



Minutes

FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE

**MINUTES OF THE FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE
HELD ON TUESDAY 15 DECEMBER 2015, IN MEZZANINE ROOM 2, COUNTY HALL,
AYLESBURY, COMMENCING AT 10.00 AM AND CONCLUDING AT 12.58 PM.**

This meeting was webcast. To review the detailed discussions that took place please see the webcast which can be found at: <http://www.buckscc.public-i.tv/core/portal/home>
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: democracy@buckscc.gov.uk)

MEMBERS PRESENT

Mr W Bendyshe-Brown, Mr W Chapple OBE (Vice-Chairman), Mr S Lambert, Mr D Martin, Mr B Roberts (Chairman), Mr D Shakespeare OBE and Mr A Stevens

OTHERS IN ATTENDANCE

Mr R Ambrose, Mr J Chilver, Mr J Huskinson, Mr D Johnston, Mr Z Mohammed, Dr J Nethercoat, Mr M Phillips, Mr R Schmidt, Ms J West and Mrs E Wheaton (Secretary)

1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

Apologies were received from David Schofield. Bill Bendyshe-Brown joined the meeting late.

There were no changes in membership.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on Tuesday 10 November 2015 were agreed as a correct record.



The corrected amended minutes of the meeting held on 29 September 2015 were noted.

4 PUBLIC QUESTIONS

There were no public questions.

5 CHAIRMAN'S REPORT

The Chairman confirmed that David Shakespeare will be chairing the budget scrutiny inquiry. He reported that this Select Committee should agree the final report on the budget scrutiny inquiry which is submitted to Cabinet. However, due to the short timescale the report will be emailed round to Members for comment with a proposal to delegate final agreement of the report to the Chairman of Finance, Performance and Resources Select Committee in conjunction with the Chairman of the Budget Scrutiny Inquiry Group, David Shakespeare. Members agreed with this proposal.

The Chairman went on to say that Cabinet discussed the prudential borrowing paper at its meeting on 7 December and it will be discussed further at the majority group meeting in December. Cabinet will discuss it again in the New Year.

6 DRAFT INCOME GENERATION STRATEGY AND DRAFT CHARGING POLICY

The Chairman welcomed Richard Schmidt, Head of Strategic Finance and John Chilver, Cabinet Member for Resources.

The following main points were made during the presentation.

- The council needs to generate income to fund its services.
- There is a rising demand for services, yet Government funding is reducing so there is a need to look at the options for generating income.
- The largest single source of income was the dedicated schools grant which is a ring-fenced grant to be spent on funding schools.
- Council tax is the largest source of locally generated income for the council. The overall yield from council tax is large for Buckinghamshire, due to the relatively high value of properties.
- The council operates as a number of large “funds” and recharges between these “funds” can be like income as far as the receiving fund is concerned. If Business Units are going to sell their services, they need to know what the whole cost would be including support costs. There was an acceptance that the council does not want to over complicate the re-charging process but if Business Units are to adopt a more commercial approach, they need to understand all the costs associated with delivering the service.
- At present, the rate of taxation for businesses is set nationally.
- The council already makes a diverse range of charges for its services with some charges set by statute and others fully at the discretion of the council.
- There are three key principles underlying the Income Generation Strategy:
 - Change the culture of the organisation
 - Change approaches
 - Introduce new methods of working.
- Key stakeholders are not fully engaged with the proposed strategy but they will be over the coming months.
- Employees are being encouraged to undertake skills training in order to drive this approach forward.
- The discussions around pooling are well advanced and a bid has been submitted and accepted by Government which would see savings of around £0.5million a year.

SEE PAPERS/WEBCAST FOR FULL CONTENT

7 PROPERTY STRATEGY

The Chairman welcomed John Chilver (Cabinet Member for Resources), Joe Nethercoat (Head of Strategic Assets), Richard Drew (Rural Partner, Carter Jonas) and Jo West (Estates Officer).

The following main points were made during the presentation.

- The Agricultural Estate is identified as an Investment Portfolio as against an Operational Estate.
- Carter Jonas was instructed to conduct an Agricultural Estate Asset Strategy Review. They have examined the Estate on an asset by asset basis.
- The draft report is currently being finalised but some highlights were mentioned:
 - The Agricultural Estate comprises approximately 4,500 acres of land and associated buildings.
 - The total gross income from the Estate is in excess of £600,000.
- Cabinet Members Warren Whyte and John Chilver will make a decision based on discussions with the local member.
- Forecasting can help to identify where rent will go up and where capital investment/expenditure lies.
- The Agricultural Estate has been broken down into three parts – core (has development opportunities), non-core and tradeable (could sell it tomorrow or hold onto it for an income).
- A review of the non-agricultural estate is also being carried out and has a targeted end date of June 2016.

