is for additional resources to be added to the service.	135	0	0	0	General
P59	An additional post to work with community organisations and support work to enable changes in service delivery.	47	0	0	0	Sustainability



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P64b	<b>Publication of Statutory Notices:</b> Owing to closure of MK News, costs of publishing statutory notices are increasing. This impacts on the Temporary Traffic Orders service as extra costs will be difficult to recover from external customers.	15	0	0	0	General
P66	Analysis has shown a consistent reducing demand and income from pay and display parking use compared to previous budget expectations	300	300	0	0	General
P65	Reduction in rental income received through the contract for the operation and management of the Materials Recycling Facility	0	500	0	0	General
<b>Total Public Realm</b>		<b>1,559</b>	<b>1,230</b>	<b>240</b>	<b>248</b>	

## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
OP9	The costs of tree works has been increasing over the last few years due to severe weather conditions. This has been putting pressure on landscape budgets. A tree asset management survey would allow the LA to assess condition of the tree stock within the Borough and allow for a strategy to be developed that reduces the risk of high tree maintenance costs in the future.	100	0	0	0	General
OP10	One-off funding being provided to allow for a delay to changes to recycling containers (2016/17 S92, Pink sacks), enabling any change to be considered as part of the review of the Waste Strategy.	400	0	0	0	One-off
OP19	One-off funding to offset the delayed opening of the residual waste treatment facility until July 2017.	2,102	0	0	0	General
OP24	One-off funding held as a cash reserve to mitigate any potential further delay to the opening of the residual waste treatment facility August 2017 to March 2018.	4,200	0	0	0	General
OP21	Funding for a programme manager to work with parishes on options for public realm services.	50	50	0	0	General
OP29	One off cost to fund replacement of a Noise Monitoring Machine to ensure that the service has appropriate and up to date equipment as agreed at Council 15 February 2017.	7	0	0	0	General
<b>Total Public Realm</b>		<b>6,859</b>	<b>50</b>	<b>0</b>	<b>0</b>	



## Housing and Regeneration: Service Group 2017/18 - 2020/21

### 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 2017/18:

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	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Moving Home	Number of households in Bed and Breakfast (B&B) and hotels	146	40	20	10	10	10
Moving Home	Number of households in temporary accommodation – all types (NI 156)	361	650	960	1,200	1,200	1,200
Solutions	Number of cases where full homeless duty is accepted (MKC 098)	780	749	898	1,077	1,292	1,540
Private Sector Housing	Number of Category One Hazards identified (private rented properties) (MKC 146)	66	92	90	90	90	90
Private Sector Housing	Number of private sector empty homes brought back into use	224	226	25	25	25	25



## BBR04 - Housing & Regeneration

### Budget Movement

	<b>Budget 2017/18 £'m</b>
<b>BUDGET 2016/17</b>	<b>1.787</b>
Inflationary increases / (decreases)	0.043
Demographic Growth	3.343
Other Pressures	0.000
Budget Reductions	(2.054)
Income Generation	0.000
<b>BUDGET 2017/18</b>	<b>3.119</b>

### Summary Revenue Budget

	2016/17 Budget £000's	2016/17 Forecast* Actual £000's	2017/18			Net Budget £000's
			Expenditure Budget £000's	Income Budget £000's	Recharges Budget £000's	
Housing General Fund Management	0	6	39	(4)	(35)	0
Strategy and Assets	41	40	41	0	3	44
Housing Access	1,575	3,236	4,574	(1,863)	197	2,908
Tenancy Services - PSH	86	35	793	(772)	64	85
Regeneration	(173)	(195)	433	(676)	77	(166)
Community Safety	258	244	245	(45)	48	248
<b>Service Group Total</b>	<b>1,787</b>	<b>3,366</b>	<b>6,125</b>	<b>(3,360)</b>	<b>354</b>	<b>3,119</b>

\*Based on Period 12 Forecast (March 2017)



## Housing & Regeneration: 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	39	400	313	280	191	1,257
Premises Costs	0	0	135	199	0	52	386
Transport Costs	0	0	4	4	1	2	11
Supplies & Services	2	0	2,206	37	144	(8)	2,381
Third Party Payments / Transfers	0	0	220	2	0	0	222
Services received from other departments	3	2	39	67	5	8	124
<b>TOTAL EXPENDITURE</b>	<b>39</b>	<b>41</b>	<b>3,004</b>	<b>622</b>	<b>430</b>	<b>245</b>	<b>4,381</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	(1,863)	(772)	0	(40)	(2,675)
Services provided to other departments	(4)	0	0	0	(106)	(5)	(115)
<b>TOTAL INCOME</b>	<b>(4)</b>	<b>0</b>	<b>(1,863)</b>	<b>(772)</b>	<b>(676)</b>	<b>(45)</b>	<b>(3,360)</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>41</b>	<b>1,141</b>	<b>(150)</b>	<b>(246)</b>	<b>200</b>	<b>1,021</b>
Capital Charges	0	0	279	167	0	0	446
Allocation of Central and Departmental Overheads	(35)	0	155	69	73	58	320
<b>NET EXPENDITURE</b>	<b>0</b>	<b>41</b>	<b>1,575</b>	<b>86</b>	<b>(173)</b>	<b>258</b>	<b>1,787</b>



## Summary Subjective Analysis Forecast 2016/17

	Housing General Fund Management	Strategy and Assets	Housing Access	Tenancy Services	Regeneration	Community Safety	Total
	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000	2016-17 Forecast £'000
<b>Expenditure</b>							
Employee Costs	38	38	699	313	283	178	1,549
Premises Costs	0	0	165	119	0	12	296
Transport Costs	0	0	2	4	1	2	9
Supplies & Services	0	0	7,781	90	188	60	8,119
Third Party Payments / Transfers	0	0	206	0	0	0	206
Services received from other departments	3	2	115	76	8	291	495
<b>TOTAL EXPENDITURE</b>	<b>41</b>	<b>40</b>	<b>8,968</b>	<b>602</b>	<b>480</b>	<b>543</b>	<b>10,674</b>
<b>Income</b>							
Government Grants	0	0	0	0	0	(396)	(396)
Other Grants & Contributions	0	0	0	0	(374)	18	(356)
Fees & Charges	0	0	(4,507)	(786)	(23)	99	(5,217)
Services provided to other departments	0	0	0	(4)	(130)	(5)	(139)
<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>(4,507)</b>	<b>(790)</b>	<b>(527)</b>	<b>(284)</b>	<b>(6,108)</b>
Contributions to Reserves	0	0	0	39	0	0	39
(Transfer from) Reserves	0	0	(1,659)	(52)	(221)	(73)	(2,005)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>41</b>	<b>40</b>	<b>2,802</b>	<b>(201)</b>	<b>(268)</b>	<b>186</b>	<b>2,600</b>
Capital Charges	0	0	279	167	0	0	446
Allocation of Central and Departmental Overheads	(35)	0	155	69	73	58	320
<b>NET EXPENDITURE</b>	<b>6</b>	<b>40</b>	<b>3,236</b>	<b>35</b>	<b>(195)</b>	<b>244</b>	<b>3,366</b>



## Summary Subjective Analysis Budget 2017/18

	Housing General Fund Management	Strategy and Assets	Housing Access	Tenancy Services	Regeneration	Community Safety	Total
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>							
Employee Costs	34	39	600	315	282	192	1,462
Premises Costs	0	0	3,272	200	0	52	3,524
Transport Costs	0	0	3	4	1	2	10
Supplies & Services	2	0	161	38	145	(9)	337
Third Party Payments / Transfers	0	0	220	2	0	0	222
Services received from other departments	3	2	39	67	5	8	124
<b>TOTAL EXPENDITURE</b>	<b>39</b>	<b>41</b>	<b>4,295</b>	<b>626</b>	<b>433</b>	<b>245</b>	<b>5,679</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	(1,863)	(772)	0	(40)	(2,675)
Services provided to other departments	(4)	0	0	0	(106)	(5)	(115)
<b>TOTAL INCOME</b>	<b>(4)</b>	<b>0</b>	<b>(1,863)</b>	<b>(772)</b>	<b>(676)</b>	<b>(45)</b>	<b>(3,360)</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>41</b>	<b>2,432</b>	<b>(146)</b>	<b>(243)</b>	<b>200</b>	<b>2,319</b>
Capital Charges	0	0	279	167	0	0	446
Allocation of Central and Departmental Overheads	(35)	3	197	64	77	48	354
<b>NET EXPENDITURE</b>	<b>0</b>	<b>44</b>	<b>2,908</b>	<b>85</b>	<b>(166)</b>	<b>248</b>	<b>3,119</b>



## Housing & Regeneration – Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S66	Savings from increase in Temporary Accommodation supply (Closer working with <b>housing associations</b> . This includes new S106 nominations, more robust policing of Housing Association re-let nominations, and leasing Housing Association properties.)	(53)	0	0	0	Different
S67	Savings from increase in Temporary Accommodation supply (Procuring additional temporary accommodation through working with <b>private sector landlords</b> . This includes Enhanced Private Sector Lease properties, leased accommodation in Bedford, and leased accommodation in and around Milton Keynes.)	(250)	0	0	0	Different
S68	Savings from increase in Permanent Accommodation supply (Reduction in temporary accommodation hotel costs as a result of acquisition and construction of <b>new council housing</b> )	(327)	(573)	0	0	Different
S69	Options & Homeless Service restructure to reflect current practices	(10)	0	0	0	Smarter
S70	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	(50)	0	0	Different
S73a	Savings from increase in Temporary Accommodation supply ( <b>Orchard House</b> short-term use as temporary accommodation)	(307)	0	0	0	Sustainable
S73b	Savings from increase in Temporary Accommodation supply (deployment of <b>modular structures</b> as temporary accommodation)	(81)	0	0	0	Sustainable
S74	Savings from decrease in Temporary Accommodation demand (Increased <b>Homelessness Prevention</b> work to reduce numbers of homeless families requiring temporary accommodation)	(75)	0	0	0	Smarter
S158	Savings from increase in Temporary Accommodation supply (new capacity at Unity House in Luton)	(951)	0	0	0	Sustainable
S77	Stop flexible home improvement loan work in Private Sector Housing team	0	(4)	0	0	Different
<b>Total Housing &amp; Regeneration</b>		<b>(2,054)</b>	<b>(627)</b>	<b>0</b>	<b>0</b>	



## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P37	Forecast increased demand for temporary accommodation based on increased "full duty" acceptances of 10% p.a., and continuation of current sources of supply.	3,136	384	460	728	Demography
P38	Increased staffing in Housing Income to bill and recover the additional income raised as a result of the increased numbers in Temporary Accommodation	76	0	50	0	Demography
P62	Additional Temporary Accommodation staffing – the increased workload involved in processing increased numbers of Homelessness Applications (average 92pcm in 2014/15, 102pcm in 2015/16, and 110 pcm in 2016/17) and arranging temporary accommodation for families (averages 165, 271, and 481) cannot be contained within current budgets. Although some capacity has been found within existing staffing, this increases the proportion of costs to be charged to the General Fund rather than the Housing Revenue Account; temporary agency staff are also charged directly to the HG Housing budget.	131	0	0	0	Demography
<b>Total Housing &amp; Regeneration</b>		<b>3,343</b>	<b>384</b>	<b>510</b>	<b>728</b>	

