



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

**Date:** Tuesday 4 July 2017

**Time:** 10.00 am

**Venue:** Mezzanine Room 1, 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 <b>APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP</b>	10am	
2 <b>DECLARATIONS OF INTEREST</b> To disclose any Personal or Disclosable Pecuniary Interests		
3 <b>MINUTES</b> To agree the Minutes of the Meetings held on 14 <sup>th</sup> March 2017 and 23 <sup>rd</sup> May 2017 as a correct record.		5 - 10
4 <b>CHAIRMAN'S WELCOME</b>		
5 <b>CABINET MEMBER FOR RESOURCES - QUESTION TIME</b> An opportunity for the Committee to ask the Cabinet Member for Resources questions on his portfolio area.	10.05am	
<b>Contributors:</b> <b>Mr John Chilver, Cabinet Member for Resources</b> <b>All Members of the Committee</b>		
6 <b>IS THE COUNTY COUNCIL READY FOR GROWTH?</b>	10.30am	11 - 14



Buckinghamshire will experience significant housing growth in the forthcoming decades, which will be set out in the District Council Local Plans. This will have significant impact on the future demand for County Council services.

Each of the County Council's four Select Committees will be holding themed meetings during July 2017 to investigate whether the County Council is ready for Growth. The outline scope for this piece of work was agreed by the Transport, Environment and Communities Select Committee on 21st March 2017 and the final scoping document is attached for information.

The Finance, Performance and Resources Committee will be considering the following three key areas:

**Data** - What baseline data do we have and what projections are being used in order to plan for Growth?

**Governance** - What Governance arrangements are in place at the County Council to manage planning for Growth?

**Finance** – How can we effectively plan for the financial implications of Growth across the County?

The Committee will receive a PowerPoint briefing and will then have the opportunity to ask questions.

**Contributors:**

**Mr Marcus Grupp, Business Intelligence Business Partner**

**Mr David Cook, Business Intelligence Business Partner**

**Miss Rachel Wileman, Head of Strategic Plan and Infrastructure**

**Mr Richard Ambrose, Director of Finance and Assets**

**Mr Matthew Strevens, Corporate Finance Business Partner**

**7 DATE AND TIME OF NEXT MEETING 12.30pm**

Tuesday 26<sup>th</sup> September 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury.

**8 EXCLUSION OF THE PRESS AND PUBLIC**

To resolve that the Press and Public be excluded 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)

**9 CONFIDENTIAL MINUTES**

**15 - 16**

Of the meeting held on 14<sup>th</sup> March 2017 to be agreed as a

correct record.

## **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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*For further information please contact:* Kelly Sutherland on 01296 383602; Email [ksutherland@buckscc.gov.uk](mailto:ksutherland@buckscc.gov.uk)

## **Members**

Mr W Bendyshe-Brown  
Mr T Butcher  
Mr C Clare (VC)  
Mr M Farrow

Mr D Martin  
Mr A Walters MBE  
Ms J Ward  
Mr D Watson (C)



# Minutes

## *FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE*

**MINUTES OF THE FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE  
HELD ON TUESDAY 14 MARCH 2017, IN LARGE DINING ROOM, JUDGES LODGINGS,  
AYLESBURY, COMMENCING AT 10.02 AM AND CONCLUDING AT 12.02 PM.**

### **MEMBERS PRESENT**

Bill Chapple OBE (Chairman), Dev Dhillon, Netta Glover, David Martin and David Shakespeare  
OBE (Vice-Chairman)

### **1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP**

Apologies were received from Andy Huxley, Steven Lambert and Roger Reed.

### **2 DECLARATIONS OF INTEREST**

There were none.

### **3 MINUTES**

The minutes of the meeting held on 1<sup>st</sup> November 2016 were agreed as a correct record.

### **4 CHAIRMAN'S REPORT**

The Chairman thanked Members for their work on the Budget Scrutiny Inquiry and reported that 11 of the Committee's 14 recommendations had been agreed, plus one in part by Cabinet. This had resulted in an amended Budget being agreed by full Council in February.

### **5 PUBLIC QUESTIONS**

There were none.