SEE PAPERS/WEBCAST FOR FULL CONTENT

8 UPDATE ON CRISIS SUPPORT

The Chairman welcomed Martin Phillips, Cabinet Member for Community Engagement and Richard Ambrose, Director of Assurance.

At the last Committee meeting, Members received a six month progress update on the recommendations of the Crisis Support Inquiry. Committee Members requested further information on the proposed loan scheme in conjunction with the local Credit Union.

The Cabinet Member updated Members that representative from M4Money and council officers are meeting to discuss how the scheme will work. It is due to start on 1 April 2016.

The loan will be a corporate loan rather than using the Local Emergency Support funding. A private individual has offered to match the county council's £50k. The Chairman asked the Cabinet Member to pass on the Committee's thanks to the individual for their generosity.

Action: Cabinet Member for Community Engagement

The Cabinet Member for Community Engagement clarified that any reduction in voluntary sector funding is subject to an Equality Impact Assessment and a RAG status is assigned.

9 BUDGET SCRUTINY INQUIRY - PROGRESS REPORT ONE YEAR ON

Richard Ambrose, Director of Assurance took Members through the Budget Scrutiny Inquiry recommendations and provided a 12 month progress report for each recommendation. Attached is the RAG status which the Committee assigned to each recommendation.

SEE PAPERS/WEBCAST FOR FULL CONTENT

10 COMMITTEE WORK PROGRAMME

Members noted the work programme and were asked to submit any topics for consideration at future meetings to Liz Wheaton in Member Services (ewheaton@buckscc.gov.uk).

It was agreed to set up an Inquiry Group in the New Year to look in more detail at the County Council's Property portfolio.

11 FINANCIAL PRESSURES ON THE BUDGET - CHILDREN'S SERVICES

The Chairman welcomed Zahir Mohammed (Cabinet Member for Education and Skills), David Johnston (Strategic Director, Children and Young People) and John Huskinson (Finance Director). Apologies were received from Lin Hazell (Cabinet Member for Children's Services).

During the presentation and discussion, the following main points were made.

- There have been a number of significant pressures across the portfolio – a reliance on agency staff to support children's and safeguarding which has cost the county council twice as much as recruiting people directly. 35-36% of the workforce comprised agency staff at the beginning of the year but this has reduced to around 22-23% but it is still a significant pressure on budget.
- Buckinghamshire has a sustained, higher level of looked after children. 50 of these children are in residential placements which has driven the budget upwards.
- Since July this year, Kent County Council has written to Local Authorities asking for their assistance with unaccompanied asylum seekers (children). The provider market is driving the costs up due to demand. There are currently 22 children in Bucks and it costs around £40-50k per child to provide the services for unaccompanied children. The numbers are rising. There is a proposal about how to share the burden and the Strategic Director agreed to circulate a copy of the proposal.

Action: Strategic Director

- There has been an increase in the number of children with Special Educational Needs which has increased pressure on the budget. The level of funding cannot support the increase in the demand.
- A review of SEN transport will be starting in January, ready for implementation in July 2016. The Committee asked to see the feedback of the review before implementation.

Action: Strategic Director

- A transport options appraisal is currently taking place.
- A proposal is going to the One Council Board on the future of Foster Carers. The Strategic Director agreed to circulate the report to the Committee Members.

Action: Strategic Director

- The services are dealing with a range of emerging needs which have to meet.
- A number of men have been convicted for Child Sexual Exploitation and more investigations are going on with more victims coming forward. People have the confidence to come forward now but in order to meet the demand, more services need to put in place.

- There is a proposal being developed to build children's homes in the county. The Chairman asked for an update on this at a future Committee meeting.

Action: Strategic Director

SEE PAPERS/WECAST FOR FULL CONTENT

12 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded for the following item which is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

13 FINANCIAL PRESSURES ON THE BUDGET - CHILDREN'S SERVICES

The exempt session was not required at the meeting to discuss this item in further detail.

The confidential minutes of the meeting held on Tuesday 10 November 2015 were agreed as a correct record.

14 DATE AND TIME OF NEXT MEETING

The Budget Scrutiny Inquiry will be taking place on Tuesday 19th, Wednesday 20th and Thursday 21st January 2016.