## One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
OP7	To create a demand led reserve, in case the growth in demand for temporary accommodation continues to increase beyond budget estimates.	1,500	0	0	0	Sufficiency of Reserves
OP13	One-Off provision for part-year effect of Orchard House conversion to temporary accommodation.	108	0	0	0	Sufficiency of Reserves
OP14	One-Off provision for possible part-year effect of other potential temporary accommodation savings.	250	0	0	0	Sufficiency of Reserves



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
OP15	Transitional funding for YMCA - additional funding is required as they move to a sustainable self-funding model that does not rely on Council funds. Completion of redevelopment work to provide additional accommodation is expected in 2018 and some continued revenue funding is required until the new model is in place.	90	0	0	0	General
OP20	Increase in one-off funding to delay the implementation of temporary accommodation savings	144	0	0	0	Sufficiency of Reserves
OP26	Funding for the provision of emergency short-term shelter for those requiring immediate support, emergency support for those without accommodation including sanitary facilities and an outreach assessment service as proposed by Homelessness Partnership and endorsed by Cabinet on 6th December.	200	0	0	0	General
<b>Total Housing &amp; Regeneration</b>		<b>2,292</b>	<b>0</b>	<b>0</b>	<b>0</b>	



# HOUSING REVENUE ACCOUNT



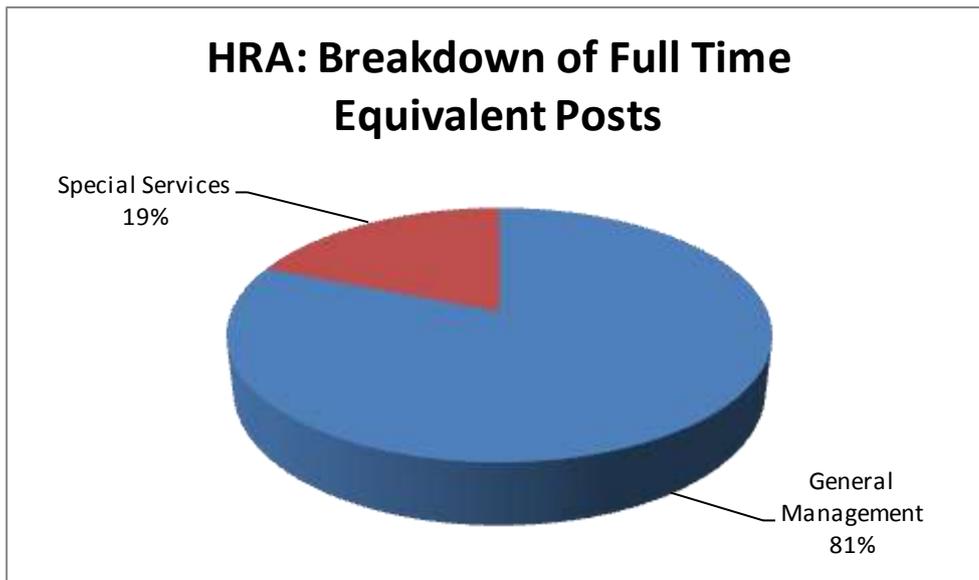
## Housing Revenue Account: Summary Staffing Analysis

	HRA		Total HRA
	General Management	Special Services	
<b>2016/17 Actual Full Time Equivalent* FTE's</b>	100.89	33.17	<b>134.06</b>
<b>2017/18 Estimated Changes^ FTE's</b>	(8.40)	(11.53)	<b>(19.93)</b>
<b>Estimated 2017/18 Full Time Equivalent FTE's</b>	<b>92.49</b>	<b>21.64</b>	<b>114.13</b>
<b>Estimated 2017/18 Employee Pay Budget** £'000</b>	3,542	936	<b>4,478</b>

\* Based on HR data at 28<sup>th</sup> February 2017

^ 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 2017/18 is being held centrally until it will be allocated as part of a pay budget review in June.





## KEY ACTIVITY BASED DATA

Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA	Number of Milton Keynes Council (MKC) social residential properties lost (includes Right to Buy (RTB), Sales, demolitions)	57	50	57	60	65	70
HRA	Number of residential properties gained (includes purchases, new build)	16	25	40	0	0	0
HRA	Number of properties sold under the Right to Buy	57	50	55	60	65	70
HRA	Number of properties recovered because of social housing fraud (MKC 759)	15	18	20	20	20	20
HRA	Number of Evictions for Anti-social Behaviour (ASB)	7	5	6	6	6	6
HRA	Number of Evictions for rent arrears	41	48	70	65	65	65
HRA	% of rent charged within this financial year that was collected (BVPI66a)	98.00%	97.25%	96.00%	94.00%	96.25%	97.00%
HRA	Value of historic leasehold service charges	£142,748	£120,000	£110,000	£100,000	£90,000	£80,000
HRA	Value of historic leasehold major works charges	£209,224	£200,000	£350,000	£300,000	£300,000	£300,000
HRA	Average re-let times of properties (BV 212) - Days	24	27	15	12	12	12
HRA	% Resident satisfaction with cleaning service	64%	65%	66%	67%	68%	70%



## BBR3 - Housing Revenue Account:

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>(4.569)</b>
Inflationary increases / (decreases)	(0.505)
Demographic Growth	0.000
Other Pressures	2.707
Budget Reductions	(2.202)
Income Generation	0.000
<b>BUDGET 2017/18</b>	<b>(4.569)</b>

### Summary Revenue Budget

	2016-17 Budget £'000	2016-17 Forecast* Actual £'000	2017-18 Budget £'000
<b>INCOME</b>			
Dwelling Rents	(53,788)	(53,778)	(52,876)
Non-Dwelling Rents:			
Garages	(206)	(198)	(206)
Commercial	(143)	(136)	(143)
Other Charges for Services and Facilities:			
Leaseholders' Service Charges	(800)	(1,054)	(800)
Tenant Heating Charges	(881)	(842)	(888)
Tenant Service Charges	(118)	(125)	(232)
Other tenant charges	(181)	(181)	(181)
Interest Receivable	(320)	(320)	(480)
<b>GROSS TOTAL INCOME</b>	<b>(56,437)</b>	<b>(56,634)</b>	<b>(55,806)</b>
<b>EXPENDITURE</b>			
Repairs & Maintenance	9,944	9,760	9,469
General Management	7,369	7,241	5,731
Special Services	2,916	3,031	3,045
Rents, Rates, Taxes & Other Charges	171	170	194
Bad & Doubtful Debts	614	466	614
Capital Financing Costs:			
Debt Charges Net of Mortgagors' Interest	9,553	9,553	8,744
Depreciation & Impairment	13,385	13,385	12,978
Transfer to Capital Reserves	12,485	12,485	15,031
<b>GROSS TOTAL EXPENDITURE</b>	<b>56,437</b>	<b>56,091</b>	<b>55,806</b>
<b>NET (SURPLUS) / DEFICIT FOR THE YEAR</b>	<b>0</b>	<b>(543)</b>	<b>0</b>
Uncommitted Reserve Brought Forward	(4,569)	(5,480)	(4,569)
<b>UNCOMMITTED RESERVE CARRIED FORWARD**</b>	<b>(4,569)</b>	<b>(6,023)</b>	<b>(4,569)</b>

\*Based on Period 12 Forecast (March 2017)

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



## Housing Revenue Account: Summary Revenue Budget

	2016-17 Budget	2016-17 Forecast* Actual	2017-18 Budget
	£'000	£'000	£'000
<b>Expenditure</b>			
Employee Costs	3,966	4,191	4,532
Premises Costs	12,771	12,516	11,608
Transport Costs	32	29	32
Supplies & Services	979	434	(436)
Third Party Payments / Transfers	33	40	78
Services received from other departments	1,945	1,771	1,396
<b>TOTAL EXPENDITURE</b>	<b>19,726</b>	<b>18,981</b>	<b>17,210</b>
<b>Income</b>			
Government Grants	0	(5)	0
Other Grants & Contributions	0	0	0
Fees & Charges	(61,001)	(62,113)	(60,370)
Services provided to other departments	0	(27)	0
<b>TOTAL INCOME</b>	<b>(61,001)</b>	<b>(62,145)</b>	<b>(60,370)</b>
Contributions to Reserves	0	300	0
(Transfer from) Reserves	0	(130)	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(41,275)</b>	<b>(42,994)</b>	<b>(43,160)</b>
Capital Charges	35,065	35,330	36,753
Allocation of Central and Departmental Overheads	1,641	1,641	1,838
<b>NET EXPENDITURE</b>	<b>(4,569)</b>	<b>(6,023)</b>	<b>(4,569)</b>

\*Based on Period 12 Forecast (March 2017)





## Resources

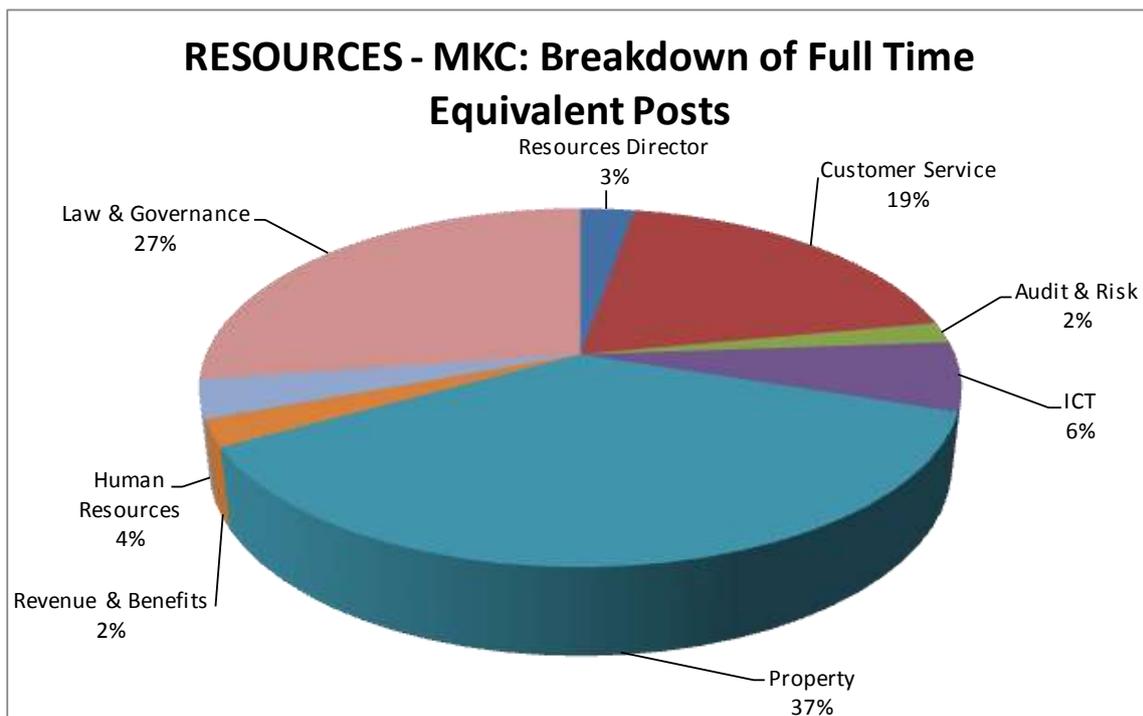


## Summary Staffing Analysis

	Resources - MKC								
	Resources Director	Customer Service	Audit & Risk	ICT	Property	Revenue & Benefits	Human Resources	Law & Governance	
<b>2016/17 Actual Full Time Equivalent* FTE's</b>	4.00	35.71	5.46	10.00	54.50	4.09	5.00	61.53	<b>180.29</b>
<b>2017/18 Estimated Changes FTE's</b>	0.00	(7.75)	(2.73)	(1.00)	(1.00)	(0.59)	0.00	(21.91)	<b>(34.98)</b>
<b>Estimated 2017/18 Full Time Equivalent FTE's</b>	<b>4.00</b>	<b>27.96</b>	<b>2.73</b>	<b>9.00</b>	<b>53.50</b>	<b>3.50</b>	<b>5.00</b>	<b>39.62</b>	<b>145.30</b>
<b>2017/18 Employee Pay Budget** £'000</b>	274	723	154	296	1,937	78	135	1,716	<b>5,313</b>

\* Based on HR data at 28th February 2017

\*\*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 2017/18 is being held centrally until it will be allocated as part of a pay budget review in June.

