



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

**Date:** Tuesday 26 September 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**

<b>Agenda Item</b>	<b>Time</b>	<b>Page No</b>
<b>1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP</b>	<b>10am</b>	
<b>2 DECLARATIONS OF INTEREST</b> To disclose any Personal or Disclosable Pecuniary Interests		
<b>3 MINUTES</b> To agree the Minutes of the meeting held on 4 <sup>th</sup> July 2017.		<b>5 - 10</b>
<b>4 PUBLIC QUESTIONS</b>		



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/>

**5 CHAIRMAN'S REPORT**

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

**6 PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE**

**10.10am**

**To Follow**

**Purpose:** Members will receive a presentation on the latest changes and ongoing developments in the areas of Performance Management and Quality Assurance. They will explore how the Committee can contribute to the Council's drive to improve performance.

**Contributors:**

**Dr Joanna Sage, Head of Insight and Business Improvement**

**7 UPDATE ON ICT AND DIGITAL**

**11am**

**11 - 18**

**Purpose:** The Head of ICT and Digital, which provide an overview of ICT services, including the security and stability of the Council's ICT, the systems the Council has in place to promote agile/remote working and the current staffing structure within Technology Services. Members will review the progress of the Council's Digital projects and the skills and resources which are required to drive improvements which are 'digital by design'.

**Contributors:**

**Mr John Chilver, Cabinet Member for Resources  
Mr Mark Adams-Wright, Head of ICT and Digital**

**8 BUDGET SCRUTINY 2017 - 6 MONTH PROGRESS REPORT**

**11.45am**

**19 - 24**

**Purpose:** The Committee will examine a progress report on the implementation of the recommendations from Budget Scrutiny 2017 after 6 months. Members will have an

opportunity to question the Cabinet Member and the Director of Finance and Assets, before discussing and allocating a RAG status for the progress of each recommendation.

**Contributor:**

**Mr John Chilver, Cabinet Member for Resources**

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

**9 COMMITTEE WORK PROGRAMME 12.10pm**

**Purpose:** The Committee will receive a verbal update on forthcoming Work Programme items.

**Contributor:**

**Mrs Kelly Sutherland, Committee & Governance Adviser**

**10 DATE AND TIME OF NEXT MEETING 12.15pm**

Tuesday 14<sup>th</sup> November 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury.

**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 D Martin
Mr T Butcher	Vacancy
Mr C Clare (VC)	Ms J Ward
Mr M Farrow	Mr D Watson (C)



**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 4 JULY 2017, IN MEZZANINE ROOM 1, COUNTY HALL,  
AYLESBURY, COMMENCING AT 10.02 AM AND CONCLUDING AT 12.45 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](mailto:democracy@buckscc.gov.uk))

### **MEMBERS PRESENT**

Mr T Butcher, Mr C Clare (Vice-Chairman), Mr M Farrow, Mr D Martin, Mr A Walters MBE, Ms J Ward and Mr D Watson (Chairman)

### **OTHERS IN ATTENDANCE**

Mr R Ambrose, Mr J Chilver, Cook, Mr M Grupp, Mr M Strevens, Mrs K Sutherland and Ms R Wileman

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

Apologies were received from Mr Bill Bendyshe-Brown.

### **2 DECLARATIONS OF INTEREST**

There were none.

### **3 MINUTES**

The minutes of the meetings held on 14<sup>th</sup> March and 23<sup>rd</sup> May 2017 were confirmed as a correct record.

### **4 CHAIRMAN'S WELCOME**

The Chairman welcomed new Members to the meeting and reminded them of the wide and interesting remit of the Finance, Performance and Resources Select Committee.