2016 dates

8 March

3 May

28 June

13 September

1 November

CHAIRMAN

Income Generation

Richard Schmidt

15 December 2015



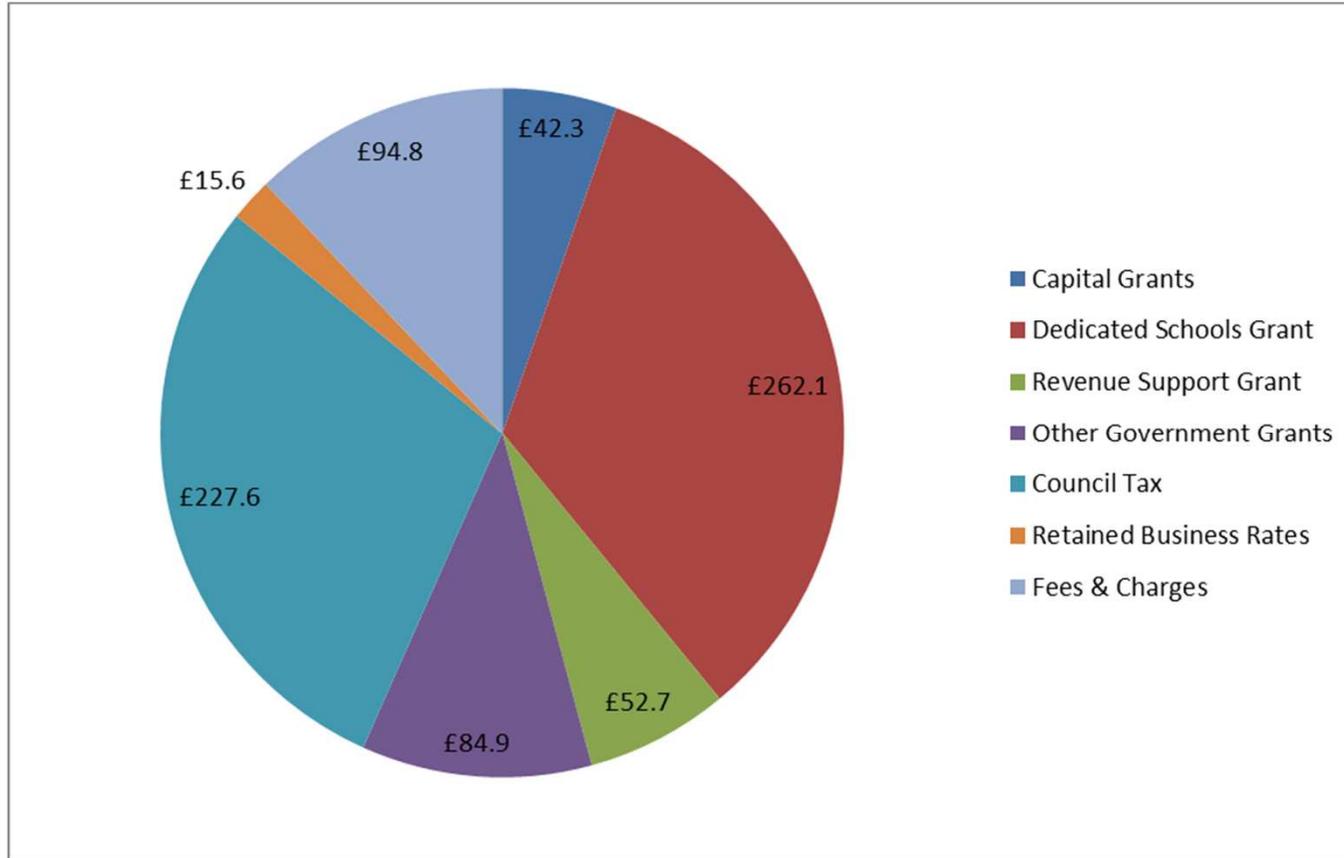
Why Do we Need to Generate Income

- Simply, to Fund our Service Expenditure
- Rising Demand and Falling Government Funding
- A Range of Strategies, including:
 - Demand Management
 - Improve efficiency
 - Prioritise (i.e. stop doing stuff)
 - Innovation
 - **Income Generation**

