Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Date: Thursday 25 July 2013

Time: 10.00 am

Venue: Mezz 2, NCO, Aylesbury

AGENDA

9.30 am Pre-meeting Discussion

This session is for members of the Committee only. It is to allow the members time to discuss lines of questioning, areas for discussion and what needs to be achieved during the meeting.

10.00 am Formal Meeting Begins

Agenda Item	Time	Page No
1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP	10.00	
2 DECLARATIONS OF INTEREST To disclose any Personal or Disclosable Pecuniary Interests.		
3 MINUTES OF LAST MEETING The minutes of the last meeting held on 2 July to be agreed as a correct record.		1 - 2
4 PUBLIC QUESTIONS		

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Public Questions is an opportunity for people who live, work or study in the county to put a question to a Scrutiny Committee about any issue that has an impact on their local community or the county as a whole.

Members of public, who have given prior notice, will be invited to put their questions in person.

The Cabinet Member and responsible officers will then be invited to respond.

Further information and details on how to register can be found through the following link:

http://www.buckscc.gov.uk/about-your-council/scrutiny/get-involved/public-questions/

5   CHAIRMAN'S REPORT
For the Chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.

6	**TRANSFORMATION UPDATE**	**10.10**	**3 - 30**

6   TRANSFORMATION UPDATE   **10.10   3 - 30**
Nick Cave will update the Committee on Phase 2 of the Council's Transformation Programme.

7   BUDGET SCRUTINY 2014/15 OPTIONS   **10.55   31 - 34**
To approve the recommended options for scrutinising the 2014/15 budget proposals.

8   BUDGET SCRUTINY RECOMMENDATIONS -   **11.00   35 - 44**
PROGRESS UPDATE
Richard Ambrose will provide the Committee with a 6 month progress update on implementation of the budget scrutiny recommendations for 2013/14.

9   LOCAL DEMOCRACY   **11.30   45 - 54**
Discussion item; the Committee may wish to approve further evidence gathering on this topic and agrees areas to explore in more detail.

10   COMMITTEE WORK PROGRAMME   **12.00   55 - 58**
To consider and agree the Finance, Performance and Resources Select Committee Work Programme 2013-14.

11   PAPERS FOR INFORMATION   **12.20**
To note the Budget Monitoring Report 2013/14 – Quarter 1.

Budget Monitoring report 2013/14 – Quarter 1
http://democracy.buckscc.gov.uk/documents/s42186/Budget%20monitoring%20Cabinet%20report%20June%2013%20FINALFin%20only.pdf

12   DATE AND TIME OF NEXT MEETING   **12.25**

To note the next meeting of the Finance and Resources Select Committee on 5 September 2013 at 10.00am.

Purpose of the committee

The Finance, Performance and Resources Select Committee shall carry out the local authority scrutiny functions for all policies and services relating to corporate finance, policy, performance, communications, resources and business matters, including: Corporate resources, including the Council's property portfolio; Finance and commercial services; Corporate performance; Organisational development; Service transformation; Human resources; Media and communications; Website and social media; Customer services and customer insight; Corporate policy and research; Corporate business support; Legal services; Corporate infrastructure, including ICT (Information and communication technology); Local democracy; The overall scrutiny function; Local economic development; and Collaborative and joint programmes and services with other national, regional or local authorities. The Executive's draft budget will automatically be referred to the Finance, Performance and Resources Select Committee for its consideration as part of the annual budget process.

Webcasting notice

Please note: this meeting may be filmed for subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should sit within the marked area and highlight this to an Officer.

If you have any queries regarding this, please contact the Monitoring Officer on 01296 383650.

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

For further information please contact: Clare Gray or Karen Jones on 01296 383610 / 3627; Fax No 01296 382421; Email cgray@buckscc.gov.uk / kljones@buckscc.gov.uk

Members

Mr W Chapple OBE	Mr B Roberts
Mr T Egleton	Mr D Shakespeare OBE
Mr S Lambert	Mr A Stevens
Mr D Martin	Mr D Watson

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Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Minutes

FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE

MINUTES OF THE FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE HELD ON MONDAY 24 JUNE 2013, IN ROOM 84/85, OLD COUNTY OFFICES, WALTON STREET, AYLESBURY, COMMENCING AT 2.00 PM AND CONCLUDING AT 2.10 PM.

MEMBERS PRESENT

Mr W Chapple OBE, Mr T Egleton, Mr S Lambert, Mr D Martin, Mr B Roberts, Mr A Stevens and Mr D Watson

1   ELECTION OF CHAIRMAN

It was proposed and duly seconded that Brian Roberts be elected Chairman of the Finance, Performance and Resources Committee for the ensuing year.

RESOLVED

That Brian Roberts be elected Chairman of the Finance and Resources Committee for the ensuing year.

2   APPOINTMENT OF VICE-CHAIRMAN

It was proposed and duly seconded that Bill Chapple OBE be elected Vice-Chairman of the Finance, Performance and Resources Committee for the ensuing year.

3   DATE AND TIME OF NEXT MEETING

The next meeting will take place on Thursday 25 July at 10.00am in Mezzanine Room 2. There will be a pre-meeting for Committee Members at 9.30am.

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CHAIRMAN

Buckinghamshire County Council
Select Committee
Finance, Performance and Resources Select Committee

Report to the Finance, Performance and Resources Select Committee

Title:	Transformation Programme Update
Committee date:	25 July 2013
Author:	Nick Cave, Service Director Transformation
Contact officer:	Nick Cave, Service Director Transformation 01296 382486 ncave@buckscc.gov.uk
Report signed off by Cabinet Member:	Peter Hardy, Cabinet Member for Resources
Electoral divisions affected:	Potentially all electoral divisions

Purpose of Agenda Item

At the request of the Chairman of this Committee this is a report to provide the Committee with an update on plans for phase 2 of the Council's Transformation programme.

Background

1. Through prudent management, the County Council has managed to reduce its spending by driving out efficiencies, transforming the way it provides its services and focussing its activities into areas of most need, particularly front line services. This approach has enabled the County Council to reduce its spending over the past three years by £68m. £21m of these reductions have been delivered through the County Council's original Transformation Programme.

2. Attached at **Appendix 1** is the Transformation Year-end report for 2012/13 that gives an over view of the programme and key changes across the organisation to make these savings.

3. Looking forward, the next few years are likely to be just as challenging and uncertain for the sector. The Government has indicated that it intends to continue to reduce public sector spending to reduce the national debt. In particular, within Buckinghamshire, we are forecasting the following impacts:
   - Efficiency savings of £34m
   - Service reductions of £5m

- o Additional income of £5.5m
- o A 37% reduction in Revenue Support Grant
- o Below inflation increase in council tax

4. In response to this challenge the Council's Leadership Team (comprising all Council Directors) has been developing a new Target Operating Model for the Council. This target operating model will outline a revised structure, systems and processes that are needed by the Council in order to deliver the Council's Strategic Plan within the finances available. The revised transformation programme will be aligned to deliver this target operating model.

Report

5. At the Finance, Performance and Resources Select Committee induction session the meeting was given a brief overview of the progress being made in developing a revised Target Operating Model for the Council and Transformation Programme. In that presentation there was a commitment made to update the Select Committee quarterly on the progress with the programme.

6. Attached at **Appendix 2** is a presentation that will be made to the meeting setting the context for the Council and development of the Transformation Programme. The presentation also updates on progress with the Target Operating Model. At **Appendix 3** is the current programme for development and engagement with the Transformation Programme.

7. The revised Transformation programme is at an early stage of development and it is an opportune time for the Finance, Performance and Resources Select Committee to input their thoughts into the development process.

8. To stimulate and focus this debate there are two questions below that are posed to the meeting for consideration.

   a. Does the Select Committee have any comments on the proposed Target Operating Model, in particular the model of moving towards a leaner Head Office function?

   b. Does the Select Committee have any ideas on areas where we could be innovative in reducing costs and providing outcomes for our residents?

Transformation Programme

Year-End Report for 2012/13

Date: **22nd April 2013**

Authors: **Nick Cave – Service Director Transformation**

               Stephen Rawlinson – Transformation Programme Support

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Introduction

Transformation has played a key part in the Councils response to on-going budget challenges and reductions in government grants. Phase 1 of the Councils Transformation programme will have delivered c. £18.1m; including one-offs, of its £21m savings target by the end of the financial year with approved plans in place to deliver the remaining amount.

Overall the Council has achieved £68m revenue reductions over the last 3 years, and plan to make a further £45m over the life of the new Medium Term Plan ("MTP") to 2016/17.

In 2012/13 alone, the Transformation programme contributed £7.002m in savings.

Over the past year each Service Portfolio and transformation theme has been challenged by AOP Board on its progress. This report brings together and summarises the reports that have been received and scrutinised by AOP on the progress with the Transformation Programme in 2012/13.

The report highlights the key achievements that have been delivered by the Council through transformation in 2012/13 and attempts to convey the key changes, capability developed and benefits achieved in the year as well as giving an indication of the future direction of travel.

We are acutely aware that the government's austerity measures will continue and to help meet the on-going budget commitments we are currently developing the next stages of the Councils Transformation programme.

For this next phase of the Transformation programme to be able to meet the budget challenges ahead, the changes will need to be genuinely transformational. A key aspect to creating the new programme is the development of a future Target Operating Model ("TOM") for the Council that change and transformation can be aligned towards and creating a Council suitable for the challenges of the next 5 to 10 years.

Background

The Council has got a successful track record in transformation. When originally conceived in 2009 the programme comprised 6 key Transformation Programme activities: Redesigning the Organisation, Standardising Business Support, Streamlining Business Processes, Work Styles and Places, Customer service, Managing 3rd Party Supply Chains.

We realised during the delivery phase of the initial projects that the structure of the Transformation programme needed to change so we set each service portfolio a challenge to transform their own services and deliver savings. We also retained a number of cross cutting change programmes e.g. Organisational Development and Commercial. As the first phase comes to a conclusion the current shape of the transformation programme is illustrated in the diagram below.

Transformation Programme Overview				
Children & Young People (CYP)	**CYP** SEN Learning Trust Munro Programme			
Adults & Family Wellbeing (AFW)	**AFW** Enhancing quality of life Delaying and reducing need for care and support Positive experiences of care and support Safeguarding	**Organisational Development**	**Demand Management**	**Commercial**
Communities & Built Environment (CBE)	**CBE** Place Integration L&SC Projects			
Resources & Business Transformation (RBT)	**Support Service** Technology Developments Service Desk Improvements Phase 2 Support Services Commercialisation Process Improvements Cross Cutting			

Delivery of this programme and these savings has meant a significant amount of change for the organisation and staff to cope with. At the beginning of the Transformation programme the phase "Rising to the Challenge" was used to frame the transformation work and the task ahead.
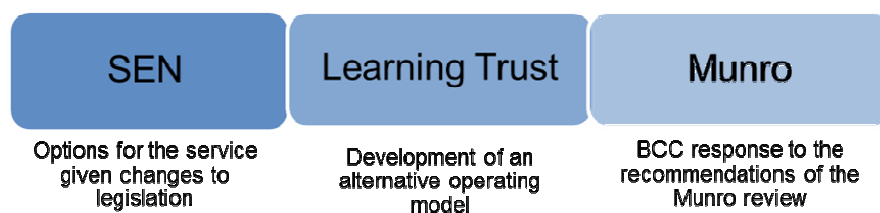
This report illustrates how this challenge has been met and gives an idea of the plans to take the work forward by Portfolio and cross cutting theme.

Service Area Achievements

Children & Young People Services

The Children and Young People's Services portfolio (CYPS) was the first service area to undertake the Rising to the Challenge Programme. Following the delivery of £xxx savings through this programme, the portfolio launched a number of major change programmes to deliver further MTP savings.

