



Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Date: Tuesday 14 March 2017

Time: 10.00 am

Venue: Large Dining Room, Judges Lodgings, 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 1 st November 2016.		5 - 8
4 CHAIRMAN'S REPORT For the Chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.		
5 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 the 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/getting-involved/>

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| 6 | RECRUITMENT AND RETENTION UPDATE
The Committee will receive an update on recruitment and retention of staff across the Council.

Contributors:
Mr John Chilver, Cabinet Member for Resources
Mrs Frances Mills, Head of People and Organisational Development | 10.10am | 9 - 18 |
| 7 | INCOME GENERATION UPDATE
Members will receive an update on activities that have been undertaken in response to the Committee's Income Generation Inquiry report, which was presented to Cabinet in December 2016.

Contributors:
Mr John Chilver, Cabinet Member for Resources
Mr Jonathon Noble, Commercial Director, Business Services Plus | 10.40am | 19 - 28 |
| 8 | WORK PROGRAMME
This is an opportunity for Members to discuss and suggest possible items for the Committee's future Work Programme.

Contributors:
Mrs Kelly Sutherland, Committee and Governance Adviser
All Members of FPR Select Committee | 11.10am | |
| 9 | BUDGET SCRUTINY 2016 - 12 MONTH UPDATE
For the Committee to consider the 12 month update on implementation of agreed recommendations from the 2016 Budget Scrutiny Inquiry. The Committee will discuss the status of each recommendation and delegate authority to the Chairman to complete the report accordingly after the | 11.30am | 29 - 38 |

meeting.

Contributors:

Mr John Chilver, Cabinet Member for Resources

Mr Richard Ambrose, Director of Assurance

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|-----------|--|----------------|
| 10 | DATE AND TIME OF NEXT MEETING
Tuesday 4 th July 2017 at 10am in Mezzanine Room 1,
County Hall, Aylesbury. | 12noon |
| 11 | EXCLUSION OF 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 | CONFIDENTIAL MINUTES
To agree the confidential minutes of the meeting held on 1 st November 2016. | 39 - 40 |
| 13 | PROPERTY REVIEW PROGRESS REPORT
The Committee will receive a further update on the progress of the Property Review. | 41 - 44 |

Contributors:

Mr John Chilver, Cabinet Member for Resources

Ms Jo West, Asset Manager, Strategy & Major Projects

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

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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 ask the committee clerk, who will advise where to sit.

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: Kelly Sutherland on 01296 383602; Email ksutherland@buckscc.gov.uk

Members

Mr W Chapple OBE (C)	Mr S Lambert
Mr D Dhillon	Mr D Martin
Ms N Glover	Mr R Reed
Mr A Huxley	Mr D Shakespeare OBE (VC)



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 1 NOVEMBER 2016, IN MEZZANINE ROOM 2, COUNTY HALL,
AYLESBURY, COMMENCING AT 10.00 AM AND CONCLUDING AT 12.02 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 Chapple OBE (Chairman), Mr D Dhillon, Ms N Glover, Mr A Huxley, Mr S Lambert, Mr D Martin and Mr D Shakespeare OBE (Vice-Chairman)

OTHERS IN ATTENDANCE

Mr J Chilver, Ms A Colonnese, Ms F Mills, Ms J Moore, Dr J Nethercoat, Mr M Phillips, Mrs K Sutherland and Ms J West

1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

There were no apologies. The Chairman welcomed Mr A Huxley to the meeting. Mr Huxley joined the Committee as the UKIP representative, replacing Mr A Stevens.

2 DECLARATIONS OF INTEREST

The Chairman declared an interest in Item 13 Green Park Progress report as he was a Trustee of the Adventure Learning Foundation. It was agreed that the Vice-Chairman would chair this particular item.

3 MINUTES

The minutes of the meetings held on 13th September and 11th October 2016 were agreed as a correct record.

4 PUBLIC QUESTIONS



There were none.

5 CHAIRMAN'S REPORT

The Chairman reported that he had written to the Chairman of the TEC Select Committee to ask his Committee to consider the current gully cleaning approach which had been outlined to FPR Members at the September meeting, as part of the 6 month Budget Scrutiny progress report.

Members were also reminded that the Income Generation Inquiry report would be presented to Cabinet on 14th November.

6 BUCKINGHAMSHIRE COUNTY COUNCIL'S APPRENTICESHIPS PROGRAMME

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Mrs Frances Mills, Head of Human Resources and Organisational Development to the meeting. The Committee received an overview of the implementation of the new Apprenticeship Levy and the introduction of new targets for public sector bodies to achieve apprenticeship starts of 2.3% of headcount. Members discussed the impact this would have on Buckinghamshire County Council's (BCC) budget and the plans that were being put in place to increase the number of apprenticeships within BCC and within Bucks schools.

The following main points were noted:

- All large employers with a pay bill over £3million would be subject to a levy of 0.5% of their paybill.
- Government had consulted on a proposed 2.3% of headcount for new apprenticeships within public sector bodies but no formal feedback had yet been published. To date, the advice was that this would include local authority maintained schools, although the Local Government Association continued to lobby against the inclusion of schools.
- Biggest challenge would be the impact of the 2.3% headcount target on schools. The HR and OD team had engaged with schools via Schools Forum to advise of the new targets and to begin to establish how the County Council could support schools in recruiting apprentices and accessing funding for their training.
- The push for apprenticeships also offered opportunities – there could be scope to act as a hub for other local authorities in recruiting apprentices and also BCC was involved in a group working on the development of a Social Work apprenticeship, which would enable local authorities to grow their own Social Workers. Both of these opportunities were for the longer term and would require additional resources.
- Currently BCC apprentices were employed via a specialist apprenticeship agency but in order to access the maximum training funds available, it would be advantageous to employ them directly. Therefore the possibility of acting as a hub for other authorities was being investigated.
- In addition to employing new apprentices it was also possible to upskill existing staff by enrolling them onto apprenticeship training.
- Currently there were 63 apprentices in County Hall and only 25 in schools – the target for schools overall would be 230. Roles in schools which could be suitable for apprenticeships needed to be identified as currently they were largely in ICT or Business Administration. It might be possible for Teaching Assistants, for example, to be recognised through an apprenticeship programme, although this might not be suitable for school leavers.
- On completion of entry level apprenticeships, individuals could move on to higher level apprenticeships. Currently these were mainly in the areas of Science, Technology and

Engineering but if Social Work, Legal or HR apprenticeships were successfully developed these would be at a higher level.

- Some BCC apprentices had secured permanent job roles at County Hall.