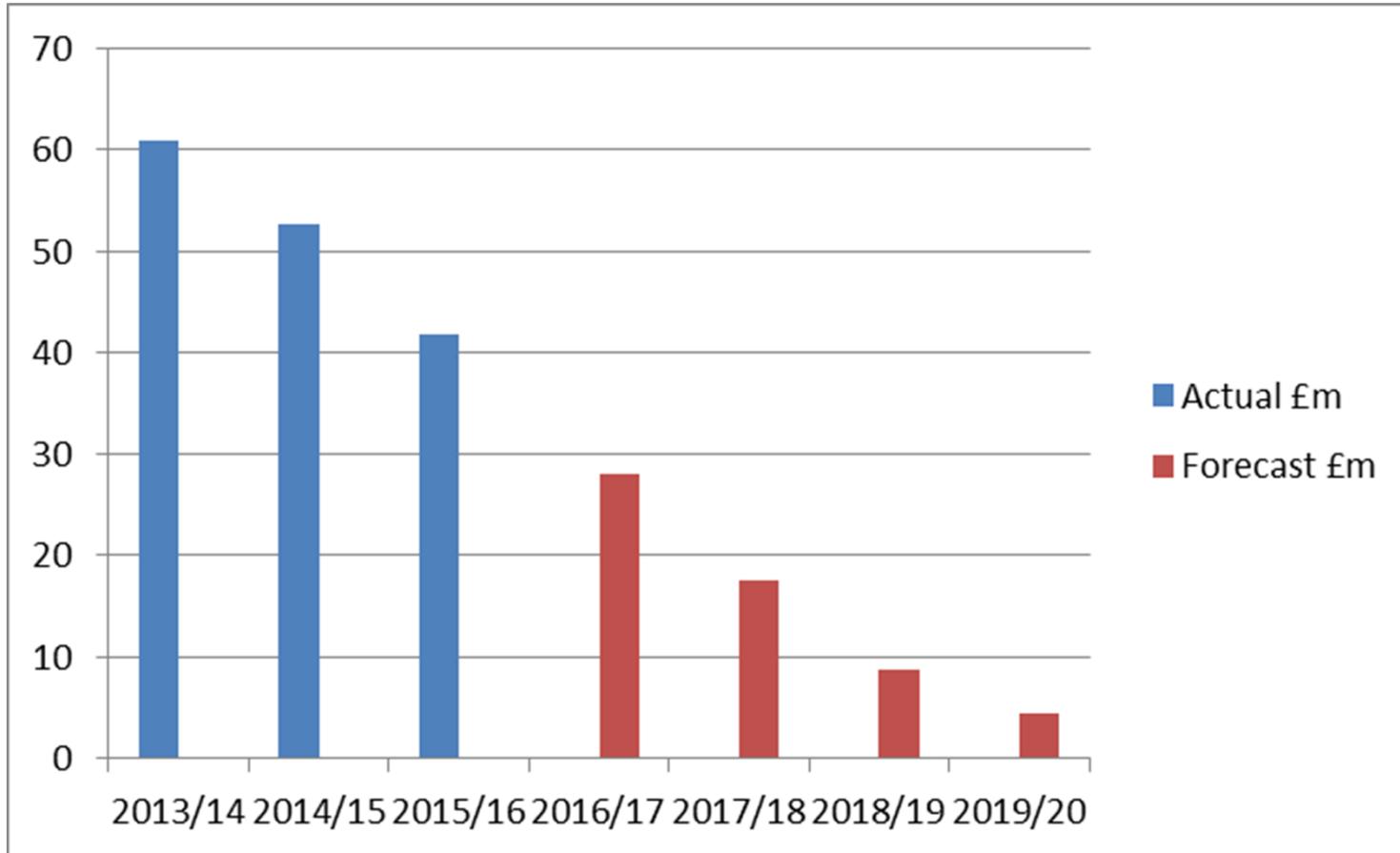
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Our Current Income (£m)