## 5 CABINET MEMBER FOR RESOURCES - QUESTION TIME

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources to the meeting. Mr Chilver gave a brief outline of the priorities and challenges facing the Resources Business Unit, before answering Member's questions. The following main points were noted:

- Resources would continue to build on its previous success of delivering significant budget savings and would champion income generation and commercial mindedness across the Council. Resources had delivered cumulative savings of £20m over the past four years and 25% of their budget was generated through income. Targets had been set to increase this to 33% by 2021.
- A shared services agreement with Harrow for Legal, HR and Organisational Development services had been delivered on time and below projected costs. Cumulatively this project would save the Council £1million per year.
- Digital transformation was a continued priority – the school admissions process was online and Maintain my Street, a road maintenance app had been successfully launched.
- Workforce Development Programme – This aimed to reduce reliance on agency staff and improve the recruitment and onboarding process for new starters.
- The Resources budget was underspent by £1.2million last year, largely due to additional income generated by investment properties which were acquired during the financial year.
- The main risks identified by the portfolio included staff capacity, robustness of the ICT infrastructure, property maintenance costs and possible voids in the investment properties. These risks were regularly monitored at the BU Board meeting each month.
- In response to a question regarding monitoring of targets and actual outcomes at the end of the year, the Cabinet Member explained that the commercial business plan facilitated this. It was agreed that this would be circulated to all Members for information.

### **Action: Committee & Governance Adviser**

- Support services at the County Council accounted for 7 pence in every pound spent, comparing favourably with other local authorities which typically spent 12-14pence. A detailed breakdown of the calculation would be provided to the Committee.

### **Action: Cabinet Member for Resources**

- The number of agency workers had been reduced across the Council. Children's Services had joined with other local authorities in the South East in a Memorandum of Understanding to assist with the recruitment of children's social workers. Recruitment incentive packages were offered to new joiners in some posts.
- The capital budget included money to address the property maintenance backlog and a clear programme of works had been agreed recently at Asset Strategy Board.
- The Capital Budget was £80million per annum. Capital receipts and developer contributions for roads and schools help to maintain this level.

The Chairman thanked Mr Chilver for attending.

## 6 IS THE COUNTY COUNCIL READY FOR GROWTH?

The Chairman explained that Buckinghamshire would be facing significant housing growth over the next 15 to 20 years, which would have implications for demand for County Council services. Each of the four Select Committees at Bucks County Council would consider what work was being undertaken to plan for Growth at their July meetings. A joint report would then be produced which would be presented to Cabinet.

The Committee would be considering three overarching issues during the meeting – Data, Governance and Finance.

## **DATA**

The Chairman welcomed Mr Marcus Grupp and Mr David Cook, Business Intelligence Business Partners to the meeting. Members received a presentation ‘Understanding demographic change and the impact of housing growth on Council services’ and then had an opportunity to ask questions. The following main points were noted:

- Office of National Statistics (ONS) projections were based on fertility, mortality and migration rates, but did not take into account changes to housing stock. Housing and Economic Data Needs Assessment (HEDNA) projections had been commissioned jointly with the District Councils to assess objective housing need. These projections began with the ONS data and then incorporated other wider data sets showing trends over a ten year period, such as availability of labour, house prices and household projections from Department of Communities and Local Government (DCLG). Accuracy of projections could diminish after the first five year period.
- It was important to know that baseline data was correct before modelling for the future.
- The Business Intelligence (BI) team worked with the Business Units to inform them of key challenges that could arise in future due to the demographic changes and had undertaken focussed pieces of work on key pressure areas.
- The Cabinet Member for Resources reported that he had seen pupil projections used as evidence at Asset Strategy Board for capital funding for Schools and the BI team’s demographic projections were used to inform the Business Planning and Medium Term Financial Planning (MTFP) cycles.
- In response to a question regarding consistent use of data across the Council, Members were advised that there was a drive to establish a corporate data platform. The BI team also presented at Leadership Forums to ensure that Senior Managers were aware of the data projections and Jo Sage, Head of Insight and Business Improvement, managed all the BI team, including those assigned to Business Units and had forged good links with commissioners, to promote evidence based decisions.