It was agreed that Frances Mills would provide the following information to Members after the meeting: the name of the Minister to lobby about the schools issue, confirmation as to whether an existing employee on a part-time hours contract could sign up to an apprenticeship and the number of apprentices who had stayed with BCC on completion of their training.

Action: Frances Mills

The Chairman thanked Mr Chilver and Mrs Mills for attending the meeting.

7 RENT-IN-ADVANCE INQUIRY - 12-MONTH UPDATE

The Chairman welcomed Mr Martin Phillips, Cabinet Member for Community Engagement and Public Health, Miss Janice Moore, Assessments and Direct Services Team Manager and Mrs Anna Colonnese, Local Emergency Support Co-ordinator to the meeting. The purpose of the item was to monitor the progress of the implementation of recommendations made by the Rent in Advance Inquiry in November 2015. The Chairman highlighted that an amended version of the report had been submitted to the Committee. It was agreed that following discussions in the meeting, the Chairman and the Committee and Governance Adviser would update the recommendation monitoring report with a RAG status and this would be circulated to the Committee on email for comments.

Action: Chairman/Committee & Governance Adviser

During the discussions the following main points were noted:

- The progress update for Recommendation One referred specifically to a pilot housing project for offenders, although the Inquiry group had aimed this recommendation at the wider group of all those with high level complex needs.
- The original response to Recommendation One mentioned possible funding for such a project from the Police and Crime Commissioner (PCC). It was agreed that Members of the Committee might raise the issue of funding with the PCC at a forthcoming meeting.
- The Cabinet Member also agreed to follow this up with partners at the next Safer and Stronger Bucks Partnership Board.
- Recommendation Two - Agreement had been reached with the Credit Unions and the first £15,000 of funding had been provided. A further £15,000 would be paid in the 2017-18 financial year. The Local Emergency Support Team was meeting with referring agents on 7th December to confirm the process for referring clients to the Credit Union for assistance with rent in advance.
- Recommendation Three – Following review, current staffing levels would be maintained.

The Chairman thanked Mr Phillips, Miss Moore and Mrs Colonnese for attending the meeting.

8 BUDGET SCRUTINY 2017 SCOPE

The Committee considered and agreed the Draft Inquiry Scope for the 2017 Budget Scrutiny Inquiry. Members discussed various ideas regarding preparation of papers and practical arrangements for the meetings in January 2017. A Member suggested that public accountability would be enhanced if questions could be submitted 'live' via Twitter during the meetings. It was agreed that Member Services would liaise with colleagues in the Communications team to discuss how best to facilitate and publicise this opportunity for public involvement.

Action: Committee and Governance Adviser

Subsequent to the meeting, the date for Cabinet to agree the Budget to recommend to County Council was changed and timings in the Outline Project Plan were revised accordingly.

9 COMMITTEE WORK PROGRAMME

The Committee noted the Select Committee Work Programme and agreed to hold an informal Work Programme workshop in 2017, once the Budget Scrutiny Inquiry work had been completed.

10 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)

11 CONFIDENTIAL MINUTES

The Confidential Minutes of the meeting held on 13th September 2016 were agreed as a correct record.

12 PROPERTY REVIEW

A discussion on the Property Review took place in the exempt session of the meeting.

13 GREEN PARK PROGRESS REPORT

A discussion on the Green Park Progress report took place in the exempt session of the meeting.

14 DATE AND TIME OF NEXT MEETING

There will be a private briefing for Members of the Committee on 13th December 2016 at 10am in Mezzanine Room 2, County Hall, Aylesbury.

Budget Scrutiny 2017 will be held from Tuesday 10th January to Friday 13th January 2017.

The next formal meeting of the Finance, Performance and Resources Committee will be held on Tuesday 14th March 2017 at 10am.

CHAIRMAN



Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

Report to the Finance, Performance and Resources Select Committee

Title:

Committee date:

Tuesday 14th March 2017

Author:

Jenny O' Neill and Frances Mills

Contact officer:

Frances Mills

Cabinet Member sign-off:

John Chilver

Purpose of Agenda Item

The purpose of this report is to inform the Committee about workforce recruitment and retention and the initiatives that are in place to further improve our performance in these areas.

Background

1. We still have shortages in some critical skill areas:
 - Children's social workers
 - Educational Psychologists
 - Planning Officers
 - Highways Officers
 - Building Surveyors and Mechanical Engineers
2. Voluntary turnover is down on the 2015/16 figure of 15.7% but above our target of 10% and the industry benchmark of 8%-10%. Council wide it is at 13.5% with Children's Social Care and Learning (CSC&L) at 16.7% and Communities, Health and Adult Social Care (CHASC) at 14.2%.
3. Spend on agency staff is projected at £10.6m for 2016/17 which is a 9% reduction on spend in 2015/16. Members should note, however, that agency staff are covering for permanent roles which are budgeted for. On average agency workers cost 15 – 20% more than an employee, so the net additional cost of agency workers is around £1.6m.



What are we doing to address this?

There has been some improvement in turnover and agency spend. We have also had some success in addressing the skills shortages set out above.

4. Children's Social Workers

The national shortage of Social Workers continues to be a key resourcing challenge. Turnover is static and agency spend has not fallen sufficiently. Actions taken to address this include:

- Attraction and retention payments reviewed and in place for hard to fill roles
Expansion of Newly Qualified Social Worker program – ran 10 assessment centres for NQSW in 2016 resulting in 30 new starters since 1st April 2016 (compared to 17 in the previous financial year).
- Career framework in place to support Newly Qualified Social Workers.
- Two major advertising campaigns in 2016 including a variety of digital and social techniques to target Social Workers as well as more traditional advertising on Job Boards.
- Process put in place to further improve flow of agency social workers.
- New on-line assessment and selection technique (Rosie) continues to add value and rigour to the quality of selection decisions and has been used to promote BCC as an employer of choice.

These actions have led to some success in attracting qualified social workers and in appointing some agency staff onto permanent contracts. Increasing the number of permanent employees not only increases the stability of the workforce but it represents a net reduction in cost. For instance, the conversion of 5 agency workers to permanent represents an annual net cost reduction of circa £96k. Social worker retention is still, however, a concern.

SW starters and leavers

	April 2014 – March 2015	April 2015 – March 2016	April 2016 – December 2016 (note 8 months data only)
Starters	17	51	40
Leavers	38	28	36

5. Educational Psychologists

This role is challenging to fill on a permanent basis due to its nature and the fact that many Ed Psychs act as consultants. The requirement is being covered by agency workers at the moment and discussions are underway to identify different solutions to the problem. These are partly driven by new IR35 legislation and partly driven by new reward strategies put in place for these roles. We are in the early stages of considering whether a memorandum of cooperation strategy with neighbouring authorities to cap day rates and standardise working arrangements would introduce a bit more consistency.