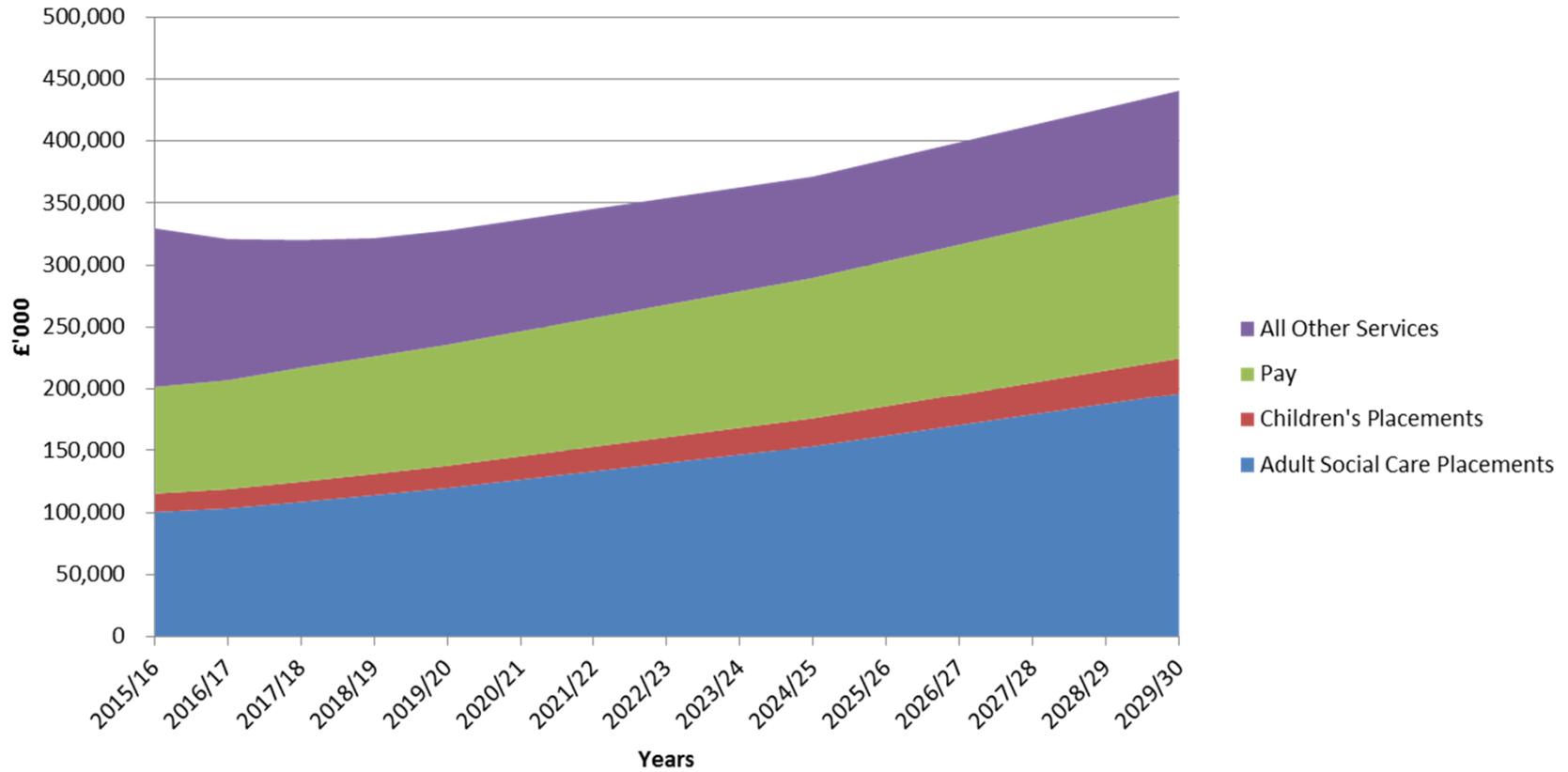


Revenue Support Grant





Graph of doom



Income Prospects

- DSG – Ring-fenced funding and activity
- RSG – rapid reduction, removed by end of Parliament
- Other Grants – Uncertain, but vulnerable e.g. PH
- Council Tax – Referendum limit 2%, + 2% Social Care
 - » 29% of all income, 48% excl. DSG & Capital grants
- Business Rates – linked to RPI, economic growth
 - » Greater retention for Councils by end of Parliament
- Fees & Charges – What can we achieve?



The Income Generation Challenge

- Ignoring Demand side pressures, to replace a loss of RSG of £48m over five years Fees & Charges income needs to rise by 15% p.a.
- Net income not gross income, i.e. after any additional cost of generating that additional income.
- Additional Income targets in the MTFP are nowhere near this level.
- Shows the importance of other parallel strategies, including in respect of Council Tax and Business Rates



The Income Generation Strategy (IGS)

- Current IGS - To maximise income via 3 key principles
 - Change the culture of the organisation
 - Change approaches
 - Introduce new methods of working
- Much of this is now reflected in our Future Shape model
- The new IGS will aim to be more specific to income
- The new IGS will incorporate the Charging Policy and the Trading Policy
- Cover all income, but focus on Fees & Charges
- Touch on Recharges



Some Principles (1) - funding

- The Council will aim to keep Council Tax as low as possible for Residents, whilst providing appropriate funding for its services.
- However, through the period of deficit reduction, with substantial reductions in Government funding, the Council Tax will rise more than it otherwise would.
- The County Council will work with Districts to maximise the local taxation yield. E.g. Anti-fraud, manage arrears, rates pooling, facilitate growth, etc.
- The Council will bid for grants where this aligns with its Strategic Aims.



Some Principles (2) - Charges

- Wherever legally permissible we will aim to charge service users at least the cost of providing the service.
- Where market prices are below cost we will aim to drive our costs down to below that market price. If we cannot do that, we will outsource to the market.
- Where market prices are above cost we will aim to charge the market rate.
- Where charges are reduced/subsidised this will be explicit.
- We will aim to leverage our assets and skills base to generate income.



Some Principles – Charges (cont.)

