



Buckinghamshire County Council

Select Committee

Finance, Performance and Resources

Date: Tuesday 11 September 2018

Time: 10.00 am

Venue: Mezzanine Room 1 - County Hall, Aylesbury

AGENDA

9.30 am Pre-meeting Discussion

This session is for members of the Committee only. It is to allow the members time to discuss lines of questioning, areas for discussion and what needs to be achieved during the meeting.

10.00 am Formal Meeting Begins

Agenda Item	Time	Page No
1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP	10:00	
2 DECLARATIONS OF INTEREST To disclose any Personal or Disclosable Pecuniary Interests		
3 MINUTES To agree the Minutes of the Meeting held on 27 June 2018.	10:05	5 - 12
4 PUBLIC QUESTIONS	10:10	



Public Questions is an opportunity for people who live, work or study in the county to put a question to a Scrutiny Committee about any issue that has an impact on their local community or the county as a whole.

Members of the public, who have given prior notice, will be invited to put their question in person.

The Cabinet Member and responsible officers will then be invited to respond.

Further information and details on how to register can be found through the following link:-

<http://www.buckscc.gov.uk/about-your-council/scrutiny/getting-involved/>

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| 5 | CHAIRMAN'S REPORT
For the Chairman of the Committee to provide an update on recent scrutiny related activity. | 10:15 | |
| 6 | MID-YEAR REVIEW OF COSTS AND SAVINGS IN ADULT SOCIAL CARE AND CHILDREN'S SERVICES
The Committee will receive an update on costs and progress in the delivery of budget savings in both Adult Social Care and Children's Services.

Members will hear from the Cabinet Member/Deputy Cabinet Member, Finance Director and Executive Director/Director for each Service Area.

Contributors:
Mr Warren Whyte, Cabinet Member for Children's Services
Ms Wendy Mallen, Deputy Cabinet Member for Health & Wellbeing
Mr Richard Ambrose, Director of Finance & Procurement
Mr Tolis Vouyioukas, Executive Director for Children's Services
Ms Jenny McAteer, Director for Quality, Performance & Standards, CHASC
Ms Bev Winter, Finance Director for Communities, Health & Adult Social Care
Ms Elizabeth Williams, Finance Director for Children's Services

Papers:
Report attached. | 10:20 | 13 - 34 |
| 7 | BUDGET SCRUTINY 2018 - 6 MONTH PROGRESS REPORT
The Committee will examine a progress report on the implementation of the recommendations from Budget | 11:20 | 35 - 42 |

Scrutiny 2018 after 6 months. Members will have the opportunity to question the Cabinet Member and the Director of Finance and Procurement, before discussing and allocating a RAG (Red, Amber, Green) status for the progress of each recommendation.

Contributors:

Mr John Chilver, Cabinet Member for Resources

Mr Richard Ambrose, Director of Finance & Procurement

Papers:

Report attached.

- | | | | |
|----------|---|--------------|----------------|
| 8 | COMMITTEE WORK PROGRAMME
To consider and agree the Finance, Performance and Resources Select Committee Work Programme. | 11:50 | 43 - 46 |
| 9 | DATE AND TIME OF NEXT MEETING
The next meeting will be held on 13 th November 2018, 10am in Mezzanine Room 1, County Hall. | 11:55 | |

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 Assistant Chief Executive's Service (ACES) and Resources Business Unit. This includes, but not exclusively, responsibility for scrutinising issues in relation to:

- The Strategic Plan and Medium Term Financial Plan
- ACES responsibilities — including Council Communications, Business Intelligence.
- Resources responsibilities - including the Council's Technology Strategy, HR, procurement and Legal services and the strategic commissioning of Council resources.
- 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.

If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible, so that we can try to put the right support in place.

For further information please contact: Kelly Sutherland on 01296 383602; Email ksutherland@buckscc.gov.uk

Members

Mr W Bendyshe-Brown	Mr D Martin
Mr T Butcher	Mr D Shakespeare OBE
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 WEDNESDAY 27 JUNE 2018, IN MEZZANINE ROOM 1, COUNTY HALL,
AYLESBURY, COMMENCING AT 2.00 PM AND CONCLUDING AT 4.30 PM.**

This meeting was webcast. To review the detailed discussions that took place please see the webcast which can be found at: <http://www.buckscc.public-i.tv/core/portal/home>
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: democracy@buckscc.gov.uk)

MEMBERS PRESENT

Mr W Bendyshe-Brown, Mr T Butcher, Mr C Clare (Vice-Chairman), Mr D Martin,
Mr D Shakespeare OBE, Ms J Ward and Mr D Watson (Chairman)

OTHERS IN ATTENDANCE

Mrs K Baines, Ms F Bashir, Mr J Chilver, Mr L Jeffries and Mr A Smith

1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

Apologies were received from Mr Martin Farrow.