There are 3 key change programmes for Children and Young People Services which have been monitored by the AOP Board as well as a number of other projects including the Confederation of the Outdoor Education and a number of demand management projects.

SEN	Learning Trust	Munro
Options for the service given changes to legislation	Development of an alternative operating model	BCC response to the recommendations of the Munro review

Special Educational Needs ("SEN")

- Implement the SEN Review recommendations and legislative changes through the development of a new SEN Strategy which will shift resources from statutory assessment to earlier intervention and prevention. There has been a full consultation with all stakeholders on the draft Strategy and the final document is due for publication in June 2013.

- A new School Funding Formula for SEN has been developed and launched in response to the legislative changes.

- Savings in excess of £500k were secured in 2012/13 in relation to the Independent Schools budget (DSG) and a further £1.3m of savings (DSG) are anticipated over the next 4 years as an outcome of this project.

Learning Trust

- Meet the changing relationship between the LA and schools through the development of not for profit Learning Trust in Buckinghamshire in partnership with schools and other stakeholders.

- The company and charity has now been established and the Chief Executive Officer appointed. The staff TUPE consultation is currently underway with a proposed transfer date of 1st July 2013.

- The delivery of the Learning Trust is forecast to deliver £587k of savings (LA) in 2013/14.

Munro

- A whole systems redesign to Children's Social Care Services to deliver better outcomes for children and young people within the available resources in response to the Munro Review. The aim of the programme is to release social work professionals to spend more time with children and families.

- Following full consultation, the new operating model was launched on 1st April 2013 introducing a unit and specialist team model. Units will operate on a geographical area basis ensuring relationships with other service providers in the area are enhanced.

- A Family Resilience Service has been introduced to the model providing support and intervention to children and families as a 'step up step down' service to social care.

- Changes to the children's information system (ICS) are underway and a new module for Family Resilience is planned.

- The programme delivered over £1m of savings in 2012/13 with a further £4.5m forecast over the next 4 years.

Adults & Family Wellbeing

A revised change programme in Adults & Family Wellbeing ("AFW") has been developed clustered around 4 themes. £2.230m has been saved through the programme of work in 2012/13.
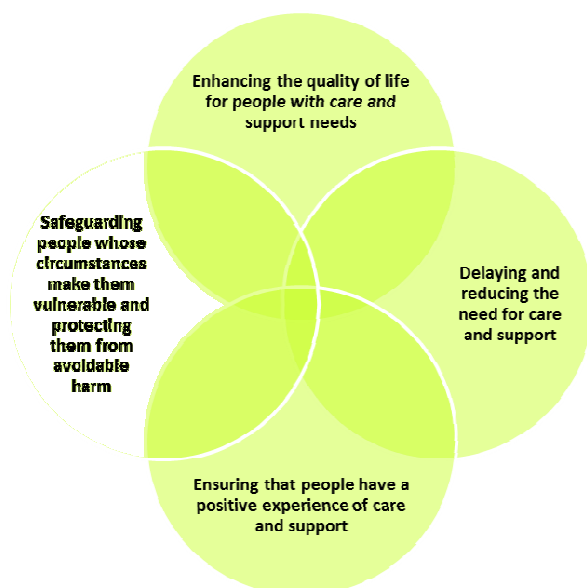
Enhancing the quality of life for people with care and support needs

- Deliver efficiencies and improved services through accommodation and support options which reduce the dependence on residential and nursing care. Overall the My Life My Home project across adults will generate savings of £2.9m per year by 2016/17.

- Deliver efficiencies and improved services through the Day Opportunities Programme. Overall the day care project (facilitated in the main through establishing a Local Authority Trading Company ("LATC")) will deliver a further £1.25m of savings per year by 2016/17.

- Deliver efficiencies and improved services through the delivery of domiciliary care and reablement. The decommissioning of the internal home care service will yield net savings' of £1.25m per year from 2014/15 and the development of the reablement service will deliver net efficiencies of over £1.2m per year by 2014/15.

- Category Review of the Care Home Market Place. The project to manage supplier relationships and make better use of existing contracts will deliver £870k of savings per year in 2013/14.

Delaying and reducing the need for care and support

- Implement the Prevention Matters project to help manage demand and save the Council over £2.4m per year by 2016/17.

- Implement Assistive Technology Action Plan and Retail Model for Equipment

Ensuring that people have a positive experience of care and support

- The delivery of this priority will be achieved by a series of 'business as usual' requirements in the Portfolio Plan. Whilst there are some significant areas of improvement particularly around Customer Care delivery these are related to business improvements and not transformational priorities.
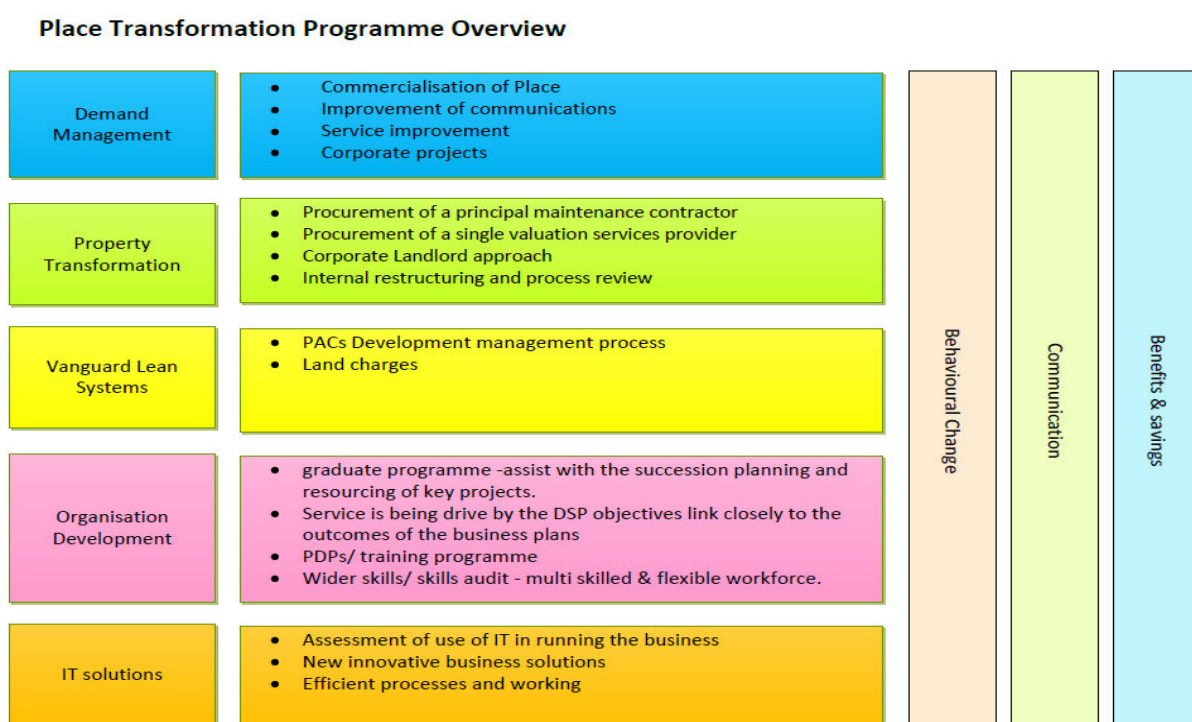
Safeguarding people whose circumstances make them vulnerable and protecting them from avoidable harm

- Strengthening Approved Mental Health Practitioner ("AMHP") and Out Of Hours Services

Communities & Built Environment

An integrated **Place Service** was launched in April 2012, bringing together similar activities and functions and exploiting synergies across the former services. The associated restructure has contributed £500k transformation savings in 2012/13.

Throughout 2012/13 Place service has been progressing various transformation work streams detailed in the diagram below:

Place Transformation Programme Overview

Demand Management	• Commercialisation of Place • Improvement of communications • Service improvement • Corporate projects	Behavioural Change	Communication	Benefits & savings
Property Transformation	• Procurement of a principal maintenance contractor • Procurement of a single valuation services provider • Corporate Landlord approach • Internal restructuring and process review			
Vanguard Lean Systems	• PACs Development management process • Land charges			
Organisation Development	• graduate programme -assist with the succession planning and resourcing of key projects. • Service is being drive by the DSP objectives link closely to the outcomes of the business plans • PDPs/ training programme • Wider skills/ skills audit - multi skilled & flexible workforce.			
IT solutions	• Assessment of use of IT in running the business • New innovative business solutions • Efficient processes and working			

Examples of key achievements by Portfolio are:

Resources Portfolio:
Property Transformation Programme
- The Property business area has been subject to an in-depth review of its structure, processes and procurement methods, with savings per annum expected to be at least £185k. This programme includes adoption of the Corporate Landlord approach which centralises the Council's asset base to ensure it is sufficient and suitable for its purpose, cost effective in its provision and used within a strategic rather than single service context. This is estimated to save £350k by 2016/17.

Office Accommodation strategy
- Rationalising the use of office space, including area offices has enabled savings of £400k.

Electronic Resource Booking

- Designed to allow self-service for meeting room and hot desk booking, improving customer outcomes and reducing staff costs.

New Ways of Working

- Moving the emphasis away from a property centric focus on physical environment, to a focus on the need for behavioural change, reducing the need for office space, improving staff choice and productivity.

Environment Portfolio:

- **Integrated HWRC Contract** - Combining different procurement strands such transport and management into a single performance based contract which has the potential to realise further savings in excess of £300k.
- **Energy from Waste** – an important project to change the way the authority manages its residual waste more sustainably in the future. By utilising Energy from Waste technology the solution will save over £150m over the life of the contract (30 years) compared to continuing to landfill.
- **Green Spaces -** Divesting the leasehold to communities retaining use under the lease as a community space. £180k banked.

Planning and Transportation Portfolio:

- **Contract - Efficiency Savings 3% PA -** As part of the contractual arrangement in Place with Ringway Jacobs, there is the need for them to provide 3% efficiencies per year. Work is being undertaken with RJ to look at the possibilities of providing different delivery models to bring the benefit of these efficiencies forward sooner in the life of the remainder of the contract.
- **Civil Parking Contract** – historical agreements were in place with Districts related to the provision of parking enforcement. A new contractual arrangement with NSL to provide on street parking enforcement has reduced the liability of the authority. The historical arrangements were running at a deficit of circa £250k per annum. Additional efficiency savings will be achieved but the full detail is yet to be understood as we are still in year one of the new contract arrangement
- **Planning, Advice and Compliance Team Systems review** – The PACs team has undertaken a systems review to support a transition from Development Control to Development Management. This requires an understanding of demand and redesigning the workflow to create a customer focussed approach by introducing pre-application advice and developing standing advice for simple applications. A design guide is being drafted to enable more self-help for developers and the general public to reduce the officer time and speed up the processes.

Leaders Portfolio:

- **Superfast Broadband project** which aims to support economic growth. This project supports the Governments 'Digital by Default' aspiration and will help us able to migrate more services to internet delivery to improve connectivity.

Localities and Safer Communities

- Substantial transformation savings (£150k in 2011/12) have already been realised by the Localities and Safer Communities service, with the remaining £12k savings delivered in 2012/13.

- Notwithstanding this, there are a number of transformational projects / programmes across all 3 political portfolios that continue to help us deliver our MTP targets, as detailed below.