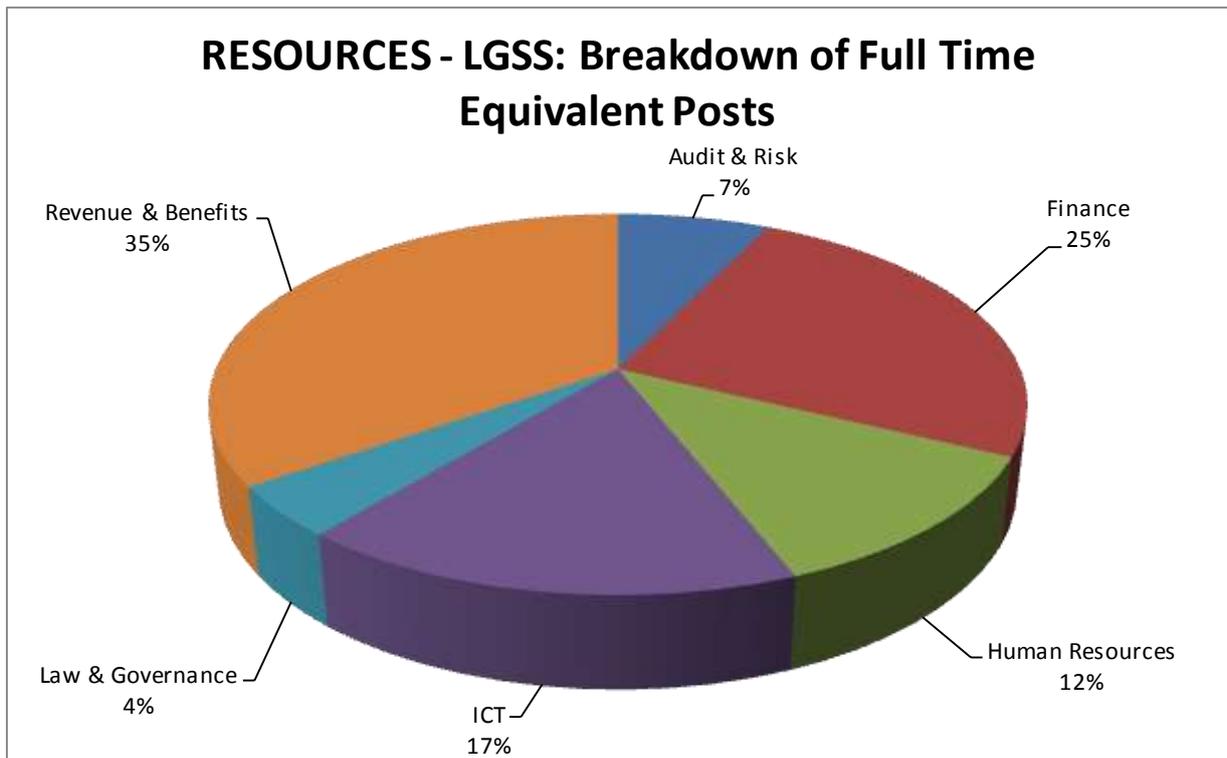




	Resources - LGSS						
	Audit & Risk	Finance	Human Resources	ICT	Law & Governance	Revenue & Benefits	
<b>2016/17 Actual Full Time Equivalent* FTE's</b>	26.14	91.30	43.36	62.60	15.70	127.23	<b>366.34</b>
<b>2017/18 Estimated Changes FTE's</b>	0.00	0.00	(0.40)	(1.00)	0.00	(0.87)	<b>(2.27)</b>
<b>2017/18 Full Time Equivalent FTE's</b>	<b>26.14</b>	<b>91.30</b>	<b>42.96</b>	<b>61.60</b>	<b>15.70</b>	<b>126.37</b>	<b>364.07</b>
<b>2017/18 Employee Pay Budget** £'000</b>	1,304	3,368	1,765	2,049	485	4,072	<b>13,043</b>

\* Based on HR data at 28th February 2017

\*\*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 2017/18 is being held centrally until it will be allocated as part of a pay budget review in June.





## Resources: Service Group 2017/18 - 2020/21

### 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 to deliver the Council 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 2017/18:

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 development of a Corporate Landlord approach.
- Efficient and effective procurement and contract management.
- 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.
- Delivery on efficient and effective revenues and benefits service to ensure income is collected on time and customers receive appropriate benefits in a timely manner.

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 Council Plan and the priorities through its objectives and activities in relation to:

- Financial Sustainability Plan
- Workforce Strategy
- Procurement improvement and strategic approach
- Corporate Property Strategy
- Future Working Programme

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	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Internal Audit	Internal Audit Days	1,350	1,450	1,450	1,450	1,450	1,450
Procurement	Volumes of tenders through Intend	435	450	450	450	450	450
Procurement	Number of Purchase orders via SRM	17,001	15,500	8,000	n/a	n/a	n/a
Housing Benefits	Number of Housing Benefits cases	19,266	18,296	17,359	15,309	11,905	8,363
Corporate Anti-Fraud	Number of referrals to the anti-fraud team	499	1,100	1,000	1,000	1,000	1,000
Strategic Finance	No of Budget Managers/ Project Managers	n/a	n/a	n/a	n/a	n/a	n/a
Strategic Finance	Total Council Borrowing	£493m	£491m	£488m	£480m	£466m	£459m
Strategic Finance	Total Level of investments (annual average balance)	£294m	£270m	£150m	£100m	£70m	£60m
Legal Services	Value of external legal spend	£1.047m	£1m	£1.2m	£1.2m	£1.2m	£1.2m
Human Resources	Spend on temporary staff days per annum	£4m	£4.8m	£4.8m	£4.8m	£4.8m	£4.8m
Human Resources	Staff numbers (FTE establishment posts with change subject to consultation outcomes)	2,752	2,742	2,650	2,400	2,200	2,000
Human Resources	Staff Turnover (voluntary)	14.28%	14.00%	14.00%	13.00%	13.00%	12.00%
Human Resources	Total number of vacancies advertised (internally and externally)	1,523	1,200	1,300	1,300	1,300	1,300
Human Resources	Annual number of job applicants	1774 - incomplete data	3,661	4,000	4,000	4,000	4,000
Human Resources	Annual number of training days delivered (Corporate and IT)	224	200	200	200	200	200
Human Resources	Number of Contractual Changes	4,231	3,992	4,000	3,500	3,500	3,500
Democratic Services	Elections Turnout	64%	34%	0%	35%	35%	65%



Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Democratic Services	Postal Votes Issued	28,751	27,627	0	27,000	27,000	28,000
Democratic Services	Mayoral Engagements	554	450	500	500	500	500
Democratic Services	Number of Public Meetings	245	250	250	250	250	250
IT	Acquisition Costs per PC	£390	£398	£410	£430	£450	£470
IT	Acquisition Costs per Laptop	£490	£599	£625	£625	£630	£640
IT	Number of PCs (MKC)	900	600	500	500	500	500
IT	Number of VDI's	2,024	2,024	1,800	1,800	1,800	1,800
CPA, HRA, Client Property	Current Tenant Rent Arrears	1.42%	1%	1%	1%	1%	1%
Corporate Property	Voids % Number of Properties	0.06%	0.04%	0.04%	0.04%	0.04%	0.04%
Sponsorship	No of roundabouts sponsored	65	70	70	70	70	70
Sponsorship	No of flagpoles sponsored	8	8	8	8	8	80



## BBR01MKC – Resources MKC

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>9.981</b>
Inflationary increases / (decreases)	(1.095)
Demographic Growth	0.250
Other Pressures	0.080
Budget Reductions	(0.726)
Income Generation	(0.186)
<b>BUDGET 2017/18</b>	<b>8.304</b>

### Summary Revenue Budget – Resources MKC

	2016/17	2016/17	Expenditure Budget £000's	2017/18		Net Budget £000's
	Budget £000's	Forecast* Actual £000's		Income Budget £000's	Recharges Budget £000's	
Legal	134	324	1,806	(250)	(1,556)	0
Democratic Services	2,076	2,061	1,418	(168)	939	2,189
Human Resources	6	29	209	(30)	(179)	0
Revenue & Benefits	911	1,111	91,616	(90,687)	16	945
Property	4,500	4,208	12,506	(4,434)	(4,111)	3,961
Ongoing pension	811	781	796	0	1	797
ICT	592	(347)	1,322	(666)	(649)	7
Audit & Risk	9	383	2,499	(3,419)	1,189	269
Customer Services	306	329	598	(177)	(285)	136
Resources Director	636	616	0	0	0	0
<b>Service Group Total</b>	<b>9,981</b>	<b>9,495</b>	<b>112,770</b>	<b>(99,831)</b>	<b>(4,635)</b>	<b>8,304</b>

\*Based on Period 12 Forecast (March 2017)