### **6 RECRUITMENT AND RETENTION UPDATE**

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Mrs Frances Mills, Head of People and Organisational Development to the meeting. The Cabinet Member advised that good progress had been made in this area, with reductions in both staff turnover

and agency costs from 2015-16. Mrs Mills took the Committee through the detail of her report before taking Members' questions. The following main points were noted:

- There had been significant improvement in the recruitment of children's social workers, although retention remained an issue.
- Changes to the IR35 rules might lead to agencies trying to increase their fees, but BCC along with other councils in the region, planned to resist this. It could also result in some staff moving from agency to permanent.
- Exit interviews are undertaken when staff leave the Council, either face to face or online. A list of the most significant reasons for leaving were included in the report and Members highlighted 'Lack of teamwork/cooperation' and 'Poor communication by senior management' as key issues for Senior Managers to address in order to improve retention.
- It was recognised that recruiting relatively inexperienced staff and training them on the job did carry some risk.
- Difficulties remained with the recruitment of Educational Psychologists, although it was hoped that an enhanced recruitment offer would lead to improvements.
- Employee engagement was key to retention. BCC's engagement score of 58% was well above the national average of 33%.

## **7 INCOME GENERATION UPDATE**

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Mr Jonathan Noble, Commercial Director, Business Services Plus to the meeting. The Chairman reminded the Committee that the Income Generation Inquiry report had been presented at Cabinet in December 2016 and all recommendations had been agreed. The Cabinet Member assured the Committee that income generation was a top priority and that he had welcomed the Committee's recommendation which would strengthen work in this area.

Jonathon Noble provided Members with an update on activities which had already been undertaken in response to the Inquiry recommendations. During the presentation and in response to Member's questions, the following main points were noted:

- BCC already generated £85million worth of income, which represented the Council's second largest source of funding after Council Tax. The Medium Term Financial Plan included targets for an additional £9.6million in income from fees and charges.
- Ms Gill Quinton, Managing Director, Business Enterprise and Business Services Plus had been nominated as the One Council Board Income Generation Champion and she now chairs a meeting of Income Generation Champions, officers who had volunteered for this role on behalf of each business unit.
- The Income Generation Champions would work on implementing the Committee's recommendations and in the longer term, would share knowledge and best practice and ensure that a focus on income generation was embedded in each business unit.
- The BSP Commercial team have created and will maintain a central register of external funding opportunities. The register will prevent duplication of effort and enable teams of staff to be assembled to meet bid deadlines. It will also highlight opportunities for joint bids with partners, which are often looked upon more favourably by central government.

- Pump priming investment could be available for income generation projects.
- Each business unit had targets for income generation and a plan to deliver them, which would be closely monitored by the BU boards and Cabinet.
- Other potential income generation opportunities were being investigated, including the possibility of introducing adult care services to self-funding clients at commercial rates. Members commented that Bucks Care had been established with a view to selling services to new clients, but this had not been achieved. Jonathan Noble explained that lessons would be learned from the Bucks Care experience and a detailed business case would be prepared for any proposed new venture.
- Members suggested that pre-application advice for planning applications was something that the Council should introduce.

The Chairman thanked Mr Chilver and Mr Noble for attending the meeting and congratulated the Income Generation Champions for making progress with the Committee's recommendations. It was also noted that a hackathon on commercial activities/income generation was due to be held in the late summer or autumn and the Chairman asked if members of the FPR Select Committee could be invited to attend.

**ACTION: Jonathon Noble**

## **8 WORK PROGRAMME**

The Committee and Governance Adviser led a discussion with Members about possible topics for future Committee Agenda items.

## **9 BUDGET SCRUTINY 2016 - 12 MONTH UPDATE**

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Mr Richard Ambrose, Director of Assurance to the meeting. Mr Ambrose provided Members with a 12 month update on the implementation of the recommendations made in the 2016 Budget Scrutiny Inquiry. Members agreed that the Chairman and the Committee and Governance Adviser would complete the report, detailing the status of each recommendation after the meeting.

Mr Ambrose highlighted the following points:

**Recommendation 4** - Governance changes had been made in relation to the Bucks Learning Trust and Adventure Learning Foundation and Bucks Care had now been brought in house. A review of lessons learned from the existing Alternative Delivery Vehicles (ADV) was currently underway.

**Recommendation 10** – Following a recommendation by Budget Scrutiny 2017, additional funding has been allocated for gully cleaning.

**Recommendation 12** – Changes to Children's Centres will now be considered as part of the wider review into Early Help services, which is one of four key work strands in the Change for Children transformational programme.

