



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

**Date:** Tuesday 8 May 2018

**Time:** 10.00 am

**Venue:** Mezzanine Room 1, County Hall, Aylesbury

**AGENDA**

**9.15 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 06 March 2018.		<b>5 - 14</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 HR AND OD UPDATE**

**10:10am 15 - 32**

Mrs Sarah Murphy-Brookman, Director of HR and OD, and Mrs Carly Evans, Business Partner (TEE Resources & ACES) will provide an overview of the Council's current workforce, including information on the retention, recruitment and engagement of BCC employees.

**Contributor:**

**Mr John Chilver, Cabinet Member for Resources  
Mrs Sarah Murphy-Brookman, Director of HR and OD  
Mrs Carly Evans, Business Partner (TEE Resources and ACES)**

**7 TECHNOLOGY UPDATE**

**10:45am 33 - 36**

Mrs Sarah Barnes and Mr Lloyd Jeffries will provide an update to Members about progress in delivering the priorities of the Technology Service since the report to the FPR Select Committee on 26 September 2017.

**Contributors:**

**Mr Lloyd Jeffries, Director of Operations  
Mrs Sarah Barnes, Head of TS Operations**

**8 COMMITTEE WORK PROGRAMME**

**11:15am 37 - 40**

**Purpose:** For the Committee to agree a topic for a short new inquiry and future committee items.

**Contributor:**

**Mrs Fazeelat Bashir, Committee and Governance Adviser**

### **Purpose of the committee**

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

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

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

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

### **Webcasting notice**

Please note: this meeting may be filmed for subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should ask the committee clerk, who will advise where to sit.

If you have any queries regarding this, please contact Democratic Services on 01296 382343.

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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](mailto:ksutherland@buckscc.gov.uk)

## **Members**

Mr W Bendyshe-Brown  
Mr T Butcher  
Mr C Clare (VC)  
Mrs A Cranmer

Mr M Farrow  
Mr D Martin  
Ms J Ward  
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 6 MARCH 2018, IN MEZZANINE ROOM 1, COUNTY HALL,  
AYLESBURY, COMMENCING AT 10.02 AM AND CONCLUDING AT 11.40 AM.**

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 W Bendyshe-Brown, Mr T Butcher, Mr C Clare (Vice-Chairman), Mrs A Cranmer,  
Mr M Farrow, Mr D Martin, Ms J Ward and Mr D Watson (Chairman)

### **OTHERS IN ATTENDANCE**

Mrs S Ashmead, Ms F Bashir, Mr J Chilver, Mr R Schmidt and Mrs K Sutherland

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

There were none.

### **2 DECLARATIONS OF INTEREST**

There were none.

### **3 MINUTES**

The minutes of the meeting held on 19<sup>th</sup> December 2017 were agreed as a correct record.

### **4 PUBLIC QUESTIONS**

There were none.

### **5 CHAIRMAN'S REPORT**



The Chairman thanked Members and Officers for their work on the Budget Scrutiny 2018, and confirmed that a report which included 12 recommendations had been presented to Cabinet, all of which had been fully or partially agreed. The final budget was agreed by full Council on 22<sup>nd</sup> February 2018.

## **6 BUDGET SCRUTINY 2017 - RECOMMENDATIONS UPDATE 12 MONTHS ON.**

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources, Ms Sarah Ashmead, Executive Director for Resources and Mr Richard Schmidt, Head of Strategic Finance to the meeting. Mr Chilver stated that all but one of the recommendations made by Budget Scrutiny 2017 had been implemented. In answer to Member's questions and during subsequent discussion, the following main points were noted:

### **Recommendation 3 – Alternative Delivery Vehicles (ADV)**

- Cabinet had received a lessons learned report which included an Action Plan that would be followed should another ADV be set up by the Council in future. Lessons learned included the following: a need for rigorous internal audits, greater scrutiny of financial and non-financial indicators, including customer experience, governance and processes, objective monitoring of performance indicators, greater input from service users, assessment of the quality of service). The Cabinet Member commented that it would not be right to reject the idea of ADVs altogether, as some like the Museum Trust had proved to be successful. The Museum Trust and the Adventure Learning Foundation would both provide update reports to Cabinet in Summer 2018.
- In response to a question about the Buckinghamshire Learning Trust (BLT), the Cabinet Member explained that as funding from central government had been reduced, the Council had decided not to renew its contract with BLT. Some services would come back in house but BLT would remain as an entity in its own right and would continue to offer services to Bucks schools and other local authorities and schools, from its base at Green Park.
- A Member commented that there needed to be closer oversight and challenge in the early stages of establishing an ADV. He suggested that a collaborative working relationship between the Council and any ADV was vital in the early days of operation to ensure that governance and procedures were well-established from the beginning.

### **Recommendation 4 – Corporate Oversight of large cross-cutting projects**

- The Corporate Change Register had been introduced to ensure that Corporate Management Team (CMT) had oversight of large scale change programmes. In the early stages of the Change for Children programme, CMT held meetings dedicated to monitor the progress of service changes and the delivery of savings associated with them. This would be replicated for the Communities, Health and Adult Social Care (CHASC) transformation programme.
- CMT would also hold dedicated sessions to oversee Children's Services improvements.
- A Member questioned whether there was a real understanding of the impacts of the risks the Council was managing, particularly in areas such as Children's Services. Ms Ashmead explained that CMT were not operating alone and were promoting greater financial accountability and responsibility across the organisation through introducing Business Unit budget boards, which would report to CMT monthly. A review of financial management was being undertaken and Members of the Committee were part of a broad range of people involved in the Council's financial management, who had been sent a questionnaire as part of that review
- In Children's Services, an additional governance structure for Ofsted Improvement had been established and the case audit process was being reviewed, with the help of external expertise, as this had not provided the correct intelligence ahead of the Ofsted inspection.

### **Recommendation 6 – Additional commercial training**

- An additional £50,000 had been allocated for training in this year's budget for 2018/19 and 2019/20 and an external provider would be commissioned to design and deliver training.
- An assessment framework would be used to evaluate improvements over time as a result of the training, and Contract Managers would have specific targets in their performance objectives.

