



Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Date: Tuesday 3 May 2016

Time: 10.00 am (there is a pre-meet for Committee Members at 9.30am)

Venue: Mezzanine Room 2, County Hall, 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	10am	
2 DECLARATIONS OF INTEREST To disclose any Personal or Disclosable Pecuniary Interests		
3 MINUTES To agree the Minutes of the Meeting held on Tuesday 8 March 2016 as a correct record.		5 - 8



INVESTOR IN PEOPLE



4 **PUBLIC QUESTIONS**

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 question 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/>

5 **CHAIRMAN'S REPORT**

10.05am

For the Chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.

6 **ORGANISATIONAL DEVELOPMENT SHARED SERVICE WITH HARROW**

10.10am

To provide Members with a verbal update on the progress of the Organisational Development Shared Service with Harrow.

Attendees:

John Chilver, Cabinet Member for Resources

Frances Mills, Head of People and Organisational Development

7 **CAPITAL INVESTMENT PROGRAMME FOR GREEN PARK**

10.30am

For Members to receive a verbal update on the development plans for Green Park.

Attendees:

John Chilver, Cabinet Member for Resources

Nick Henstock, Head of Regeneration and Property Projects

John Huskinson, Finance Director

Joe Nethercoat, Head of Strategic Assets

8 **COMMITTEE WORK PROGRAMME**

11.00am

9 - 12

To consider and agree the Finance, Performance and Resources Select Committee Work Programme.

- 9 INQUIRY SCOPE 11.05am**
For Committee Members to discuss and agree the scope for the next Inquiry.
- 10 DATE AND TIME OF NEXT MEETING**
The next meeting is due to take place on Tuesday 28 June 2016 at 10am in Mezzanine Room 2, County Hall.
- 11 EXCLUSION OF THE PRESS AND PUBLIC**
To resolve to exclude the press and public as the following item 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)
- 12 AGRICULTURAL ESTATES 11.30am 13 - 24**
For Members to discuss and question the results of the Agricultural Estates review which concluded at the end of 2015.
- Attendees:
John Chilver, Cabinet Member for Resources
Jo West, Estates Officer
Richard Drew, Rural Partner, Carter Jonas

Purpose of the committee

The role of the Finance, Performance and Resources Select Committee is to hold decision-makers to account for improving outcomes and services for Buckinghamshire.

It shall have the power to scrutinise all issues in relation to the Council's strategic performance, financial management and corporate issues. This will include all areas under the remit of the Council's Headquarters and Business Services Plus (Business Unit). This includes, but not exclusively, responsibility for scrutinising issues in relation to:

- The Strategic Plan and Medium Term Financial Plan
- HQ Assurance responsibilities—including scrutiny of the strategic oversight of capital
- HQ Strategy & Policy responsibilities—including the strategic commissioning of Council resources.
- HQ Enterprise—including the commissioning of services from Business Services Plus such as legal services; and ICT; and the Council's strategic approach to communications and customers.
- The overall effectiveness of the scrutiny function
- Strategic alliances and partnerships with others externally—nationally, regionally and locally.

By convention the Chairmen of the other Select Committees are invited to participate in the annual budget scrutiny inquiry, whereby the Executive's draft budget is automatically referred for scrutiny as part of the annual budget setting 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 Member Services on 01296 382876.

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: Liz Wheaton on 01296 383856; Email ewheaton@buckscc.gov.uk

Members

Mr W Bendyshe-Brown	Mr B Roberts (C)
Mr W Chapple OBE (VC)	Mr D Shakespeare OBE
Mr S Lambert	Mr A Stevens
Mr D Martin	Ms R Vigor-Hedderly



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 TUESDAY 8 MARCH 2016, IN MEZZANINE ROOM 2, COUNTY HALL, AYLESBURY, COMMENCING AT 10.02 AM AND CONCLUDING AT 12.00 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 S Lambert, Mr D Martin, Mr B Roberts (Chairman),
Mr D Shakespeare OBE and Mr A Stevens

OTHERS IN ATTENDANCE

Mr C Adams, Mr R Ambrose, Mr M Cain, Mr J Chilver, Mr J Noble, Ms S Payne, Mr M Preston,
Ms G Quinton and Mrs E Wheaton

1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

Apologies were received from Mr B Chapple. It was noted that Mr D Schofield was no longer a member of the Finance, Performance and Resources Select Committee.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on Tuesday 15 December 2015 were agreed as a correct record.