**Recommendation 14** - A key decision is due to be taken shortly to approve a 5% increase in fees for home to school transport. It was noted that the Budget Scrutiny 2017 had

recommended that the provision of home to school transport should meet national statutory guidelines only.

**10 DATE AND TIME OF NEXT MEETING**

Tuesday 4<sup>th</sup> July 2017 at 10am

**11 EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED**

That the Press and Public be excluded 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**

The confidential minutes of the meeting held on 1<sup>st</sup> November 2016 were agreed as a correct record.

**13 PROPERTY REVIEW PROGRESS REPORT**

The Committee received an update on the progress of the Property Review in exempt session.

**CHAIRMAN**





# 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 23 MAY 2017, IN UNIVERSITY CAMPUS AYLESBURY VALE,  
WALTON STREET, AYLESBURY, COMMENCING AT 12.40 PM AND CONCLUDING AT  
12.47 PM.**

### **MEMBERS PRESENT**

Mr M Farrow, Mr D Martin, Ms J Ward and Mr D Watson

### **OTHERS IN ATTENDANCE**

Mrs K Sutherland

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Bill Bendyshe-Brown, Tim Butcher, Charlie Clare and Alan Walters MBE.

### **2 ELECTION OF CHAIRMAN**

#### **RESOLVED**

**That Mr D Watson be elected Chairman of the Finance, Performance and Resources Select Committee for the ensuing year.**

### **3 APPOINTMENT OF VICE-CHAIRMAN**

#### **RESOLVED**

**That Mr C Clare be appointed Vice-Chairman of the Finance, Performance and Resources Select Committee for the ensuing year.**

### **4 DATE AND TIME OF NEXT MEETING**

Tuesday 4<sup>th</sup> July 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury



**CHAIRMAN**

## Select Committee Inquiry July 2017

## SCOPE

<b>Title</b>	<b>Is the County Council Ready for Growth?</b>
<b>Signed-off by</b>	Select Committee Chairman
	Head of Member Services (Statutory Scrutiny Officer)
<b>Author</b>	Committee and Governance Advisers: Kelly Sutherland, Kama Wager, Liz Wheaton, Kevin Wright.
<b>Date</b>	23 <sup>rd</sup> May 2017
<b>Inquiry Group Membership</b>	All Members of the 4 Select Committees of BCC.
<b>Member Services Resource</b>	Member Services will provide the following officer support: <ul style="list-style-type: none"> <li>• Clare Capjon – Acting Head of Member Services – Project oversight</li> <li>• Committee &amp; Governance Advisers – Policy Lead &amp; project management</li> <li>• Committee Assistant – Administrative support (as needed)</li> </ul>
<b>Lead Cabinet Member</b>	<ul style="list-style-type: none"> <li>• Leader of the Council</li> </ul>
<b>Lead HQ/BU Officer</b>	<ul style="list-style-type: none"> <li>• Gladys Rhodes-White (CSCL) Mark Kemp (TEE), Sheila Norris (CHASC), Richard Ambrose/Matt Strevens (BSP/HQ)</li> </ul>
<b>What is the problem that is trying to be solved?</b>	Buckinghamshire will experience significant growth in the forthcoming decades as defined in the District based Local Plans. This growth will have significant impacts on demand for the County Council's services. It is vital that Council and Business Unit (BU) plans are well developed and co-ordinated to ensure residents continue to receive the highest quality services.
<b>What will not be considered</b>	As a strategic and initial piece of work, the Inquiry will <b>not</b> consider: <ul style="list-style-type: none"> <li>• The implications of the growth proposals on partner organisations</li> <li>• Detailed plans for all services</li> </ul>
<b>Is this topic within the remit of the Select Committee?</b>	Yes, the Select Committees have the remit to consider the implications of housing growth in the County in relation to managing potential increased demand on Council services.
<b>What are the key lines of enquiry</b>	<b>In relation to the Growth Agenda in Bucks</b> <ul style="list-style-type: none"> <li>• Is there a Business Unit strategy for both exploiting and managing growth?</li> <li>• What are the opportunities for the Business Unit that growth presents?</li> <li>• What are the challenges?</li> <li>• How co-ordinated is the approach to growth?</li> <li>• What governance arrangements are in place to manage growth E.g. <ul style="list-style-type: none"> <li>○ Ensuring delivery of policy/plans related to growth</li> <li>○ Working together in the BU and more widely</li> <li>○ Being in control of the growth agenda</li> <li>○ Open and accountable in relation to decisions made around the growth agenda.</li> </ul> </li> <li>• How will the BU manage the potential increase in demand financially?</li> <li>• Is robust modelling and forecasting used by the Business Unit to understand the impacts of growth on the BU, partners/stakeholders and service users over the short, medium and longer term?</li> </ul>