Developing our approach to localism:
- Developing a new Communities and Localism Strategy, integrating an updated Voluntary and Community Sector Strategy and Community Cohesion and Equalities Strategy
- Leading the Chesham Community Wellbeing Project - over 90 existing / planned interventions have already been identified
- Integrating the 7 Community Links Officers into our service under the Prevention Matters programme
- The Equalities Advice Project, now being delivered through Citizens' Advice

Transforming community safety
- Leading the 18 Thames Valley authorities to prepare for the Police and Crime Commissioner and Panel
- Systems thinking review of Anti-Social Behaviour, focusing on Aylesbury Vale

Public Health
- Ensuring that all our services are aligned and better responding to the Public Health agenda
- Reviewing the governance and officer arrangements for the Drug and Alcohol Action Team

Working with other authorities (especially, but not exclusively upper tier):
- Safer Communities
- Resilience / Emergency Planning
- Trading Standards
- Cohesion and Equalities

Income generation
- Resilience / Emergency Planning / Business Continuity
- Trading Standards
- Cohesion and Equalities

Resources & Business Transformation

The Support Services transformation programme commenced in 2010. At that time a comprehensive market test was undertaken to look at all outsourcing options and compared in detail a major sole provider outsourcing option with an internal Transformation proposal. In comparing the options, the analysis established that both would deliver similar benefits. However, the payback period for the outsourcing option was longer due to significantly higher investment required. The proposed internal transformation option was supported by Cabinet for those reasons.

Since then, the internal transformation programme has successfully delivered £4.8m savings, on time and at a fraction of the investment costs suggested by outsourcing companies. By the end of 2013/14 Support Services will have exceeded the original £4.8m savings target by delivering a total of £5.07m towards the MTP.

The support services provided by the Council are now much leaner and are delivered via an operating model which includes support service centres, self service via an intranet based portal and digitised via SAP.

To support the approach to provide best value for money and the highest quality to its customers, a Support Services Centre ("SSC") will be implemented from 1st April 2013. Currently, the Council is a commissioner and provider of a range of services. In future it is envisaged that the Council will commission many more services than it provides. In line with this the delivery of this centre will initially be in-house to allow the services provided to both bed in and be optimised but it is likely that many of these functions will be outsourced over time. Therefore its shape will start to evolve from the date of implementation to anticipate this.

The continuing financial squeeze on the organisation has meant that we need to focus on how to grow and optimise the new business model in order to achieve further savings. An outline business case for this next phase of Support Services Transformation was presented to Members in the second half of 2012.

Organisational Development

In summary this transformation programme stream has reviewed the structure of the organisation alongside staff rewards and benefits to ensure most effective working practices and consistency in performance management.

The work stream has included a **redesign of the organisation** project that has saved circa £3m over the period of the programme. This has involved changes to spans of management control across the organisation and redesign of service areas delivery models to provide efficiencies.

Key to the organisational development work stream has been changes to the **terms and conditions of service** renegotiations which have led to savings of £1.9M. The changes have included mileage rates, removal of lease cars and private medical insurance and changes to the subsistence policy and regular car user allowance.

This cross cutting theme of transformation has introduced new business processes including new technologies, centralised meeting room booking system, Electronic Document Management System ("EDRMS"), more e-Learning, new photocopying systems and printing systems.

There is now a more effective **Contact Centre** which deals with more customer contact on a one stop shop basis and more efficient customer access channels such as more online transactions.

Delivering Successful Performance ("DSP") is the Council's revised automated performance management framework that was introduced for the performance year 2011/12. The framework was developed to support the organisational Transformation Programme to increase levels of productivity and improve the 'what' and 'how' we deliver services.

Contribution Based Pay ("CBP") is the Councils new approach to pay which comes into effect from 1st April 2013. CBP provides a mechanism linking an individual's contribution to their pay via their performance assessment.

Both DSP and CBP projects were set up as cost neutral initiatives with no financial savings targets attributed to them. Rather, they are seen as key enablers for our overall organisational transformation agenda, increasing the focus on improved productivity, streamlining processes and providing greater control and flexibility around how we distribute the available pay budget.

Automating our performance process has enabled us to monitor compliance and at the end of the first performance year (2011/12) 80% of employees had an end of year rating on the system. At the mid-year stage of the 2012/13 performance year over 90% of employees had a rating on the system.

It is expected that 89% of employees will be on a CBP contract on 1st April 2013. Please note this excludes schools.

Electronic Document and Records Management System ("EDRMS") is used to describe a way of holding the Council's information electronically, allowing business processes to be streamlined and in some cases automated. The EDRMS used by BCC is a system called Livelink.

EDRMS is an enabler project which supports other BCC projects / initiatives in realising their savings. The primary links are:
- Productivity – some processes can be automated, improving accuracy and efficiency
- Corporate Business Support – workflows and integration with existing systems allow processes to be automated, therefore reducing manual administration
- New Ways of Working – documents are available from any location which supports flexible working
- Managed Print Service – more information can be shared electronically which reduces the volume (and therefore cost) of printing
- Corporate Landlord – less space will be required for storage of paper records, allowing us to increase the capacity of existing offices
- Information Governance – improved information security delivered through comprehensive audit trails and reporting

The capability and service change that has been delivered includes:
- Digitisation of client files for Children & Families
- Automation of processes through the use of workflows
- Development of the current folder setup to support process changes in CYPS
- Re-design of the scanning process to support the new Transaction Hub in CBS
- Full Implementation of EDRM in Youth Offending Service
- Major system upgrade to Version 10 and updates to improve system performance

Managed Print Service ("MPS") has been introduced to provide an efficient, cost effective managed print solution for the Council, delivering c. £70k transformation savings and the following benefits:

- More environmentally friendly – less power consumption, fewer and more efficient devices, less paper/toner wastage
- More efficient processes - automatic toner ordering, central management of paper supplies

- Reduction in devices and provision of standard models / multi-functional devices
  - To date, over 520 devices have been removed and 141 MPS devices installed
  - The number of models have been consolidated down from 58 to 5
- Increased reliability and improved support processes
- Secure printing, with less waste
- Enabling NWoW, through 'Follow Me' printing from any MPS device
- Centralised asset management – maximising the asset base through redeployment of devices as printing demand changes
- Usage based charging and Management Information – we now know how much is being printed and who is printing

Corporate Business Support ("CBS") Centre model was launched in April 2012 to provide administration support across the organisation. It has since delivered overall savings of £960k within its first year, including £180k transformation savings for 2013/14.

CBS continues to deliver further improvements in Performance Management. It has also identified that further migration of roles can result in even greater achievements against key performance indicators ("KPI") and deliver greater efficiencies. An example of this was the performance increase in the SEN team, where statements; excluding those with exceptions, rose from 16.1% to 90% between August 2012 and January 2013.

Responding to the Munro and Bucks Learning Trust programmes will have a significant effect on the shape of the service moving into 2013/14.

CBS will be launching a new bulk reprographics service to all areas of the authority and a Transaction Hub to pick up and complete CYP business support activities, creating a centre of expertise, achieve less wasted resource by targeting customer needs / demand and reduce operating costs for administrative services.

Commercial

This Programme leads a number of major projects to reduce external expenditure and provides commercial support to Service Area projects where savings are dependent on external suppliers or contracts.

The Council has been keen to work collaboratively and innovatively with its supply base, co-creating efficiency solutions that have been mutually beneficial. Rather than simply seeking aggressive price reductions from our suppliers, this partnership approach to reducing our third party expenditure ensures that we continue to build a sustainable supply chain, managing the impact of reduced public sector expenditure on the local and national economies.

The savings total for 2012/13 is £5.7m (95% of the £6m target).

Examples of key savings initiatives:
- £113k reduction in spend on advertising and public notices through demand management and rethinking our needs
- Around £300k of savings over the next two years from collaborative purchasing of gas and electricity
- £130k reduction in office printing spend through the introduction of a managed print service
- Category review of domiciliary care identifying up to £3m of cost avoidance through better market intelligence with which to negotiate prices

Going forward, the Commercial strand will also be looking at opportunities to relieve budget pressures through revenue generation. This includes selling our expertise where we are a 'leading authority', such as in contract management.

We are developing a new **Contract Management Application** that will provide a central repository and complete visibility of contracts across the Council. This is a cloud based solution to support the Contract Management Framework and Complaints procedure. The system will give us the value of better management of contracts and the ability to commoditise and sell-it on, as the Intellectual Property Rights are owned by the Council.

Financial Savings

The Council have achieved £68m revenue reductions over the last 3 years, and plan to make a further £45m over the life of the new MTP to 2016/17.

Phase 1 transformational savings; including one-offs, up to 31st March 2013 totalled £18.1m. In 2012/13 alone, the transformation programme contributed £7.002m.

Overall projected revenue reductions are £18m for 2013/14, although this may have to increase as future funding settlements may worsen compared to that currently modelled.

Cumulative Projected Transformational Savings – Phase 1
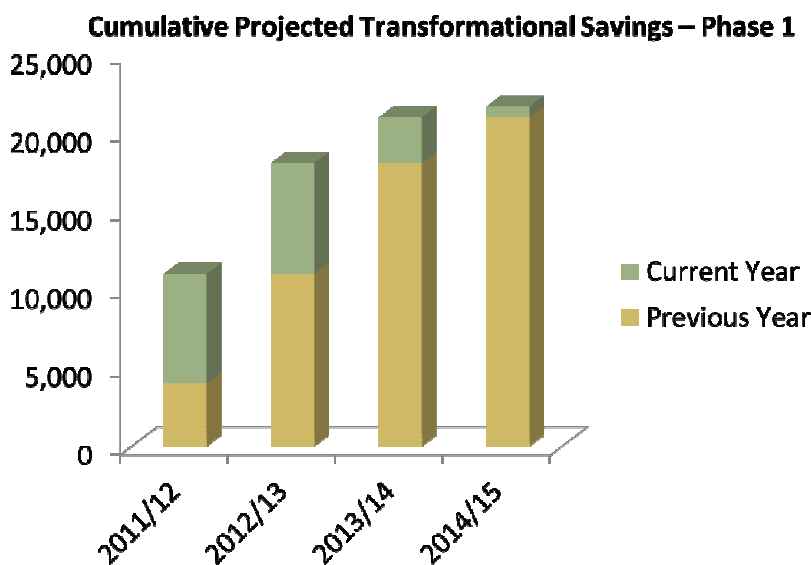
Appendix 2
Future shape of the Council

Briefing FPR Select Committee

The Case for Change

- Changing communities – increasing demand/aging population/ increased birth rate

- Changing expectations – digital by design/ 24/7 service/personalisation

- Severe financial prospects – need to reduce costs and increase income

- We're already on a journey

  - Bucks Learning Trust, LATC, Museum Trust, Outdoor Education, Ringway Jacobs

- Need to be clear about our future direction & the potential risks & opportunities

Delivering the Strategic Plan

- Strategic Plan core values:

  - to promote opportunities for all of our residents to live their lives to their full potential

  - to encourage and support ambition and self determination for all our residents and local communities

  - to provide a safety net for the most vulnerable and for those unable to help themselves

- Aim to become locally financed in next 4 years - independent of central government funding

The Financial Challenge

Further planned savings to be achieved by 2016/17.