## Resources - MKC: Summary Subjective Analysis Budget 2016/17

	Legal	Democratic Services	Human Resources	Revenue & Benefits	Property	Ongoing Pensions	ICT	Audit & Risk	Customer Services	Resources Director	Total
	2016-17 Budget £'000										
<b>Expenditure</b>											
Employee Costs	1,670	75	114	165	2,031	810	295	656	731	272	6,819
Premises Costs	0	0	0	7	2,328	0	11	505	0	0	2,851
Transport Costs	3	38	0	0	40	0	0	114	3	0	198
Supplies & Services	87	1,273	33	713	821	0	1,202	910	(150)	(84)	4,805
Third Party Payments / Transfers	0	0	0	99,481	12	0	0	308	0	0	99,801
Services received from other departments	36	58	17	5	888	0	50	1	8	4	1,067
<b>TOTAL EXPENDITURE</b>	<b>1,796</b>	<b>1,444</b>	<b>164</b>	<b>100,371</b>	<b>6,120</b>	<b>810</b>	<b>1,558</b>	<b>2,494</b>	<b>592</b>	<b>192</b>	<b>115,541</b>
<b>Income</b>											
Government Grants	0	0	0	(98,106)	(24)	0	0	(19)	0	(4)	(98,153)
Other Grants & Contributions	(3)	0	0	(1,885)	(29)	0	0	0	0	0	(1,917)
Fees & Charges	(140)	(15)	(17)	(53)	(3,483)	0	(120)	(1,303)	0	0	(5,131)
Services provided to other departments	(107)	(153)	0	0	(800)	0	(689)	(2,116)	(175)	(11)	(4,051)
<b>TOTAL INCOME</b>	<b>(250)</b>	<b>(168)</b>	<b>(17)</b>	<b>(100,044)</b>	<b>(4,336)</b>	<b>0</b>	<b>(809)</b>	<b>(3,438)</b>	<b>(175)</b>	<b>(15)</b>	<b>(109,252)</b>
Contributions to Reserves	0	0	0	535	0	0	0	0	0	0	535
(Transfer from) Reserves	0	0	0	0	0	0	0	(220)	0	0	(220)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,546</b>	<b>1,276</b>	<b>147</b>	<b>862</b>	<b>1,784</b>	<b>810</b>	<b>749</b>	<b>(1,164)</b>	<b>417</b>	<b>177</b>	<b>6,604</b>
Capital Charges	0	0	0	0	6,718	0	0	0	0	0	6,718
Allocation of Central and Departmental Overheads	(1,412)	800	(141)	49	(4,002)	1	(157)	1,173	(111)	459	(3,341)
<b>NET EXPENDITURE</b>	<b>134</b>	<b>2,076</b>	<b>6</b>	<b>911</b>	<b>4,500</b>	<b>811</b>	<b>592</b>	<b>9</b>	<b>306</b>	<b>636</b>	<b>9,981</b>



## Summary Subjective Analysis Forecast 2016/17

	Legal	Democratic Services	Human Resources	Revenue & Benefits	Property	Ongoing Pensions	ICT	Audit & Risk	Customer Services	Resources Director	Total
	2016-17 Forecast £'000										
<b>Expenditure</b>											
Employee Costs	1,830	378	143	168	1,897	780	296	559	755	235	7,041
Premises Costs	0	0	0	7	2,835	0	51	0	0	0	2,893
Transport Costs	2	18	0	0	(24)	0	0	96	3	1	96
Supplies & Services	166	1,486	66	749	1,005	0	1,221	1,583	118	(67)	6,327
Third Party Payments / Transfers	1	2	0	99,438	12	0	0	1,100	0	0	100,553
Services received from other departments	20	42	20	7	885	0	47	2	7	3	1,033
<b>TOTAL EXPENDITURE</b>	<b>2,019</b>	<b>1,926</b>	<b>229</b>	<b>100,369</b>	<b>6,610</b>	<b>780</b>	<b>1,615</b>	<b>3,340</b>	<b>883</b>	<b>172</b>	<b>117,943</b>
<b>Income</b>											
Government Grants	0	(68)	0	(98,106)	(24)	0	0	(19)	0	0	(98,217)
Other Grants & Contributions	(3)	(163)	0	(1,945)	0	0	0	0	0	(4)	(2,115)
Fees & Charges	(250)	(270)	0	(74)	(3,372)	0	(155)	(1,247)	(21)	0	(5,389)
Services provided to other departments	(30)	(164)	0	0	(1,300)	0	(627)	(2,204)	(175)	(11)	(4,511)
<b>TOTAL INCOME</b>	<b>(283)</b>	<b>(665)</b>	<b>0</b>	<b>(100,125)</b>	<b>(4,696)</b>	<b>0</b>	<b>(782)</b>	<b>(3,470)</b>	<b>(196)</b>	<b>(15)</b>	<b>(110,232)</b>
Contributions to Reserves	0	0	0	818	160	0	0	0	0	0	978
(Transfer from) Reserves	0	0	(59)	0	(583)	0	(88)	(679)	(247)	0	(1,656)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,736</b>	<b>1,261</b>	<b>170</b>	<b>1,062</b>	<b>1,491</b>	<b>780</b>	<b>745</b>	<b>(809)</b>	<b>440</b>	<b>157</b>	<b>7,033</b>
Capital Charges	0	0	0	0	6,719	0	0	0	0	0	6,719
Allocation of Central and Departmental Overheads	(1,412)	800	(141)	49	(4,002)	1	(1,092)	1,192	(111)	459	(4,257)
<b>NET EXPENDITURE</b>	<b>324</b>	<b>2,061</b>	<b>29</b>	<b>1,111</b>	<b>4,208</b>	<b>781</b>	<b>(347)</b>	<b>383</b>	<b>329</b>	<b>616</b>	<b>9,495</b>



## Summary Subjective Analysis Budget 2017/18

	Legal	Democratic Services	Human Resources	Revenue & Benefits	Property	Ongoing Pensions	ICT	Audit & Risk	Customer Services	Resources Director	Total
	2017-18 Budget £'000										
<b>Expenditure</b>											
Employee Costs	1,680	74	155	78	1,949	796	296	691	726	274	6,719
Premises Costs	0	0	0	0	2,363	0	11	505	0	0	2,879
Transport Costs	3	38	0	0	39	0	0	189	3	0	272
Supplies & Services	87	1,268	37	705	537	0	967	1,025	-139	4	4,491
Third Party Payments / Transfers	0	0	0	90,293	12	0	0	308	0	0	90,613
Services received from other departments	36	38	17	5	888	0	48	1	8	4	1,045
<b>TOTAL EXPENDITURE</b>	<b>1,806</b>	<b>1,418</b>	<b>209</b>	<b>91,081</b>	<b>5,788</b>	<b>796</b>	<b>1,322</b>	<b>2,719</b>	<b>598</b>	<b>282</b>	<b>106,019</b>
<b>Income</b>											
Government Grants	0	0	0	(88,769)	0	0	0	0	0	0	(88,769)
Other Grants & Contributions	(3)	0	0	(1,885)	(53)	0	0	0	0	(4)	(1,945)
Fees & Charges	(140)	(15)	0	(33)	(3,581)	0	0	(1,303)	(11)	0	(5,083)
Services provided to other departments	(107)	(153)	(30)	0	(800)	0	(666)	(2,116)	(166)	(11)	(4,049)
<b>TOTAL INCOME</b>	<b>(250)</b>	<b>(168)</b>	<b>(30)</b>	<b>(90,687)</b>	<b>(4,434)</b>	<b>0</b>	<b>(666)</b>	<b>(3,419)</b>	<b>(177)</b>	<b>(15)</b>	<b>(99,846)</b>
Contributions to Reserves	0	0	0	535	0	0	0	0	0	0	535
(Transfer from) Reserves	0	0	0	0	0	0	0	(220)	0	0	(220)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,556</b>	<b>1,250</b>	<b>179</b>	<b>929</b>	<b>1,354</b>	<b>796</b>	<b>656</b>	<b>(920)</b>	<b>421</b>	<b>267</b>	<b>6,488</b>
Capital Charges	0	0	0	0	6,718	0	0	0	0	0	6,718
Allocation of Central and Departmental Overheads	(1,556)	939	(179)	16	(4,111)	1	(649)	1,189	(285)	(267)	(4,902)
<b>NET EXPENDITURE</b>	<b>0</b>	<b>2,189</b>	<b>0</b>	<b>945</b>	<b>3,961</b>	<b>797</b>	<b>7</b>	<b>269</b>	<b>136</b>	<b>0</b>	<b>8,304</b>



## Resources MKC: Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
<b>S1</b>	Property - Rental income for Saxon Court as a result of renting out additional space. Could increase with further expansion.	0	(17)	0	0	Different
<b>S13</b>	Saving from exiting Saxon Court. This will include savings on utilities and other running costs as a result of the Future Working Programme.	(311)	0	0	0	Different
<b>S14</b>	Income from leasing spare capacity in Civic Offices to partners as a result of the Future Working Project.	0	(330)	0	0	Different
<b>S15</b>	Energy efficiency in Civic Offices as a result of the Future Working Project.	(15)	0	0	0	Different
<b>S16</b>	Customer Service - to introduce advertising on the Council website generating additional income	(11)	(12)	0	0	Different
<b>S17</b>	Members Allowances - reduction in budget to reflect historical trend in lower level of payments.	(20)	0	0	0	Different
<b>S18</b>	Democratic Services - Improved use of technology to reduce paper and courier costs and improve data security	(20)	0	0	0	Smarter
<b>S19</b>	IT - Efficiencies from joint procurement of the Finance & Human Resources system with partners in LGSS, resulting in reduced licencing and support costs. The new system also enables wider shared service benefits.	(89)	(315)	0	0	Smarter
<b>S23</b>	To close the traded service, Connect MK, which provides free standing computers to local residents at low cost. The operating model is out of date because demand for hardware is very low and the greater demand is for training, which is being provided by a number of other sources, such as the banking sector. The service is unsustainable as the council now uses VDI rather than desk tops, which were used as the basis of the hardware for the scheme. The 360 remaining users of the scheme will be provided with the PCs free of charge, but not technical support.	(80)	0	0	0	Smarter
<b>S141</b>	Reduce the Local Council Tax Reduction Hardship fund and Local Welfare Provision Fund in line with past claims whilst maintaining the demand-led reserve in case demand exceeds funding available.	(100)	0	0	0	Smarter
<b>S25</b>	Change Mobile telephone provider (savings will be across all services)	(50)	0	0	0	Smarter



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S26	Change the delivery of agency staff, becoming a partner in a joint venture (OPUS) with Suffolk and Cambridgeshire County Councils. The current agency contract ends in August 2017. Savings will be identified as workers are recruited, impacting on those services with an ongoing agency need.	0	(30)	0	0	Smarter
S27	Ongoing Pensions - Reduction in the cost of historic pension charges, assigned on the formation of Milton Keynes Council from Buckinghamshire County Council	(30)	(30)	(30)	(30)	Smarter
<b>Total Resources MKC</b>		<b>(726)</b>	<b>(734)</b>	<b>(30)</b>	<b>(30)</b>	

### Income Generation

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S156	Charge all capital development team to capital.	(88)	0	0	0	Sustainable
S164	Digital sign advertising from the existing Free Standing Units.	(98)	0	0	0	Different
<b>Total Resources MKC</b>		<b>(186)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P4	Changes to Government legislation has reduced the amount of Housing Benefit we can recover on temporary housing solutions. This relates to properties where Housing Benefit cannot be fully recovered. £160k is for temporary housing solutions, while the remainder relates to other properties (for example leases or caravans which are not eligible for full recovery).	250	0	0	0	Demography
P5	Additional costs arising from increase in the mandatory National Living Wage and Ethical Charter on the cost of the Council's cleaning contract, which have been partially offset by contract negotiations and contractor efficiencies.	30	32	33	0	Legislative