2 ELECTION OF CHAIRMAN

RESOLVED

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

3 APPOINTMENT OF VICE-CHAIRMAN

RESOLVED

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



4 DECLARATIONS OF INTEREST

There were none.

5 MINUTES

The minutes of the meeting held on 08 May 2018 were agreed as a correct record.

6 PUBLIC QUESTIONS

There were no public questions.

7 CHAIRMAN'S REPORT

- Preparatory work had been undertaken for an inquiry called 'Planning for Effective Leadership'. Mr Charlie Clare would chair the inquiry, and the Chairman thanked Members for their contributions to the Inquiry Scope.
- It was agreed that a number of follow up actions from the HR and OD item at the last meeting would now be incorporated into the Inquiry.

8 CUSTOMER SERVICE STANDARDS REVIEW

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources, Mr Lloyd Jeffries, the Director of Customer, and Mrs Kelly Baines, the Head of Customer Experience, to the meeting. Members received a report on the review of the Customer Service Standards and asked questions on the report. During the session and in answer to subsequent Members' questions, the following main points were noted:

- The new Head of Digital, Mr Ben Unsworth, started this week. He would be conducting a digital maturity assessment for the Council, which would help the Council to understand where existing strengths lay from a digital perspective and would highlight which capabilities would need to be developed further.
- The Digital and Customer Service teams were now located together. This enabled the business unit to review the end-to-end customer journey.
- The reviewed Customer Service Standards aimed to create a customer service that would be more digitally focused, drive forward the channel shift towards digital communication, align with customer expectations which were continually increasing, and deliver clear staff accountabilities.
- Part of the 'Brilliant at the Basics' programme was to get customer feedback and use it to improve customer services. Previously the Council was rated a 2* by the Society for IT Practitioners in the Public Sector or Socitm, and had now moved up to a 3*. The Directorate aimed to reach a 4* rating by the end of the calendar year. Three fixed-term web content editors were now employed, which enabled the Directorate to drive improvements.
- Webchat had a soft launch on the Contact Us form and the HR service desk. It had received positive feedback.
- The Directorate was looking to integrate social media into the Customer Service Centre as a communication option.
- Office hours had changed as a response to customer feedback, from 0830-1730 Monday to Thursday, and 0830-1700 on Friday.
- The Customer Service Standards first launched in 2016. The review aimed to ensure that the standards had evolved in line with how customers accessed services at present. Mr Jeffries would provide an update on the Brilliant at the Basics programme and the Customer Service Standards Review to the next meeting in September.

- Directorate recommendations included developing a Customer Experience Strategy; working with the Communications team during Customer Service Week to promote the new standards and ensure customers were engaged; to create an e-learning module on customer service; to build a network of customer service champions to encourage collaborative working in the best interests of the customer; and building customer focus groups so that residents had a voice. The recommendations had not been through governance channels yet.
- Multiple channels of communication would equate greater cost. The Chairman asked whether there would be more or less communication channels in the future or the same number. Mr Jeffries responded that according to the vision of the Customer Experience Strategy, telephony would certainly drop, leaving a smaller customer service centre dealing with complex queries and hopefully doing more for frontline services by delivering deeper integrations. The aim was to expand communication channels to include social media as a customer point and potentially artificial intelligence, but first there was a need to identify key issues, go through discovery stages in terms what was trying to be improved, and then put the right channel in place to provide that service.
- An average call costs £7 per transaction. The same transaction through the BCC website costs 8 pence.
- If there were more communication channels in the future, how would savings be made? The Directorate had delivered just over £630k of efficiency savings, mainly through channel shift. If the Directorate was able to deliver further improvements by investing in technology, channel shift and customer experience, then calculated risks should be taken rather than banking the initial saving, which would be a short-sighted benefit in terms of what the long-term aim would be delivering the Customer Experience Strategy.
- Alongside cashable savings, time and resource savings were important considerations, so that officers could be released to do better at their day jobs.
- If customers had questions that were not answered elsewhere, the Director of Customer assured the Committee that they would still be able to speak to an adviser directly.
- Call drop-out rates were monitored on a monthly basis to push performance.
- A Member recommended that the Directorate provide a service for customers so that if they have an emergency, they could be put straight through to an adviser. Mr Jeffries and Ms Baines agreed to take this recommendation away.
- Face-to-face customer contact would be maintained through: increased reception hours, and plans for local government reform for the 19 community hubs where there would be the opportunity for face-to-face communication. Mr Chilver highlighted that Members were often the frontline in receiving customer/resident experience feedback, and played an important role. Mr Chilver urged Members to pass any feedback to the Customer Directorate.
- A Member questioned how far the team had gone in ascertaining what local communities wanted from the service, eg, the blind, hard of hearing, and those with learning difficulties. Mr Jeffries affirmed that the Directorate was not shying away from working in collaboration with residents as, if engaging with them made the facilities easier to use, and if everyone could get online and stay online, it would make the jobs of officers a lot easier and capacity could be freed up. The Directorate would be reviewing all webpages to look at disability access, and speaking to adult social care colleagues and residents regarding usability. They would make sure that they involved residents in the design process going forward.
- A project was being undertaken to analyse 17,000 customer feedback forms, to gain business intelligence on the variety of customers using the service and their different customer needs. It was agreed that the findings of the project would be shared with the Committee.