- The Council will follow a what works best approach, therefore being prepared to establish Alternative Delivery Vehicles where appropriate.
- The Council is willing to invest in income generating opportunities based on a sound business case.
- Charges should be levied in advance, or at the point of service delivery wherever possible
- As a default the Council will adopt an average cost basis for pricing new business (rather than a marginal cost basis)



Some Exceptions

- Cost of collection is prohibitive
- To establish a market, or gain access to one
- Charges result in cost displacement
- Concessions/Subsidy is provided for policy reasons
- When Members explicitly decide to make one
- A contractual arrangement limits the ability to charge



Some Principles (3) - Recharges

- Internal charges will aim at full cost recovery. No more, no less.
- Recharges should aim to strike a balance between simplicity and transparency.
- Recharges are important to allow external facing services to understand their full costs.
- We should aim to avoid hidden subsidies of external services by over-charging internally.



Legal Framework

- Historically LG could only do what the law permitted
- LG Acts 2000 & 2003 created the Power of Well-being
- This allows the trading of Council “functions”, i.e. things that councils are required/permitted to do
- Localism Act 2011 gave a general power of competence
- Trading opens up new requirements and risks, e.g.
 - Corporation Tax, VAT, State Aid, etc.
- Need to take appropriate advice



Case Study 1 – Thinking Differently

- Training Need for 3 or 4 of our managers
- Option 1 – send on a course @ £400 per head
- Option 2 – Buy trainer/venue @£6,000
 - Course capacity 24 delegates
 - 4 delegates from BCC free
 - Sell 20 places @ £400 per head = £8,000 income
 - Surplus of £2,000 and BCC get free training



Case Study 2 – Property Investment Portfolio

- Council Borrows, say £20m @ 2% p.a. = £400k p.a.
- Council buys Property to generate income
 - Diverse portfolio to spread risk
 - Strong covenant to reduce risk
 - Property in Bucks, wider local, anywhere?
- Minimum of 6% p.a. estimate return = £1.2m p.a.
- Professional advice, fee @ £100k p.a.
- £700k p.a. to put back into core services





Any questions?



Budget Scrutiny Inquiry Progress Update on Recommendations
Progress Report (12 months)

Select Committee Inquiry Report Date: 15 December 2015

Date of this update: 15 December 2015

Lead Officer responsible for this response: Richard Ambrose, Director of Assurance

Cabinet Member that has signed-off this update: Martin Tett, Leader

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
1: The outcomes based budgeting methodology should be finalised and agreed by Cabinet in time to be used fully in the 2016/17 budget setting process.	In part - Learning from the experience in the current year, the Cabinet will review the budget setting process and confirm its approach in good time for the 2016/17 process. As part of this the Cabinet propose a mid-term review of the Strategic Plan priorities to County Council in order to provide a strong steer about relative priorities. Cabinet will continue to look for genuine efficiencies in all service areas.	Completed. Cabinet Members have agreed their approach to the budget setting process and this is now underway. Linked to this a review of the Strategic Plan has been undertaken, including taking account of Government policy announcements since the General Election. A report on the Strategic Plan review will be presented to County Council in July.	Completed. Refreshed Strategic Plan approved by County Council in July.	
2: Consideration of risks, including use of the Council's risk registers, should form an integral component of every stage of the 2016/17 budget setting process and subsequently, with budgetary allocations being considered in	In part - Risks are one of the considerations used to inform budgetary allocations. However, budgetary allocations are about balancing our priorities, as set out within the Strategic Plan, with the risks of delivering services. The level of reserves and contingencies is informed by the budget risks identified. A more formal process will be considered for the 2016/17 budget setting process.	In progress. MTP guidance sent out to Business Units / Cabinet Members includes specific requirements around the consideration of risks (including review of risk registers) and also any identified gaps within their assurance frameworks. Furthermore, the template asks specific questions around the impact of any proposed	In progress. See 6-month progress update.	

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
<p><i>terms of impact on risk profile.</i></p>		<p>changes, including:</p> <ul style="list-style-type: none"> • What is the anticipated impact on service performance from this change? • What risks are there associated with this change (type/cause/event/impact)? • How will these risks be monitored, managed and mitigated? • Are there any knock-on consequences on other services within BCC? <p>Reference will be made to the new Assurance & Risk Strategy and identified risks will be required to be scored. Furthermore, there will be a review of all completed templates by the Business Assurance Team to ensure that proper consideration has taken place and to ensure consistency across Business Units.</p>		
<p><i>3: All reductions to voluntary sector funding, regardless of amount, should be subjected to an</i></p>	<p>In part - In proposing any reductions, services do consider the impact on the viability of voluntary sector bodies as part of normal business planning. The</p>	<p>In progress. Business Units have been asked to produce impact assessments for budget proposals at an earlier stage of the process. This will</p>	<p>In progress. See 6-month progress update.</p>	