## **GOVERNANCE**

The Chairman welcomed Miss Rachel Wileman, Head of Strategic Plan and Infrastructure and Mr Richard Ambrose, Director of Finance and Assets to the meeting. Miss Wileman took Members through a slide which explained the current Governance arrangements for planning for Growth at the County Council, before inviting Member’s questions. During the presentation and in response to subsequent Member questions the following main points were noted:

- The Corporate Management Team (CMT) led the business supported by the Corporate Working Group, which was an officer group, attended by Heads of Service, looking specifically at Growth. The Corporate Working Group met monthly and had done so for the past two years. Originally the Corporate Working Group was set up to respond to consultations but it had evolved into a more strategic group, raising the profile of the Growth agenda and trying to ensure that the Council was proactive rather than reactive. The membership of the Group was currently being revised to reflect this change of emphasis.
- The Growth Board was chaired by the Leader and attended by four Cabinet Members, who set the agenda for the meetings. Miss Wileman acts as the link between the Corporate Working Group and the Growth Board.
- Over the past 6 months CMT had received regular reports on Growth and Neil Gibson, working closely with the Chief Executive was the lead for CMT.
- Miss Wileman explained that the structure worked well. Communication was a challenge. Growth had traditionally been seen as a Transport, Economy & Environment (TEE) issue, but the Corporate Working Group had widened the scope to all Business

Units (BUs). Communities, Health and Adult Social Care and Public Health had a good understanding of the implications of Growth for their services. School Place planning was underway but other areas of Children's Services needed to consider how their services might be impacted.

- With so many large national infrastructure projects in and around Bucks, e.g HS2, Heathrow expansion, Oxford to Cambridge Expressway, it was important that the Council had a clear position statement. The Corporate Working Group had been developing the Bucks Strategic Infrastructure Plan, which would help to set out the priorities for the County.
- The Assistant Chief Executive's Service (ACES) was proactively supporting the Growth agenda e.g. with BI and Communications but the planning for Growth was driven by Miss Wileman's team in TEE. CMT was now increasingly involved as Growth was a corporate issue.
- In response to a question about working with the District Councils, Miss Wileman commented that Members and officers were working together closely and the Council was supporting all District Councils with the development of their Local Plans. Whilst there was not always full agreement on specific issues, the duty to co-operate was definitely being fulfilled and Miss Wileman assured the Committee that collaboration with the District Councils was as effective as it could be.
- A Bucks Strategic Infrastructure Plan (SIP) was being developed to ensure that the Council had a good understanding of the service pressures that needed to be planned for as a result of the housing led growth, enabling the Council to deliver its strategic outcomes. The Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) had produced a SIP two years ago, which was now being updated.
- The County Council had statutory duties which would be impacted by housing-led growth, such as Highways and Strategic Transport, Minerals and Waste and School Places, therefore it was important that it could influence and shape plans. Over and above these statutory duties, there were other considerations e.g. public health, creating attractive sustainable and accessible places, supporting social infrastructure, which were also important.
- Once agreed the Local Plans could allow for more strategic planning for school places. The current financial plans up to 2022 included £143million to fulfil Primary and Secondary school places, mainly through extending existing schools. Later there might be a requirement for new school sites.
- In addition to planning for services within Buckinghamshire, the Council was also influencing regional and national growth through England's Economic Heartland. This was currently focussing on strategic transport planning, incorporating projects such as East/West Rail and the Oxford to Cambridge Expressway.
- A Member suggested that there should be regular progress reports to County Council on plans for growth, to ensure that all Members were kept informed. The Committee as a whole supported this suggestion.

## **FINANCE**

The Chairman welcomed Mr Richard Ambrose, Director of Finance and Assets and Mr Matthew Strevens, Corporate Finance Business Partner to the meeting. Members received a presentation on 'Future Growth and the Medium Term Financial Plan'. From the presentation and in response to Member's subsequent questions the following main points were noted:

- Mr Ambrose emphasised that it was important for the County Council to understand the implications of the Local Plans to 2033 and to consider the scale of investment that might be needed. This would enable financial gaps to be understood and possible funding opportunities to be identified.
- It was suggested that planning further forward than the usual four year MTFP cycle might be helpful especially in relation to the Capital budget. Mr Ambrose was aware of



one other Local Authority which has a ten year capital vision, which had helped with strategic decisions.