ACTION: Head of Customer Experience

- Conversations with Customer Service Advisers were recorded and measurable, but conversations between customers and officers were not recorded and therefore difficult to

measure. The review aimed to create customer service standards that were measurable, and that applied to all Council employees so that they were all accountable.

- Advisers could potentially answer multiple webchats at one time, but could only be on the telephone to one person at one time. This was why priority was given to those contacting the Council online or through webchat for general enquiries.
- Embedding the standards effectively would be about obtaining the buy-in and ownership of Council employees. The biggest challenge would be to measure the standards and find out user experiences. The Directorate would need to be proactive, look at who has made contact, and contact them to obtain feedback to inform service improvements. Further areas to explore would be to evaluate how outsourced service providers were performing in their customer service.
- The Directorate was working very closely with the Complaints team, having monthly management meetings where they looked at complaints data, insight and performance, and analysed this so that feedback could be provided to service areas to further drive improvements.
- Fix My Street was being run by a third party provider.
- A Member commented that the Council was getting really good at communication, but not quite so good at frontline delivery and quality and monitoring of delivery. An improved and better interface was needed.
- Improvement suggestions from Members included developing more webchat for Fix My Street with an FAQ and link to Communities on the same webpage; and developing Twitter usage for communicating updates.
- Mr Chilver detailed how the Council was assisting the less digitally enabled through libraries, particularly with Learn My Way training.
- If the Council was driving towards more digital communications, there would need to be equality in internet access across the County, and robustness, resilience and reliance in the Council's own systems. Both these were highlighted as key elements of the Technology Strategy.
- A Member recommended that the web pages were constantly refreshed, up-to-date and exciting. The Directorate responded that they were creating prototypes for a new webpage template, and aimed to trial the prototypes during National Customer Service Week in October to get public feedback.
- Broken web links had reduced from 800 to 130. The Directorate aimed to have all links fixed by September 2018 or earlier, and would report progress back to the Committee.

ACTION: Head of Customer Experience

9 INQUIRY SCOPE PROPOSAL

RESOLVED

Members will consider the inquiry proposal/draft scope and agree it as their next inquiry topic.

10 PROPERTY AND ASSETS UPDATE

The Vice Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Mr Adam Smith, the Director of Property, to the meeting. Members received a report on the review of the Customer Service Standards and asked questions on the report. During the session and in answer to subsequent Members' questions, the following main points were noted:

- The Property Department was composed of four specialist teams - asset management, major projects, strategic programmes, property services.