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P6	HR - additional funding to cover the full cost of two Trade Union co-ordinators.	30	0	0	0	Councillor Choice
P9	Investment in Techforge improvements - ongoing support and maintenance costs of a property management system capable of supporting council-wide property and facilities management requirements. The system would bring together all property related data, such as asbestos records, condition surveys, etc. and a helpdesk module to assist in recording, assigning and recharging repairs and maintenance jobs.	20	0	0	0	General
<b>Total Resources MKC</b>		<b>330</b>	<b>32</b>	<b>33</b>	<b>0</b>	

## One-of Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
OP1	Fixed Wire testing (ever 5 years) and PATS testing (every 2 years), for corporate properties to ensure health and safety requirements are met.	12	22	0	0	General
OP2	Project funding for the customer services transformation team. This covers work to develop the web based offer, including work on Adult Social Care Services, bookings and payments and end to end process reviews.	156	160	0	0	Invest to Save
OP3	Techforge facilities management system - investment in Council-wide system to support Property and Facilities management functions (see pressure P9).	30	0	0	0	Invest to Save
OP22	The latest outstanding claims analysis shows the council has around £3m of historic insurance claims outstanding (pre 2016/17). While new claims are reducing provision must be made in case these historic claims need to be paid out. No funding remains in the current insurance reserve.	1,000	1,000	1,000	0	Sufficiency of Reserves
OP25	Additional procurement costs on partnership proposal to increase council capacity and skills to maximise income from assets and services.	100	0	0	0	Invest to Save
OP27	One-off funding being provided to allow for rephasing benefits for exiting Saxon Court.	233	0	0	0	General
<b>Total Resources MKC</b>		<b>1,531</b>	<b>1,182</b>	<b>1,000</b>	<b>0</b>	



## BBR01LGSS – Resources LGSS

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>1.892</b>
Inflationary increases / (decreases)	0.758
Demographic Growth	0.169
Other Pressures	0.820
Budget Reductions	(0.860)
Income Generation	0.000
<b>BUDGET 2017/18</b>	<b>2.779</b>

### Summary Revenue Budget – Resources LGSS

	2016/17 Budget £000's	2016/17 Forecast* Actual £000's	Expenditure Budget £000's	2017/18		Net Budget £000's
				Income Budget £000's	Recharges Budget £000's	
Audit & Risk	88	(33)	1,444	(48)	(1,388)	8
ICT	(1,139)	(165)	3,955	(715)	(3,364)	(124)
Finance	437	335	3,581	(181)	(3,399)	1
Revenue & Benefits	2,290	2,389	4,632	(2,656)	402	2,378
Human Resources	(353)	(252)	1,787	(514)	(1,313)	(40)
Law & Governance	569	538	519	(21)	58	556
<b>Service Group Total</b>	<b>1,892</b>	<b>2,812</b>	<b>15,918</b>	<b>(4,135)</b>	<b>(9,004)</b>	<b>2,779</b>

\*Based on Period 12 Forecast (March 2017)



**Resources - LGSS: Summary Subjective Analysis Budget 2016/17 (Delegated as at 1<sup>st</sup> April 2016)**

	Audit & Risk	ICT	Finance	Revenue & Benefits	Human Resources	Law & Governance	Total
	2016-17 Budget £'000						
<b>Expenditure</b>							
Employee Costs	1,307	2,063	3,429	4,092	1,897	491	13,279
Premises Costs	0	0	0	0	0	0	0
Transport Costs	23	18	36	22	6	1	106
Supplies & Services	121	960	449	768	(29)	37	2,306
Third Party Payments / Transfers	0	0	0	0	0	0	0
Services received from other departments	3	312	20	89	8	17	449
<b>TOTAL EXPENDITURE</b>	<b>1,454</b>	<b>3,353</b>	<b>3,934</b>	<b>4,971</b>	<b>1,882</b>	<b>546</b>	<b>16,140</b>
<b>Income</b>							
Government Grants	0	0	0	(1,977)	0	0	(1,977)
Other Grants & Contributions	0	0	0	0	0	0	0
Fees & Charges	(87)	(665)	(163)	(925)	(679)	0	(2,519)
Services provided to other departments	0	(165)	(64)	0	(55)	(21)	(305)
<b>TOTAL INCOME</b>	<b>(87)</b>	<b>(830)</b>	<b>(227)</b>	<b>(2,902)</b>	<b>(734)</b>	<b>(21)</b>	<b>(4,801)</b>
Contributions to Reserves	0	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	(167)	0	0	(167)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,367</b>	<b>2,523</b>	<b>3,707</b>	<b>1,902</b>	<b>1,148</b>	<b>525</b>	<b>11,172</b>
Capital Charges	0	560	0	0	0	0	560
Allocation of Central and Departmental Overheads	(1,279)	(4,222)	(3,270)	388	(1,501)	44	(9,840)
<b>NET EXPENDITURE</b>	<b>88</b>	<b>(1,139)</b>	<b>437</b>	<b>2,290</b>	<b>(353)</b>	<b>569</b>	<b>1,892</b>



## Summary Subjective Analysis Forecast 2016/17

	Audit & Risk	ICT	Finance	Revenue & Benefits	Human Resources	Law & Governance	Total
	2016-17 Forecast £'000						
<b>Expenditure</b>							
Employee Costs	1,131	1,848	3,211	4,008	1,891	484	12,573
Premises Costs	0	0	0	0	0	0	0
Transport Costs	23	18	36	22	7	0	106
Supplies & Services	125	971	503	768	(29)	12	2,350
Third Party Payments / Transfers	0	0	0	0	0	0	0
Services received from other departments	1	316	12	77	1	8	415
<b>TOTAL EXPENDITURE</b>	<b>1,280</b>	<b>3,153</b>	<b>3,762</b>	<b>4,875</b>	<b>1,870</b>	<b>504</b>	<b>15,444</b>
<b>Income</b>							
Government Grants	0	0	0	(1,842)	0	0	(1,842)
Other Grants & Contributions	0	0	(2)	0	0	0	(2)
Fees & Charges	(40)	(415)	(132)	(925)	(511)	0	(2,023)
Services provided to other departments	0	(165)	(45)	0	(55)	(17)	(282)
<b>TOTAL INCOME</b>	<b>(40)</b>	<b>(580)</b>	<b>(179)</b>	<b>(2,767)</b>	<b>(566)</b>	<b>(17)</b>	<b>(4,149)</b>
Contributions to Reserves	25	0	123	190	0	7	345
(Transfer from) Reserves	0	(10)	0	(297)	(155)	0	(462)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,265</b>	<b>2,563</b>	<b>3,706</b>	<b>2,001</b>	<b>1,149</b>	<b>494</b>	<b>11,178</b>
Capital Charges	0	560	0	0	0	0	560
Allocation of Central and Departmental Overheads	(1,298)	(3,288)	(3,371)	388	(1,401)	44	(8,926)
<b>NET EXPENDITURE</b>	<b>(33)</b>	<b>(165)</b>	<b>335</b>	<b>2,389</b>	<b>(252)</b>	<b>538</b>	<b>2,812</b>



## Summary Subjective Analysis Budget 2017/18

	Audit & Risk	ICT	Finance	Revenue & Benefits	Human Resources	Law & Governance	Total
	2017-18 Budget £'000						
<b>Expenditure</b>							
Employee Costs	1,310	2,068	3,386	4,096	1,897	491	13,248
Premises Costs	0	0	0	0	0	0	0
Transport Costs	24	17	34	9	6	1	91
Supplies & Services	107	998	141	438	(124)	10	1,570
Third Party Payments / Transfers	0	0	0	0	0	0	0
Services received from other departments	3	312	20	89	8	17	449
<b>TOTAL EXPENDITURE</b>	<b>1,444</b>	<b>3,395</b>	<b>3,581</b>	<b>4,632</b>	<b>1,787</b>	<b>519</b>	<b>15,358</b>
<b>Income</b>							
Government Grants	0	0	0	(1,727)	0	0	(1,727)
Other Grants & Contributions	0	0	0	0	0	0	0
Fees & Charges	(48)	(665)	(117)	(929)	(459)	0	(2,218)
Services provided to other departments	0	(50)	(64)	0	(55)	(21)	(190)
<b>TOTAL INCOME</b>	<b>(48)</b>	<b>(715)</b>	<b>(181)</b>	<b>(2,656)</b>	<b>(514)</b>	<b>(21)</b>	<b>(4,135)</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>1,396</b>	<b>2,680</b>	<b>3,400</b>	<b>1,976</b>	<b>1,273</b>	<b>498</b>	<b>11,223</b>
Capital Charges	0	560	0	0	0	0	560
Allocation of Central and Departmental Overheads	(1,388)	(3,364)	(3,399)	402	(1,313)	58	(9,004)
<b>NET EXPENDITURE</b>	<b>8</b>	<b>(124)</b>	<b>1</b>	<b>2,378</b>	<b>(40)</b>	<b>556</b>	<b>2,779</b>



## Resources LGSS: Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S3	Benefits from a new shared service model based on the initial Business Case - ICT - savings from shared management, service desks, data centre and contract negotiations	(68)	(53)	(12)	(12)	Smarter
S4	Benefits from a new shared service model based on the LGSS Business Case - Transactional Services - achieved through the use of e-technologies and the use of self service for employees, suppliers and customers. This will also result in reduced licensing hosting and support costs. There will be some reductions in staff (currently estimated to be 8 FTE) across the Finance Operations teams (Payables, Financial Assessments, Appointees and Deputies, Income and MAP) as we implement these changes.	(119)	(58)	0	0	Smarter
S5	Benefits from a new shared service model based on the LGSS Business Case - HR Professional - refocusing the team resources on front line, reducing management first two years and third year system related efficiencies	(30)	(23)	0	0	Smarter
S6	Benefits from a new shared service model based on the LGSS Business Case - Democratic Services - efficiencies from shared technology, increased income from Councillor Development programmes and offering to other local authorities and specialist Governance work for third parties	(7)	(7)	(7)	(7)	Smarter
S7	Benefits from a new shared service model based on the LGSS Business Case - Finance - efficiencies from the creation of cross functional teams, remodelling service support teams and additional trading	(83)	(66)	(12)	(12)	Smarter
S8	Benefits from a new shared service model based on the LGSS Business Case - Procurement - efficiencies achieved through economies of scale building on current commercial work and increase traded income. Contingent fee income and lead on sub regional procedures.	(14)	(18)	(14)	(8)	Smarter
S9	Benefits from a new shared service model based on the LGSS Business Case - Insurance - reduce external claims handling costs by utilising internal resources. Remove duplication across teams and merging claims management software.	(11)	(10)	(5)	(5)	Smarter
S10	Benefits from a new shared service model based on the LGSS Business Case - Debt Recovery	(12)	(10)	(9)	(9)	Smarter



Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S11	Benefits from a new shared service model based on the LGSS Business Case - Audit and Risk	(42)	(3)	(4)	(4)	Smarter
S12	Benefits from a new shared service model based on the LGSS Business Case - Revenue and Benefits. This includes the use of technology to more effectively support customers; shared systems and a shared management team.	(444)	(202)	(113)	(45)	Smarter
S28	To charge early years expenditure to the Central Expenditure of the Early Years Block in the Dedicated Schools Grant.	(30)	0	0	0	Different
<b>Total Resources LGSS</b>		<b>(860)</b>	<b>(450)</b>	<b>(176)</b>	<b>(102)</b>	