A market factor enhancement of 6% was added to the pay ranges for Educational Psychologists in September 2016, together with a recruitment allowance of £2000. This has allowed us to recruit a trainee who will qualify to start from September 2017.

6. Planning Officers

The number of roles required has reduced from 4 in April 2016 to zero in Jan 2017. This is due to a mixture of resourcing strategies including graduate recruitment, rolling recruitment to create a talent pool of candidates and reviewing the reward strategy. Whilst there are no current vacancies and we have a strategy in place this remains a high risk area where we have fewer senior staff than in the past.

7. Highways officers

The two roles required in April 2016 have been filled by utilising pipeline graduate talent – however, the risk are the same as for Planning Officers as set out above

8. Building Surveyors & Mechanical Engineers

These roles continue to be a challenge and 3 remain to be filled against 4 in April 2016. The team are utilising all techniques possible including proactive search on LinkedIn. A senior role has also recently been advertised and it remains to be seen if the salary level improves response.

As well as the innovative resourcing approaches set out above a number of other initiatives have contributed to this slightly improved (and not declining) position as set out below.

9. Digital and Social Media Advertising Strategies

Our performance target in this area is to maintain organic google rating of 1st or 2nd for search terms such as “Jobs in Bucks”

There have been a number of advertising and marketing strategies in 2016/17 centred around the new employment brand and careers site launched in January 2016. Key successes in include:

- Much improved SEO (search engine optimisation) of website - BCC careers website is organically listed at the top of google search result for most key search terms typed in by our candidates. This is essentially free advertising and our position in the rankings continues to improve;

Search term	Google (organic) ranking Q1	Google (organic) ranking Q2	Google (organic) ranking Q3
jobs in Bucks	5 th	2 nd	2 nd
Buckinghamshire jobs	2 nd	1 st	1 st
bucks council jobs	1 st	1 st	1 st
teaching jobs bucks	1 st	1 st	1 st
Social care jobs bucks	5 th	3 rd	4 th

- Website indicators of engagement are stable since launch and compare favourably with benchmarked sites making BCC careers site ‘sticky’; seven pages per visit, average duration of visit just under five minutes; and bounce rate of 25%.
- Users per month have decreased slightly in Q3 to 15,000 from 19,000 in Q1 due to dip after launch activity and reduced budget available for promotional activity.
- LinkedIn presence has strengthened this year. BCC are #1 on the Talent Brand Index vs peers which means that our employer brand on LinkedIn is the strongest amongst out competitors.

10. Rosie recruitment process

Children's Social Care have developed an exciting new digital methodology for recruiting social workers with carefully designed interview questions and an innovative skills based exercise developed by the University of Kent. This on line, interactive exercise invites applicants to step inside the shoes of a front line social worker on a visit to a fictional, but realistic, research-based at risk family - allowing them to demonstrate their skills, knowledge and understanding in a very tangible and practical way. We see this process as a positive method of engaging with potential new hires. Candidates also undertake a structured interview based on critical areas of competence from the social worker Professional Capabilities Framework. Demanding, but relevant and well-designed assessment days like these will help Buckinghamshire County Council attract and select the very best social workers – based on high quality information, a consistent process and a very clear understanding about what we are looking for. This process is now in place for all front line social worker recruitment and as a development tool for internal staff already in role.

11. Memoranda of Cooperation (MoC)

Memoranda – to better manage agency pay rates and prevent the circulation of poor quality workers - have been developed across regions and London boroughs - first in Children's services but now also in Adult social care.

This along with the changing tax arrangements (see below) will hopefully start to improve the attractiveness of permanent employment and support our ability to stabilise the workforce.

The South East Directors of Children's Services (DCS) Memorandum has been signed up by 18 of the 19 authorities in the region (Slough being the only exception).

Directors of Adult Social Care (DASS) – SE Region are working on an equivalent Memorandum across the 18 councils in the SE providing adult social care services. A draft is being presented at the next DASS branch meeting for sign off on January 25th.

Memoranda across the Children's and Adults workforces are broadly similar and cover:

- A standardised approach to references for agency staff
- An agency pay cap to stop pay rates from escalating with agency recruitment
- A six month 'cooling off' period for permanent staff moving to agency work



12. Improving the candidate experience

In order to deliver an end to end excellent candidate experience and build on the new website and application process, a number of initiatives have been in development over the last six months to improve the new starter experience. The goal is to create a welcoming, engaging and consistent on-boarding journey for new starters.

Deliverables include:

- **Launch of a New Starters' Portal** (December 2016) - New starters are given access to the portal via email on acceptance of an offer of employment. The portal will feature: a short interactive e-learning module introducing new starters to BCC; Welcome to Bucks film; the Employee Handbook, plus a range of useful resources and tips.
- **Welcome to Bucks film** - a new video has been produced to welcome new colleagues in the period between accepting an offer of employment and their first day at the County Council. The film introduces new starters to the Chief Executive and gives a range of handy tips for their first few days.
- **New dedicated interview suite** – (November 2016) Recognising that first impressions count, a dedicated interview suite will provide a VIP experience at interview. Renamed the Pinewood Suite – a meeting room on the ground floor by reception is being decorated to reflect BCC's employer brand and values and to showcase the culture and people who work here. A new meet and greet process will enhance the VIP experience.

13. Onboarder Survey

Following a successful pilot in 2015, the Onboarder Survey was introduced across the organisation to help get smarter intelligence on the experiences of new joiners and where we can improve the journey. Sent to all new joiners who joined the organisation between January and September 2016, the survey highlighted **that 80% of respondents viewed their recruitment experience as 'Good' or 'Excellent'**.

14. Agency Workers

There will always be a need to engage a certain proportion of contingency workers and for specialist skills to be called for at short notice - but our agency costs have grown in recent years, partly because of challenging market conditions and a trend for experienced staff to opt out of permanent recruitment and move into locum work – particularly social workers. We have taken a number of measures to improve this position and better manage workforce stability with permanent recruitment strategies and make associated savings on agency spend.



The number of agency staff (including interims) within BCC Services has reduced to an average of 190 per month (Nov 15 – Dec 16). For the previous 12 months (Nov 14 – Oct 15) this was 217.

Management of high cost interim agency workers

A process is in place to review the contract extension process for agency staff. Monthly reports are shared with Business units showing agency workers whose contracts are due to end in the next period. These will be reviewed by senior leadership and extensions only approved on an exceptional basis.