INVESTOR IN PEOPLE



4 PUBLIC QUESTIONS

There were no public questions.

5 CHAIRMAN'S REPORT

The Chairman referred to the Budget Scrutiny Inquiry which took place during January and the final report which went to Cabinet on Monday 15th February. Mr Roberts informed Members that the majority of the recommendations were agreed by Cabinet and would be discussed in more detail later in the meeting.

6 REVIEW OF BUSINESS SERVICES PLUS BUSINESS PLAN

The Chairman welcomed Mr J Chilver, Cabinet Member for Resources, Mrs G Quinton, Managing Director for Business Services Plus, Mr J Noble, Commercial Director and Mr M Preston, Finance Director. Apologies were received from Mr N Cave and Mr L Jeffries.

The following main points were made during the presentation and the discussion:

- Business Services Plus (BSP) was the Council's internal support services unit and included Property, which transferred from the former PLACE service, but not Corporate Landlord and major projects.
- The key issues for the Business Unit were becoming more commercially-minded; realising the digital savings; and improving the customer experience.
- BSP provided services to more than 250 external customers, including schools, academies, charities and other public authorities. As a local authority the Council was not legally able to make a profit on selling its services. In response to a question about setting up a trading company, the Commercial Director explained that this option had been discussed at Cabinet but there were complex issues around corporation tax and VAT which made this unviable.
- The main project for the Business Unit had been supporting the Ofsted Improvement Plan.
- Currently, 20% of the Business Unit's budget came from external income.
- Overheads had reduced from 10p in every £1 to 8p in every £1 and was predicted to reduce to 6p by 2019/20. This demonstrated that the Business Unit was a lean operation compared to other authorities.
- Progress was being made on the digital offering but it was recognised that it would take time to translate this progress into actual savings. The Cabinet Member was confident that the Business Unit could meet the planned digital savings.
- Responding to a request for reassurance that the Shared Services projects were part of a planned and agreed strategy, the Commercial Director explained that it was important to take the time to find the most appropriate authorities with which to develop shared services and that each Business Case was considered on its individual merits.
- In terms of new business, the Business Unit had developed a unique product which integrated the SIM and SAP systems which schools were currently buying and which the team was looking to sell to other authorities. An E-commerce package was also in development.
- Although the Section 151 officer had ultimate responsibility for financial decisions, the Finance Director reported on a day to day basis to the Managing Director of the Business Unit.
- There was a comprehensive training programme across the Council which incorporated contract management and commercial skills.
- The challenges of recruiting to the public sector were acknowledged.

- A Member asked for assurance that when key contracts are up for renewal that sufficient time is given to allow a comprehensive review of the contract and for market testing to be undertaken.
- The idea of setting up a recruitment agency within the Council was discussed and it was agreed to bring this topic to a future meeting for a further in-depth discussion.

ACTION: Committee Adviser to invite officers to next meeting

- In relation to recruitment and retention, the Managing Director mentioned the new website “Jobs in Bucks” and the Talent Management programme currently being rolled out which focussed on developing line managers.
- Mr Phillips, Cabinet Member for Community Engagement and Public Health, was responsible for the Customer Contact Centre which sat within Business Services Plus.

SEE PAPERS AND WEBCAST FOR THE FULL CONTENT

[Mr C Adams left the meeting]

7 BRIEFING ON DIGITAL SAVINGS

The Chairman welcomed Mr J Chilver, Cabinet Member for Resources, Mr M Cain, Head of Digital and Mrs S Payne, Head of Customer Experience and Communications.

The following points were made during the presentation and the subsequent discussion:

- The Medium Term Financial Plan identified Future Shape savings of £7.1m of which £2.01m are from digital transformation projects.
- There were around 45 transformation projects in the pipeline and each Business Unit had been asked to submit their plans for achieving their digital savings by the end of March.
- An example of a successful project to date was the migration of the Transport for Buckinghamshire’s website to the Council’s site at no cost.
- The customer journey was at the heart of any service re-design.
- In order to deliver some of the projects, there had been a need to bring specific technical expertise into the Council, although it was noted that ICT does have specialist skills.
- The main challenge with introducing more digital projects was around culture and mind-set.
- A concern was raised around the ability to translate digital efficiencies into savings and being able to demonstrate these efficiencies.
- The progress made so far with the digital projects was acknowledged but the Committee agreed to invite the Head of Digital to a future meeting to provide more details on the progress made to date and digital plans for the Contact Centre.