## Ongoing Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
P1	Housing Benefits - Government reduction in benefits administration grant is assumed to continue in future years. A10% reduction in funding is assumed as a result of assumed efficiencies and a potential reduction in workload due to Universal Credit.	250	190	171	154	General
P2	Housing Benefits - reduction in new burdens funding for the administration of the Council Tax Reduction scheme following Department for Communities and Local Government change to funding.	110	0	0	0	General
P3	Housing Benefits - In prior years the Local Welfare Provision and other discretionary funds administration team was funded from one-off reserves. These reserves are no longer available but administration is still required.	167	0	0	0	Demography
P7	Income growth from traded services will be less than expected - Procurement (£20k) and HR (£220k)	240	0	0	0	General
P8	Income growth from traded services will be less than expected - Community Language Service	220	0	0	0	General
<b>Total Resources LGSS</b>		<b>987</b>	<b>190</b>	<b>171</b>	<b>154</b>	



## Corporate Core



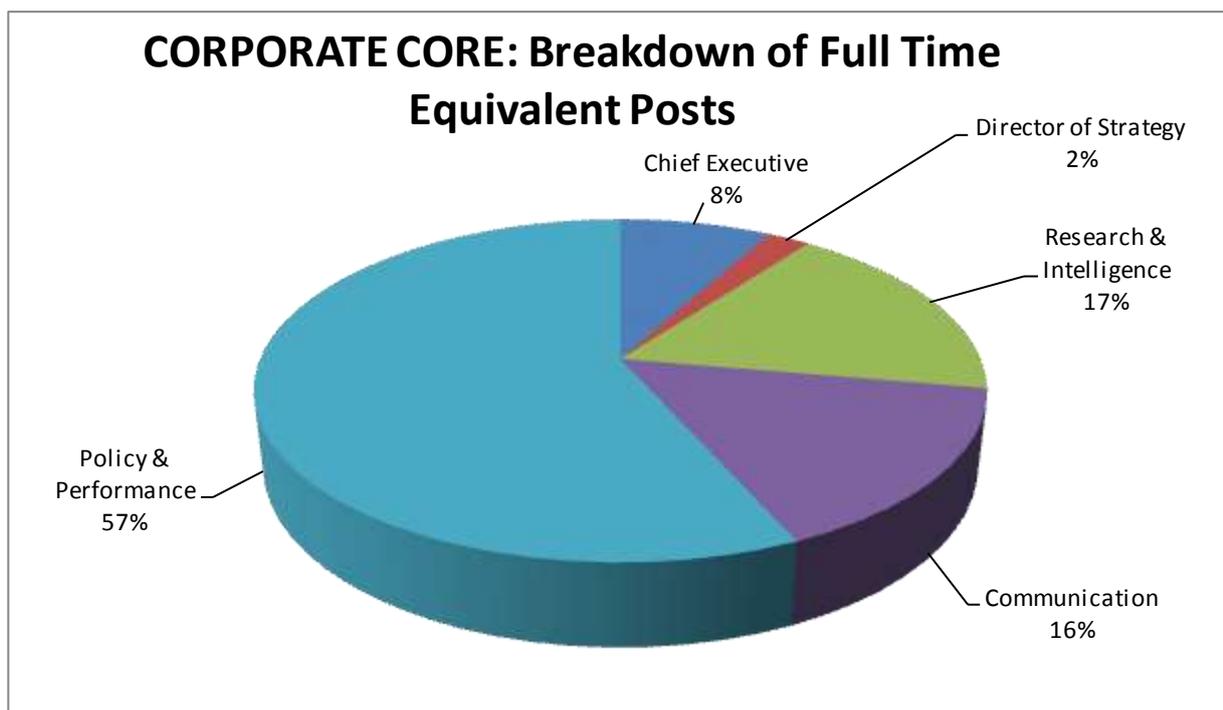
## Summary Staffing Analysis

	Corporate Core					Total Corporate Core
	Chief Executive	Director of Strategy	Research & Intelligence	Communications	Policy & Performance	
<b>2016/17 Actual Full Time Equivalent* FTE's</b>	3.61	1.00	7.90	10.04	26.56	<b>49.11</b>
<b>2017/18 Estimated Changes^ FTE's</b>	0.00	0.00	0.00	(3.00)	(1.00)	<b>(4.00)</b>
<b>2017/18 Full Time Equivalent FTE's</b>	<b>3.61</b>	<b>1.00</b>	<b>7.90</b>	<b>7.04</b>	<b>25.56</b>	<b>45.11</b>
<b>2017/18 Employee Pay Budget** £'000</b>	268	141	249	311	716	<b>1,685</b>

\* Based on HR data at 28<sup>th</sup> February 2017

^ 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 2017/18 is being held centrally until it will be allocated as part of a pay budget review in June.





## Corporate Core: Service Group 2017/18 - 2020/21

### 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 Council Plan 2017-21 and a corporate research and intelligence service.
- Supporting the Corporate Leadership Team (CLT) 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.
- Lead on Economic Development and Inward Investment for Milton Keynes through the implementation and delivery of the Economic Development Strategy and the Inward Investment Plan.

### Service Group Key Drivers for 2017/18:

The key drivers are:

- Economy Growth
- Support Major Projects & Programmes
- Planning Policy
- Low Carbon Living
- Smart City
- MK Futures 2050
- Council Plan 2017 - 2021



## KEY ACTIVITY BASED DATA

Service Area	Activity Data	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Portfolio Office	Quarterly Dashboards	4	4	4	4	4	4
Portfolio Office	Gateways/Health Checks	1 Health Check (Brooklands Pavilion July 2015) 2 Lessons Learned reviews (A421 Pinchpoint Nov 2015 & Rugby World Cup Nov 2015) 3 External Gateway Reviews (MK Approach June 2015, FWP Sept 2015, RegenMK - Nov 2015)	2	2	2	2	2
Portfolio Office	Project Training Support and planning	MK Approach Projects 4 (28/04/15, 30/06/15, 28/09/15, 14/03/15) 1 MK Approach Programmes (5/05/15) 2 PM Network events (17/06/15 & 24/11/15)	4 Project Management Courses				
Research and Intelligence	Number of Street Naming and Numbering Cases	62	60	55	55	55	55
Economic Development	Production and review of Economic Development (ED) Strategy	N/A	N/A	New ED Strategy	N/A	N/A	Review
Economic Development	Performance reports against Economic Development Strategy	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Economic Development	Production and review of Skills Strategy	N/A	Production		Review		
Economic Development	Performance reports against Skills Strategy	N/A	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Economic Development	Refresh Inward Investment Plan	N/A	N/A	Refresh	N/A	N/A	Refresh
Economic Development	Create and Refresh Local Economic Assessment (LEA)	Refresh	New LEA created	N/A	Refresh	N/A	Refresh



## BBRDIR – Corporate Core

### Budget Movement

	Budget 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>0.658</b>
Inflationary increases / (decreases)	0.104
Demographic Growth	0.000
Other Pressures	0.000
Budget Reductions	(0.157)
Income Generation	0.000
<b>BUDGET 2017/18</b>	<b>0.605</b>

### Summary Revenue Budget

	2016/17 Budget £000's	2016/17 Forecast* Actual £000's	2017/18			Net Budget £000's
			Expenditure Budget £000's	Income Budget £000's	Recharges Budget £000's	
Chief Executive	32	33	291	(13)	(278)	0
Director of Strategy	35	35	157	0	(157)	0
Policy & Performance	260	433	1,034	(38)	(700)	296
Research & Intelligence	351	262	347	(74)	36	309
Communications	(20)	(79)	386	(132)	(254)	0
<b>Service Group Total</b>	<b>658</b>	<b>684</b>	<b>2,215</b>	<b>(257)</b>	<b>(1,353)</b>	<b>605</b>

\*Based on Period 12 Forecast (March 2017)



## Corporate Core: Summary Subjective Analysis Budget 2016/17

	Chief Executive	Director of Strategy	Policy & Performance	Research & Intelligence	Communications	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
<b>Expenditure</b>						
Employee Costs	268	174	730	276	308	1,756
Premises Costs	0	0	0	0	0	0
Transport Costs	2	1	1	3	0	7
Supplies & Services	13	7	301	102	49	472
Third Party Payments / Transfers	0	0	0	0	0	0
Services received from other departments	6	5	17	4	26	58
<b>TOTAL EXPENDITURE</b>	<b>289</b>	<b>187</b>	<b>1,049</b>	<b>385</b>	<b>383</b>	<b>2,293</b>
<b>Income</b>						
Government Grants	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	0	0
Fees & Charges	0	0	(10)	(34)	0	(44)
Services provided to other departments	(13)	0	(201)	(40)	(132)	(386)
<b>TOTAL INCOME</b>	<b>(13)</b>	<b>0</b>	<b>(211)</b>	<b>(74)</b>	<b>(132)</b>	<b>(430)</b>
Contributions to Reserves	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>276</b>	<b>187</b>	<b>838</b>	<b>311</b>	<b>251</b>	<b>1,863</b>
Capital Charges	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	(244)	(152)	(578)	40	(271)	(1,205)
<b>NET EXPENDITURE</b>	<b>32</b>	<b>35</b>	<b>260</b>	<b>351</b>	<b>(20)</b>	<b>658</b>



## Summary Subjective Analysis Forecast 2016/17

	Chief Executive	Director of Strategy	Policy & Performance	Research & Intelligence	Communications	Total
	2016-17 Forecast £'000					
<b>Expenditure</b>						
Employee Costs	273	171	830	335	272	1,881
Premises Costs	0	0	11	0	0	11
Transport Costs	2	1	11	1	0	15
Supplies & Services	3	65	479	42	73	662
Third Party Payments / Transfers	1	0	41	0	0	42
Services received from other departments	7	0	93	3	19	122
<b>TOTAL EXPENDITURE</b>	<b>286</b>	<b>237</b>	<b>1,465</b>	<b>381</b>	<b>364</b>	<b>2,733</b>
<b>Income</b>						
Government Grants	0	0	(269)	0	0	(269)
Other Grants & Contributions	0	0	(20)	0	0	(20)
Fees & Charges	0	0	(37)	(37)	0	(74)
Services provided to other departments	(24)	0	(28)	(57)	(132)	(241)
<b>TOTAL INCOME</b>	<b>(24)</b>	<b>0</b>	<b>(354)</b>	<b>(94)</b>	<b>(132)</b>	<b>(604)</b>
Contributions to Reserves	15	0	0	0	0	15
(Transfer from) Reserves	0	(50)	(100)	(65)	(40)	(255)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>277</b>	<b>187</b>	<b>1,011</b>	<b>222</b>	<b>192</b>	<b>1,889</b>
Capital Charges	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	(244)	(152)	(578)	40	(271)	(1,205)
<b>NET EXPENDITURE</b>	<b>33</b>	<b>35</b>	<b>433</b>	<b>262</b>	<b>(79)</b>	<b>684</b>