The Resourcing team continue to actively monitor the highest level of spend (top 20 most expensive interims). So far the process has resulted in 21 of our high cost agency workers exiting the organisation at an average daily charge rate of £590 with clear strategies in place to manage the remaining top 20.

14.1. Employee engagement

Employee engagement is key to retention. Colleagues who have a positive experience of working for BCC will want to stay with and develop their careers with the Council. They are also more likely to engage with the Council's strategies and plans and general productivity and performance levels increase as reflected in :

- Employee satisfaction
- Sense of value and worth
- Energy levels
- Innovation and creativity levels
- Customer service
- Ownership and accountability for decisions , delivery etc

BCC has an engagement score well above the national average – at 58% compared to 33% (Engage for Success data 2013). There is variation at local level and improving employee engagement is a key action in CSC&L as part of efforts to reduce turnover.

We measure employee engagement through our Viewpoint survey which measures the drivers and factors that affect engagement in our organisation. Following the last survey in May 2016 the key actions to improve engagement were as follows:

- Achieve a score of 60% by March 2018
- Do more to make staff feel valued and appreciated in line with our caring value
- Help staff to understand how their work is contributing to the progress being made by the Council



- Review workloads and set clear priorities and expectations with staff
- Listen more to those who do the work
- Foster cross team working on shared interests and a collaborative approach to work

2.1.4 Exit interviews

The Council promotes the use of Exit interviews to gather valuable data that may assist us with retaining employees in the future. Apart from face to face interviews we also use a short online exit interview questionnaire which explores, in a structured and objective way, the reasons underpinning an individual's voluntary decision to leave.

Combined findings from face to face and online data for the last three quarters show that the most significant reasons for leaving are as follows:

- Lack of confidence in the future of the organisation
- More senior position available elsewhere
- Lack of teamwork / cooperation
- Poor communication by senior management
- Workload/caseload
- Inefficient systems / processes

Having said that, however, 77% of those leaving indicated that they would come back to work with the County Council in the future.

The following issues have been highlighted as areas that are **not** a cause for leaving:

- Ethical Standards
- Personal Growth, career progression
- Job Satisfaction
- Wellbeing, Working Conditions
- Independence
- Salary & Rewards
- Loyalty & Trust
- Vertical Relationship
- Cooperation, team work, colleagues

15. Tax changes impacting on recruitment and retention

HMRC estimate there is gross underpayment of tax and national insurance by self-employed contractors who are carrying out activity that falls under IR 35. This is work that emulates normal employment – a regular pattern of work, carried out under instruction, that a specific person is expected to perform. In these circumstances the contracted workers should be paying tax and national insurance in the same way as an employee.

From 6 April 2017, in the public sector, the liability for paying the tax and NI for self-employed contractors will shift from the individual worker, to the organisation engaging the worker (this will be the recruitment agency where we work through recruitment agencies).

We estimate that the vast majority of roles performed by self-employed contractors, such as that of a social worker, will fall under IR35 and will be impacted by this change.

OCB discussed on 22nd Feb collaboration around a Regional Memorandum of Cooperation approach to IR35 resisting day rate increases. London Boroughs in particular are setting the pace on following a collective code not to increase day rates and the SE DCS group are also planning to adopt this guide for SW day rates. OCB were happy for BCC to follow this route and sign up to agree to resist day rate requests.

Resourcing implications for BCC

- Has potential to motivate some workers to shift from agency to perm – if going on payroll for tax and NIC workers may see benefits of being an employee for pension/absence/annual leave
- Some workers may ask for increases in day rates to offset employee tax and NIC rates if they haven't been paying to date (we will resist this)
- Agency fees may increase as they pass the burden of the NIC contributions (13.8%) to the client
- Some workers may consider leaving the sector because of planned changes

16. Other related activity

Other strands of the people strategy also impact on recruitment and retention. We can update members on these at a later date.

- Talent Management and Succession Planning
- Reward and recognition
- Leadership Development
- Health and Wellbeing

17. Next steps

- Continue to maintain a vacancy percentage of around 5% via effective and efficient management of operational recruitment
- Work on all people Strategy workstreams to reduce voluntary turnover from 13.6% to 10%
- Continue to manage agency worker volumes including high cost interims to maintain downward trend in numbers and spend
- Action learning from on-boarder survey to make further improvements to candidate experience
- Continue to develop careers website and maintain digital & social activity in order to optimise applicant to hire ratio at between 5 and 10 applicants per hire – make BCC a recognised employer of choice
- Work with Business Units to identify innovative resourcing strategies for hard to fill roles and build talent pipelines
- Monitor IR35 & MOC developments and identify risks and benefits for BCC
- Continue with activity to increase employee engagement



Buckinghamshire County Council
Select Committee

Finance, Performance and Resources Select Committee

Report to the Finance, Performance and Resources Select Committee

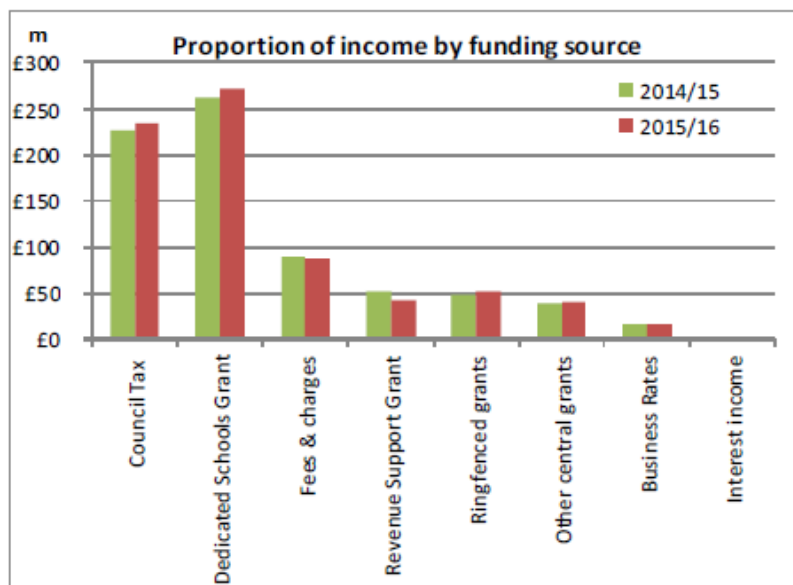
Title: Income Generation Update
Committee date: Tuesday 14 March 2017
Author: Jonathon Noble, Commercial Director
Contact officer: Jonathon Noble
 01296 387877 jnoble@buckscc.gov.uk
Cabinet Member sign-off: John Chilver, Cabinet Member for Resources

Purpose

This report is for **information** to provide an update to Select Committee on the actions taken following the Committee’s inquiry into income generation across the council.