We are forecasting the following impacts pre spending review announcements:

Additional Income — **£5.5m**

Efficiency Savings — **£34m**

£5m — Service Reductions

Transformation Phase 2 **£10m** contribution

£45m

Inflation

Below inflation increase in Council Tax

37%

Reduction in Revenue Support Grant over 4 years
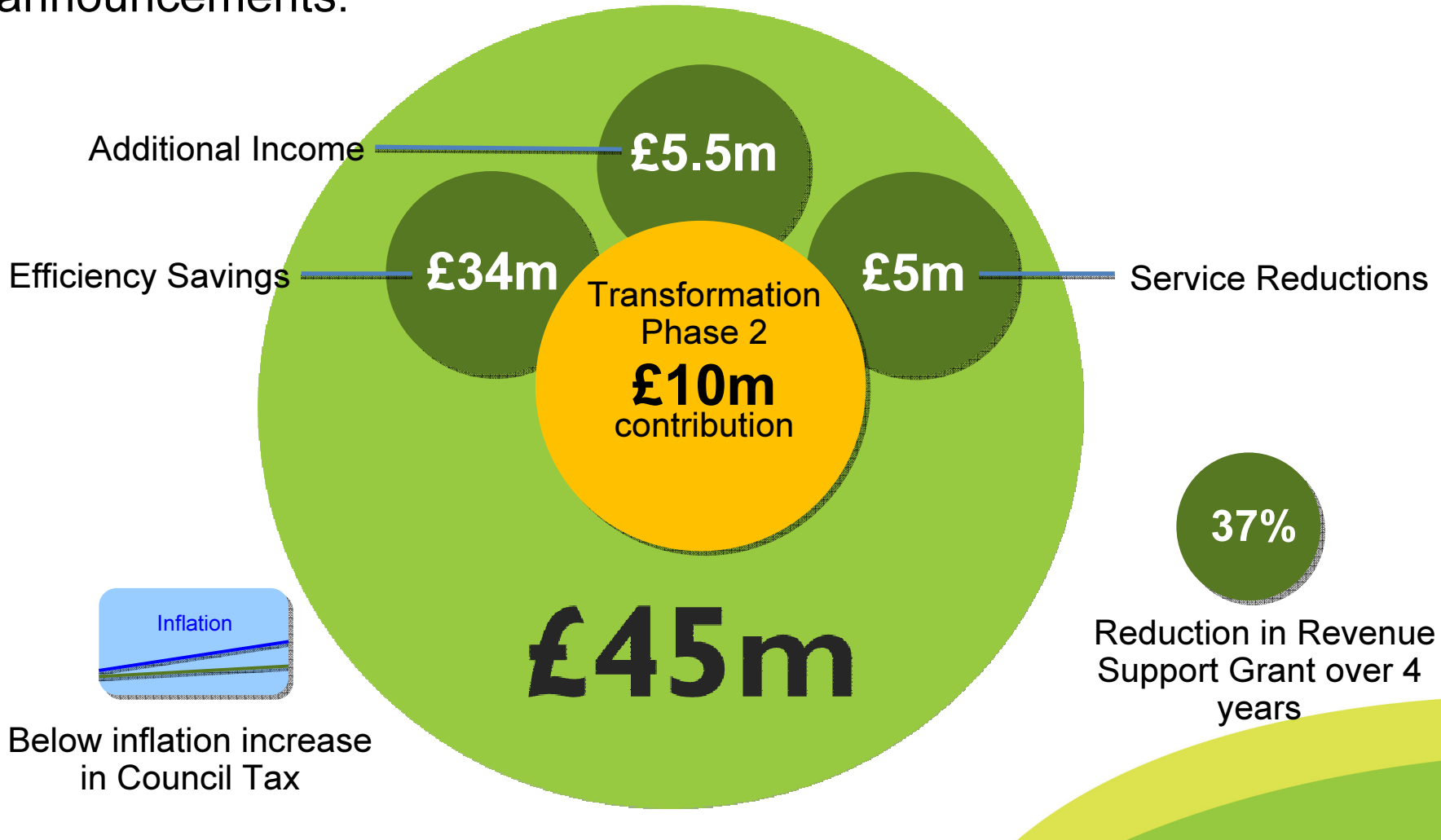
Features of a Successful Council

Customer Centric

Strong Head Office

Agility and Risk Appetite

Buckinghamshire County Council - The Commercial Council

Strong Brand

High Quality Skilled Workforce

In Touch with Communities

4 Shaping Design Principles

1. Customers & Communities
Think Customer
Community Leadership
Branding

2. Organisation Design
Democratic Leadership
Commercial Council
People, Flexible Workforce and Culture

3. Value for Money
Resources Targeted at Priorities
Provision of Support Services
Income Generation

4. Data & Information
Digital by Design
Information
Data Architecture

Design Considerations

Buckinghamshire County Council

BCC Commercial Council

Think the Virgin group with John Lewis quality
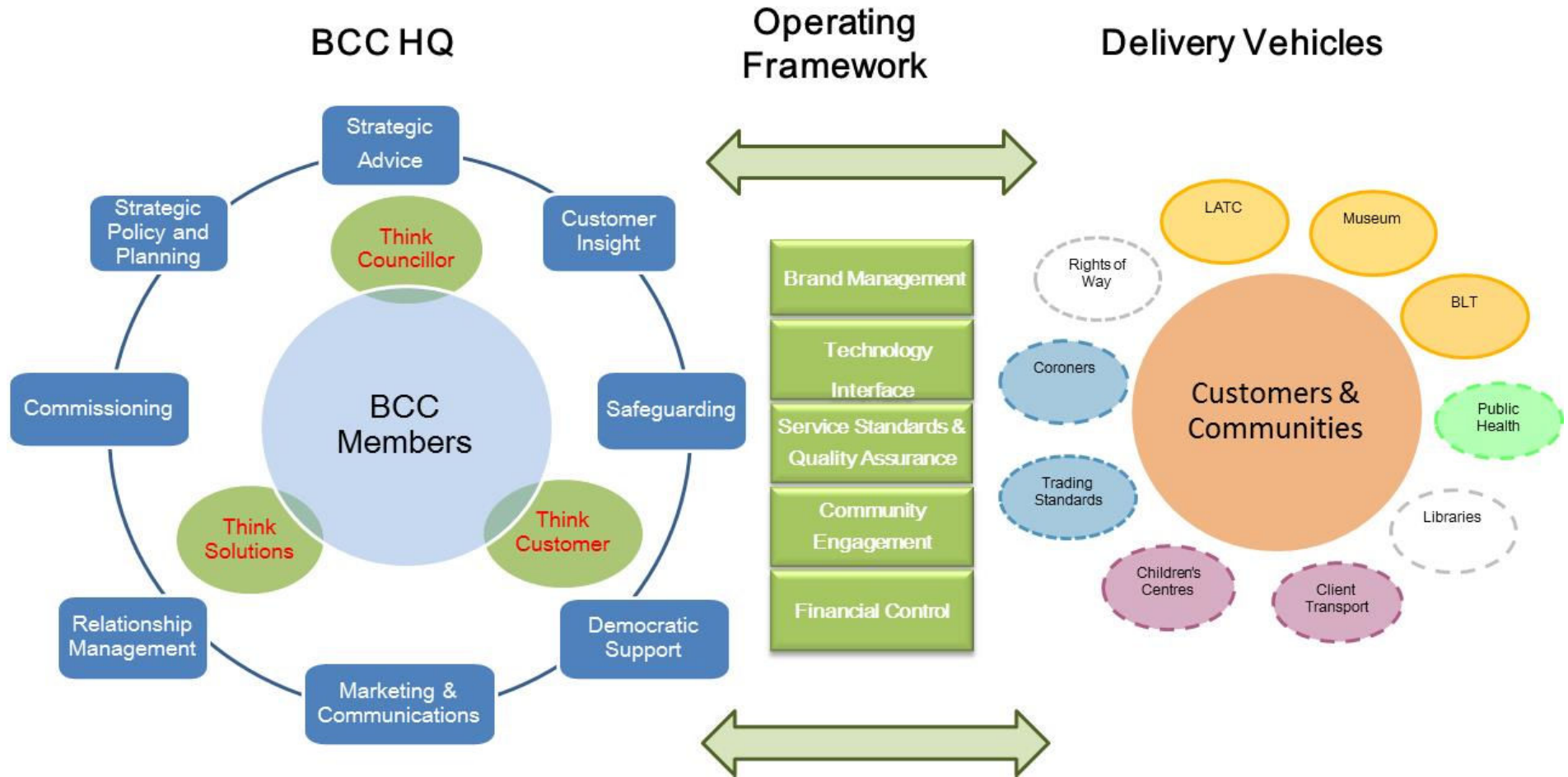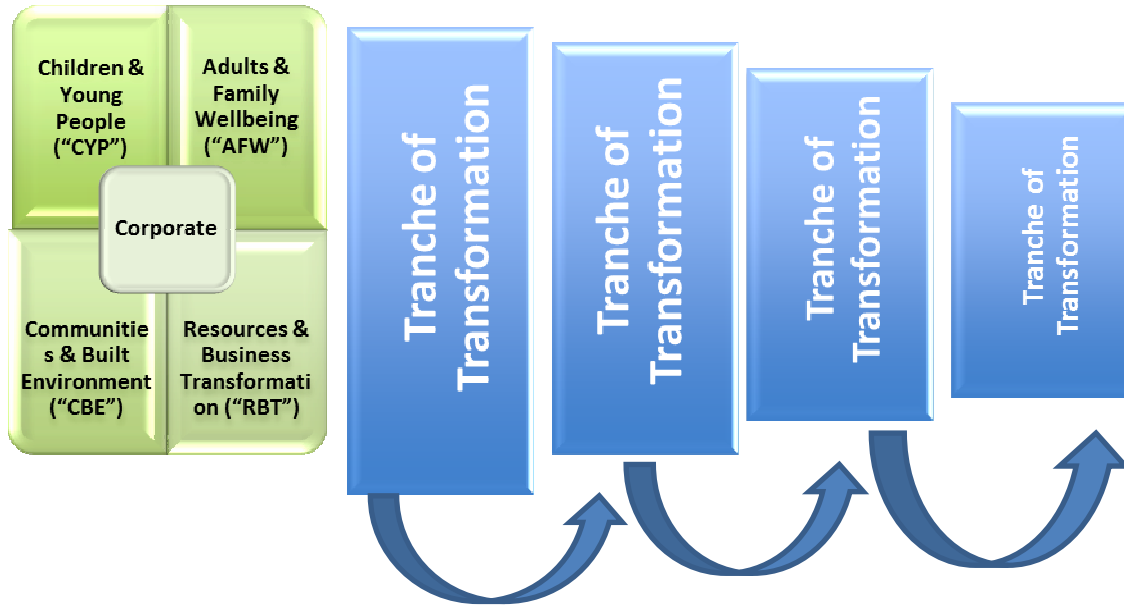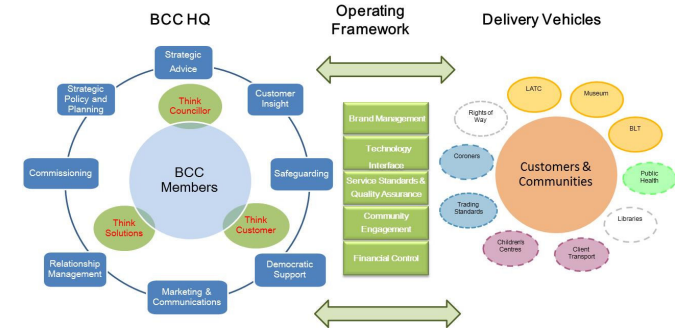
Meeting the challenge will involve…

- Reducing/stopping services that are not priorities
- Organisational restructuring
- Lowering costs through increasing integration with partners
- Transferring more services to communities to deliver
- Services to become mutuals or trusts
- Services commissioned from 3rd party or outsourcing
- Generate income by selling services
- Developing new delivery vehicles

Options and Business Cases to be prepared for Members to decide

27

Next Steps

- **Consultation** with employees and key stakeholders on the Target Operating Model

- **Detailed design work –** particularly around the shape and functions of the head office, the business units and the operating framework

- Develop the **transformational projects** that will deliver the TOM and achieve savings