#### **Recommendation 10 – Home to School Transport**

- This recommendation had not yet been implemented as a review of the financial implications needed to be undertaken, plus a period of consultation with those affected by any proposed changes.
- The Committee had reiterated this recommendation in its 2018 Budget Scrutiny report and whilst Members understood the need to give parents adequate notice of any changes, there needed to be progress on this issue.
- It was agreed that the Cabinet Member for Education and Skills should be invited to the next meeting of the Committee to explain what action was being taken to implement changes to Home to School Transport.

**ACTION: Committee and Governance Adviser**

Following these discussions it was agreed that the Chairman would discuss the RAG rating for each recommendation with the Committee and Governance Adviser outside the meeting and the completed RAG report would be circulated to the Committee for comments.

**ACTION: Chairman & Committee and Governance Adviser**

The Chairman thanked Mr Chilver, Mr Schmidt and Ms Ashmead for attending the meeting.

## **7 CABINET MEMBER UPDATE**

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Ms Sarah Ashmead, Executive Director for Resources to the meeting. The Cabinet Member provided the Committee with an overview of recent changes and developments within his portfolio. In response to Member's questions and during the subsequent discussions, the following main points were noted:

- Ms Ashmead had been appointed as Executive Director and 5 Directors would now report to Ms Ashmead namely Finance, Human Resources and Organisational Development, Customer Relations, Property, and Technology.
- Three of these senior posts needed to be recruited to as they were either vacant or filled by an interim at present.
- Resources had a balanced budget at year end. Going forward it would be important to manage the cost pressures of property maintenance and to continue to increase income generated through the sale of back office services to schools and other local authorities. Revenue was also generated from the Council's property estate for example, via car parking and solar PV installations.
- **Staff turnover:** The Committee had expressed concerns about staff turnover, particularly at senior management level during Budget Scrutiny 2018 and had recommended that exit interviews should be introduced with the aim of improving staff retention. Staff turnover had reduced from 16% to 14% overall in the past 12 months. Among high performing staff members, there was 92% staff retention. If a post was business critical, interims would be used in the short-term but this was monitored closely.
- **ICT and Digital:** A new technology strategy was being developed to present to Cabinet in June 2018. The aim was to have a more centralised and coordinated system to prevent proliferation of micro-websites, ensure network reliability and security and to combine ICT and Digital more effectively. It was agreed that the Committee would discuss the draft strategy at its next meeting.

**ACTION: Committee and Governance Adviser**

- It was noted that an advertisement had been for an ICT Director for both the Council and NHS services in Bucks. This joint appointment had enabled a higher salary to be offered and the Council would also appoint a Service Director – Technology and Head of Digital in support of the ICT Director role. Members asked if any consideration had been given to integrating ICT systems with the District Councils, in light of the Unitary agenda. The Cabinet Member explained that this joint appointment had come about as a result of the work to integrate Health and Social Care.
- A Member asked what the NHS revenue budget was for technology. The Council's revenue budget was circa £5million. It was agreed that the figure for the NHS budget would be provided after the meeting.

**ACTION: Executive Director for Resources**

- **Income Generation:** The Council had set a target of £6.6m for income generation last year and was on track to deliver £6.8m. This was partly due to investment returns from commercial properties and income from solar PV installations and sales of back office services.
- **Skills:** A skills strategy for Buckinghamshire had been agreed in December. This had been developed in partnership with the Local Enterprise Partnership which has a dedicated Skills Hub. In addition an internal skills board had been established and LGA funding had been secured to promote skills in Health and Social Care. Plans were now being put in place to enable skills training to be offered to local people, which would in turn support the care market in Buckinghamshire.
- Another area of focus was improving skills of vulnerable young people, such as looked after children and care leavers. The Council were working closely with Buckingham University on a stronger offer for these young people.
- Members expressed some concern that skills work seemed to be under the radar and was certainly not well-funded. Ms Ashmead advised that she would be happy to report back to members on the implementation of the Skills Strategy later in the year.

The Chairman thanked Mr Chilver and Ms Ashmead for attending the meeting.

**8 DATE AND TIME OF NEXT MEETING**

Tuesday 8th May 2018 at 10am in Mezzanine Room 1, County Hall, Aylesbury.

**CHAIRMAN**






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

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

**Date of this update:** February 2018




**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)
<p><b>1: That Cabinet ensures that all projected savings in future budgets are underpinned by robust business cases.</b></p>	<p>Business cases have been produced for all proposed savings. More detailed plans are being developed where needed.</p>	<p>6-month update: COMPLETE Business Cases have been produced for all new proposed budget savings. These business cases are being reviewed for robustness.</p>	<p align="center"></p>
<p><b>2: That Cabinet receives progress reports on Income Generation targets as part of its quarterly Performance and Finance Reports.</b></p>	<p>Progress against income generation targets will specifically be reported to Cabinet on a quarterly basis.</p>	<p>12-month update: COMPLETE Regular updates taken to the Select Committee and Business Unit Boards around income generation. Income targets being achieved.</p> <p>6-month update: 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.</p>	<p align="center"></p>
<p><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></p>	<p>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>12 month update: No new ADV's. Annual report on remaining ADV's to go to Cabinet.</p> <p>6-month update: 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).</p>	<p align="center"></p> <p>However, the Committee would like to see further information on the financial implications of bringing Bucks Care and BLT in-house.</p>