Background

The council receives around £85m in income from fees and charges, making it our second highest source of income after council tax:



(The Dedicated Schools Grant is shown below as its gross value. Of this, around £70m is retained by the county council for central costs, with £205m allocated to individual school budgets).

There is an increase of £9.6m of annual income planned in the MTP by 2020/21. This equates to more than £33m of cumulative additional income over the next four years. Recognising the importance of other sources of income to the council's financial strategy, Select Committee undertook an inquiry into income generation across the organisation and made a number of recommendations to maximise the opportunities. The Cabinet response to the report is included as Appendix 1 for information.

Key issues

Following Cabinet agreement to the recommendations, an action plan has been developed and agreed by One Council Board (OCB). The following action has since been taken, line with the themes and actions identified by Select Committee:

1. Governance

- OCB has nominated Gill Quinton, Managing Director- Business Enterprise and Business Services Plus as the sponsor for Income Generation.
- Managing Directors are accountable for income generation in their Business Units and each Business Unit has nominated an Income Generation Champion, following Select Committee's recommendation based on the Hammersmith and Fulham model.
- OCB has implemented a new process to strengthen its monitoring of all major projects and MTP targets, including income targets. We have also committed to providing regular updates to OCB on external funding opportunities, which of these have been pursued and lessons learned on unsuccessful bids.
- Business Units have set targets for income generation as part of the Commercial Plans and have been asked to add monitoring as a standard item to their Board agendas, which will ensure Managing Director and Cabinet Member(s) visibility of activities. This is already a standing agenda item for some Business Units, e.g. BSP, for which income from traded services makes up around 28% of the total operating budget and so is a crucial part of the makeup of the business model.



2. Skills and Best Practice

- Commercial skills already feature as part of the corporate training programme, which includes some focus on income generation.
- We have organised additional, specialist training where appropriate, including a course on effective bid writing delivered by an external provider. The training was funded by selling places to other organisations at a slightly higher rate which allowed us to deliver it at net zero cost to BCC – itself a great example of commercial thinking in everyday work.
- There are some excellent training opportunities available as part of a commercial apprenticeship under the new apprenticeships scheme. Courses and qualifications are open to existing staff members as well as new apprentices and we can draw down from the apprenticeship levy to fund this training. The opportunities available have been shared with income generation champions for discussion within their Business Units on the potential for upskilling their staff.
- A shared folder has been created for income generation champions to share documentation, including lessons learned and a central bank of business development resources to allow us to respond quickly to opportunities to secure new sources of income.
- The current income generation champions network has been established as a task-and-finish group, specifically to implement the recommendations made by Select Committee. However, following this the group will change its focus to sharing knowledge and best practice across the organisation and embedding this within Business Units.

3. External Funding Opportunities

- A central register of funding opportunities has been created, which is maintained by the BSP Commercial Team. At time of writing, there are 17 live opportunities on the register.
- Income generation champions in each Business Unit have access to the register and can add and update opportunities to allow for more effective identification and co-ordination of cross-council opportunities.
- The register will not only prevent duplication and effort and internal competition for the same funding but allow us to work better together to deploy teams from across the organisation to bid for specific opportunities. Managing Directors have committed to release staff from their Business Units to create multi-disciplined bid teams.
- The register also highlights which partner organisations we are working (or could work) with to jointly bid for funding. In general, partnership bids have a greater chance of success, particularly in securing central Government funding to solve multi-agency problems within a geography, e.g. anti-radicalisation, child sexual exploitation. We will seek to partner with other agencies on funding applications wherever we have complementary goals.
- The council already works with business and with the third sector and through agencies such as the Local Enterprise Partnership and Buckinghamshire Business First (BBF) to



attract additional funding into Buckinghamshire. TEE Business Unit has established a partnership arrangement with BBF for the joint sourcing of funding opportunities.

- We have also discussed with BBF the option to share their software for managing funding applications to make our processes more sophisticated. We are evaluating this option against using software the council already has in place, e.g. Salesforce.

4. Investment Funding for Income Generation

- The Head of Strategic Finance has issued a guidance note to the council's Leadership Team (Managing Directors, Service Directors and Heads of Service), outlining the opportunities for investing in income generation activities and the sources of funding available. Cabinet has reaffirmed that this is an initiative they fully support.

5. Culture Change

- Income generation forms part of the Commercial Plan for all Business Units and, as previously noted, Managing Directors and Cabinet Members have been asked to monitor progress against targets as regularly at Business Unit Board meetings.
- We have consulted the Employee Reps on ways to incentivise staff to identify income generation opportunities. We have received around 20 suggestions, most of which centre on recognition by management rather than financial reward. We will continue to recognise staff for their innovative ideas and exceptional contributions through the existing Celebrating Success and Workplace Heroes schemes.
- Income generation is a key theme in the council's compelling story to staff under the Better Every Day programme. The programme focuses on developing the skills, tools and mind sets of our middle management to create a culture of greater engagement and empowerment in their staff. Research has shown that for every 5% increase in employee engagement, organisations in the commercial sector typically see a 0.5% increase in revenues.
- The council's first 'hackathon' in 2015 brought together staff and businesses to creatively solve challenges. This led to the development of a 10 year business plan for our country parks, which includes an innovative strategy for growing income through maximising the retail and hospitality potential of the sites. Following the success of this event, we have begun preparations for a second hackathon-style event, themed around commercial opportunities.

6. Other Actions

A number of other actions have been taken which did not form part of the inquiry report but which may be of interest to Members:

- We have almost collated the council's first complete schedule of fees and charges. Other authorities publish their fees and charges but BCC has historically not done this (as a single document). Completion of the schedule will allow us to benchmark against other authorities to see how the council's fees and charges compare with our statistical peers. This may identify opportunities to increase some of our fees and charges.
- We have committed to keep this schedule up to date and to regularly review it against those of other authorities.
- We have begun to explore the income generation potential of Buckinghamshire's unique demographic, for example by evaluating the potential to introduce adult care services to self-funders commercial rates. The county has around 60% self-funders for care services compared to a national average of 40% and so there are favourable market conditions in which to develop commercial propositions for services such as brokerage and therapies.

Resource implications

Members are asked to note the progress made since the inquiry and that this has been done within existing resource. We will continue to work at pace to deliver the recommendations and this will be done by co-ordination of resources involved in income generation activities across the organisation.

Next steps

An update on progress against the action plan will be submitted to OCB in June. Officers welcome a call-back to Select Committee when next year's membership is set following the County Council elections.