- Asset Management handled the County's assets and investment portfolio and investment decisions.
- Major Projects delivered LASR (Local Asset Strategy Review) and the OPE project (One Public Estate).
- Strategic Programmes ran for 2-5 years and involved more change management and transformation than a major project. Two programmes were running - the Aylesbury Town Centre Programme and Schools Capital Programme.
- Property Services included facilities, soft services (such as reception and post room), hard services (planned preventative maintenance or PPM), and health and safety. Projects were worth up to £1 million.
- To help manage the Property and Assets portfolio, a revised governance structure was being developed. The Asset Strategy Board would continue to take an overall corporate view in terms of capital slippage- setting overall asset budget, balancing different business unit priorities, and monitoring capital slippage throughout the year. The Property Board was a senior Member and officer advisory board dealing with the Property Strategy and making recommendations about investment to the Cabinet and Full Council; and the Portfolio Progress Group monitored whether anticipated benefits from the projects were actually being delivered – 'doing things right' and 'doing the right things'.
- Every three months the Property Board updated the corporate management team (CMT), every 12 months the Property Board and Asset Strategy Board agreed the capital expenditure split, and every 6 months the two Boards joined to exchange information.
- Strategies were divided into 5 areas - Finance, Benefits realisation, Risk management, Resource management (Property) and Stakeholder management.
- Challenges included retention of qualified staff, modernising local government and not knowing what the future would look like, and failure of tenants in the retail sector.
- Opportunities included Aylesbury town centre regeneration, efficient use of existing staff through matrix management approach, and a focus on return on investment. All work was aligned to Council objectives.
- Department aimed to establish the right culture within Property and the Council, as well as having the supply chain on board. This was linked to procurement strategies and how the Council sold itself to the marketplace.
- For the Resources portfolio, the revenue budget was 2.2 million and capital budget was circa 11-12 million.
- None of the departmental budget was outsourced, but contractors were managed efficiently through procurement protocols.
- The value of investment in property assets was just under £75 million.
- Revenue capital this year was targeting £8.4 million.
- Weighted yield on the investment portfolio was 6.48%?
- Top 20 corporate properties with descending current net book value taking land and buildings together included a number of schools. Carter Jonas had conducted the asset valuation. Members requested further detailed information as to how this information was arrived at, particularly how the values were calculated. The Director of Property agreed to provide this information.

ACTION: Director of Property and Assets

- The Council had a broad aim of £250 million investment portfolio that could be reviewed. The Department had already secured £80 million. A proportion of this was funded by borrowing. A yield of less than 6% would not be considered viable (this was a target for the

whole portfolio and not individual investments). The Council attempted to have a diversified portfolio and geographically located in different places. It relied on the advice of Carter Jonas.

- There was no depreciation on the capital value of the two retail parks owned by the Council, The Vale Park in Aylesbury and Knaves Beech in High Wycombe. However, the Council would be prudent about acquiring new properties in the retail sector given the downturn in the retail sector.
- Members questioned why there were not two separate boards – one for the investment portfolio and one for existing properties. An Investment Group Board was being set up to handle the new investment property portfolio as a sub-group to the Property Board.
- Members requested further clarity around the Boards and governance structure.

ACTION: Director of Property and Assets

- Permanent members of the Property Board included the Cabinet Member for Resources (Mr John Chilver), Cabinet Member for Planning and Environment (Mr Bill Chapple), Director of Property (Mr Adam Smith), Director of Resources (Ms Sarah Ashmead), and the Head of Property Portfolio who was responsible for the management of the portfolio. The Asset Strategy Board had three elected members.
- The Chairman questioned whether there was an overreliance on Carter Jonas (CJ). CJ attended monthly progress meetings with the Director of Property and Assets and his team and had KPIs to meet. The Director of Property met with the senior partner of CJ every three months for a one-to-one to discuss broader property issues. The Council attended retail forums independently of CJ. Every 6 months a full review was conducted with CJ, in addition to the meetings that the Cabinet Member would have. Carter Jonas pursued active asset management which meant that they were in regular contact with commercial and retail tenants, monitored tenant intentions and flagged issues early on. Mr Chilver was quite confident that the Council was taking the measures that it could to mitigate risks but acknowledged that risks remained.
- The Director of Property and Assets had implemented an interim structure change rather than a re-structure. This meant that there were a number of acting Heads of Service, but posts would be filled permanently when the outcome of unitary was known. Acting Heads of Service were full-time employed people.
- Property Asset Management Plan had six principles. The Chairman requested that the Director of Property provide the current principles to the Committee.

ACTION: Director of Property and Assets

11 COMMITTEE WORK PROGRAMME

Members requested that:

- the draft new Technology Strategy was added to the work programme
- budget scrutiny dates were added to their diaries
- pre-meeting invites were added to Member diaries as standard.

ACTION: Committee & Governance Adviser

12 DATE AND TIME OF NEXT MEETING

The next meeting will be held on 11th September 2018, 10am in Mezzanine Room 1, County Hall.