- The move to 100% Business Rate Retention had not been included in the Queens Speech so the introduction of such a scheme would definitely be delayed and could possibly be withdrawn.
- It was recognised that the growth agenda also offered financial opportunities as well as challenges for the Council. In addition to an increased council tax base, Business Units were being encouraged to develop new income streams and Income Generation was included in the MTFP guidance. Work had been done to create a central register of fees and charges and a benchmarking exercise had highlighted areas where some other authorities were charging fees and Buckinghamshire County Council was not.
- All Business Units had scope to generate income although some to a lesser degree than others. Member decisions would have to be made if income generated in one Business Unit had to be redirected to another in order to meet demand.
- Members raised concerns about the costs of infrastructure associated with housing growth, particularly highways. Mr Ambrose explained that developer contributions through S106 and Community Infrastructure Levy (CIL) could be used to fund roads and in addition the Buckinghamshire Thames Valley LEP had been successful in bidding for funding to support highways projects. Central Government had also established a National Productivity Fund and other infrastructure funding which BCC could bid for. Capital receipts might also be used.
- In response to a question about more innovative ways of generating income, Mr Ambrose explained how the acquisition of commercial properties to generate a revenue stream had been successful for the Council. Concern was expressed that some local authorities were over extending themselves in this area, but Mr Ambrose assured the Committee that the Council was committed to carrying out due diligence checks and were supported in this by property consultants, Carter Jonas. The County Council was also actively managing the assets, promoting itself as a responsible landlord and putting 5% of the income generated into a reserve to safeguard against any voids in the future.
- Mr Chilver also commented that the Exchange Street North Car Park had been successful and the Council hoped to develop a car park adjacent to the Winslow station on the new East/West rail line in future. The Energy from Waste plant was also selling electricity back to the National Grid, another example of innovative income generation.
- Buckinghamshire County Council might also look to intervene more proactively in the property market in order to meet the needs of residents, e.g. acting as a developer for the Woodlands site and through the possible development of residential children's homes and care homes in future. The recent comprehensive property review and discussions with partners through the One Public Estate Board would also allow the Council to maximise opportunities from its portfolio, whether through co-location opportunities or capital receipts.

The Chairman thanked all the contributors for attending the meeting and answering the Committee's questions.

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

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

## **8 EXCLUSION OF THE PRESS AND PUBLIC**

## **9 CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 14<sup>th</sup> March 2017 were agreed as a correct record.

## **CHAIRMAN**



## Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

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### Report to the Finance, Performance and Resources Select Committee

<b>Title:</b>	Update on ICT and Digital
<b>Committee date:</b>	Tuesday 26 September 2017
<b>Author:</b>	Mark Adams Wright
<b>Contact officer:</b>	Mark Adams-Wright <a href="mailto:mawright@buckscc.gov.uk">mawright@buckscc.gov.uk</a>
<b>Cabinet Member sign-off:</b>	John Chilver, Cabinet Member for Resources

#### Purpose of Agenda Item

To help Members understand the progress and priorities of the Technology Services area which specific focus on understanding the Technology Services structure and dimensions, the current position of the council's technology, stability/resilience and security measures, the approach for agile and flexible working and an update on progress with the council's digital transformation agenda. The item is for **information** although it may assist in making future recommendations to Cabinet around performance monitoring.

#### Context

Committee has requested a review of the Technology Services area. The Technology Services team is the amalgamation of the previous ICT service and the digital team. Technology Services came into existence in March 2017. Committee received an update on the council's digital progress in 2016 but has not reviewed the council's ICT for some time. This report will provide details of both professional areas.



## Technology Services – People and Finances

Technology Services comprises an overall team of 99 staff with 93 focussed currently on more traditional ICT and 6 focussed on digital. The Technology Services leadership team was restructured in March 2017 to reflect the requirements of the new Service and to create greater clarity of responsibility. The leadership team has 4 officers focussed on the following disciplines

- Operations
- Technology
- Commercial and contracts
- Digital strategy and transformation

Technology Services is responsible for running all of the council's core technologies such as its computers, its network and desktop productivity solutions such as Microsoft office 365 which provide most of the day to day solutions staff use such as email, spreadsheets, documents and presentations. It also supports many of the council's business systems such as Adults and Childrens social care systems, mapping, document management and the council's printing facilities.

The council currently has 4600 computers (mostly laptops) across the council for which Technology Services provides a proactive refresh programme. Devices are refreshed on a four year cycle for laptops and five years for desktops. Elected Members operate on Apple iPads which are also supported by Technology Services and are refreshed on a four year cycle also.