6

Minute Item 6

<p><b>4: That Cabinet ensures that there is an effective management mechanism in place for increased corporate oversight of large scale cross-cutting reviews (i.e. those which cross different portfolios and/or Business Units).</b></p>	<p>The Chief Executive's team has developed a series of management mechanisms, including a detailed programme tracker, which will provide 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>6-month update: COMPLETE The Council's Corporate Management Team reviews the Corporate Change Register on a quarterly basis. This provides a detailed account 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>Whilst a mechanism is in place, Members are not convinced that it is working effectively in light of the recent Ofsted report.</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>12-month update: COMPLETE Recent survey on usage / waiting times indicates that a third lift in NCO's is not currently required. Funding for a third lift has been removed from the capital programme.</p> <p>6-month update: 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>12-month update: COMPLETE The budget now includes funding for further training around commercial skills (£50k p.a.).</p> <p>6-month update: 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 Boards e.g. Asset Strategy Board and the relevant Select Committee, prior to a key decision being taken.</b></p>	<p>AGREED IN PART</p> <p>The business case will be subject to internal review and challenge initially. 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>6-month update: 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 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>6-month update: COMPLETE</p> <p><b>Fostering</b></p> <p>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></p> <p>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>12-month update: CARRY FORWARD Whilst the Council does currently offer some home to school transport provision that goes beyond our statutory obligations we are committed to achieving full cost recovery. We will also ensure clear consultation with parents and carers when considering any further changes in this area. Further work is needed to fully understand the financial model of the discretionary provision and to establish alternative options for parents and carers.</p> <p>6-month update: 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>6-month update: 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>6-month update: 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 off by the Portfolio Holder by the end of the first quarter of the 17/18 financial year.</p>	<p>6-month update: COMPLETE</p> <p>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.</p> <p>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 December with a small amount of budget being carried forward into Q4 to deal with any other issues as they arise.</p>	
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**Please note – Recommendations 9 and 11 were not agreed by Cabinet**

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

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





# Buckinghamshire County Council

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

**AGENDA ITEM**

**Date** 8<sup>th</sup> May 2018  
**Title** BCC Workforce Review  
**Author** Sarah Murphy-Brookman  
**Electoral Divisions Affected** None

### 1. PURPOSE OF REPORT

This report provides the Select Committee with an overview about the BCC Workforce.

BCC has a well established reporting and 'test and challenge' process for People data which ensures that metrics which are a potential concern are picked up early.

The Bucks HR Performance Dashboard is created each quarter by the Business Information Team and focuses on workforce metrics across Bucks Services and includes a number of areas including; headcount, profile, agency, turnover, absence and performance. The dashboard provides Business Partners with multiple levels of detail to allow Business Units and Service Areas to be able to drill down into. The high level figures and information is shared with Business Unit boards and CMT. This data is not directly under the control of HR as it will be significantly influenced by the business.

In addition there is a set of data which measures the performance of HR&OD as a function – these are measures directly within the control of HR – this is reported through to the Resources Business Unit Board report.

### 2. OPTIMISING PEOPLE PERFORMANCE

BCC's HR function is structured to deliver specialist, expert HR advice and capacity together with dedicated HR relationships with Business Units via the HR Business Partners. The HR Business Partners operate as a collegiate function within HR to identify trends, areas of concern; sharing good practise and they operate as specialist Advisors helping their Business Units to optimise their people performance.

### 3. Workforce Profile

This sets out a high level view of the workforce at BCC and there continues to be a balanced population retaining flexibility between permanent and Agency workers. Within the permanent headcount of 2742, 253 are from TUPE-ed in populations who retain their previous employers T&Cs. Bucks Care represents the largest group of 198 TUPE-ed in staff.

Overview of workforce		Quarters			
	Performance Indicator	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18
Mix (Headcount)	No. permanent staff - HEADCOUNT	2412	2757	2755	2742
	No. non permanent staff - HEADCOUNT	494	590	558	619
	No. agency/Specialist & Interim staff held on SAP - HEADCOUNT	238	188	235	201
	No. Vacant Post - HEADCOUNT	559	575	588	662
	Volunteer - HEADCOUNT	203	210	209	208
Stability	Starter to leaver ratios - External Starters to Leavers	1.16	4.56	0.77	0.92
	Number of external starters	80	502	101	98
	Total Leavers	69	110	131	107
Salary Costs	Agency / interim& specialist % of Pay Bill	11%	9%	9%	11%
	Salary Costs (Quarter)	£18,029,433	£20,111,378	£20,551,824	£20,223,033
	Overtime Costs	£53,714	£54,831	£81,345	£92,927
Agency Numbers	Agency Workers, Specialist & Interim (Costs)	£2,206,083	£1,935,936	£2,055,275	£2,485,648
	Agency no's from per temps	276	264	304	298



## 4. Resourcing

### 4.1 All Joiners and Movers

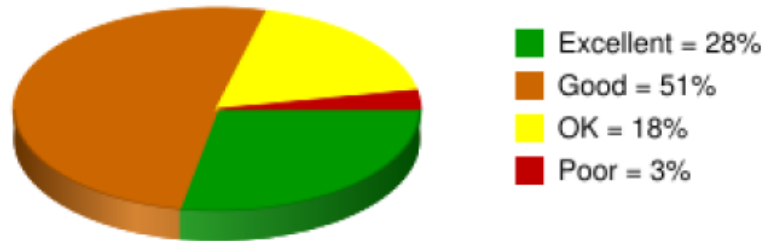
Resourcing		Quarters			
	Performance Indicator	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18
Joiners-Movers	External starters	80	502	101	98
	Internal movers	89	153	126	125
Resourcing pathway	Transfers & career change	4%	3%	12%	8%
	Promotion	4%	3%	11%	8%
	Regrade	12%	5%	7%	12%
	Secondment	11%	4%	11%	6%
	Casual to FT	12%	5%	7%	13%
	Other	8%	3%	6%	10%
	Two or more internal movements	0%	1%	1%	0%

### 4.2 External Joiners

BCC collects on-boarding intelligence via 'Great with Talent' who deliver a specialist independent, secure and anonymous employee opinion survey. Each quarter individuals who have completed at least 3 months in post are sent a personalised email with a link to the questionnaire. During the last quarter 28 questionnaires were completed. This represents a 29% return rate - a slight increase from last quarter with a 25% return rate (27 questionnaires completed).

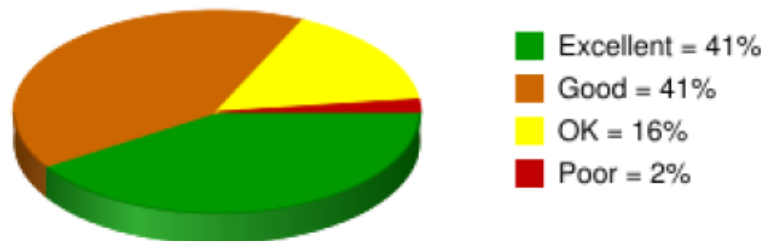
## Induction effectiveness

The table below shows an overall rating of the consistency and effectiveness of the induction process.