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
<p><i>assessment of impact on service delivery covering the impact of removal on the resilience of both the organisation and services it provides.</i></p>	<p>current policy of the Council is to prepare and publish full impact assessments for reductions in excess of £100k. The Cabinet supports this approach which minimises the burden on the organisation. We will also work to improve the quality of information within the budget papers about possible reductions to voluntary sector funding so that there is greater transparency and more opportunities for the voluntary sector to raise issues at an early stage.</p>	<p>provide more opportunity to review the information and ensure it is clear and accessible to the voluntary sector and other stakeholders.</p>		
<p><i>4: We recommend that major capital programmes should be project managed by specialists, obtaining private sector support if in-house expertise is not available, thus minimising capital slippage to the greatest possible extent.</i></p>	<p>Yes - We do have in-house expertise and the majority of projects do go to plan. However, for complex major capital schemes then specialists will be considered in an attempt to ensure that the capital project is completed to planned timescales. A process around the lessons from the re-provision of Day Centres has started and the conclusions from this will be used to better manage future capital programmes.</p>	<p>In progress. In order to minimise Capital slippage a dedicated Capital Programme Manager has been appointed as part of the Future Shape arrangements. A Gateway process has also been introduced to provide more detailed oversight. The Council continues to use external support where most appropriate, such as Architects on major build projects as well as legal and financial advice on more technical projects. Although, for example, there has been some slippage in spend between financial years on the Schools build</p>	<p>In progress. Recommendations from the external independent review of the Hughenden Quarter have been considered by both the Asset Strategy Board and the One Council Board. Several workshops have recently been held to consider how best to further enhance project management across the Council (revenue and capital).</p>	

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
		<p>Programme it should be noted that in recent years all new builds and extensions have opened on time. The much delayed Hughenden Quarter project is currently subject to external independent review and the lessons learned will be applied to the wider management of the capital programme.</p>		
<p>5: We recommend that a full options appraisal evaluating the value for money argument for prudential borrowing as a means to fund road improvements should be submitted to a Cabinet meeting at the earliest opportunity.</p>	<p>No - The Council will only consider borrowing where a good business case exists. This must show that the borrowing will either generate income or savings that at least cover the cost of the financing of the debt. With roads there is no income generated and the amount saved on maintenance is relatively small and short term. The policy proposed over the next three years is to re-profile the £45m budget so that £25m is spent in the next financial year (2015/16). This will significantly help to tackle the current maintenance backlog.</p>	<p>Completed. Report on the value for money argument for prudential borrowing is going to the Select Committee on the 14th July 2015.</p>	<p>Completed. Report due to be submitted to Cabinet.</p>	
<p>6: Measures to improve the speed and ease of the Council's recruitment and retention process for social work staff, in</p>	<p>Yes - A team of people have now been established to provide dedicated resource into the difficult area of attraction and retention of social workers. The team are focussing on a number of high</p>	<p>In progress. Significant progress has been made on this recommendation including:</p> <ul style="list-style-type: none"> • 19 new permanent members of staff appointed into 	<p>In progress. See 6-month update.</p> <p>Currently also looking at recruiting to a team of 'Newly Qualified Social Workers'</p>	

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
<p><i>conjunction with efforts to reduce the reliance on agency staff in social care, should be implemented urgently.</i></p>	<p>priority initiatives such as sourcing staff from overseas, developing a pipeline of Social Worker Trainees, developing a more attractive package of benefits, etc. The work of the team will be overseen by the Ofsted Improvement Board and KPI's will be measured on a regular basis to monitor success.</p>	<p>Children's Services over the past 6 months with a further 21 in the pipeline awaiting commencement</p> <ul style="list-style-type: none"> • A successful campaign to recruit social workers was undertaken in Romania with 9 people due to commence work in the summer • A campaign to attract social workers has been undertaken in Northern Ireland • Significant changes have been made to recruitment and retention packages for Children's Social Workers, to enhance our ability to attract and retain staff • A complete review of the end to end recruitment process has been undertaken and changes made to simplify the process. 	<p>(NQSW) supported by a dedicated team manager and unit co-ordinator. The expectation is that once the NQSW's have been fully developed (after about 1-year) then they can replace agency workers.</p>	
<p><i>7: The reablement provider marketplace should be developed in Bucks, both to provide the County Council with</i></p>	<p>No - The reablement service is a county wide service and to split this into smaller geographic areas would be less efficient. We would need to more than double the level</p>	<p>N/A. Recommendation not agreed by Cabinet.</p>	<p>N/A. Recommendation not agreed by Cabinet.</p>	<p>Recommendation not agreed by Cabinet</p>