CHAIRMAN

Mid Year Review of Costs and Savings – Adult Social Care & Children’s Services



Actions to Strengthen Financial Management across CHASC/Children's Services

- Establishment of Budget Boards for Children's and Adult Services chaired by Section 151 Officer, attended by Executive Director and all senior staff
- "Deep Dive", through work of Budget Boards, in to areas of high spend to develop specific action plans
- Improved forecasting and reporting of high risk budgets incorporating links between activity and spend, and regular monitoring against assumptions
- Review and update of key financial risks
- Increased focus on debt management
- Increased culture of accountability for Budget holders and Project leads.
- Financial Management Improvement Programme in place across the whole organisation prioritising the Finance Business Partner model and Financial Accountabilities Framework
- **Adult Care** - Introduction of a monthly savings tracker, monthly risk and opportunities statement (still evolving), focus on mitigation for overspends, monthly triangulation of financial, commercial and activity data and through the Operational Forums ensuring financial rigour and value for money whilst meeting assessed need.
- **Children's Services** – review of high cost placements and development of decision making through panel processes to ensure financial rigour and value for money whilst meeting assessed need



Adult Social Care

Mid-Year Review of Costs & Savings

Report for FPR Select Committee



Key Issues

Forecast: Overspend of £220k (reported to July Cabinet), mainly due to client transport. Transformation Programme action plan in place.

Risks:

- lower death rate (June 2017 = 80; June 2018 = 60)
- increased depleters* (total of 47 in 2017, 21 to date in 2018)
- increasing service user complexity, adverse impact on cost of domiciliary care & nursing placements

** depleters are service users who had been funding themselves but whose savings have reduced & are now BCC funded*

The impact of the above will be seen in future forecasts & an increased overspend is anticipated

- Savings target for 18/19 = £5.2m



Overall forecast position ASC

	Budget	Forecast	Variance
M0-6ABAA Strategic Commissioning ASC	4,403,867	4,401,629	- 2,238
M0-6ABJJ Director of Joint Commissioning	85,911	86,633	722
M0-6ABSS Joint Supply Management	- 5,359,939	- 5,390,500	- 30,561
M0-6AEBB Business Improvement	2,358,847	2,402,767	43,920
M0-6AECC Access / Community Care	32,635,418	32,710,201	74,783
M0-6AELL Mental Health	8,543,168	8,543,168	-
M0-6AELM Learning Disability	46,307,568	46,528,993	221,425
M0-6AEMM 65+ / PSD	32,033,906	32,036,255	2,349
M0-6AEPP Service Director	4,793,426	4,839,098	45,672
M0-6AESS Safeguarding	1,761,066	1,641,786	- 119,280
M0-6AFMM Senior Management Team	4,399,345	4,400,384	1,039
M0-6AGGA ASC Transformation	146,410	146,454	44
M0-6ZZZX Health & Wellbeing Unallocated Budget	- 177,548	- 195,258	- 17,710
Grand Total	131,931,445	132,151,611	220,166

Learning Disability

Adjusted for latest information on Transport Forecast - overspend based on new contract prices and assumed non delivery of £100k savings

Safeguarding

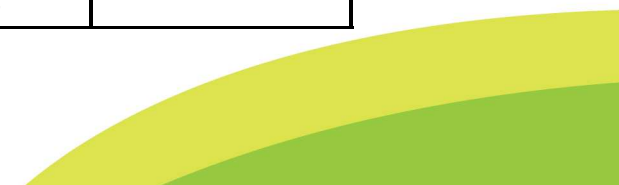
Vacancies in safeguarding team



Buckinghamshire County Council

CHASC TRANSFORMATION SAVINGS TRACKER TO END OF JULY 2018

PROJECT	Tier	2018/19 SAVING £'000	FULL YEAR FORECAST DELIVERY £'000	RAG
Fulfilling Lives	T3	400	405	
Existing Care Packages	T3	1,085	814	
New Care Packages	T1	1,000	1,000	
Reablement	T2	460	0	
Commissioning Differently	T2	175	329	
Prevention	T3	800	800	
Transport	T3	100	100	
Mental Health	T3	170	170	
Top Ups	T3	410	143	
Preparing for Adulthood	T3	300	300	
Increase in Income	T3	300	300	
HBPL	T3	36	36	
TOTAL		5,236	4,397	



Adult Social Care - Trends

New Care Packages – April to June 2018/19

View Comparison for: June

Contact & Outcome

Contacts	Total 2017/18	Current 2018/19
Contacts received	25,028	7,123
% progress to assessment or referral	41%	40%

Direct Payments

Client Count Jun 2017/18	Client Count Jun 2018/19
75	59

Nursing

Client Count Jun 2017/18	Client Count Jun 2018/19
71	61

Dom Care

Hours Category	Client Count Jun 2017/18	Client Count Jun 2018/19
0 < 5 Hours	71	49
5 < 10 Hours	46	47
10 < 15 Hours	13	22
15 < 20 Hours	5	12
20 < 30 Hours	3	7
30+ Hours	4	4