## Recruitment process

The table below shows an overall rating of the consistency and effectiveness of the recruitment process.



The summary outcome for the quarter suggests that the on boarding experience from recruitment though to Induction is positive with:

79% Respondents rating Induction as Good and Excellent.

82% Respondents rating Recruitment as Good and Excellent.

### 4.3 Leavers

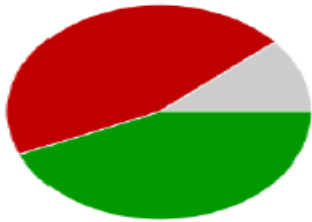
There has been an overall rise in the number of leavers, this is partly explained by TUPE-in groups which typically have an inherently higher turnover rate compared with the BCC average. The leaving reasons cited on the SAP leavers forms are set out below. More in depth insight is collected through exit data collected by Great with Talent – section 4.4 below.

Resourcing		Quarters			
	Performance Indicator	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18
Turnover	% All Turnover (Rolling Year)	14.8%	14.6%	13.7%	13.9%
	% Voluntary Turnover (Rolling Year)	12.5%	12.8%	12.2%	12.4%
	% Turnover (less than 1 Years Service) (Rolling Year)	0.9%	1.9%	2.6%	2.9%
Quarterly Leaver (Voluntary)	All Leavers (Within Quarter)	69	110	131	107
Quarterly Leaver reasons (Voluntary)	Redundancy, Voluntary	<5	<5	6	5
	Resignation, Change Employer/Self Employed	10	25	22	32
	Resignation, Entering Education	<5	<5	5	<5
	Resignation, Family Commitment	7	7	13	9
	Resignation, No Reason Given	17	33	39	23
	Resignation, Other LA/Pub Sector	11	7	10	10
	Resignation, Relocation	<5	5	8	5
	Retirement	9	15	8	9
	Voluntary Leaver Total	61	101	114	95

#### 4.4 Exit Data survey

BCC also collect exit data via 'Great with Talent', this is known as 'Last Opinion'. During the quarter 45 questionnaires were completed and represents 57% of the target audience. This survey data suggests that of the top 5 cited reasons, 3 relate to Reward.

##### 1. Leaving Group Profile



N	%	
6	11.3	Involuntary
24	45.3	'Unhappy' Leavers
23	43.4	'Happy' Leavers

##### 2. Top 5 Leaving Reasons

	%
1 Low morale	28
2 Lack of confidence in the future of the organisation	28
3 Lack of relationship between job performance and reward	21
4 Inadequate level of pay	19
5 Dissatisfied with performance appraisal system	19

##### 3. Top 5 Relative Strengths

	%
1 Unfair treatment because of your age, gender, disability, ethnic origin, sexuality or beliefs	98
2 Unsafe working conditions	94
3 Incompetence of supervisor / manager	94
4 Unfair treatment by supervisor / manager	89
5 Conflict with colleagues	87

##### 'Last Opinion'

Of the top 5 reasons – items 3, 4 and 5 - are about dis-satisfaction with BCC's Reward offer.

This is a recurring theme, particularly in relation to the complexity of the scheme. There is a piece of work, commissioned by SABPAC, to look at how CBP can be explained in a simple and engaging style.

#### 4.5 Workforce Stability

The stability of the BCC workforce is notable with a third of employees working at BCC more than 10 years.

Resourcing		Quarters			
	Performance Indicator	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18
Organisational. Memory	% working at BCC <1yr	15%	24%	24%	24%
	% working at BCC 1-2yr	22%	19%	19%	19%
	% working at BCC 3-4yr	12%	12%	12%	12%
	% working at BCC 5-9yr	17%	15%	15%	15%
	% working at BCC 10+yr	34%	30%	31%	31%

#### 4.6 Senior staff

Across BCC there have been changes at senior levels, this has been for a mix of reasons which include where functions have been transferred - for example in 2017-18 Resources and ACES started operating as a single business unit. In addition there have been business unit restructures; the TUPE transfer in of Bucks Care plus normal turnover.

These changes have meant that interim hires have been brought in, whilst permanent sourcing strategies are commenced and completed. Interim to permanent is a well-established resourcing route and allows restructures to be implemented whilst using highly experienced interims to deliver Business as Usual. BCC is very aware that it must not become reliant on these interim hires and CMT receive regular updates on numbers and duration of 'mission' to ensure that interims do not become 'sticky'.

	2015 - 16			2016 - 17			2017 - 18		
	No of Posts at year end	Total number of post holders in the year (inc interims)	ratio	No of Posts at year end	Total number of post holders in the year (inc interims)	ratio	No of Posts at year end	Total number of post holders in the year (inc interims)	ratio
<b>Children's Services</b>									
Executive Director	1	1	1.00	1	1	1.00	1	3	3.00
Director	6	9	1.50	5	7	1.40	4	5	1.25
Head of Service	17	24	1.41	15	20	1.33	15	18	1.20
<b>Communities, Health &amp; Adult Social Care</b>									
Executive Director	1	1	1.00	2	4	2.00	1	3	3.00
Director	7	8	1.14	7	10	1.43	6	6	1.00
Head of Service	2	2	1.00	15	19	1.27	17	20	1.18
<b>Transport, Economy, Environment</b>									
Executive Director	1	1	1.00	1	2	2.00	1	1	1.00
Director	8	9	1.13	7	8	1.14	7	7	1.00
Head of Service	12	16	1.33	15	18	1.20	15	17	1.13
<b>Assistant Chief Executive Service</b>									
Executive Director				1	1	1.00			
Director	3	1	0.33	1	1	1.00			
Head of Service	8	9	1.13	8	10	1.25			
<b>Resources</b>									
Executive Director	1	1	1.00	1	1	1.00			
Director	6	6	1.00	6	6	1.00			
Head of Service	4	4	1.00	4	4	1.00			
<b>Assistant Chief Executive Service and Resources</b>									
Executive Director							1	1	1.00
Director		n.a.			n.a.		11	14	1.27
Head of Service							16	20	1.25
<b>Bucks CC Total</b>									
Executive Director	4	4	1.00	6	9	1.50	4	8	2.00
Director	30	33	1.10	26	32	1.23	28	32	1.14
Head of Service	43	55	1.28	57	71	1.25	63	75	1.19

combined service - see below

combined service - see below

#### 4.7 Agency

BCC has a Vendor neutral contract with Pertemps. This means that Pertemps can supply in their own right plus they have second and third tiers suppliers. In addition BCC sources some senior interims through a range of Framework contracts with pre-negotiated advantageous rates.