Appendix

Select Committee inquiry recommendations and Cabinet response



Response to Buckinghamshire Select Committee Inquiry

Select Committee Inquiry Title: Income Generation

Committee Chairman: Cllr Bill Chapple

Date report submitted for response:

Lead BCC Cabinet Member and Lead Officer: Cllr. John Chilver, Cabinet Member for Resources and Richard Schmidt, Head of Strategic Finance.

Select Committee Support Officer / Advisor: Liz Wheaton

Suggested frequency of future updates (e.g. 6 & 12 months): 6 months

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Recommendation	Agreed Yes/No	BCC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for BCC recs)	Responsible Officer	Action by date
<p>1. That governance arrangements are put in place to ensure oversight and delivery of Income Generation targets across the Council. The Inquiry Group recommends that this includes:</p> <ul style="list-style-type: none"> • The establishment of a One Council Board sponsor for income generation • The regular consideration of the Council’s income 	<p>Yes</p>	<ul style="list-style-type: none"> • One Council Board has now nominated Gill Quinton, Managing Director- Business Services Plus as the sponsor for Income Generation. • One Council Board has already implemented a new process to strengthen its monitoring of all major projects and MTFP targets, including all of the income targets. • Each Business Unit will be asked to nominate a lead for Income Generation • The new Commercial Plans for Business Units 	<p>John Chilver, Cabinet Member for Resources (Lead) but all Cabinet Members via Business Unit</p>	<p>Gill Quinton, Managing Director – Business Services Plus</p>	<p>Dec 16</p>

<p>generation activity by One Council Board</p> <ul style="list-style-type: none"> • The establishment of Income Generation champions within Business Units to encourage innovative thinking and to report on activity (see slide 20 – highlighted green text from Hammersmith & Fulham) • Plans to deliver the Income Generation Strategy are specified as part of Business Unit Plans • Income Generation plans are reported to Business Unit Boards on a regular basis 		<p>require the explicit consideration of Income Generation.</p> <ul style="list-style-type: none"> • Delivery against both Commercial Plans and the MTFP will be reported to Business Unit Boards on a monthly basis. 	Boards	Manging Directors	
<p>2. That a mechanism is established by which income generation information, best practice and support can be shared across Business Units, including skills development resources.</p>	Yes	<ul style="list-style-type: none"> • Commercial training including some focus on income generation is already available to officers and will continue to feature in the corporate training programme • Lead officers for income generation for each BU will be asked to form an action learning set to share best practice 	John Chilver, Cabinet Member for Resources	<p>Frances Mills – Head of People and OD</p> <p>Jonathon Noble – Commercial Director</p>	Jan 17

<p>3. That the Council maximises income from external funding by:</p> <p>a. Establishing and adopting the most effective and efficient model for identifying external funding for all Business Units, and</p> <p>b. Developing a central register of bids to avoid duplication of work, enable oversight of activity and early identification of support needed to realise opportunities.</p>	In Part	<ul style="list-style-type: none"> • The Council will continue to work with both the business and third sector communities, through such vehicles as the LEP, BBF and CVO to attract additional funding into Buckinghamshire. • 	John Chilver, Cabinet Member for Resources	Jonathon Noble – Commercial Director	Dec 17
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<p>4. That the “investing for income generation” section in the Income Generation Strategy be widely publicised to enable ‘pump priming’ activities to be considered by the Business Units to deliver income generation projects which require initial funding.</p>	Yes	A number of the existing communication channels will be used to promote the Income Generation Strategy in general and this aspect in particular.	John Chilver, Cabinet Member for Resources	Richard Schmidt, Head of Strategic Finance	Dec 16
<p>5. That the speed of culture change in relation to Income Generation be improved by:</p> <ol style="list-style-type: none"> 1. Developing a corporate policy for credit card payment charges 2. Ensuring income generation targets are specified in the objectives for Managing Directors, and 3. Exploring the potential for incentivising staff who have identified income generation activity and whose ideas have been realised 	In Part	<ul style="list-style-type: none"> • The policy on credit cards will be reviewed • Due to the different nature of managing Director responsibilities it may not be possible to set specific targets However it will remain the responsibility of Managing Directors to deliver the Commercial Plans which will include income targets. • Consideration will be given to how staff can be rewarded via our contribution based pay system, for generating successful ideas for additional income. 	John Chilver, Cabinet Member for Resources	Jonathon Noble – Commercial Director and Richard Schmidt – Head of Strategic Finance	March 17

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

Select Committee Inquiry Report Completion Date: February 2016

Date of this update: 14 March 2017

Lead Officer responsible for this response: Richard Ambrose

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

Accepted Recommendations	Original Response and Actions	Progress Update	Committee Assessment of Progress (RAG status)
1. That the delivery of all the savings required in the Medium Term Financial Plan be robustly monitored. The savings delivery programme should be overseen corporately and include quarterly reports to the Finance, Performance and Resources Select Committee	Yes - In part It is absolutely the intention of Cabinet that savings will be robustly monitored. Cabinet will continue to require quarterly reports on progress both on savings and on overall expenditure and achievement of KPIs. All reports to Cabinet are available to all members.	<u>6 months</u> On-going – The MTP approved savings are being robustly monitored on a monthly basis and will be formally reported to Cabinet on a quarterly basis. <u>12 months</u> Complete - no further update.	[To be left blank for Committee to verbally discuss at Committee meeting]
2. That any new proposals for unidentified savings should ensure due process is followed, including Equality Impact Assessments and public consultation on specific proposals prior to a decision	Yes - In part As detailed proposals for changes in service provision are developed, then the Council will undertake consultations as appropriate and prepare EIAs to inform its decision making and fully meet its statutory requirements.	<u>6 months</u> No further updates. The importance of EIA's and consultation to meet our statutory duties are being highlighted as part of the upcoming MTP process <u>12 months</u> Complete - no further update.	
3. That a review of the Future Shape Business Case, agreed by Cabinet in December 2014, is	Yes – already underway The Cabinet have already identified this as a first priority for the newly appointed	<u>6 months</u> On-going – The One Council Board has undertaken an initial analysis of the progress in delivering the benefits of the Future Shape business case and	