Supported Living

Client Count Jun 2017/18	Client Count Jun 2018/19
17	5

Extra Care

Client Count Jun 2017/18	Client Count Jun 2018/19
1	2

Residential

Client Count Jun 2017/18	Client Count Jun 2018/19
60	58

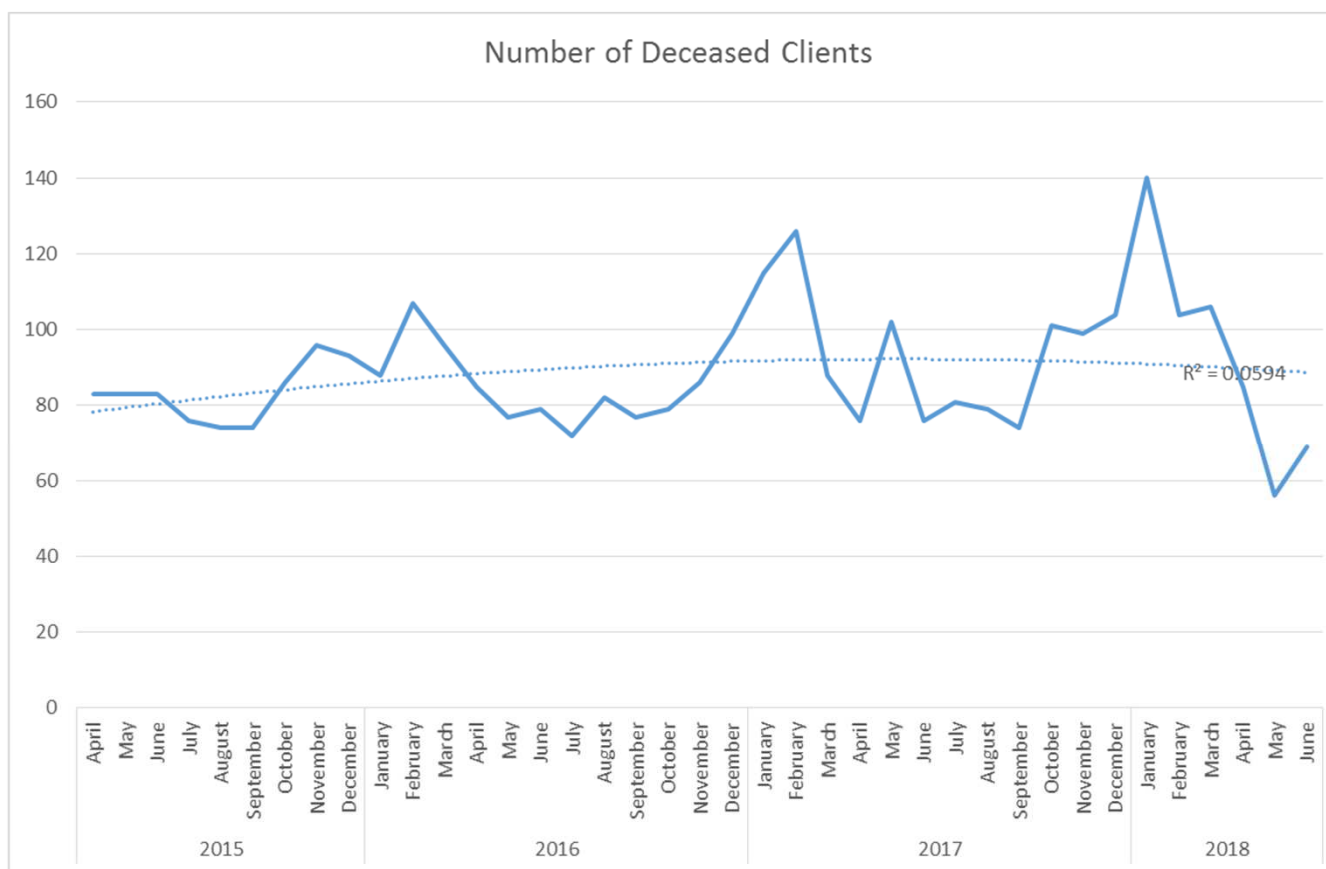
Day Care

Client Count Jun 2017/18	Client Count Jun 2018/19
8	2

- The contact conversion rate has shown a small decrease compared to 2017/18
- There have been sizeable reductions to the number of new Direct Payments, Nursing and Supported Living placements