Length of Service (weeks)			Agency	%	Interim	%
0 - 4 weeks	1	0.50%	1	100.00%	0	0.00%
5 - 8 weeks	6	3.30%	6	100.00%	0	0.00%
9 - 12 weeks	15	8.20%	15	100.00%	0	0.00%
13 - 26 weeks	44	24.20%	43	97.70%	1	2.30%
27 - 52 weeks	57	31.30%	57	100.00%	0	0.00%
53 - 79 weeks	17	9.30%	17	100.00%	0	0.00%
80 + weeks	42	23.10%	39	92.90%	3	7.10%
<b>TOTAL</b>	<b>182</b>		<b>178</b>		<b>4</b>	
Length of Service >52 weeks	Total	%	Agency	%	Interim	%
Adult Social Care Operations	21	35.60%	21	100.00%	0	0.00%
Business (TEE)	3	5.10%	2	66.70%	1	33.30%
Children's Social Care	21	35.60%	21	100.00%	0	0.00%
Education Psychology	6	10.20%	6	100.00%	0	0.00%
Growth, Strategy & Highway Services	2	3.40%	2	100.00%	0	0.00%
Operations (Resources)	4	6.80%	3	75.00%	1	25.00%
Technology Services	2	3.40%	1	50.00%	1	50.00%
<b>TOTAL</b>	<b>59</b>		<b>56</b>		<b>3</b>	

There remains a persistence of sticky Agency workers in CSC and CHASC. This is currently being worked through within each Business Unit, with action to ensure that Agency staff are only utilised against established posts.

## 5. Scarce Skills

### 5.1 *Golden Hello Schemes*

Where we have difficulty recruiting certain groups of employees such as qualified Childrens Social Workers and Educational Psychologists – impacted further by a national shortage of these types of workers and we have to work a little harder to attract them to Buckinghamshire – we pay, on successful completion of their probation period, a lump sum payment of £1,000- £2,250.

### 5.2 **Children’s Social Worker Recruitment and retention payments**

- Market Factor Payment — Children’s Social Care Qualified Social Worker (QSW) – payable to Range 7-10
- Safe Haven Car Allowance

### 5.3 *The South East Regional Memorandum of Co-operation (MoC)*

This enables us to work more collaboratively with neighbouring South East region authorities to manage the demand and supply of Children’s Social Workers. This includes:

- Adoption of a minimum standard for referencing to prevent recycling of poor quality workers
- Cessation of aggressive headhunting of agency workers within the region
- Agreed maximum pay rates for all new agency workers engaged from 1 April 2016
- Collaborative working with the MoC Workforce Group who catch up monthly to discuss issues/trends and best practice.

This agreement is currently under pressure as at least two Councils have indicated that they are minded to move away from the MoC. Whilst there will be first mover advantage, without mutual co-operation and critical mass this will inevitably mean that there will be upward pressure for all councils on rates and consequent pressure on CSC budgets.



## 6. Total Reward

### 6.1 *Contribution Based Pay Scheme (CBP)*

This is the Council's pay scheme. CBP is a progressive approach to reward and talent management that links an individual's contribution to their pay and is not purely based on 'time served'. CBP does not have automatic incremental pay rises and is linked to the council's performance management framework called 'Delivering Successful Performance (DSP)', which assesses 'what' (objectives) has been achieved and 'how' (behaviours) it was achieved, giving an overall annual rating which is then linked to pay. This means that if an employee exceeds the expected performance for their job they can expect to receive an additional payment on top of any percentage increase each year. Percentage increases and performance payments vary each year and are decided by Members.

There is a persistent problem with complexity and understanding of the CBP scheme and there is a piece of work commissioned by SABPAC to review how CBP can be explained in an accessible way. The outcome of this 'CBP Simplification' project is being reported back to SABPAC on 10<sup>th</sup> May.

### 6.2 *Benefits*

The Council has a large range of benefits for employees which enhance their experience at work and encourages them to stay at the Council:

- **Agile working** -which gives gives the flexibility to work from any Wi-Fi location, whether it's at a hot desk in a Council building, in the community, from home or any combinations of these;
- **Development Planning**- which gives a commitment to give employees 5 days personal development or training each year;
- **Flexi-Time scheme**, one of several alternative work options that can help balance work and home life.
- **Leave options** - different types of leave available, such as annual leave purchase scheme, maternity leave, educational leave and sabbatical leave.
- **Employee Assistance Programme**- completely independent and confidential, personal support advice phone line.

- Available 24 hours a day, 7 days a week, 365 days, employees can speak to experienced, professional and non-judgmental advisors.
- **Travel options** – for journeys to work and for leisure such as discounted bus and train fares, and a cycle to work scheme
- **‘Service to Bucks’ award scheme.** This rewards employees who have been at the council for 10 years or more. A 10 year award is a lump sum of £100, a 15 year award is £150 and for 25 year award is a gift to the value of £300 and a reception/buffet hosted by the Chairman of the Council. The Chairman presents a certificate and an individual and group photo is also taken and sent to the recipient.