Appendix 3: Transformation Phase 2 Timetable

Activity	Responsible	Timescale
LAG Steer on final TOM	LAG	1st July
Review feedback from external challenge & LAG	Leadership Team	3rd July
E&Y commissioned to develop Transformation programme roadmap to deliver the Target Operating Model ("TOM"). E&Y on site week commencing 15th July with first.	Leadership Team / Transformation Team	15th July -16th August
Leadership meeting to; • Review feedback, having socialised the TOM with management teams. • Consider the Comms and engagement strategy for Transformation Phase 2. • Initial discussion on 'radical' options for stopping/transferring/changing activities to reduce costs. • ICT in a commercially-minded Council presentation and discussion.	Leadership Team	23rd July
Leadership Team engagement with E&Y	Leadership Team	22nd July - 2nd August
Finance Performance & Resources Select Committee	Service Director Transformation	25th July
Leadership meeting pre-COMT comments on E&Y Transformation programme roadmap	Leadership Team	20th August
Transformation programme roadmap reviewed by COMT	COMT	21st August
Cabinet/COMT Away Day	LAG / COMT	2nd September
Begin to develop detailed business cases for Transformation Phase 2 programmes	Leadership Team	September onwards
Update on Transformation programme roadmap and development of business cases	Leadership Team	11th September
TOM launched at Leadership Conference	Leadership Team	26th September
Early engagement with public, private, voluntary sector about TOM principles and implications	Leadership Team	26th September - 29th November
Pre-briefing with Employee Reps and Trade Unions, through Joint Consultative Committee and meeting with Chief Executive	Chief Executive / Service Director Transformation	27th September
Workshops with staff on Transformation programme roadmap and TOM • Presentations to staff by the Leader and Chief Executive • Internal Comms campaign	Leader & Chief Executive	9th October - 31st October
Progress check on Transformation programme roadmap and business case development	Leadership Team	9th October
Finance Performance & Resources Select Committee	Service Director	31st October

Activity	Responsible	Timescale
	Transformation	
Cabinet/COMT Away Day – initial discussion on transformation business cases	COMT	30th October
All Member briefing	Transformation Team	October
Resident awareness – annual budget consultation	Residents	Autumn
Progress check	Leadership Team	6th November
Cabinet/COMT Away Day	COMT	2nd December
Cabinet decision on business cases for change	Cabinet	December

Select Committee

Finance, Performance & Resources Select Committee

Budget Scrutiny 2014/15 – options

Introduction

1. This paper puts forward options for undertaking scrutiny of the Council's 2014/15 budget through the new select committee model, implemented in May 2013. Scrutiny in Buckinghamshire is now delivered through four select committees. These replace the previous two committee model (Commissioning and Health):

   I.   Education, Skills and Children's Services select committee (ESCS)
   II. Environment, Transport and Locality Services select committee (ETLS)
   III. Finance, Performance and Resources select committee (FPR)
   IV. Health and Adult Social Care select committee (HASC)

Recommended option – Option 2 - Co-opting committee chairmen onto the FPR committee

2. Co-opting ESCS, ETLS and HASC select committee chairmen to the FPR select committee ensures that all select committees are able to formally feed into the budget scrutiny process. The co-optees will be invited to all budget scrutiny sessions. However, it is recognised that some co-optees may not be able to attend sessions that don't directly relate to their committee's terms of reference, due to the additional demands on their time. Representation of the ESCS, ETLS and HASC committees at the budget scrutiny will be less than in options 1, and fewer non-executive elected representatives will be involved in questioning key decision makers. However, this should be a more focused approach because each co-optee can represent the whole of their committee, and all non-FPR select committee members will have had an opportunity to feed in their views to their committee chairman. The effect of this approach on proportionality would need to be considered.

Design criteria

3. Budget scrutiny now falls within the remit of the Finance, Performance and Resources select committee, which consists of 8 elected representatives (members) and is politically proportionate to the Council. The design criteria for budget scrutiny is to:

   I.   Ensure that Scrutiny has a joined-up and coherent approach to scrutinising budget proposals
   II. Ensure that non-executive elected representatives from all select committees are exposed to the budget proposals and have an opportunity to feed into the budget scrutiny process
   III. Hold evidence sessions in public to question each Cabinet Member on their Strategic Plan and budget proposals
   IV. Provide a 'critical friend' and a second opinion on the budget proposals
   V.   Ensure that the democratic function of the Local Authority is not lost at a time when budgets are understandably under pressure

Previous budget scrutiny

4. Scrutiny of the Strategic Plan and Draft Budget for recent years was undertaken by a Task and Finish group comprising of elected members. This Task and Finish group was initiated by the now obsolete Overview and Scrutiny Commissioning Committee (OSCC).

5. Evidence sessions were held in public over three days, where the Task and Finish group questioned each Cabinet Member on their strategic plan priorities and budget proposals. The group also met with representatives of voluntary organisations and the business community in Buckinghamshire.

Options for budget scrutiny

6. Draft budget proposals for each portfolio to be set as a committee item for discussion at meetings of the relevant select committee(s) prior to the three-day budget scrutiny evidence sessions (to be held in January 2014).

7. The FPR committee will retain the public questioning/evidence gathering format which has worked well in previous years.

8. The following options set out ways in which the select committees could feed their views and questions into the budget scrutiny process:

**Option 1 – Co-opting committee members onto the FPR committee**

9. The chairmen of the ESCS, ETLS and HASC select committees each select two committee members to be co-opted onto the FPR select committee. These co-optees represent their committee at the budget scrutiny session(s) that focus on portfolios/services within their committee's terms of reference only.

Benefits	Disbenefits
- Wide range of non-executive members involved in questioning key decision makers, so positive for the development of these members - ESCS, ETLS and HASC select committees are represented by more than one committee member at budget scrutiny - Co-optees bring detailed knowledge of specific portfolios to the budget scrutiny process	- Involvement of different members in scrutinising different budgets is a less joined up and consistent approach than option 2 - A larger group of members (10 at a time, 14 in total) would be involved in budget scrutiny compared to option 2, which may make it harder to form consensus - Co-optees have no involvement in scrutinising budgets outside of their select committee's terms of reference (a less holistic approach to scrutinising the overall budget) - Co-optees may make the FPR committee less politically proportionate

Option 2 – Co-opting committee chairmen onto the FPR committee

10. The chairmen of the ESCS, ETLS and HASC select committees are co-opted onto the FPR committee for the budget scrutiny sessions relating to their committee's terms of reference and any other sessions that they are able to attend.

Benefits	Disbenefits
- ESCS, ETLS and HASC select committees are represented by their chairmen - Co-optees bring detailed knowledge of specific	- Co-optees are likely to make the FPR committee less politically proportionate - Fewer elected representatives are involved in
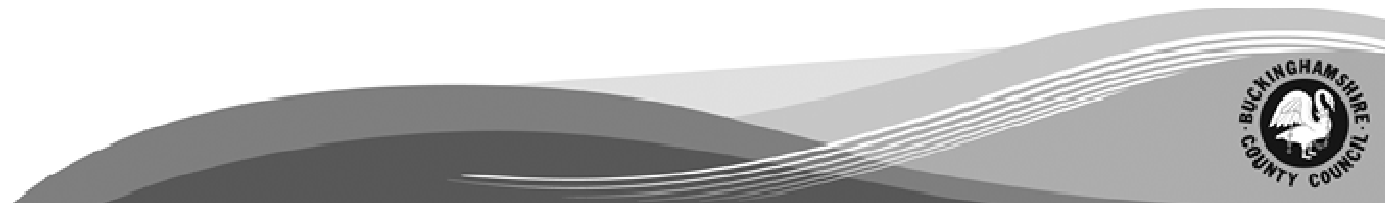
	questioning key decision makers than Option 1, so less positive for member development
portfolios to budget scrutiny process - Consistency of approach - Fewer members involved than option 1 so consensus should be easier to form	

**Option 3 – A discrete budget scrutiny inquiry group is established**

11. The chairmen of the ESCS, ETLS, FPR and HASC select committees each select two committee members to form part of a discrete budget scrutiny inquiry group. This inquiry group (similar to a 'Task and Finish group') would conduct the budget scrutiny on behalf of the FPR select committee.

Benefits	Disbenefits
- All select committees can be equally represented - Positive for the development of members involved - Smaller committee size than options 1 and 2 if required - Consistent membership and approach to budget scrutiny	- Risk that some members represent themselves rather than their select committee colleagues. - Fewer elected representatives are involved than options 1 and 2 - Need to consider selection process of chairman (FPR chairman selects or inquiry group elects) and how to ensure political proportionality - The majority of FPR committee members are excluded from budget scrutiny process

Timeline

12. An outline timeline for budget scrutiny is as follows:

I. July 2013 – Budget scrutiny format option agreed by FPR select committee

II. July - September 2013 – Budget scrutiny planned by FPR chairman and Scrutiny Officer

III. November 2013 – All select committees discuss draft budget proposals for portfolios/services within their committee's remit

IV. January 2014 – FPR select committee hold evidence sessions in public to question each Cabinet Member on their Strategic Plan and budget proposals (ESCS, ETLS & HASC committee chairmen are co-opted)

V. February 2014 - FPR select committee report and recommendations to Council

VI. February 2014 - FPR select committee report and recommendations to Cabinet

VII. February/March 2014 – Cabinet response
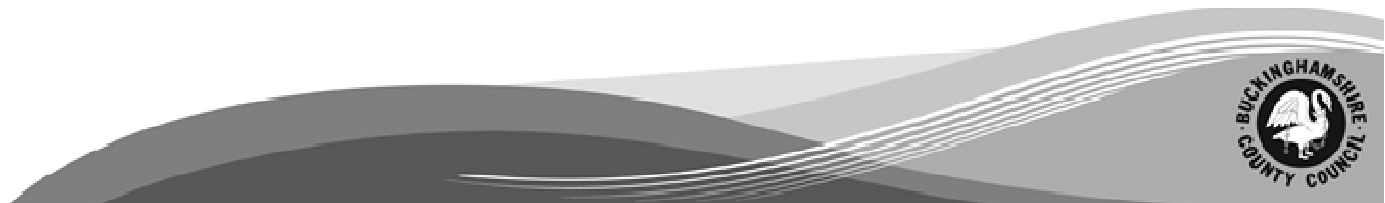
Strategic Plan and Budget 2013: progress on recommendations (6 months – July 2013)

Task & Finish Group Chairman: David Shakespeare
Lead Scrutiny Officer: Ben Cahill
Date reported to Cabinet: 14 February 2013
Lead Officer for response: Richard Ambrose

Recommendation	Agreed Y/N	Cabinet Response including proposed action	Responsible Officer	Action by date	Progress update – July 2013	Implemented Y/N
1. That recent improvements made to the Equality Impact Assessment (EIA) process be continued, including earlier completion by service areas, use of plain English, fuller descriptions, and publication at the same time as Cabinet's budget proposals for access by Members and other interested parties.	Agreed in part	The Cabinet intends to review its policy on the production of EIA assessments in the light of recent guidance from DCLG. The Council takes its obligations on equality seriously and will always comply with equality legislation. Due consideration of equality impacts is integral to discussion and decision making during the budgeting process. Care must however be taken that the production of EIA proformas does not become a disproportionately expensive and time consuming exercise for managers.	Phil Dart	July 2013	Improvements to EIA process are being integrated into the medium term plan (MTP) process so that assessments are explicitly linked to budget proposals as they develop and help inform decision making.	N
2. That the effective resident consultation process be further improved, including mechanisms to achieve better response rates from organisations and a more diverse range of age groups.	Agreed	As explained to the Task and Finish Group, the Cabinet already has plans to seek to improve response rates in surveys, through targeting different groups of residents and organisations, such as parish councils and businesses. It is encouraging that the rate is already significantly higher than in previous years.	Marcus Grupp	Sept 2013	• Survey of 1,000 businesses completed, covering priorities for BCC and support to encourage growth/survival. Report to LAG, COMT and BBF (July/August). • Evaluation of last year's budget consultation with Cabinet Member (Martin Philips) showed specific target groups where views were required but insufficient responses were received to report results (Black	N