Technology Services is responsible for ensuring that all technology solutions work to agreed standards and the availability levels required for the council's Services needs. These services include but are not limited to redundancy and resilience, speed of operation and appropriate levels of security.

As a functional/technical community, most staff in the Technology Services team are highly specialised in particular areas of technology. This is a critical organisational design factor for Technology Services as technologies are removed when they become obsolete and newer technologies are introduced into the council, the skills required evolve and existing staff require re-training or new staff with the relevant skills need to be sourced.

The Technology Services budget is £5.9m per year and also has a capital programme for the further development of critical investments which is agreed annually. The current capital



programme allocation is £4.22m. In addition to this there is a separate fund for PC renewals which is allocated each year through Finance and administrated by Technology Services. The value of this pot is variable based on planned requirements. For FY17-18 this fund value was £978,000 but will reduce for FY18-19. The new value for FY18-19 has not yet been set.

Technology Services runs one major outsourced contract through Capita Networking Solutions (formerly Updata). This contract covers all networking provision to the council, the council's mobile phone contract and the new computer based telephony solution. Microsoft Lync. This contract was signed on a five year basis in 2012 with options for 4 further years of extended service on a 2+2 year basis.

### **Technology Services Strategy**

Technology Services is currently defining a new strategy for the period 2017 to 2021. Previously there have been separate strategies for ICT and for digital which will come together into a single strategy. The current strategy is being developed and is targeted for release in the autumn. The new strategy is based around Buckinghamshire and its residents and visitors and how Technology Services support and drive improved service provision and delivery to the county. The strategy is based around a structure of six pillars

- From Static to Mobile
- From Paper to Online
- From Ownership to Rental
- From Complex to Simple
- From Council centric to Customer centric
- From Human Intelligence to Artificial Intelligence

The proposed strategic vision is

“Making the most of technology to create a smarter, better connected Buckinghamshire; offering digital services so good, people prefer to use them.”

The strategy also contains an investment plan to achieve the vision which has been aligned to the current MTFP process. This plan is currently going through the council's approval process.



## Technology Services Current Areas of Priority and Focus

Technology Services has developed and is implementing a plan of priority activities to support the current and future needs of the council. These areas of focus are listed below

- **Improve the stability and quality of current technology service**  
The council has experienced more service interruptions than acceptable which have risen over the past 18 months. The primary focus of the technology teams has been to identify and drive a remediation and improvement plan to stabilise and improve service provision and availability
- **Create a new corporate digital work plan**  
The previous digital plans across the council are moving to a natural conclusion and a new corporate plan of digital activities is needed
- **Review of Technology Services contracts**  
A comprehensive review of all contracts managed within Technology Services to identify effective management, controls and identification of savings for the council
- **Review of the council's networking provision through Capita Networking Solutions**  
Contract break/renewal is autumn 2017 and the contract is currently being reviewed for next steps
- **Next Generation Devices**  
A programme is being developed to examine the options to modernise the devices being used by council staff towards more modern, tablet style devices to improve efficiency, mobility and better delivery of council's services where they are required

This does not represent all activities underway in Technology Services but it shows the areas of critical focus.



## Digital Update

The previous report to committee reported back on the council's progress on its digital savings agenda. The digital report highlighted cost savings targets associated with digital transformation, and at present still represents the current view, specifically;

	2015/16		2016/17		2017/18
	Target	Actual	Target	Estimated	Target
Communities, Health and Adult Social Care	£53,000	-	£267,000	£2,500	£634,000
Children's Social Care and Learning	£27,000	-	£137,000	£127,000	£325,000
Transport, Economy and Environment	£28,000	-	£142,000	£170,000	£337,000
Business Services Plus	£112,000	£142,000	£332,000	£161,500	£474,000
HQ	£2,000	£18,000	£7,000	£37,500	£18,000
Total	£222,000	£160,000	£885,000	£498,500	£1,788,000

Digital investment was provided to upgrade the council's core contact centre telephony, 'C-talk', a new customer relationship management (CRM) platform 'Firmstep', an ecommerce platform called Shop4Support and an upgrade to the content management system that support the [www.buckscc.gov.uk](http://www.buckscc.gov.uk) website. These capabilities are now embedded and an active part of the council's digital landscape. The progress of these tools is highlighted below.