<p>undertaken to assess whether the benefits originally envisaged have been achieved and lessons learnt, as well as make recommendations on any changes to the approach needed</p>	<p>Chief Executive in 2016. The One Council Board has started the background work to underpin this review, which will be reported to Cabinet following the appointment and agreement of the new Chief Executive.</p>	<p>identified areas of immediate focus. The new Chief Executive takes up post on 1 September and will be considering how to progress this work.</p> <p><u>12 months</u> No major changes proposed before the outcome of the unitary debate is known.</p>	
<p>4. That business cases for any new Alternative Delivery Vehicles are developed with full consideration to all the possible delivery models and that these include clear and consistent proposals for future governance arrangements so that Members can be assured that adequate controls and contract management are in place. A review of existing ADVs should be undertaken to ensure they are delivering against their business plan</p>	<p>Yes – already underway</p> <p>The Cabinet have already commissioned a review of the new Delivery Vehicles, with a focus on both delivery against the original business cases and lessons for the future including future governance arrangements</p>	<p><u>6 months</u> On-going – A review of ‘lessons learned’ from the current ADVs has been undertaken and, as a result, a protocol for the development of new ADVs has been developed, including guidance around governance arrangements.</p> <p>The business case of each individual ADV is currently being reviewed and recommendations will be presented to Cabinet later this year.</p> <p><u>12 months</u> The Cabinet has commissioned a review of the various Alternative Delivery Vehicles which will include the lessons learned from these models and actions as appropriate.</p>	
<p>6. To undertake a review of the current levels of agency and interim/consultancy staff across the organisation to consider how to reduce unnecessary costs</p>	<p>Yes - already underway</p> <p>The use of agency and interim staff across the organisation is already subject to regular review. Bi-annual reports are presented to the One Council Board and to Cabinet Members to review agency usage across the organisation. As a consequence a number of actions have already been taken to reduce spend including a</p>	<p><u>6 months</u> Ongoing - Monitoring reports are presented to the One Council Board and to Leaders Advisory Group on a bi-annual basis with more regular monitoring reports being discussed at Business Unit Boards. Each Business Unit has been tasked with closely monitoring and reducing agency spend.</p> <p><u>12 months</u> No further update.</p>	

	<p>moratorium on the appointment of any new agency staff other than those required to cover critical posts, a review of all existing agency staff and termination of contracts where possible, a review of long-standing agency workers and development of strategies to replace with permanent staff where economically viable.</p>		
<p>7. To undertake a review of the Pertemps contract to ensure that this remains the most cost-efficient way of meeting the Council's needs</p>	<p>Yes – already underway</p> <p>There are a number of misunderstandings in the Budget Scrutiny Inquiry Report. In para 25 the additional fees quoted are not representative of Pertemps charges. Pertemps do not operate charges of this nature. Outside the Pertemps contract, other agencies may charge between 20-30% of salary costs and may also have clauses to restrict us from being able to convert an agency worker to permanent without the payment of significant fees. However, we now require all new requests for agency workers to be commissioned via the Pertemps contract to avoid additional fees of this nature.</p> <p>In para 27 of the report, it suggests that the Pertemps contract limits our ability to be competitive. The Pertemps contract is a Master Vendor arrangement which means they act as the conduit to supply all BCC agency workers. We get the best rates if they can supply to us themselves, but where they cannot do this, they open up</p>	<p><u>6-months</u> Completed - The Pertemps Contract and performance are reviewed at scheduled contract Governance Meetings.</p> <p>The shared HR service with Harrow provides us with another opportunity to look at contractual arrangements with a view to determining the optimum operating model. A joint piece of work to look at future operating models has now been commissioned.</p> <p><u>12 months</u> Completed.</p>	

	<p>vacancies to other agencies that are signed up to their supply chain at centrally agreed rates, which are much more economical than those we would be able to obtain by approaching the agencies directly. We have clear SLAs to determine when they open up vacancies to the supply chain.</p> <p>We also benefit from rebates on the Pertemps contract. This year we are budgeting on income of around £140K.</p> <p>The Pertemps contract was renewed in April 2015 and has another 2 years to run plus an option to extend for another year if required. Operation of the contract is reviewed regularly via Operational Management meetings and via a Governance Board which includes the Cabinet Member for Finance and Resources.</p>		
<p>8. To undertake a specific project to identify skills gaps within the Business Units and to work across the organisation to upskill the existing staff and to recruit people with commercial skills to current vacancies</p>	<p>Yes – already underway</p> <p>The Future Shape Programme contained a programme work stream entitled People and Organisational Change. The purpose of this work stream was in part to identify and understand any skills gaps in the organisation that may impact on our ability to become a commercially minded organisation. As part of this work, commercial skills were identified as a key development need. A series of activities have been put in place to develop commercial skills including:</p> <ul style="list-style-type: none"> - Workforce development plans 	<p><u>6 months</u> Ongoing - Skills training is a constant feature of the learning and development programme. A number of mandatory training programmes have now been put in place supported by additional optional programmes. The Future Shape skills gaps continue to be our focus of activity in the training programmes offered to staff.</p> <p><u>12 months</u> The Council has a programme of activities (e.g. commercial awareness, contract management, applying commercial capability, effective bid writing, risk analysis & management etc.) and all platinum and gold contract managers have been trained.</p> <p>Further work will be undertaken to ensure that the</p>	

	<p>for each Business Unit which identify skills gaps.</p> <ul style="list-style-type: none"> - Commercial awareness training available to all employees including courses such as Commercial Instinct, Effective Bid Writing etc. - A robust training and development programme, which identified contract managers across the organisation on Contract Management skills. All contract managers of platinum and gold suppliers have been trained and included action learning sets - Supplier Management Group has been refreshed to focus on: Delivering collaborative work-streams identified in the Commercial Plan such as 'low cost / no cost' solutions, Platinum Plus supplier events and knowledge / skills sharing <p>New job families and role profiles have been developed which include commercial acumen. Recruitment processes ensure that these competencies are identified and assessed in new recruits where appropriate.</p>	<p>right people are accessing the training to help further develop commercial skills across the Council.</p>	
<p>10. To undertake a detailed review of the gully cleaning programme with the objective of achieving greater efficiencies in the use of the plant and</p>	<p>In part</p> <p>A detailed review of the gully cleaning operation was conducted in 2015, to improve plant utilisation. The review focused specifically on adopting a split</p>	<p><u>6-months</u></p> <p>On-going – Focusing on the risk based approach to gully emptying we have moved to a place where gullies are emptied once every 18 months rather than once a year. In general this has been achieved by emptying gullies on A and B roads and at known flood</p>	