## Summary Subjective Analysis Budget 2017/18

	Chief Executive	Director of Strategy	Policy & Performance	Research & Intelligence	Communications	Total
	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000	2017-18 Budget £'000
<b>Expenditure</b>						
Employee Costs	270	145	718	253	312	1,698
Premises Costs	0	0	0	0	0	0
Transport Costs	2	1	1	3	0	7
Supplies & Services	13	6	298	87	48	452
Third Party Payments / Transfers	0	0	0	0	0	0
Services received from other departments	6	5	17	4	26	58
<b>TOTAL EXPENDITURE</b>	<b>291</b>	<b>157</b>	<b>1,034</b>	<b>347</b>	<b>386</b>	<b>2,215</b>
<b>Income</b>						
Government Grants	0	0	0	0	0	0
Other Grants & Contributions	0	0	0	0	0	0
Fees & Charges	0	0	(10)	(34)	0	(44)
Services provided to other departments	(13)	0	(28)	(40)	(132)	(213)
<b>TOTAL INCOME</b>	<b>(13)</b>	<b>0</b>	<b>(38)</b>	<b>(74)</b>	<b>(132)</b>	<b>(257)</b>
Contributions to Reserves	0	0	0	0	0	0
(Transfer from) Reserves	0	0	0	0	0	0
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>278</b>	<b>157</b>	<b>996</b>	<b>273</b>	<b>254</b>	<b>1,958</b>
Capital Charges	0	0	0	0	0	0
Allocation of Central and Departmental Overheads	(278)	(157)	(700)	36	(254)	(1,353)
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>296</b>	<b>309</b>	<b>0</b>	<b>605</b>



## Corporate Core

### Budget Reductions

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
S137	Disband the Research Team (reduction of 2 posts) and find alternative means of funding the MKiObservatory. Population modelling commissioned externally in future.	(77)	0	0	0	Smarter
S149	Reconfigure the GIS/Mapping team	(26)	0	0	0	Smarter
S150	Reconfigure the administrative support for Corporate Core (reduction of 1 post)	(30)	0	0	0	Smarter
S151	Reconfigure Economic Development and Inward Investment Team	(24)	0	0	0	Smarter
<b>Total Corporate Core</b>		<b>(157)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### One-Off Pressures

Proposal Reference	Proposal Description	Financial Impact				Category
		2017/18	2018/19	2019/20	2020/21	
		£000s	£000s	£000s	£000s	
OP16	Funding to initiate MK Futures 2050 Programme to secure external investment and the delivery of the benefits identified. Deliverables include Strategy for 2050 and six big projects as agreed at 11th October 2016 Cabinet in response to 20th July 2016 Council resolution.	320	25	0	0	General
<b>Total Corporate Core</b>		<b>320</b>	<b>25</b>	<b>0</b>	<b>0</b>	





# DEBT FINANCING



## Debt Financing: 2017/18 – 2020/21

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 2017/18 £'m
<b>BUDGET 2016/17</b>	<b>17.800</b>
Inflationary increases / (decreases)	0.025
Demographic Growth	0.000
Other Pressures	0.000
Budget Reductions	(1.400)
Income Generation	0.000
<b>BUDGET 2017/18</b>	<b>16.425</b>

	2016-17 Budget £'000	2016-17 Forecast* Actual £'000	2017-18 Budget £'000
<b><u>PRINCIPAL - MINIMUM REVENUE PROVISION</u></b>			
<b>Statutory Calculations:</b>			
General Fund	9,689	9,689	9,691
Debt Transferred from Buckinghamshire CC	1,301	1,301	902
<b>NET MINIMUM REVENUE PROVISION</b>	<b>10,990</b>	<b>10,990</b>	<b>10,593</b>
<b><u>NET INTEREST COSTS</u></b>			
<b>External Transactions</b>			
Long Term Loans	19,668	18,118	18,670
Temporary Loans and Investments (Net)	(1,162)	(1,162)	(1,161)
<b>Net Debt Financing Costs</b>	<b>18,506</b>	<b>16,956</b>	<b>17,509</b>
Cheque Book Schools	366	366	366
Developer Contributions	484	484	484
Staff Car Loans	(4)	(4)	(4)
Housing Act Advances	0	0	0
<b>External Interest Transactions</b>	<b>846</b>	<b>846</b>	<b>846</b>
<b>Internal Transactions</b>			
Housing Revenue Account	300	300	300
Insurance and Other Funds	(2,298)	(2,298)	(2,298)
Amortised Discounts and Premiums on rescheduling	8	8	8
<b>Internal Interest Transactions</b>	<b>(1,990)</b>	<b>(1,990)</b>	<b>(1,990)</b>
<b>Recharges To Housing Revenue Account</b>			
Interest on Debt Outstanding	(10,641)	(10,641)	(10,639)
<b>Total</b>	<b>(10,641)</b>	<b>(10,641)</b>	<b>(10,639)</b>
<b>NET INTEREST TRANSACTIONS</b>	<b>6,721</b>	<b>5,171</b>	<b>5,726</b>
<b><u>DEBT MANAGEMENT COSTS</u></b>			
External Consultants and Brokers	45	45	45
Other Debt Financing Costs	84	84	101
<b>Total</b>	<b>129</b>	<b>129</b>	<b>146</b>
Recharge to Housing Revenue Account	(40)	(40)	(40)
<b>NET DEBT MANAGEMENT COSTS</b>	<b>89</b>	<b>89</b>	<b>106</b>
<b>Service Group Total</b>	<b>17,800</b>	<b>16,250</b>	<b>16,425</b>

\*Based on Period 12 Forecast (March 2017)





# Section Four

## Capital Programme

---



## Capital Programme 2017/18

### 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 2017/18 and future years.

The council's capital investment is driven by the Council 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 Council 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 2017/18 to 2021/22. This was agreed by Full Council in February 2017, 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 Council Plan 2016-20. The Plan can be viewed on the Milton Keynes Council website at [www.miltonkeynes.gov.uk](http://www.miltonkeynes.gov.uk). The 2017/18 Capital Programme was set using the council's Corporate Priorities as set out in the Council 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 2017/18 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 duelling 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 2017/18 onwards.

## **Capital Programme**

The 2017/18 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 2017/18, the council has assumed borrowing totalling £10.438m in relation to the Highways Infrastructure investment programme, £10.118m in relation to the CMK Multi Storey Car Park and £6.3m towards the provision of Health Facilities at Brooklands and Whitehouse.



## Long term Capital Plan – Summary

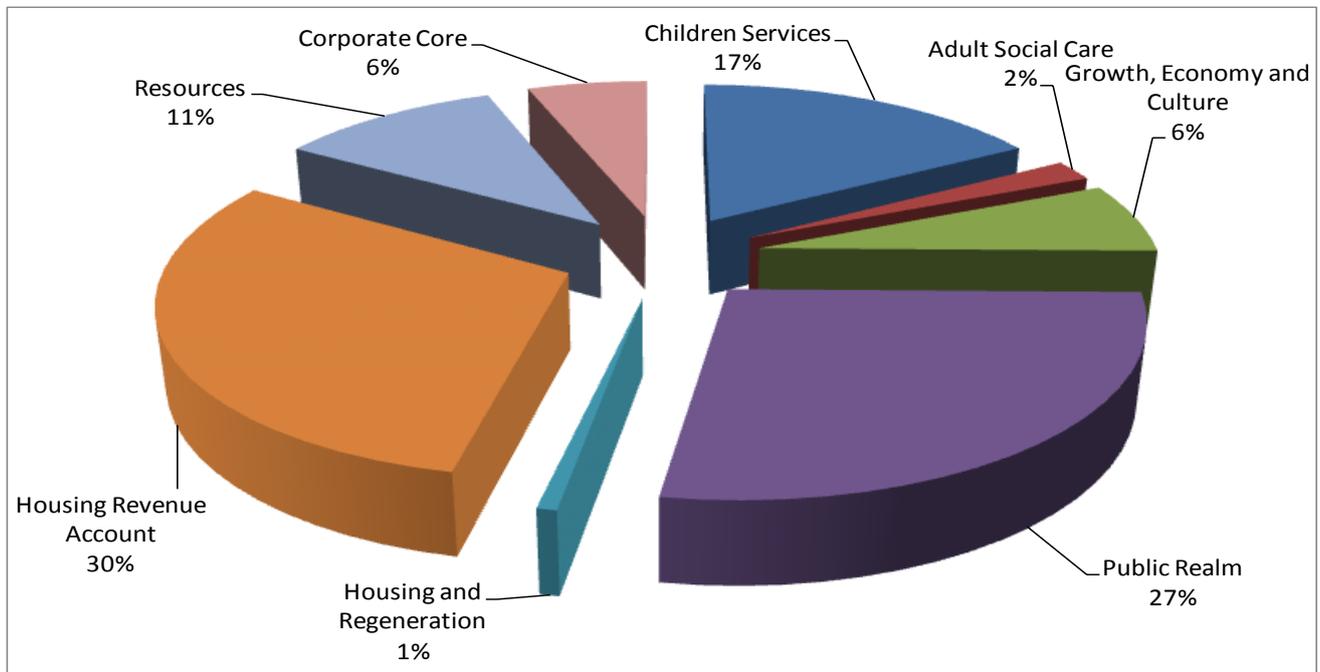
Service Group	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total C/fwd to Below
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>People</b>									
Children and Families	21,616	20,180	13,708	27,341	38,834	23,865	9,077	8,565	163,186
Adult Social Care	2,497	50	0	3,000	0	0	0	0	5,547
Public Health	0	0	0	0	0	0	0	0	0
<b>Place</b>									
Growth, Economy and Culture	11,122	5,519	5,760	7,330	4,210	10,560	16,046	1,710	62,257
Public Realm	34,299	28,202	20,655	21,685	21,379	41,574	37,944	26,344	232,082
Housing and Regeneration	871	871	871	871	871	871	871	871	6,968
Housing Revenue Account	38,539	19,541	19,541	19,541	0	0	0	0	97,162
<b>Resources</b>	13,482	9,421	3,420	680	600	0	0	0	27,603
<b>Corporate Core</b>	7,245	0	0	0	0	0	0	0	7,245
<b>TOTAL</b>	<b>129,671</b>	<b>83,784</b>	<b>63,955</b>	<b>80,448</b>	<b>65,894</b>	<b>76,870</b>	<b>63,938</b>	<b>37,490</b>	<b>602,050</b>

Service Group	Total B/fwd from Above	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
<b>People</b>								
Children and Families	163,186	5,065	2,565	2,565	2,565	2,565	2,565	181,076
Adult Social Care	5,547	0	0	0	0	0	0	5,547
Public Health	0	0	0	0	0	0	0	0
<b>Place</b>								
Growth, Economy and Culture	62,257	510	510	1,510	510	0	0	65,297
Public Realm	232,082	32,744	31,734	11,554	8,314	9,314	14,764	340,506
Housing and Regeneration	6,968	871	0	0	0	0	0	7,839
Housing Revenue Account	97,162	0	0	0	0	0	0	97,162
<b>Resources</b>	27,603	0	0	0	0	0	0	27,603
<b>Corporate Core</b>	7,245	0	0	0	0	0	0	7,245
<b>TOTAL</b>	<b>602,050</b>	<b>39,190</b>	<b>34,809</b>	<b>15,629</b>	<b>11,389</b>	<b>11,879</b>	<b>17,329</b>	<b>732,275</b>