<b>What are the key issues to investigate/evidence needed.</b>	<p>Stage 1 – Fact finding &amp; discovery phase</p> <p>Stage 2 – Assessment</p> <p>Stage 3 – Identification of improvement measures. (Stakeholder views on improvement ideas for feasibility, effectiveness and deliverability.)</p> <ul style="list-style-type: none"> <li>• Data on demand forecasts over the short, medium and long term</li> <li>• Information on the BU's understanding of the growth agenda and the specific impacts on the BU</li> <li>• Information on the BU's planning activity (higher level)</li> <li>• Evidence of an understanding of the impacts on other Business Units of decisions made around growth.</li> <li>• Evidence of a co-ordinated Business Unit wide approach to dealing with the growth agenda</li> <li>• Evidence of robust financial forecasting based on an understanding of growth forecasts/modelling.</li> </ul>
<b>Is the topic of relevance to the work of BCC?</b>	<p>Yes.</p> <p>Any population and infrastructure growth will impact directly on the services the Council provides to local people.</p>
<b>What work is underway corporately already on this issue?</b>	<p>The Council is a statutory consultee for Local Plans</p> <p>Growth Board (Members)</p> <p>Growth Working Group (Officers)</p>
<b>Are there any key changes that might impact on this issue?</b>	<p>The outcome of the Government's decision in relation to the local unitary bids may impact on focus for the Select Committees.</p> <p>Brexit negotiations</p>
<b>What are the key timing considerations?</b>	<p>Subject to agreement, the Inquiry would take place through scheduled meetings in June/July.</p>
<b>Who are the key stakeholders &amp; decision-makers?</b>	<ul style="list-style-type: none"> <li>• Leader of the Council</li> <li>• All Cabinet Members</li> <li>• All One Council Board members</li> <li>• Business Unit Managers and Officers</li> </ul>
<b>What media /communications support do you want?</b>	<ul style="list-style-type: none"> <li>• Press release/social media communications to inform the public of the Inquiry</li> <li>• Press release/social media communications on the report publication</li> </ul>

## Evidence-gathering Methodology

<b>What types of methods of evidence-gathering will you use?</b>
<p>List them here e.g.</p> <ul style="list-style-type: none"> <li>• Desktop research (other local authorities, national guidance etc)</li> <li>• Relevant Minutes/Meeting Notes</li> <li>• Direct evidence from key stakeholders</li> <li>• Business intelligence information, including demand and demographic projections</li> </ul>

## Assessment Methodology

Gather verbal evidence from senior officers and Cabinet Members on:

- how the BU is working to understand how growth in Buckinghamshire will impact on the BU
- the plans in place for dealing with growth.

Undertake desktop research to:

- gather evidence of good practice in managing growth from elsewhere
- review the BU's plans for understanding and addressing growth in Bucks.

Triangulate verbal, written and desktop evidence from across all BUs to understand and judge the Council's strategic approach to growth.

Use evidence to make an assessment against a key list of assessment criteria (see below)

## Assessment Criteria

Evidence shows that

- The Business Unit has a good understanding of the impact of growth in Bucks over the short, medium and longer term.
- The Business Unit is working well with other Business Units and partners in dealing with growth
- There is a strategic approach to managing and exploiting growth.

## Outline Inquiry Project Plan

Stage	Key Activity	Dates
Scoping	Outline Scope agreed by Select Committee Development of scoping	21 Mar 17 April / May17
Evidence-gathering	Preliminary context setting In-meeting evidence gathering by each Select Committee, followed by identification of findings and recommendation areas	23 <sup>rd</sup> May 17 July 17
Developing recommendations	Report drafted Testing & development of recommendations with key stakeholders	End July -Aug 17
Reporting	Report signed off by TEC Committee Cabinet meeting to consider recommendations	12 Sept 17 2 Oct 17



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

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