					Minority Ethnic Groups and Young People) (Complete). • Draft research plan being compiled with specific actions to reach these target groups – to be agreed with a budget consolation working group (August). • General increase of response rates through a larger postal survey (3,000 last year, increased to 5,000).	
3. That Cabinet continue to develop a joined-up approach to working with and supporting the voluntary and community sector in Buckinghamshire (recognising the sector's relatively low capacity compared to private and public sectors to absorb funding efficiencies), and in particular ensuring consistent and timely communication over funding proposals.	Agreed	The Cabinet is committed to supporting the voluntary and community sector (VCS) and has protected grants to voluntary organisations in difficult financial times. The County Council cannot however discriminate in its procurement between private companies and the voluntary and community sector. The Cabinet will therefore recommend to the County Council the funding of a programme to help develop the capability and resilience of the voluntary and community sector over the next two years so that they are better placed to respond to procurement opportunities in the future.	Phil Dart	Sept 2013	£500k available across 13/14 and 14/15 to support the VCS to improve their resilience. Methodology to support the VCS agreed at COMT 12/6/13, subject to working up the detail over the summer for final approval by COMT and Members in Sept for implementation from Oct 13.	N
4. That presentation of the budget papers continues to be improved, including fuller budget proposal definitions, removal of less clear accounting methods, and further detail on how estimated Year 3 and 4 savings will	Agreed in part	The Cabinet will look at ways to improve the presentation of financial data in future years. It is however unrealistic to expect detailed implementation plans at this stage for cost savings planned in 3 and 4 years time.	Richard Ambrose	Sept 2013	Initial discussion had with the new Cabinet Member for Finance & Resources. Suggestion is that each Cabinet Member presents an overview paper setting out how the budget fits with the strategic priorities of the Council and what key policy / financial changes are being proposed. This should help focus the	N

be delivered as soon as the information is available.					discussions on the key matters.d	
5. That Cabinet make the following amendments to the draft Strategic Plan: 1. Clarify and provide further detail on Priority 4 (To give people more say in local services) to avoid any confusion over the aims of the priority, 2. Allocate Strategic Plan priorities to specific Cabinet portfolios (not named individuals), and that each Cabinet Member is clear on their strategic plan priority and how they link to other priorities, 3. That Priority 6 is more clearly defined as a general safeguarding priority, including greater reference to prevention and intervention, and that the Cabinet Members for Health and Wellbeing, and Children's Services are clear how they share the priority.	Agreed in part	The Cabinet will recommend a clarification of Priority 4 of the Strategic Plan to the County Council. The detailed Implementation Plan will clearly show which Cabinet Member is responsible for each priority of the Strategic Plan. The Cabinet supports the existing definition of Priority 6. The Council is very supportive of clearly targeted prevention and intervention initiatives, such as the programmes we have developed around 'Families First' and also 'Prevention Matters'. However, as a Conservative Council, we aim to balance this with considerable emphasis on personal responsibility and helping people to help themselves wherever possible.	Sarah Ashmead	Sept 2013	Priority 4 was redrafted in the light of the recommendation and Council agreed the new wording in February 2013. The Implementation Plan identifies the lead Cabinet Member for each priority.	Y
6. That, in light of the Council increasingly becoming a commissioning authority, Cabinet continue to develop contract	Agreed	As recognised in the report, the Council has established a programme for the development of commercial and contract management skills across the organisation and will continue to focus on delivering this.	Richard Ambrose	On-going	The contract management framework initiative has focused on the identification and segmentation of our third party contracts. 34 platinum contracts have been identified (over £1m annual spend and deemed	N

management and monitoring skills across the authority, particularly those departments that contract services for the most vulnerable people where any shortcomings around a contract would have the greatest impact.					highly critical to the Council) and assessed against the framework to identify areas of good and poor practice. This has resulted in targeted improvement planning activities on a number of major contracts. The reviews identified the need for well-developed contract management skills and a soft-skills task & finish group was established to assess the gap between current and required skills sets and competencies for platinum contract managers.	
7. That definitions between corporate transformation savings and individual medium term financial plan savings are clearly defined and that individual services commit to corporate transformation savings.	Agreed		Richard Ambrose	On-going	This will be ensured as part of the next phase of transformation.	N
8. That Cabinet monitor levels of reserves and ensure that they remain at around 5% of the Council's overall budget, and that unused contingencies are not automatically used to top-up reserves but instead be used to fund one-off projects guided by priorities of the Strategic Plan.	Not Agreed	In extremely uncertain financial times it is important that the Council maintains prudent reserves. The MTP already proposes a significant use of reserves over the plan period to fund one off initiatives and strategic programmes such as road resurfacing. Reserves will be kept under review but we will either add to reserves or fund one off priorities as circumstances require.	Richard Ambrose	N/A	No further comment beyond the Cabinet response.	Y

9. That the Cabinet Member for Finance and Resources makes sure that all Cabinet Members ensure that their service areas enter financial data accurately and on time on the SAP system in order to eliminate all avoidable SAP variances.	Agreed		Richard Ambrose	On-going	Actioned. Forecasts within SAP will be used for financial monitoring purposes.	Y
10. That Cabinet develop a more strategic and corporate approach to the management and allocation of capital expenditure guided by the priorities of the Strategic Plan.	Agreed	This already exists with the Business Investment Group, under the leadership of the Cabinet Member for Finance and Resources. The Cabinet will recommend to County Council an increase in the funding available for infrastructure projects, guided by the priorities of the Strategic Plan.	Richard Ambrose	Feb 2013	Actioned. The capital programme is informed by both the priorities and statutory responsibilities of the Council.	Y
11. That, to provide a fuller picture of bus usage and future needs in the county, the Cabinet Member produce an outline document presenting current and projected bus usage in Buckinghamshire, bus connections with other transport networks, and wider linkages to strategic priorities, for example, to economic development.	Agreed in part	The Cabinet would like to propose that this would be a very good topic for a Task and Finish Group of Overview and Scrutiny to explore in detail, with officer support from the service area and with involvement of the relevant Cabinet Member, as appropriate.	Andrew Clarke / Ben Cahill	Dec 2013	Following the change to a select committee model (replacing the OSCC and HOSC) this topic has been passed to the Environment, Transport and Locality Services Select Committee. The committee elected their chair on 26 June and are now finalising their work programme. The proposal is for the committee to undertake research on bus usage over Autumn 2013 following approval of the work from the committee.	N
12. That the Cabinet Member for Education and Skills produce an	Agreed	The Cabinet is currently consulting on a new policy for Special Educational Needs which will seek to address this	Chris Munday	Sept 2013	The County Council has consulted on a new SEND strategy. This went to COMT on 12th June and Cabinet	N

initial plan for managing down statementing costs in Buckinghamshire as soon as is convenient and that it be developed in consultation with Overview and Scrutiny and Members more widely.		issue. The outcomes of the policy will be reported to Overview and Scrutiny as appropriate.			Members on the 1st July. It will then go through the member processes. It will be a key area for the new Education, Skills and Children's Services select committee.	
13. That the Cabinet Member for Education and Skills continues to focus on narrowing educational attainment gaps in the county and on improving the work readiness of young people, in particular increasing levels of volunteering. These priorities should be linked and developed with support from Overview and Scrutiny.	Agreed	The Cabinet has a significant programme of work in place targeted at narrowing educational attainment gaps and improving work readiness of young people. The Cabinet Member for Education and Skills will continue to focus on these priorities going forward.	Chris Munday	On-going	The Cabinet member has continued to prioritise this area and School Forum has allocated additional funding for the next two years. A strategy is being developed looking at good practice in many Bucks schools.	N
14. That a campaign be developed to achieve better public understanding of the positive and varied work of Trading Standards, and that in future resident surveys Trading Standards be more closely aligned with crime prevention and community safety.	Agreed	The Cabinet Member for Community Engagement has already commissioned a programme of activity to promote the work of Trading Standards across the County, and intends to ensure that the work of the service is clearly presented in future residents surveys.	Phil Dart	On-going	Increased publicity for the service being developed. Service Director has filmed four television programmes for the BBC and Trading Standards officers have filmed for Channel 4, and other opportunities both locally and nationally are being developed. Service repositioning itself with crime and the fear of crime and using strapline including 'fighting consumer fraud'.	N

15. That Cabinet develop and communicate a long-term and sustainable approach to the significantly rising costs of adult social care and the pressures these services place on the authority's budget.	Agreed in part	The Cabinet is very concerned about the demographic pressures and rising costs associated with adult social care. We will continue to look for increased efficiencies as an authority and also continue to lobby central government on this issue.	Trevor Boyd	On-going	Demographic Growth has been built in to the MTP to recognise the pressures. Our Prevention Matters Programme is designed to help manage the future demands by preventing or delaying demand through earlier intervention. We may still need to lobby government if the costs associated with the implementation of the Dilnot Proposals are not met by Central Government. Due July 2013.	N
16. That the outline measures in the Public Health Strategy be developed and that progress of the strategy be robustly monitored and reported. 41	Agreed		Jane O'Grady	September 2013	The priorities within the Public Health Strategy have been incorporated into the Public Health Work Programme and will be monitored monthly at internal team meetings. All objectives in the strategy have been specifically incorporated into individual objectives as part of the DSP process. There has been active engagement with members through the member induction process as part of embedding public health responsibility across the organisation. Relevant priorities have been adopted by the Healthy Communities Partnership.	N
17. That the additional Public Health settlement be allocated to greater integration with clinical commissioning groups, support for School Nursing, developing physical activity in country parks, and to	Agreed in part	The Cabinet will allocate the public health budget in accordance with the priorities of the Public Health Strategy, which was agreed by Cabinet on 7 January 2013.	Jane O'Grady	April 2013	The 2013/14 public health work programme is built around the priorities in the vision and strategy document. A review of the school nursing service is being undertaken to ensure the most efficient and effective use of the current resources and to identify and quantify any additional investment required.	N

					A multi-agency physical activity strategy is under development and will inform the allocation of resources to physical activity for 13/14. An evaluation of the uptake of the NHS Health Check is underway and a programme to increase uptake in hard to reach groups with low uptake will be finalised when the evaluation is completed.	
encourage hard to reach groups to take up NHS health checks.						
18. That Cabinet allocate any unallocated council tax surplus towards the following budget proposals: 1. Reductions in Short Breaks for Disabled Children (£300k in Children's Services portfolio), 2. Efficiencies from recommissioning of Connexions and Counselling provision for young people (a combined total of £150k in Education and Skills portfolio), 3. Reductions in Supporting People contracts (£750k in Health and Wellbeing portfolio).	Agreed in part	The Cabinet agrees to reinstate the funding for short breaks for disabled children and for the Connexions and counselling provision for young people. The Cabinet also agreed to reinstate the sum of £500k for the Supporting People contracts (£250k of the total savings figure being contractual efficiency savings which will not affect service users).	Richard Ambrose	Feb 2013	Actioned - see Cabinet response.	Y
19. That the Leader continues to lobby the government on key issues facing the local authority, including: 1. Council tax proposals and grant funding – particularly any	Agreed	The Leader has already taken an active role in lobbying on these issues for Buckinghamshire at a local, regional and national level, including through his involvement in the County Councils Network and the Local Government Association. The Leader and relevant Cabinet	Chris Williams / Sue Imbriano / Trevor Boyd	On-going	See last sentence to the left - 'In addition, the local authority is refreshing the School Improvement Strategy with schools.'	N

government ambitions for continued council tax 'freezes' to be funded by on-going base funding rather than a series of one-off grants, 2. Educational standards – how local authorities are to be responsible for local education standards given that, with the rise of academies, there are insufficient mechanisms or powers for influencing standards, 3. Social care – to shape implementation of the Dilnot review and wider national solutions to funding social care		Members will continue to lobby on these issues to promote the interests of Buckinghamshire residents, as reflected in the Strategic Plan priority. In relation to educational standards, the local authority has been pro-active in working with all schools, including Academies and Free Schools, to establish mechanisms to carry out its responsibilities as champion of children and families. In addition to securing agreements on fair access to educational provision for all pupils, the authority has been continuing to support and challenge schools on raising educational standards. An analysis of comments on the authority's contribution to raising standards by OFSTED in their school inspection reports indicates success in this area. There is on-going work to develop the local authority role further. In addition, the local authority is refreshing the School Improvement Strategy with schools.			