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
<p><i>a range of alternative providers, but also to subject Bucks Care to commercial pressures that would fuel innovation and provide an incentive to further drive down costs.</i></p>	<p>of activity we are commissioning to gain benefit from a more diverse provider base.</p> <p>The assumption that more providers would create a more competitive market place is not substantiated from past experience of contracts of this size. This can be evidenced through the last 5 years' experience of the domiciliary care market.</p> <p>There is no evidence to suggest that innovation is being stifled by the current service structure and significant technology driven improvements have been made within the last 6 months.</p> <p>We are exploring the evolution of the reablement service into a more integrated provision with health as part of our proposals for closer integration and reduced duplication in relation to the deployment of the Better Care Fund. We are working on an integrated service pathway bringing together the Adult Community Health Teams and Reablement Service into a Multi-disciplinary delivery team, through a single point of contact. The delivery date for this is July 2015.</p>			
<p><i>8: The support costs for Local Area Forums and accompanying rules and</i></p>	<p>Yes - The proposal to reduce the Local Priorities Budget available to the Local Area Forums from £880k</p>	<p>In progress. A LAF review is being undertaken at present and is expected to conclude in</p>	<p>In progress. A LAF review is being undertaken and is due to conclude in the Spring (with any</p>	

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
<p><i>procedures should be reviewed to consider the case for further efficiency savings, in particular to consider the appropriate ratio of support costs in comparison to the grant funding provided by LAFs. There should be no further reductions in Local Area Forum grant in this year's MTFP. Further grant funding reductions serve to highlight the disproportionate overhead costs of supporting LAFs for the County Council.</i></p>	<p>this year, to £780k next year reflects the financial pressures right across the Community Engagement Portfolio. Whilst there are currently no future plans to reduce the budget further, this will have to be kept under review in the current financial climate. We are currently scoping a review of our broader Localities work, and reviewing and improving the value for money from this funding will be a key feature.</p>	<p>early Autumn. This forms part of a wider Localities review to be completed later this financial year. The LAF review will include an examination of the costs involved in running LAF's. With respect to the support costs associated with the Local Priorities budget we seek constant improvement in how this is managed to both reduce the administrative cost and achieve best outcomes for the funding. However, without significant change in the expectations of LAF's and County Councillors in how they can use this funding, any improvements will be incremental and probably minor.</p>	<p>financial implications being built into the MTP). The LAF review includes an examination of the costs involved in running LAF's as well as the operating framework. With respect to the support costs associated with the Local Priorities budget we seek constant improvement in how this is managed to both reduce the administrative cost and achieve best outcomes for the funding. However, without significant change in the expectations of LAF's and County Councillors in how they can use this funding, any improvements will be incremental and probably minor.</p> <p>With respect to the Local Priorities budget (which is allocated on the advice of Local Area Forums) in response to the non-essential expenditure freeze, 32 schemes were stopped yielding an anticipated in-year saving of approximately £185k. The schemes selected had either not started or could be stopped without loss of the investment so far.</p>	

Accepted Recommendations	Original Response and Actions	6 month Progress Update	12 month Progress Update	Committee Assessment of Progress (RAG status)
<p>9: An options appraisal for the use of the residual heat from the Energy From Waste plant as an income stream should be considered by the Cabinet at the earliest opportunity.</p>	<p>We are already working with FCC to produce a Combined Heat and Power options study which will be presented back to the EfW contract team during February. Early outcomes show that there are currently no viable options to utilise the heat in the locality. The electricity generated of course will be sold to the grid.</p> <p>The Cabinet Member will provide an update to Cabinet colleagues during March 2015.</p>	<p>In progress. A report produced by FCC showed that there were no short term prospects of heat off being viable. However, medium to longer term options will be investigated further towards the end of the EfW construction.</p>	<p>Completed. There has been no change since the earlier report produced by FCC which showed that there were no short term prospects of heat off take being viable. The heat off take opportunities are reviewed and updated every year but the short term picture still looks blank. However, medium to longer term options will continue to be investigated further. This will be more relevant as the EfW is in the operational phase from March 2016 onwards.</p>	

RAG Status Guidance (For the Select Committee's Assessment)

	<p><i>Recommendation implemented to the satisfaction of the committee.</i></p>		<p><i>Committee have concerns the recommendation may not be fully delivered to its satisfaction</i></p>
	<p><i>Recommendation on track to be completed to the satisfaction of the committee.</i></p>		<p><i>Committee consider the recommendation to have not been delivered/implemented</i></p>