Adult Social Care – Deaths Trend



Adult Social Care - Trends

Provisions – April to July 2018/19

- The overall number of provisions has increased by 1.9% since 1st April

Component of Service	Trend	30/04/2018	31/05/2018	30/06/2018	31/07/2018
Total Provisions		17315	17453	17563	17649



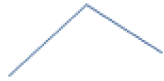


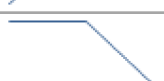
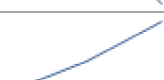

- This does not align with the % reduction in deaths reported this year to date and suggests our overall cohort is not increasing at the same rate



Adult Social Care - Trends

Provisions – April to June 2018/19

- Trends for key long term services show an increase of 9 people receiving nursing and 8 people receiving residential care
- Larger increases reported for Telecare and Home Care

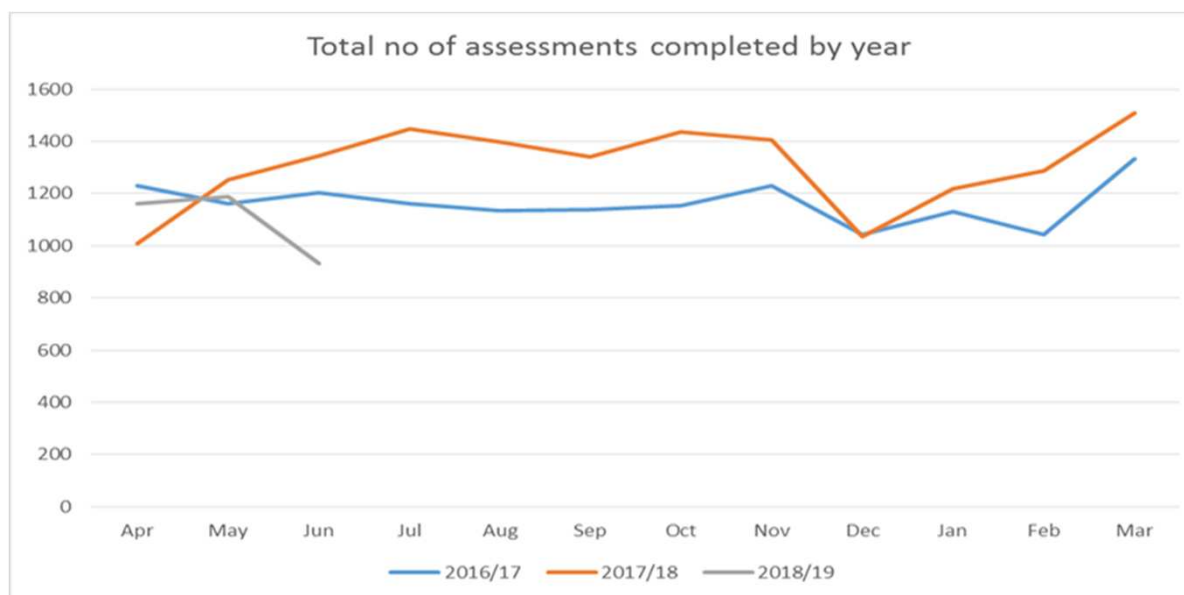
Component of Service	Trend	30/04/2018	31/05/2018	30/06/2018
Direct Payment		1,502	1,497	1,507
Extra Care		72	72	73
Home Care		1,241	1,293	1,258
Nursing		613	613	622
Residential		864	872	872
Supported Living		507	507	506
Telecare		8,041	8,129	8,246
Transport		186	186	187



Adult Social Care - Trends

Assessments – trends since April 2016

- The number of assessments in April and May is comparable with previous years
- Analysis completed indicates there can be a lag of up to 6 weeks for assessments to be recorded in AIS which explains the apparent decrease in June 2018 shown on the chart



Income

	Budget		Forecast		Variance
Better Care Fund	-	9,357,554	-	9,507,554	- 150,000
Com Care charging	-	4,831,981	-	4,831,981	-
Direct Care & Support income	-	1,777,199	-	1,775,799	1,400
Direct Payments income		-	-	45,536	- 45,536
Nursing income	-	6,928,401	-	6,928,401	-
Other CCG / LA income	-	1,949,000	-	1,923,742	25,258
Other income	-	523,735	-	529,143	- 5,408
Residential income	-	9,035,153	-	9,035,153	-
Section 117 from CCG	-	7,117,500	-	7,116,542	958
Telecare charging	-	505,920	-	485,000	20,920
Transport CHC income	-	230,000	-	230,000	-
Grand Total	-	42,256,443	-	42,408,851	- 152,408