ACTION: Committee Adviser to invite Head of Digital to future meeting

SEE PAPERS AND WEBCAST FOR FULL CONTENT

8 BUDGET SCRUTINY INQUIRY

The Chairman welcomed Richard Ambrose, Director of Assurance and thanked him for his support with the 2015/16 Budget Scrutiny process.

David Shakespeare, Chairman of the Budget Scrutiny, referred Members to the Cabinet response to the Budget Scrutiny Inquiry recommendations, highlighting that 14 of the 16

recommendations were agreed by Cabinet, either in full or in part. Mr Shakespeare reported that the remaining two recommendations were not agreed by Cabinet.

9 COMMITTEE WORK PROGRAMME

The Chairman referred Members to the suggested agenda items for future meetings which were listed on the agenda for this meeting. It was agreed that Members would send any further suggestions for agenda items and possible topics for Inquiries to Mrs Wheaton after the meeting.

ACTION: Committee Members

10 DATE AND TIME OF NEXT MEETING

Tuesday 3 May 2016 at 10am in Mezzanine Room 2, County Hall, Aylesbury.

CHAIRMAN

Finance, Performance & Resources Select Committee				
3 May 2016	Agricultural Estates - progress report	To provide Committee Members with a progress report on the recent review of the Council's Agricultural Estates.	Liz Wheaton, Committee and Governance Adviser	Jo West, Estates Officer
3 May 2016	Committee Work Programme	For the Committee to agree its updated Work Programme 2016-17	Liz Wheaton, Committee and Governance Adviser	
3 May 2016	Green Park - Capital Investment	For Members to receive an update on the capital investment programme for Green Park.	Liz Wheaton, Committee and Governance Adviser	John Chilver, Cabinet Member for Resources John Huskinson, Finance Director Nick Henstock, Head of Regeneration and Property Projects
3 May 2016	Organisational Development Shared Service with Harrow	To update Committee Members on the integration of the OD services with Harrow and Bucks County Council.	Liz Wheaton, Committee and Governance Adviser	
28 Jun 2016	Business Services Plus - recruitment agencies	For Members to hear more about the plans around recruitment agencies. This discussion is likely to be carried out in a closed session.	Liz Wheaton, Committee and Governance Adviser	
28 Jun 2016	Committee Work Programme	For the Committee to agree its updated Work Programme 2016-17	Liz Wheaton, Committee and Governance Adviser	

Date	Topic	Description and purpose	Contact Officer	Attendees
28 Jun 2016	Q4 Performance and Risk report	For Members to receive the quarter 4 performance and risk report and to ask questions of the Cabinet Member for Resources and Director of Assurance on the Council's performance.	Liz Wheaton, Committee and Governance Adviser	
28 Jun 2016	Rent-in-Advance - recommendation monitoring	For Members to monitor the six month progress on the recommendations made in the Rent-in-Advance Inquiry which went to Cabinet in November 2015.	Liz Wheaton, Committee and Governance Adviser	Martin Phillips, Cabinet Member for Community Engagement Richard Ambrose, Director of Assurance Janice Moore, Assessments and Welfare Benefits Manager Anna Colonnese, Local Emergency Support Co-ordinator
13 Sep 2016	Committee Work Programme	For the Committee to agree its updated Work Programme 2016-17	Liz Wheaton, Committee and Governance Adviser	
13 Sep 2016	Q1 Performance & Risk report	For Members to receive and discuss the Q1 performance & risk report.	Liz Wheaton, Committee and Governance Adviser	
13 Sep 2016	Training programme and skills update	To provide Committee Members with an update on the delivery of the Council's training programme and "Skills Gap" progress report.	Liz Wheaton, Committee and Governance Adviser	Frances Mills, Head of People and Organisational Development

Date	Topic	Description and purpose	Contact Officer	Attendees
1 Nov 2016	Committee Work Programme	For the Committee to agree its updated Work Programme 2016-17	Liz Wheaton, Committee and Governance Adviser	

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