- C-Talk customer contact platform is currently handling circa 18,000 contacts per month
- The Firmstep platform manages circa.120 digital forms and has around 28,000 registered customer accounts
- The Shop4Support ecommerce platform has taken over £2.31 million in customer financial transactions between January and August 17
- The upgraded CMS web platform now handles over 2 million user visits to the [www.buckscc.gov.uk](http://www.buckscc.gov.uk) website

Funding was also approved by 'One Council' Board to support two exemplar digital transformation projects; 'Schools Admissions' and 'Maintain my Street', with associated cost savings of £300,000 in FY16/17.



The current position of these exemplars is as follows

- The Schools Admissions system went live in the spring 2017. To date, no financial or service performance analysis has been undertaken to provide performance insight into the success of the solution. This is currently being assessed to collect performance information and insight
- A decision was made in May to close the MaintainMyStreet (MMS) project. This is being replaced by a nationally available alternative product, Fix My Street .The decision was taken as the functionality and integration that was not available in Fix My Street at the time the MaintainMyStreet project was initiated. This has now been developed by the owners of that system. A business case review was undertaken with TEE of the costs to move forward with both products and based on this review the decision was made to move to Fix My Street. This is due to be implemented towards the end of 2017. The solution will offer more and better functionality than MMS at a cost £35,000 per year over 3 years and will capitalise on the benefits of the solution being already used by many other local authorities.



## Digital Transformation Update

### Current Achievements

The council is already seeing and benefiting from a number of the digital enhancements that have been introduced from the first generation of digital activity

The move to a new web platform to manage [www.buckscc.gov.uk](http://www.buckscc.gov.uk) in January 17, after some significant early performance issues, has delivered significant improvements to the efficiency of the content on the site with circa. 1000 changes a month being delivered. Usage volumes have continued to rise steadily since its relaunch and the speed and availability of the website have also improved considerably.

120 council processes have now been digitised and are live from our Firmstep platform. The recent introduction of a digital Waste Permit application process has saved around £27,000 in administration, paperwork and postage since January 17, and has highlighted a the opportunity within the council to adopt this approach to up to 500 other manual processes.

Our ecommerce platform continues to develop with user spend expected to reach nearly £5m this FY. Excluding School transport, which significantly distorts the figures, the platform now trades around £150,000 every month.

We have been working in collaboration with the Government Digital Service (GDS) as a lead authority for the development of the 'Verify Local' programme. Verify is an online authentication product, which uses major financially based organisations to validate the identity of individuals using their records and data. We are one of only three councils involved in developing this solution. We are expecting to run a pilot within the Transport area early in 2018 which, if successful, will allow us to begin to remove the need for human administration across as many as 100 application processes in the council delivering true self service capability to our customers

## **Moving to Transformation for Technology Services**

The new strategy with the accompanying investment plan which is being developed for publication this autumn sets out a vision and a transformation journey based around the six pillar structure and based on a future council state that will be as follows

- Fully mobile delivering service where it is needed
- Available online 24x7 for customers to do what they need when they need it
- A simple and easy council to work for and work with
- Technically enabled to provide best cost and value solutions to support the councils needs using a rental not ownership model for systems
- Always connected when and where needed
- Data driven and customer centric in everything it does
- Using technology to drive health and wellbeing across Buckinghamshire

These outcomes are the drivers that will transform the council into a fully digitally enabled authority with customers at its very heart delivering the best services when and where they are needed supported by 24/7 self-service for all its customers.

### **Conclusion**

Technology Services is a new entity which has rapidly found its identity and defined the priorities to work on to take the council's technology forward. The council has already embarked upon a significant shift towards modernising its technology but stabilisation is vital before moving further due to the pace of change. A new strategy will set the direction, style, tone and financial plan required to take the council forward and the Service is well placed to achieve a step change over the coming 18 months. Digitally good progress has been made and the evidence of that shared in this document but it is clear that there is much more that can be done to take the council even further down the path to digitisation. Addressing some of the easier digital gains such as online forms and processes will help to drive the culture of digital transformation into the organisation.