43

Buckinghamshire County Council

Select Committee

Finance, Performance and Resources

Local Democracy Proposal Paper

Proposal subject	Local Democracy
Committee chairman	Brian Roberts
Officer contact	Andrew Brown, Policy Officer (Overview & Scrutiny) supporting the Finance, Performance and Resources (FPR) select committee; Tel: 01296 387048; andbrown@buckscc.gov.uk
Background to the item	Local Authorities have a statutory duty to promote local democracy. County Council elections were held in May 2013 and turnout was significantly lower than in 2009 (30.2% down from 40.1%, a fall of 24.7%). The Council has a strategic priority to give residents more say over local services. The Local Government Association recently published a report and recommendations aimed at rebuilding democratic participation.
Proposal	This paper seeks support for a committee item on Local Democracy that examines what Buckinghamshire County Council (BCC) is currently doing to promote local democracy and identifies what else BCC could do in this regard. This paper brings together supporting information and research under the following headings: - Introduction - Representative democracy (voting in elections) - Participatory democracy (democratic involvement between elections) - Attitudes towards Local Government - Summary of key findings This committee item would lead to: i) Recommendations being drawn up; or ii) Further research/evidence gathering

Outline timetable	18 July 2013 – Proposal paper published in agenda pack
	25 July 2013 – FPR select committee discussion item

1. Introduction

1.1 Statutory duty - *The Local Democracy, Economic Development & Construction Act 2009*:

A principal local authority has a duty to promote understanding of the following among local people-

> (a) the functions of the authority;

> (b) the democratic arrangements of the authority;

> (c) how members of the public can take part in those democratic arrangements and what is involved in taking part.

1.2 Studies of Local Democracy in the UK

There is a widely held view that power is too centralised in the UK and that this needs to change.

The independent **POWER Inquiry** was established in 2004 to explore how political participation and involvement can be increased and deepened in Britain. The Chair, Helena Kennedy, states that evidence presented to the inquiry suggests that voting itself **'seems irrelevant to increasing numbers of people'** and that there is a feeling **'that there is no choice, despite our living in the era when choice is the dominant political mantra'**. Commenting that the world has changed enormously during the past fifty years and that lives are being lived in very different ways she suggests that **'the political institutions and the main political parties have failed to keep up'**.

A quote from *Local Government in the United Kingdom* by David Wilson and Chris Game (2011):

'[W]e have seen a succession of national governments, of both main parties, 'enfeebling' local government […] through super-centralist policies of control, direction and undue intervention. Local government itself, though, must take some responsibility for any paleness of its image. Partly out of an excessive nervousness of being accused of 'wasting local taxes', councils have too often failed to project themselves in such a way as to stimulate the awareness – let alone the interest or political support – of those they supposedly represent or serve. In fairness, this criticism is one that many of them have acknowledged and, in their differing ways, endeavoured to rectify. However, it is a regrettable commentary on their comparatively limited impact that central government has felt it necessary to try to impose on them a statutory duty to promote democracy and an understanding of the local government system.'

A quote from Cllr Sir Merrick Cockell, Chairman, Local Government Association:

'The current model we have for local government set in the context of a highly centralised national state will not see us through for very much longer…Now, we urgently need to address how councils can better lead economic growth, social care, health and children's services – with all local services putting citizens and not institutions at the forefront. Underpinning this approach is the need to provide strong community leadership through an independent local government that is properly and fairly funded.' – Cllr Sir Merrick Cockell, Chair, Local Government Association, *Rewiring Public Services,* 2013

'People increasingly feel that English Democracy faces a crisis... People tell us they want a reason to care about voting and a reason to feel positive about belonging to their community and its civic life.' - Local Government Association, *Rewiring Public Services,* 2013

2. <u>Representative Democracy</u>

Representative democracy is the idea that officials are elected to represent their electorates. The duty of the representative is to use their own judgement in the exercise of their powers, not simply to communicate the wishes of the majority of their electorate.

2.1 Buckinghamshire County Council elections:
County Council elections take place every 4 years. In 2013 these were held as stand-alone elections. There are currently 49 electoral divisions in Buckinghamshire. Each division elects a County Council representative under the first-past-the-post electoral system, and these 49 elected representatives form 'the council'.

2.1.1 Turnout*
The long-term trend is one of steady decline in voter turnout for all elections. Turnout for county elections is higher when they are held alongside other elections.
- 2013 turnout - 30.2%, down from 40.1% in 2009 (with European elections) - a 24.7% reduction.
- 2013 highest turnout - 40.3% (Chiltern Ridges); lowest turnout - 23.1% (Ryemead and Micklefield).
- 2005 overall turnout - 64.9% (alongside a general election).

NB turnout rates in the UK do not usually include people who are not registered to vote

2.1.2 Communications
- The Electoral Commission ran national activity including television advertising
- BCC has no specific budget allocated to help increase turnout
- BCC Communications plan:
    - Key messages include: Register to vote; apply for a postal vote; voting hours; where to return postal votes; reminder to vote.
    - Tactics include: Articles in local publications; press releases; social media; public information in libraries; internal communications; election 'hotline'; 'Your Vote Counts' infographic poster (c£300); town criers (c£300).
- Some district councils ran their own campaigns to promote the county elections e.g. AVDC displayed Electoral Commission posters in car parks, colleges and schools.

2.2 National picture - Electoral Commission summary report of polls held on 2 May 2013

2.2.1 Turnout
- Overall turnout was 30.9% down from 39% at the last equivalent local elections.
- 14.8% of registered voters were issued with a postal vote – 67% of these used it.
- 24.2% of polling station voters used their vote.

2.2.2 Public Opinion Survey
- 49% said they had enough information to make an informed decision on who to vote for.
- 47% said they felt they knew a great deal or a fair amount about the local elections.

3

- 53% felt they knew not very much or nothing at all about the elections; 14% nothing at all.
- 88% were satisfied with the process for registering to vote; 65% were very satisfied.
- Most common reason for voting – civic duty (70% of voters)
- Most common reason for not voting – circumstances e.g. too busy, away, forgot (57%)
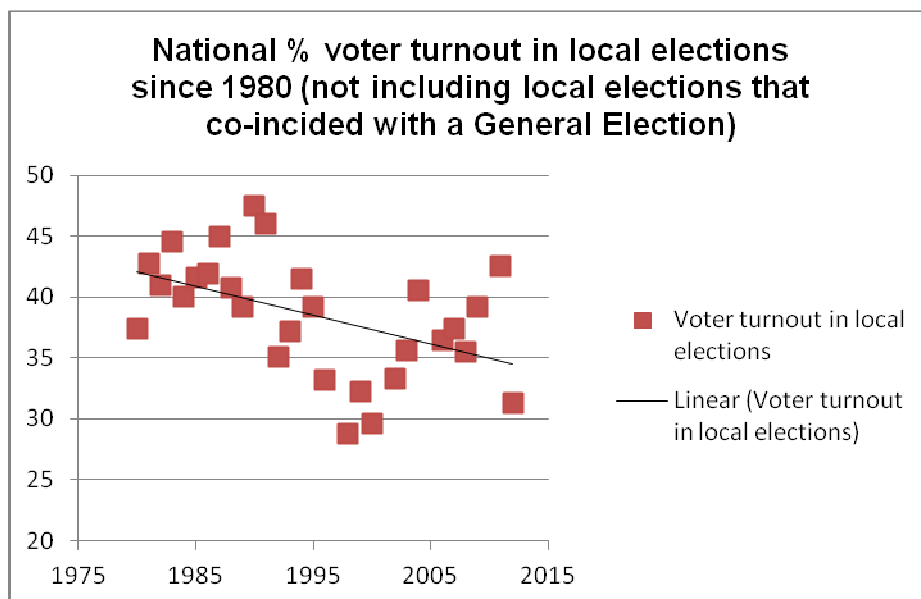
2.3 Electoral registration – information from The Electoral Commission

To vote in an election, people must be registered on the electoral role (administered by the 4 district councils in Bucks*). Anyone aged 16 or over can register to vote, but cannot vote until they turn 18.

- In 2011 local government electoral registers were 82% complete nationally.
- The lowest levels of 'completeness' was for the 17-18 & 19-24 age groups (55% & 56%)**.
- In contrast, 94% of the 65+ age group were registered.
- 44% of those not on the register in April 2011 believed that they were registered.
- The numbers of unregistered voters may be as high as 15% of the eligible electorate in some constituencies and higher among certain age groups.
- Reasons for not registering to vote include:
  - ignorance
  - administrative inefficiency
  - having recently moved
  - alienation from the political system
  - deliberate avoidance of registration in relation to the secondary uses of the register

NB BCC is currently conducting a feasibility study looking at whether BCC should take on administration of County Council elections.
**NB the government have announced a £4.2m campaign to target these under-represented groups. Local Authorities and community groups can apply for funding to deliver innovative ideas to engage communities in the democratic process and increase voter registration.

2.4 Reasons for voting
'Election turnout figures tell us clearly that democratic engagement rises when voters feel something really is at stake when they vote' - Local Government Association, 2013

2.4.1 The basic model – Riker and Ordeshook 'A theory of the calculus of voting', 1968

4

Since an individual's vote is unlikely to make any difference to the outcome of an election, people vote if any social or personal gratification they get from voting outweighs the time, effort, and financial cost involved in voting.

2.4.2 Ipsos MORI post-election research 2010
People have many reasons for registering to vote. Why did you decide to register to vote?

Most common answers	
To have my say	15%
Everyone should vote/it's important to vote	13%
It's my democratic right/a privilege	12%
I've always voted/been registered	10%
Wanted to vote	9%
It's my civic/democratic duty to vote	8%
Can't complain about the government if we don't vote	6%
To get the government/party I want/vote for the right person	5%
Because I am eligible/entitled	3%
People fought/died to allow us to vote	3%
It's compulsory/thought I had to	3%
Automatically registered/believe it is automatic	2%
Believe in voting/democracy	2%
Because it came in the post and I filled in the forms	2%
It's a family tradition/husband told me to vote	2%
To affect change	2%
No answer	1%
Other	5%

People have many reasons for not voting in elections. Why did you not vote in the elections on Thursday 6th May?

Most common grouped answers	
Circumstances	31%
Parties/candidates	18%
Administration	13%
Disinterest/no point	13%
Elections not important	8%
No information/indecision/complicated	6%

2   Participatory Democracy

Participatory democracy is the broader involvement of citizens in democratic systems; it maintains democratic pressure between elections. In addition to voting, citizens can participate in local democracy in a number of ways in Buckinghamshire, including:
- Signing petitions
- Contacting elected representatives
- Contacting a newspaper
- Responding to public consultations
- Being part of a campaign/pressure group/network

- Taking part in demonstrations
- Running local services e.g. community libraries
- Viewing/attending public meetings
- Public Questions at a scrutiny/select committee
- Suggesting a topic/issue for a scrutiny/select committee to review
- Membership of a political party
- Standing for election

3. 1 Examples of participatory democracy in Buckinghamshire

3.1.1 Voluntary/Community run services
- 14 Libraries have been transferred to a community partnership model.
- Open-access youth services have transferred to the voluntary / community sector.
- When 22 day centres were replaced by 6 Day Opportunity Centres, first refusal on the use of surplus sites was given to community organisations. Princes Risborough day centre passed to community ownership in April 2012.