## Capital Programme 2017/18 – 2020/21

### Spending by Service Group



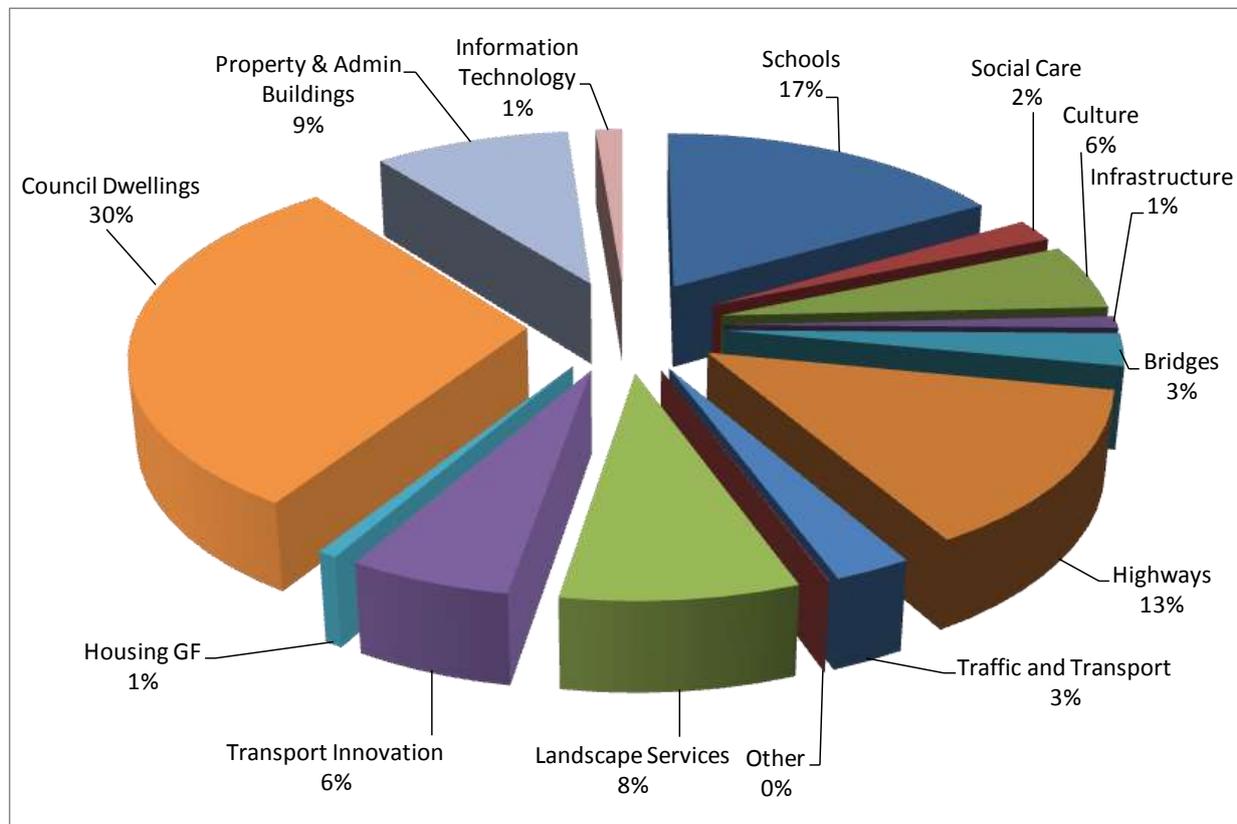
Service Group	Prior Year Resource Allocations*	2017/18 Approved Programme	Future Years Resource Allocations^	Gross Resource Allocation (All Years)
	£'000	£'000	£'000	£'000
Children and Families	29,508	21,166	26,951	77,625
Adult Social Care	1,721	2,497	50	4,268
<b>Total People</b>	<b>31,229</b>	<b>23,663</b>	<b>27,001</b>	<b>81,893</b>
Growth, Economy and Culture	6,029	8,395	409	14,833
Public Realm	14,756	34,809	13,686	63,251
Housing and Regeneration	1,945	871	0	2,816
Housing Revenue Account	17,618	38,539	0	56,157
<b>Total Place</b>	<b>40,348</b>	<b>82,614</b>	<b>14,095</b>	<b>137,057</b>
<b>Total Resources</b>	<b>9,877</b>	<b>13,482</b>	<b>10,779</b>	<b>34,138</b>
<b>Total Corporate Core</b>	<b>1,755</b>	<b>7,245</b>	<b>0</b>	<b>9,000</b>
<b>TOTAL</b>	<b>83,209</b>	<b>127,004</b>	<b>51,875</b>	<b>262,088</b>

\* The resources applied in previous years to cover expenditure incurred on the continuing projects approved as part of the 2016/17 programme.

^ The resources required in future years to complete the projects approved as part of the 2017/18 programme. These projects are given first priority in the development of the 2018/19 Capital Programme.



## Spending by Expenditure Type



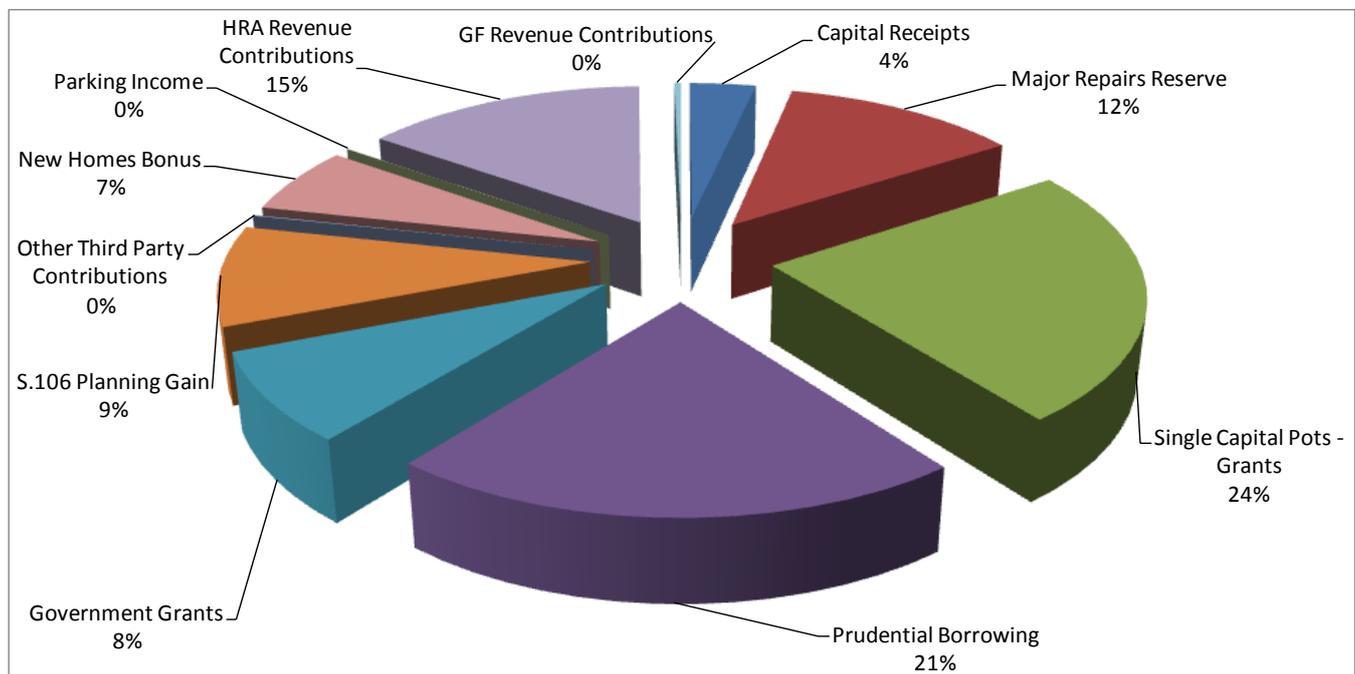
Category	Prior Year Resource Allocations*	2017/18 Approved Programme	Future Years Resource Allocations^	Gross Resource Allocation (All Years)
	£'000	£'000	£'000	£'000
Schools	29,508	21,166	26,951	77,625
Social Care	1,721	2,497	50	4,268
Culture	4,518	7,136	409	12,063
Infrastructure	1,511	1,259	0	2,770
Bridges	3,408	3,543	5,171	12,122
Highways	8,393	17,259	1,300	26,952
Traffic and Transport	2,538	3,439	7,210	13,187
Other	100	35	5	140
Landscape Services	317	10,543	0	10,860
Transport Innovation	1,755	7,245	0	9,000
Housing GF	1,945	871	0	2,816
Council Dwellings	17,618	38,539	0	56,157
Property & Admin Buildings	5,179	11,852	8,750	25,781
Information Technology	4,698	1,620	2,029	8,347
<b>TOTAL</b>	<b>83,209</b>	<b>127,004</b>	<b>51,875</b>	<b>262,088</b>

\* The resources applied in previous years to cover expenditure incurred on the continuing projects approved as part of the 2016/17 programme.

^ The resources required in future years to complete the projects approved as part of the 2017/18 programme. These projects are given first priority in the development of the 2018/19 Capital Programme.



## Sources of Financing



Funding Type	Prior Year Resource Allocations*	2017/18 Approved Programme	Future Years Resource Allocations^	Gross Resource Allocation (All Years)
	£'000	£'000	£'000	£'000
Prior Year Financing	83,209	0	0	83,209
Capital Receipts	0	4,376	1,094	5,470
Major Repairs Reserve	0	15,647	0	15,647
Single Capital Pots - Grants	0	30,318	26,286	56,604
Prudential Borrowing	0	26,856	13,921	40,777
Government Grants	0	10,503	0	10,503
S.106 Planning Gain	0	11,889	4,634	16,523
Other Third Party Contributions	0	106	145	251
New Homes Bonus	0	8,085	5,795	13,880
Parking Income	0	50	0	50
HRA Revenue Contributions	0	18,732	0	18,732
GF Revenue Contributions	0	442	0	442
<b>TOTAL</b>	<b>83,209</b>	<b>127,004</b>	<b>51,875</b>	<b>262,088</b>

\* The resources applied in previous years to cover expenditure incurred on the continuing projects approved as part of the 2016/17 programme.

^ The resources required in future years to complete the projects approved as part of the 2017/18 programme. These projects are given first priority in the development of the 2018/19 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 Council Plan and Economic Development Strategy.

### **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.



**For more information please contact:**

**Business and Corporate Development  
Milton Keynes Council  
Saxon Court  
502 Avebury Boulevard  
Milton Keynes, MK9 3HS**

**T 01908 691691**



[www.milton-keynes.gov.uk/finance](http://www.milton-keynes.gov.uk/finance)