## 7. Well-being, Engagement & Culture

### 7.1 Sickness Absence

Sickness		Quarters			
Performance Indicator		Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18
Scale of Sickness	Number of 'standard sick days lost' per FTE (in year)	8.4	8.7	9.2	9.2
	% frequent absence (3+ quarter)	3.8%	2.4%	3.2%	4.0%
	Number of calendar days lost for employees with 3+ sickness absence in quarter	2516	1871	2238	3071
	% employees with any sickness in quarter	28%	23%	23%	27%
Reasons (quarter)	Accident at Work	1.0%	0.0%	0.0%	0.2%
	Back Problems (inc. other muscular/skeletal disorders)	9.9%	9.8%	13.6%	12.7%
	Cold/Flu	12.4%	5.1%	4.9%	12.3%
	Depression/Stress (inc. work related stress)	22.2%	23.5%	22.7%	19.2%
LT sick	% of Long-term sick employees (28+ days) - in yr	6.3%	6.1%	6.2%	6.1%
	% of Long-term sick employees (28+ days in the yr) - all active employees (as at end of quarter)	5.5%	5.1%	4.9%	4.8%
	% of Long-term sick employees (28+ days in the quarter)	2.1%	1.9%	1.9%	2.0%

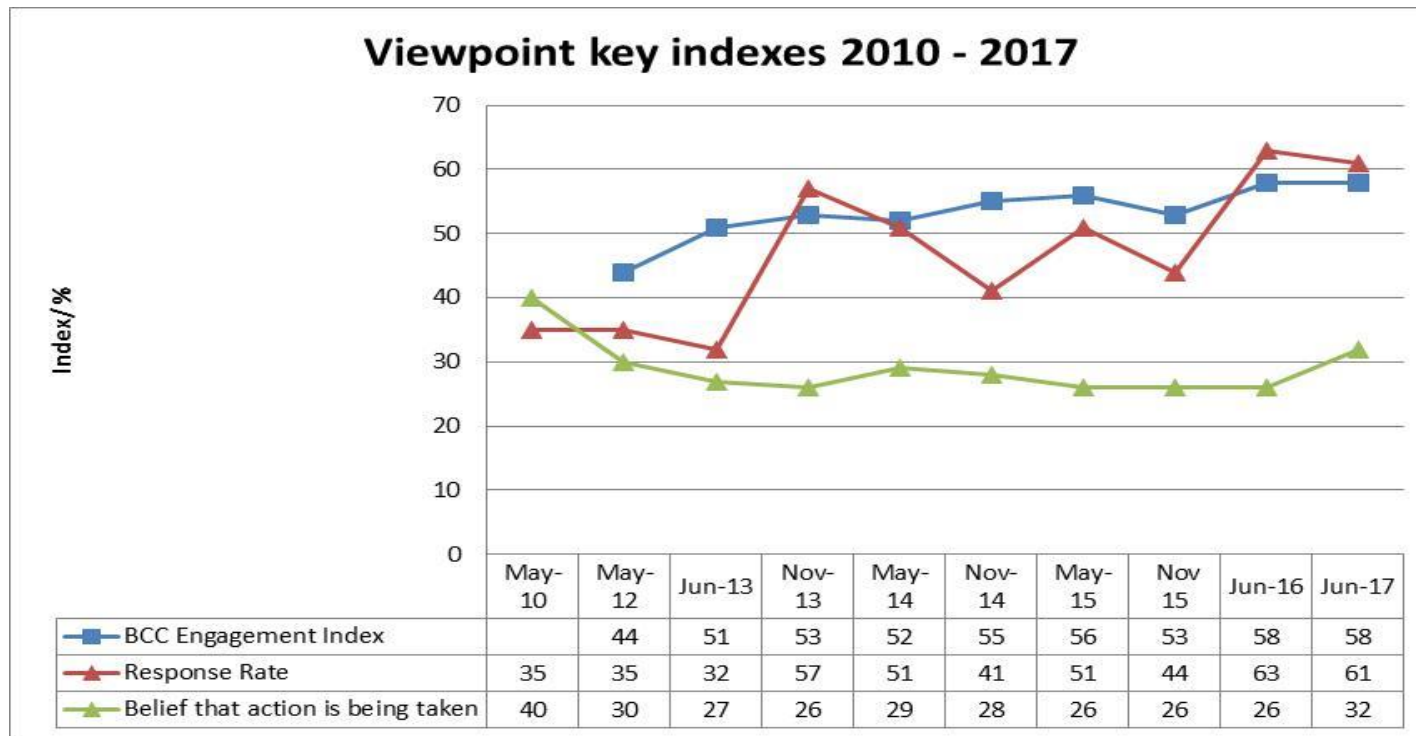
Sickness absence shows a slight upward trajectory and there were a series of deep dives during Q3 with greater management of long term cases which is expected to show an improvement in the Q4 data headline sick days lost. Depression and stress remains stubbornly high, again the deep dive suggests that there have been specific situational incidents within the home which have led to long term absence at work - this areas remains under a watching brief.

## 7.2 Employee Attitude Survey – known as ‘Viewpoint’

The last Viewpoint survey took place in May 2017, and the headline results were in line with 2016. The Engagement Rate shows a slow but steady increase over the period 2010 – 2017.

Viewpoint has two key scores:

- Engagement - this measures employees connection to the organisation and is important in building effective and productive organisations. This is often described as ‘discretionary effort’.
- Culture & Values - this measures 4 key questions linked to BCC’s values and measures progress towards delivering an Ambitious, Accountable, Caring and Collaborative Culture.



The segmental analysis of view point in 2017 shows that CSC and CHASC have the lowest scores.

	Response rate	Engagement Index	Culture & Values
<b>2017 Target KPIs</b>	<b>63%</b>	<b>60%</b>	<b>37%</b>
ACES	93% (+7)	61% (-4)	43% (-4)
CSC	45% (-6)	53% (+2)	33% (+3)
CHASC	51% (-8)	57% (-7)	35% (-4)
Resources	80% (+9)	67% (+4)	45% (+8)
TEE	77% (-1)	59% (+3)	38% (+7)
<b>BCC</b>	<b>61% (-2)</b>	<b>58% (+0)</b>	<b>37%(-2)</b>

A significant contributor to this has been senior management turnover aligned with the regulatory pressures. Within CSC, since the start of the year, there have been 14 vacancies at Tier 3 and above, of which 6 have been on the Social Care side and are now recruited into with the remainder mainly on the education side and for which resourcing is in hand. This level of change will inevitably have an impact on teams, staff and engagement.