equipment	<p>shift approach, extending the gully cleaning operation from 6.00am until 10.00pm (depending on the time of year). This would require two specific crews per machine per shift.</p> <p>A number of concerns about the split shift approach were raised by the workforce – including increased driver / operative fatigue, highway safety during early morning and night operations, traffic management on primary routes, customer dissatisfaction in residential areas for early morning and night/evening operation, and increased fleet maintenance and support (breakdown recovery). It was agreed these concerns would need to be addressed before this option can be implemented.</p> <p>The current focus of this service is based on an asset needs based approach (basically seeking to prioritise those gullies most likely to flood or have inherent problems). However the split shift approach will be revisited during 2016.</p>	<p>sites once a year and others are done less frequently based on data collected on the need for emptying last year. The only area where we are still working on an annual emptying cycle is Aylesbury as the data for this area was not as robust – this is being rectified as part of this years' programme. As we build up historical records of cleaning needs we would look to further stretch the average cleaning frequency over the next few years until we have optimised the frequency on an evidential risk based approach.</p> <p>This year we currently have reduced the number of Gully Emptiers we are using from three to two.</p> <p>We also deploy, for problematic locations, a Supersucker to ensure we can achieve the best outcomes from the resources available and affordable.</p> <p><u>12-months</u> Cabinet recognises the funding challenges to maintaining highway drainage across the county and will be increasing the budget by £350k per annum for a period of at least 3-years. This funding will be used for a range of drainage maintenance activities to support improving the condition of the drainage asset.</p> <p>An implementation plan will be signed off by the Portfolio Holder by the end of the first quarter of the 17/18 financial year.</p>	
11. To undertake an options appraisal to assess the cost/benefits of different delivery models for the Fostering and Adoption service, including exploring outsourcing	<p>Yes – already underway</p> <p>The Business Unit is currently undertaking an options appraisal to assess the most appropriate delivery model for the fostering service. In relation to the Adoption service, the Council has recently joined forces with a number of other Councils to form a</p>	<p><u>6 months</u> Completed.</p> <p>Options appraisal has been undertaken in May 2016. Decision made to tender for an improvement partner either from another Local Authority or an independent foster provider. Tender process has been completed and just awaiting issue to independent foster provider. The new provider will begin work from September</p>	





	Regional Adoption Agency led by Coram, in accordance with the Government's ambition for adoption services.	2016. <u>12 months</u> Completed.	
12. To ensure a full public consultation in relation to Children's Centres on all the options for delivering the service in a different way prior to a key decision on any service change. To work in conjunction with Public Health to understand the full impact on the proposed service reduction	In part The Business Unit will examine all options with regard to Children's Centres which still enable the necessary savings to be achieved. All options will be consulted upon as appropriate and in accordance with statutory requirements	<u>6 months</u> On-going – Further updates to follow in the Autumn (2016) The Business Unit will examine all options with regard to Children's Centres which still enable the necessary savings to be achieved. All options will be consulted upon as appropriate and in accordance with statutory requirements <u>12 months</u> Children Social Care and Learning have launched a major change programme – Change for Children. One of the four key strands for transforming our services to children is Early Help to improve services and achieve the necessary savings. The Early help strand is focussed on ensuring that the right service for the child is identified at the earliest opportunity, as soon as their needs start to emerge, which will prevent their needs escalating to statutory services. Children's Centre's are being considered in this work There is a clear timeline for consultation once all the options have been finalised, in line with statutory requirements.	
13. That an options appraisal be carried out on the Educational Psychology Service to assess the best delivery model for this service to maximise the income generation potential	Yes The EPS is already successful at generating income to support the costs of the service. The Business Unit will explore a range of options in order to assess the opportunities for enhancing the income generation potential.	<u>6 months</u> On-going. Educational Psychology service has generated approx. £44,300 through the recent buyback with schools. The demand for services from schools (non-statutory) has outstripped the current resource capability of the EP team. Steps are being taken to	

		<p>recruit staff in order to deliver EP services.</p> <p>Statutory work increased over past 2 years; in real terms being around 150% increase due to the SEND reforms. The result has been that EPS service has been pulled away from cost recovery work. Early prevention work could be provided but the work is being diverted to the statutory work. 2 FTEs short.</p> <p><u>12 months</u> Trading for 2016/17 is down due to lack of EPs and increase in the need to divert them to do increased statutory work. Recruitment of EP's is a national issue. EPS Management and Leadership Team currently reviewing future service delivery model for traded in order to maximise future revenue.</p>	
<p>14. To review the charging policies for all Home to School transport users to ensure maximum income generation opportunities are explored. To undertake a timely public consultation on any proposed changes to the service</p>	<p>In part</p> <p>The Business Unit continues to keep the charging policies for home to school transport under review. Any changes will be consulted upon as appropriate and in accordance with statutory requirements</p>	<p><u>6 months</u> On-going.</p> <p>Detailed consultation has been undertaken with parents in accordance with statutory requirements and stakeholders and cabinet member is considering the responses and the implications of any changes to the charging model.</p> <p><u>12 months</u> A cabinet member report is in production to set out a 5% across the board increase for 2017/18 paid for home to school transport and LAG/OCB discussions are scheduled for March/April regarding future payment models.</p>	
<p>15. To look at alternative ways of delivering the Youth Counselling Service without cutting the service completely (for example,</p>	<p>Yes</p> <p>The Cabinet recognises the importance of the Youth Counselling Service and is committed to continuing its support for</p>	<p><u>6 months</u> On-going.</p> <p>Further updates to follow in the Autumn (2016)</p>	

reduce the number of paid staff and explore possibilities of joint funding the service with Oxford Health Trust)	the service as far as possible, within the resources available. The Business Unit will explore all possible options to achieve this.	<p>12 months</p> <p>A financial sustainability plan has been created with a wide range of income generation strands.</p> <p>Development and implementation activities have started and small amounts of additional income have been brought in. Discussions with Oxford Health are ongoing with the aim of developing service synergies and new ways of working which are sustainable.</p>	
16. To explore other ways to keep the Duke of Edinburgh Award programme running (for example, explore the idea of a private company/companies sponsoring the programme and target those who currently employ a number of apprentices)	<p>Yes</p> <p>The Duke of Edinburgh Award programme is highly regarded across the County, providing valuable opportunities for young people to develop skills for life. The Business Unit will look at ways for private and voluntary sector organisations to provide ongoing support for the programme in Buckinghamshire.</p>	<p>6 months</p> <p>On-going.</p> <p>To continue the Duke of Edinburgh scheme Bucks Youth is working closely with schools to transfer the Duke Of Edinburgh licence to individual schools. A list of new licence holders will be provided at the next update.</p> <p>12 months</p> <p>All but one school have become directly licenced centres and a voluntary and community sector has taken on the operating authority licence to support the small community groups. The one outstanding school is intending to register once they have a new co-ordinator in place.</p>	

Please note – Recommendations 5 and 9 were not agreed by Cabinet

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

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

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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