Mark Adams-Wright  
Director, Technology Services



**Budget Scrutiny Inquiry Progress Update on Recommendations**  
**Interim Progress Report (6 months on)**

**Select Committee Inquiry Report Completion Date:** February 2017

**Date of this update:** September 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)
<b>1: That Cabinet ensures that all projected savings in future budgets are underpinned by robust business cases.</b>	Business cases have been produced for all proposed savings. More detailed plans are being developed where needed.	COMPLETE Business Cases have been produced for all new proposed budget savings. These business cases are being reviewed for robustness.	
<b>2: That Cabinet receives progress reports on Income Generation targets as part of its quarterly Performance and Finance Reports.</b>	Progress against income generation targets will specifically be reported to Cabinet on a quarterly basis.	Income Generation updates are provided to the Select Committee regularly. Progress against income generation targets are reported to BU Boards and will be reported to Cabinet on a quarterly basis going forward.	
<b>3: That Cabinet agrees an action plan on how to ensure that the Council learns the lessons from previous Alternative Delivery Vehicles, prior to establishing any ADVs in future.</b>	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.	COMPLETE The Cabinet considered a report on lessons from ADVs at its meeting on 24 July 2017. A series of recommendations in relation to the development of current and future service models were agreed and a progress report on the implementation of the recommendations will go back to Cabinet in six months (Jan 2018).	
<b>4: That Cabinet ensures that there is an effective management mechanism in place for increased</b>	The Chief Executive's team has developed a series of management mechanisms, including a detailed programme tracker, which will provide	COMPLETE The Council's Corporate Management Team reviews the Corporate Change Register on a quarterly basis. This provides a detailed account	

<p><b>corporate oversight of large scale cross-cutting reviews (i.e. those which cross different portfolios and/or Business Units).</b></p>	<p>the One Council Board with increased corporate oversight of cross cutting reviews and transformational projects with high value savings. Any issues will be escalated to Cabinet, as appropriate.</p>	<p>of progress in delivering those projects with high value savings or significant impact. Where appropriate, further reports are commissioned on individual projects/programmes as required. For example, the CMT review the delivery of the Change for Children programme at the Budget Board on a monthly basis.</p>	
<p><b>5: That Cabinet postpones a decision about the installation of a third lift in New County Offices until both the existing lifts are fully operational; thereafter a detailed usage study should be undertaken to assess the need for an additional lift.</b></p>	<p>A detailed usage study will be undertaken after the first quarter of 2017/18 to assess the need for an additional lift.</p>	<p>A detailed usage study is currently being undertaken and the results will be reported to Cabinet Members in the Autumn.</p>	
<p><b>6: That comprehensive training plans are developed and delivered with more urgency to ensure an improvement in commercial skills across the Council. These plans should focus on developing staff skills and knowledge in Procurement, Commissioning, Contracts Management and the identification and exploitation of Commercial Opportunities.</b></p>	<p>The council is already doing much in this area. It has a programme of activities (e.g. commercial awareness, contract management, applying commercial capability, effective bid writing, risk analysis &amp; management etc.) and all platinum and gold contract managers have been trained.</p> <p>Further work will be undertaken to ensure that the right people are accessing the training to help further develop commercial skills across the Council.</p>	<p>The County Council has delivered a range of commercial skills training programmes aimed specifically at Contract Managers and Commissioning Officers. Generic commercial skills courses have also been made available to other staff. In order to develop enhanced level skill's plans are currently being developed to establish a Commercial Academy with possible sponsorship from a commercial organisation. This activity is considered to be a high priority by the Corporate Management Team and a business case for further investment will be considered by Cabinet as part of the next budget round.</p>	
<p><b>7: That any business case for building new residential care homes for children is subject to rigorous scrutiny by the relevant</b></p>	<p>AGREED IN PART</p> <p>The business case will be subject to internal review and challenge initially.</p>	<p>COMPLETE</p> <p>Cabinet approved business case to prudentially borrow up to £2m to fund additional 20 residential places (4 homes) in county. Asset Management identified 2 existing corporately</p>	