### **7.3 Employee Representatives**

Employee Reps are volunteers 'elected' by the Business Unit for a period of two years. They form a vital role contribute to the continuous improvement of Business Units and the working environment in BCC. Employee Reps are able to engage with employees and management so that two-way communication flows to inform all.

The role of the Employee Rep is to:

- Represent staff professionally and with confidentiality to help promote an effective two-way communication of information between employees and decision makers

- Help to convey management proposals and other information accurately to employees
- Share minutes and agenda items of meetings attended; seeking views and opinions, and obtaining clarity and/or feedback

## 7.4 On-boarders and Perceptions

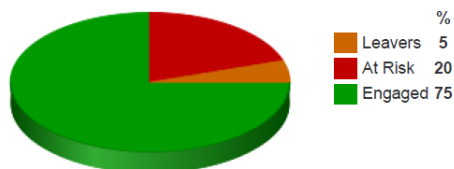
Each quarter new joiners are surveyed by Great with Talent to understand their staying intentions. The overwhelming majority are engaged, however of the 20% of 'at risk' joiners the single largest reason for concern is their potential for progression which suggests that they have arrived as level transfers and so are looking for early promotion, it follows from this that Managers must be honest with new joiners about opportunities, or not, for progression within BCC.

### OnBoarder

### Summary (p1)

#### Engagement profile

The number of new starters who are engaged, actively leaving (driven by factors outside of the business' control) and those who are not engaged and represent a risk of resignation.



#### Turnover Drivers for 'At Risk' Employees

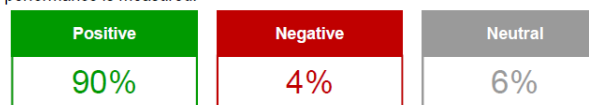
Potential for progression through the organisation	67%
Training and development opportunities	58%
The pay & benefits package	42%
Confidence in the organisation	33%

For more information, please see Appendix 1.

#### Performance profile

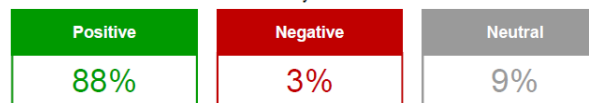
##### Clarity

How clear new starters are in relation to what is expected of them and how their performance is measured.



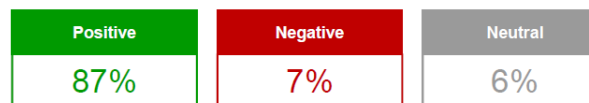
##### Confidence

The extent to which new starters feel they will be successful.



##### Enablement

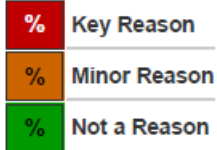
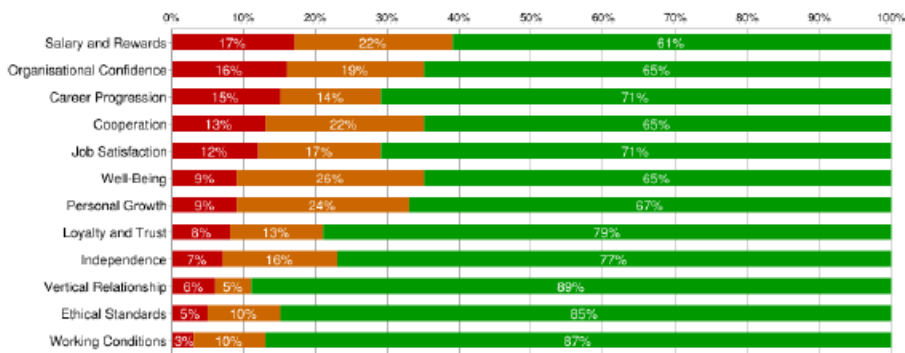
The extent to which new starters feel they have the necessary support to be successful.



## 7.5 Leavers and Perceptions

Data is collected through the 'Last Opinion' survey and this provides insight into our Leavers views on BCC.

### 2. Satisfaction by Work Area



### The top 5 Reasons for leaving are:

- Salary and Rewards
- Organisational Confidence
- Career Progression
- Co-operation
- Job Satisfaction

### Main Sources of Dissatisfaction (K + M >= 40%)

		K	M	N	K+M
Salary & Rewards	Lack of relationship between job performance and reward	21	36	43	57
Cooperation	Low morale	28	27	45	55
Organisational Confidence	Poor communication by senior management	19	30	51	49
Salary & Rewards	Dissatisfied with performance appraisal system	19	26	55	45
Well-Being	Job too stressful	6	39	55	45
Organisational Confidence	Lack of confidence in the future of the organisation	28	17	55	45
Well-Being	Excessive workload	11	29	60	40

### When Key and Minor Reasons for Leaving are combined:

Salary and Reward and Performance Pay are persistent reasons. This feeds back to the 'CBP simplification' work.

**8. RECOMMENDATION:**

**The Select Committee is requested to:**

- **NOTE:** the information provided in this report

**CONTACT OFFICER: Sarah Murphy-Brookman**





## **Finance, Performance and Resources Select Committee**

### **Purpose of Agenda Item**

1. To provide an update to Members about progress in delivering the priorities of the Technology Service since the report to the Committee in September 2017.

### **Context**

2. The Committee received an update on the council's technology service in September 2017. The report provided background information about the way in which the service is configured and set out some of the key areas of focus for the service which included:
  - Improvements to the stability and quality of current technology service
  - development of a new corporate digital work plan
  - Review of Technology Services contracts
3. This report provides an update on these areas together with further priorities that have emerged.