3.1.2 Petitions – BCC ePetitions website
Petitions are normally considered at the next meeting which has power to take a decision on the matter.
- 22 petitions were submitted to BCC in the first 6 months of 2013. Respondents varied from 21 (Parking in Beaconsfield) to 3256 (Stoke Poges Secondary School). This compares to 37 submitted in 2012 (2 to 6879 respondents) and 32 in 2011 (18 to 1440 respondents).

3.1.3 Public consultation - BCC Strategic Plan 2013-17
- 6000 hard copies of the consultation were produced and distributed across Buckinghamshire, with an 11% return (17% of those posted to households were returned, 15% handed out at stations, 10% sent to Parish Councils and 4% given to Libraries).
- From the 1156 responses, 497 were online and 672 were hardcopy returns.
- This was the largest response to date and headline results are accurate to within +/-3%
- Results weighted to correct for differences in response to the county's age and ACORN status.

3.1.4 Local Area Forums
The 19 Local Area Forums (LAFs) in Buckinghamshire are wholly resourced by BCC and aim to provide more effective local democracy. Each LAF has a local priorities budget to enable them to deliver the priorities in their local area plan.

3.2 Attitudes towards giving people more say in public services – BCC Strategic Plan 2013-17 consultation results
- 52% of residents surveyed support the Council's priority around **'giving people more say in local services – For example supporting the transfer of council functions and assets to the voluntary and community sector'**. This was relatively much lower than the Council's other priorities. 30% of residents did not agree or disagree with this priority, which was the largest neutral view across the priorities. 11% disagreed and 5% strongly disagreed.
- Those in South Bucks (61%) are more likely to agree with this priority than those in Aylesbury Vale (47%).

- Those in most affluent ACORN groups are more likely disagree with this priority compared to those in least affluent ACORN groups (17% compared to 10% disagreement).
- 49% of 25-49 year olds agree with this priority compared to 58% of over 65s.
- Those employed in a full time job (46%) are less likely to agree with this priority than those who work part time (63%).
- 15 comments made related to the need for the Council to improve its communication activities so that residents feel better informed about council issues and services provided.

3.3 Increasing participation and voter turnout
3.3.1 'Rewiring Public Services' – Local Government Association (2013)
This report draws on the views of local government politicians and officers and puts forward ten 'big ideas' for changing public services, to help communities meet people's future needs and aspirations; including:

1. Give people back a meaningful local vote on a wide range of tax and spending decisions, to establish a level of decision-making that allows each place to act as its own local treasury.
2. Drive local public service effectiveness and end waste and red tape at all levels by bringing local services and decisions together in one place, for each place.
6. Strengthen the say of local people by reducing Ministers' powers so that they cannot intervene in local democracy, boundaries and decisions.
9. A multi-year funding settlement aligned to the end of the next parliament which will enable councils to invest in economic growth and prevention rather than cure.
10. Put this settlement beyond future Whitehall revision by giving formal constitutional protection to local democracy.

3.3.2 Volunteering
The Pathways through Participation project (2011) was a research project led by the National Council for Voluntary Organisations (NCVO) in partnership with the Institute for Volunteering Research (IVR) and Involve. It explored how and why people get involved and stay involved in different forms of participation. The researchers conducted over 100 in-depth interviews, enabling people to tell their story in their own words. Key implications were as follows:
- The likelihood of elections changing things affects people's willingness to vote.
- Lack of trust and confidence in the political system can be overcome through the direct engagement of politicians with people and the issues and causes that matter to them.
- People are very sensitive to how their participation is perceived and described. Language referring to 'do-gooders', the 'usual suspects' or 'NIMBYs' is not only pejorative to those it is aimed at, it also creates a negative mood around active participation generally.
- Public bodies need to improve the design and management of formal public consultations.
- Communities/individuals who may be excluded need to be specifically encouraged.

3.3.3 Power Inquiry (2006)
The independent Power Inquiry was established to explore how political participation and involvement can be increased and deepened in Britain, and why there has been a decline in participation in formal politics. The inquiry makes thirty recommendations to reverse this trend; some of which address the rebalancing of power between central and local government to **'allow the freedom for our elected representatives to be the eyes, ears and mouths of British citizens at the heart of government.'** Recommendations that relate to local government are:

6. There should be an unambiguous process of decentralisation of powers to local government.

7. A concordat should be drawn up between central and local government setting out their respective powers.

8. Local government should have enhanced powers to raise taxes and administer its own finances.

12. A responsive electoral system – which offers voters a greater choice and diversity of parties and candidates – should be to replace the first-past-the-post system.

16. The voting and candidacy age should be reduced to sixteen.

17. Automatic, individual voter registration at age sixteen should be introduced.

18. The citizenship curriculum should be shorter, more practical and result in a qualification*

23. All public bodies should be required to meet a duty of public involvement in their decision and policy-making processes.

24. Citizens should be given the right to initiate legislative processes, public inquiries and hearings into public bodies and their senior management.

30. 'Democracy hubs' should be established in each local authority area.

Citizenship education has been compulsory in the UK since 2002 and is taught at key stage 3 & 4.

3.3.4 Local Government in the United Kingdom – Wilson and Game (2011)

Wilson and Game propose three reforms that between them could improve voting turn-outs:

1. Reform of local taxation (a clearer relationship between taxes paid and services received locally)
2. Reform of the electoral system (towards versions of proportional representation)
3. Reform of voting methods (examining postal voting and electronic voting options)

4. Attitudes towards Local Government

4.1 Buckinghamshire Residents Survey (2011)
Views and priorities differ by local area and demographic group. Older residents in Bucks are generally happier.
- 31% agree that the County Council provides value for money (33% disagree; 36% neither/nor).
- 42% are satisfied with the way the County Council runs things (25% dissatisfied; 34% neither/nor).
- Satisfaction differs by local area;
    - Most satisfied: Beaconsfield (55% satisfied, 15% dissatisfied)
    - Least satisfied: Chesham (34% satisfied, 35% dissatisfied)
- Nationally satisfaction with councils has been on a general downward trend.
- Nationally 49% agree that their local council does the best job it can do with the money it has available (24% disagree; 27% neither/nor).

4.2 Ipsos MORI Local Government Research (2013)
- 79% of the public trust local councils most to take decisions (11% trust the government most).
- 65% of people believe that, in recent years, Government and public services have tried to do too much, and people should take more responsibility for their own lives.
- 29% say they would be likely to help run or manage a youth club.
- 55% concerned about the impact of council service cuts on them and their family in the next year.
- 61% concerned about the effect of government spending cuts on them and their families (77% for ACORN group E; 55% for group AB).

- 40% agree that they would be personally happy to accept less from their local council in order to help pay off the national debt (57% disagree).
- 34% agree that they would be happy to pay more council tax if it helped their local council maintain current levels of service (64% disagree).

5. <u>Summary of key findings</u>

- The centralisation of power negatively impacts voter turnout and democratic participation.
- Devolving powers (e.g. over taxation) is expected to increase voter turnout and participation.
- Turnout for recent stand-alone local elections has been around 30%. A candidate can therefore be elected to represent a division with the support of around 1 in 10 potential voters.
- People are more likely to vote and participate if they feel it can make a difference to their lives.
- Reform of the voting system and voting methods may increase turnouts.
- Councils are more trusted to take decisions than the government.
- A majority of Bucks residents agree that people should have more say over local services, although fewer would be likely to help run or manage services.
- Younger people are less likely to be registered to vote than older people.
- Nearly half of those not registered to vote believe that they are registered.
- Government money is available to organisations who wish to promote democratic engagement to disengaged groups in innovative ways.
- Some district councils in Bucks are more proactive than others in promoting county elections.
- There is scope to make local democracy more effective by removing red tape.

Finance, Performance and Resources select committee – Draft work programme and possible committee items 09.07.2013

Committee	Date	Topic	Description and Purpose	Attendees
Finance, Performance & Resources	25 July 2013	Budget scrutiny (proposal and recommendation monitoring)	To receive a progress update following the budget scrutiny recommendations put forward in February 2013.	Richard Ambrose
	25 July 2013	Local democracy	To examine what BCC currently does to promote democratic participation (a statutory requirement) and identify what more could be done.	N/A (discussion item)
	25 July 2013	Transformation	For members to receive an update on the progress of Phase 2 of the Council's Transformation programme, including savings targets and plans being developed to achieve these.	Nick Cave
	5 Sept 2013	Section 106 monies (Town and Country Planning Act 1990)	For members to receive a briefing on the allocation of section 106 monies and to review the current status i.e. monies spent, outstanding and earmarked.	Peter Hardy Richard Ambrose District Council representatives
	5 Sept 2013	Capital Programme	To examine capital spending following a scrutiny recommendation in January 2013 'to develop a more strategic and corporate approach' to capital spending.	Peter Hardy Richard Ambrose
	31 October 2013	Property	For members to receive a briefing on the management of the Council's property portfolio, including progress of the Council's Corporate Landlord programme.	Peter Hardy Ian Boll
	31 October 2013	Future design of council services	For members to receive a briefing on plans being developed to enable the Council to meet future challenges (reduced funding and increasing demand for services).	Peter Hardy Nick Cave
	January 2014	Budget scrutiny – evidence gathering sessions	For members to check and challenge the Council's draft budget for 2014/15.	Cabinet members and senior officers

Finance, Performance and Resources select committee – Draft work programme and possible committee items 09.07.2013

	March 2014	Local Emergency Support (formerly administered by DWP as the 'Social Fund')	For members to review the Council's policy for allocating funding (implemented in April 2013) and to explore how this offering could be developed.	Peter Hardy Richard Ambrose District Council / voluntary sector representatives
	Quarterly	Budget and Performance Reports	For Members to receive regular update of Budget and Performance Reports	
		Customer Service Organisation	For Members to receive a briefing on how services are being re-organised around customers (including customer satisfaction, journeys, service, charter and complaints)	
		Demand Management	For Members to receive a briefing on demand management work at the council and to examine progress	
		Strategic Alliances	For Members to receive a briefing on the local authorities strategic alliances and proposals for strategic alliances	
		Economic development in Buckinghamshire	For Members to receive a briefing on economic development working in Bucks including the work of the LEP and Bucks Business First and to make comment on progress	
		Resilience / Business Continuity planning	For Members to examine the service post-Olympics and to comment on costs, risks and options	
		Olympics Legacy	For Members to receive an update on the Olympics legacy in Buckinghamshire	
		Financial sustainability and self-sufficiency	For Members to receive a briefing on anticipated funding reductions, options to meet funding reductions, and proposals for financial self-sufficiency (including income generation)	
		Consultant spend by BCC	For Members to examine BCC use of and spend on consultants, including comparisons with other authorities	

Finance, Performance and Resources select committee – Draft work programme and possible committee items 09.07.2013

		Commercial Academy (development of commercial skills across the authority)	For Members to examine progress on the Commercial Academy	
		Employee engagement	For Members to receive a briefing on employee engagement work, including use of Viewpoint survey and Employee Reps	
		Freedom of Information	For Members to receive a briefing on FOI requests, progress and costs and options to make more information available to reduce FOI requests	
		Corporate Communications	For Members to receive a briefing on corporate communications including effectiveness, audience groups, branding, use of channels	
		Resourcing contract and staffing levels	For Members to receive a briefing on staffing levels and the Pertemps resourcing contract. To review recommendations raised in the Hays recruitment review (Jan 2010)	
		New website capabilities / online offering	For Members to receive an update on the new website, launched in May 2013.	
		Benchmarking	For Members to review the Council's performance compared to other local authorities (statistical neighbours)	
		Contribution Based Pay	For Members to examine progress of the CBP model (including uptake, staff appraisal process, performance by pay grades, and comparison with other local authorities)	
		Employee Terms and Conditions / staff management practices	For Members to examine employee terms and conditions, impact of savings, staff absence rates, and comparisons with other local authorities	