<p><b>Boards e.g. Asset Strategy Board and the relevant Select Committee, prior to a key decision being taken.</b></p>	<p>Depending upon the outcome of this review it will then be considered by Cabinet. The Select Committee can then scrutinise the business case if required.</p>	<p>owned properties in Aylesbury and a plot of land in Wycombe for development. The remaining home will be located in Buckingham, purchased on the open market. First home due to open early next year.</p>	
<p><b>8: That processes for recruiting and retaining foster carers should be streamlined and the schedule of allowances reviewed. Fostering and Adoption should be more actively and effectively encouraged and Children's Services should simplify as much as possible, (within legal and safeguarding requirements) the application processes for prospective Foster Carers and Adopters.</b></p>	<p>The Fostering Service has had an improvement partner, Core Assets, undertaking a diagnostic review which has included the development of an action plan that addresses recruitment and retention processes including fostering allowances.</p> <p>Significant improvement has been made within the Adoption Service on its performance in timescales for recruiting and matching children with adopters.</p> <p>Buckinghamshire is also part of the Regional (Central East) Adoption Agency Innovation Programme where this activity will transfer to Fostering and Adoption.</p>	<p><b>COMPLETE Fostering</b> Meetings with current foster carers are underway to widen the range of children that they can foster. Processes and recruitment priorities reviewed and monthly case progression meetings now in place. Closer working between the fostering teams is leading to greater specialisation and simplified processes. Fostering allowances are being benchmarked and reviewed. Recruitment campaign underway; currently targeting foster carers for teenagers</p> <p><b>Adoption</b> Adopters now experience consistency of social worker. Adopters approved since April 2015 with our new process wait on average twelve months less for a match than those approved before that date. We have maintained our clear adoption recruitment criteria. This has reduced applications but improved our conversion rate and matching. This was recognised as outstanding practice in another authority. We have run a Facebook campaign for adoption recruitment.</p>	

<p><b>10. That the provision of Home to School Transport, both mainstream and SEND, by the Council meets national statutory guidelines only, and that parents/guardians are provided with reasonable notice for any policy changes.</b></p>	<p>We will only provide the statutory provision for transport and ensure changes are communicated to parents with reasonable notice.</p>	<p>Two elements of Post-16 charging reviewed: SEN transport for colleges brought in line with mainstream transport arrangements. Post 16 charging benchmarked with other authorities. Business case being prepared to outline realistic levels of savings to be achieved and options for delivery.</p>	
<p><b>12. That Cabinet should provide funding from outside of the portfolio, to extend the Wellbeing Project into Aylesbury.</b></p>	<p>The Cabinet Member is strongly of the view that the success of the Chesham project should be repeated in Aylesbury in recognition of the demographic pressures. However, this needs to be subject to a rigorous business case.</p>	<p>COMPLETE A business case has been produced and agreed on a one year basis. Continuation of the project would be subject to a strategic review of the learning and impact from all the wellbeing projects and their alignment with the Early Help strategy and Adult Social Care transformation programme.</p>	
<p><b>13. That there should be no further reduction in the number of Local Area Technicians and that funding for this should be reinstated in the MTFP, given that they are a key access point for both Members and the public.</b></p>	<p>There will be no reduction in Local Area Technicians from the current establishment for at least the next 3-years.</p>	<p>COMPLETE As per the original response, the funding for Local Area Technicians has been incorporated into the MTFP for 2017/18 to 2019/20. No further reductions are proposed in the 2018/19 MTFP.</p>	
<p><b>14. That the Council's approach to gully cleansing is urgently reviewed and if appropriate, further resources reallocated to ensure there is full provision across the County. This should be considered as an invest to save approach.</b></p>	<p>Cabinet recognise the funding challenges to maintaining highway drainage across the county and will be increasing the budget by £300k 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</p>	<p>COMPLETE A programme of works has been viewed and approved by the Cabinet Member for Transportation and contains a variety of work types that will show steady improvements in the standard of highway drainage across the County. Works have now commenced on the ground with an immediate focus on small element works. Design of larger scheme type work is ongoing. It is anticipated that the majority of the programme will be completed by the end of</p>	

	off by the Portfolio Holder by the end of the first quarter of the 17/18 financial year.	December with a small amount of budget being carried forward into Q4 to deal with any other issues as they arise.	
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**Please note – Recommendations 9 and 11 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>