### **Leadership Capacity**

4. A number of changes have recently been made to provide additional capacity to the leadership of the council's technology services.
5. Leadership of the Council's digital team has moved to Customer Services, in recognition of the need to use digital channels to improve the customer experience of our services. A new Head of Digital Services has been appointed and will join the Council in June.
6. The County Council and the NHS have agreed to recruit a Joint Strategic Director of ICT. This post is designed to enable us to develop and deliver a joint transformation programme across the Council and the NHS and will be critical in the delivery of the local Integrated Care System. Benefits will include the opportunity to develop a shared approach to the use of technology and data across the NHS and Adult Social Care to promote prevention and better health outcomes for residents. In addition, we are currently recruiting a Director of ICT Operations for the County Council.

### **Strategy**

7. The Council is currently developing a new five year technology strategy which sets out our ambition for supporting the delivery of the council's Strategic Plan through technology.
8. The Council have approved around £15m of investment in ICT developments over the next four years to ensure that staff and Members have the tools do their jobs efficiently and that we use smart technology to transform our services..

Some of this investment is specific, for example enhancements to our cyber security and the replacement of the Adults Social Care AIS system. Other areas of investment remain subject to detailed business cases which are under development in tandem with the draft strategy.

9. It is proposed that the strategy will be made up of five themes:
- Smarter County – using technology to create opportunities and ensure Buckinghamshire thrives
  - Smarter Communities – safeguarding our vulnerable and building self-reliant communities
  - Smarter for Customers – making it easier for people to access our services
  - Smarter Council – creating an efficient organisation, helping staff and Members to do their jobs
  - Enablement – delivering this strategy and ensuring value for money
  - The strategy is due to be presented for a key decision in July.

## **Governance**

10. As part of the strategy development, we have identified the need to establish clearer governance for ICT projects and procurement.
11. The current landscape is the sum of individual business unit projects and requirements rather than the product of a single, coherent strategy for the council. This manifests itself in a number of ways: the number of ICT applications we have (1,400+), an inconsistent approach to which systems are supported by the central ICT team versus external suppliers and a website that has all the technical capabilities it needs but has been downgraded to 2 \* (out of 4) by Socitm for accessibility and consistency.
12. A key priority for the current year is the establishment of a clear architecture map for the Council, with the principle of first seeking to reuse technology that we already have before buying new applications. This will manage down costs and risks, while making it easier to share data between a smaller number of systems for a single view of the truth.
13. This will mark a big change for the council, moving from a model where service areas often choose and procure their own technology solutions to one where service areas work with Technology Services to turn their business plans into projects that will form a prioritised pipeline of technology work, against agreed corporate criteria.
14. A Customer, Digital and Technology Board, chaired by the Cabinet Member for Resources, is currently being established which will provide oversight of the strategy and associated investment. The Customer, Digital and Technology Board will have a key role to play in driving the delivery of a coherent technological architecture, whilst ensuring we are flexible in responding to the needs of individual services.

## **Contracts**

15. 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. The contract expires in 2019 and a major priority for the service is the procurement of the service for the future.

## **Digital Developments**

16. The main BCC website has over 2 million visitors a year and consists of nearly 2,000 pages. The focus of the digital team in recent years has been on the development of digital process improvements and the maintenance of our existing web content has been given a lower priority as a result. A recent review has identified the need to renew and update our existing web content to make it far more usable and effective for the target audience. The Customer Experience and Digital Team have therefore developed a programme of improvements to the Council's website with the aim of providing a more effective digital front door to the organisation which enables our customers to interact with us 24 hours a day 7 days a week.
17. In addition to the main website, there are currently 80 known Microsites associated with Buckinghamshire County Council. Whilst there have been legitimate reasons for establishing these, they generally lack technical support and present risks in terms of the future sustainability of the content. Work is therefore taking place to migrate the sites back to BCC in order to ensure that economies of scale are utilised and that developments are implemented to ensure the best customer experience across all of our sites. Where there is a case for a microsite, these will be built within the secure and robust platform managed by the digital team.
18. Within the context of the emerging technology strategy, the team is also refreshing the council's pipeline of digital projects for delivery in 2018/19. This will be considered by the new Customer, Digital and Technology Board in June.



**Finance, Performance & Resources Select Committee**

8 May 2018	HR and OD - Update		Sarah Murphy-Brookman	Sarah Murphy-Brookman, Interim Director of HR and OD Carly Evans, Business Partner (TEE, Resources and ACES)
8 May 2018	IT Operational Update		Sarah Barnes, Head of TS Operations	Lloyd Jeffries, Director of Operations, Mrs Sarah Barnes, Head of TS Operations
8 May 2018	Work Programme Update	For Members to discuss the Committee's work programme	Fazeelat Bashir, Committee & Governance Advisor	
3 Jul 2018	Draft Technology Strategy - TBC	For Members to consider the draft Technology Strategy.	Sarah Ashmead, Executive Director (Resources)	Mr John Chilver, Cabinet Member for Resources Mrs Sarah Barnes, Head of TS Operations
3 Jul 2018	Customer Service Strategy		Kelly Baines, Customer Experience and Digital Manager	Mr John Chilver, Cabinet Member for Resources, Lloyd Jeffries, Director of Operations, Kelly Baines, Customer Experience and Digital Manager

3 Jul 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	
11 Sep 2018	Modernising Local Government - TBC		Sarah Ashmead, Assistant Chief Executive & ED Resources	John Chilver, Cabinet Member for Resources, Sarah Ashmead, Assistant Chief Executive & ED (Resources)
11 Sep 2018	Mid-Year Review of Savings in CHASC and Children's Services	For the Committee to receive an update on progress with budget savings in the two key portfolio areas of Health and Wellbeing and Children's Services.	Richard Ambrose, Director of Finance & Procurement	
11 Sep 2018	Budget Scrutiny 2018 - Recommendations Update - 6 months on.	For the Committee to assess the implementation of the recommendations 6 months on.	Richard Ambrose, Director of Finance & Procurement	John Chilver, Cabinet Member for Resources, Richard Ambrose
13 Nov 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	
11 Dec 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	

**Other items in development**

- Deep Dive into Performance – Customer Experience & Service User feedback – Jo Baschnonga – July 2018
- Implementation of Skills Strategy – Sarah Ashmead – November 2018
- Business Rate Retention – Richard Ambrose – November 2018
- Property Update – Adam Smith – November 2018