- Community care charging – forecast assumes breakeven. SAP currently suggests a £300k shortfall, but further work is required to verify this.
- Residential and Nursing income – forecast assumes breakeven, full reconciliation to be undertaken
- Better Care Fund - £150k inflationary uplift
- S117 income forecast currently assumes 2 clients will be 100% funded by the CCG for the whole financial year



Risks

- Demographics: continued growth in demand for services
- Continuing Health Care (CHC): service users becoming ineligible for CHC services
- Depleters: increase in numbers identified
- Funded Nursing Care (FNC): changes in assessments of individuals' needs resulting in ASC funding more people in high cost nursing care
- Section 117: increasing number of packages
- Workforce: recruitment and retention challenges
- Reablement: realisation of savings



Opportunities

- Transport: review of high cost packages
- System efficiencies: ensure accurate timely recording
- Transitions: growth may be less than estimated
- Top Ups: revised policy being embedded
- Spend freeze
- Voids: negotiations of revised bed mix
- Staffing restructures: spans and layers review
- Sleep-ins national living wage ruling: contingency may not be needed in full



Children's Services

Mid-Year Review of Costs & Savings

Key Issues/Current Forecast

- The position for Children's Services Portfolio at the end of June 2018 is a forecast overspend of **£1.946m**
- This is after:
 - £0.8m contingencies released for demography and complexity of cases
 - £2.55m released contingency for general social care pressures
 - £0.350m Public Health grant funding to support the CAMHS contract
- MTP savings targets in 2018-19: **£3.256m**
- **Key pressures 2018-19**
 - Delays in implementing savings for Early Help and Short Breaks
 - Costs of Placements for Looked After Children
 - Legal costs – Children's Social Care

This paper highlights a RAG rating against the savings targets and provides detail on those ranked as **RED**



- Review of Children's Services Savings Targets 2018-19

	2018-19 £000	RAG
Legal Shared Services	(125)	R
Strategic Review of Early Help Services	(1,520)	G
Strategic Review of services supporting Looked After Children	(1,220)	R
Strategic review of services that support children with disabilities and/or special educational needs	(391)	A
Total	(3,256)	



Legal Costs – Action Plan

Legal budgets projected to overspend by £0.7m at the end of Q1. The service anticipates that service improvement may result in a higher spend than last year with increased complexity of current court cases as well as an increasing demand for existing care proceedings.

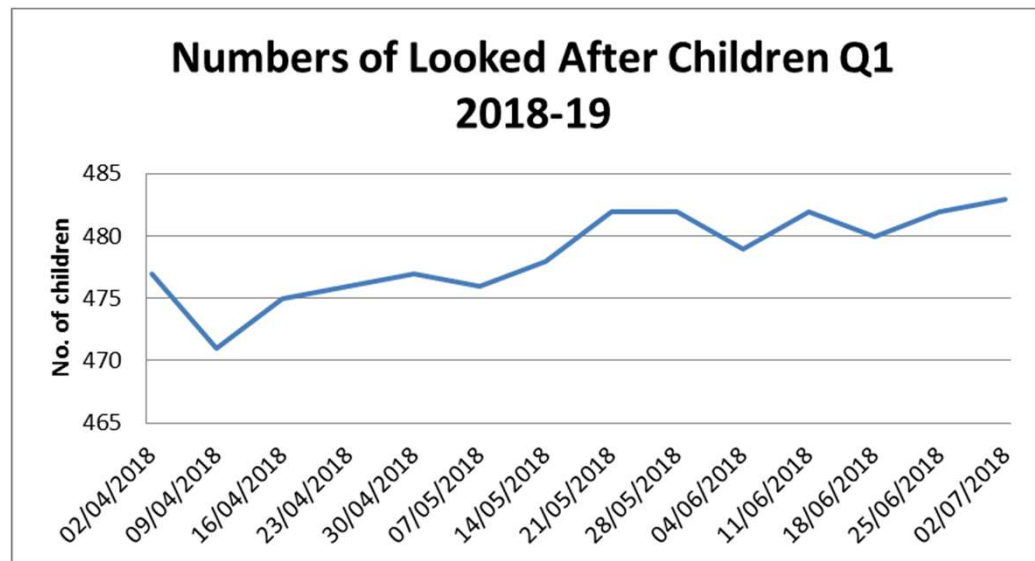
Actions to reduce spend against legal budgets include:

- Service Director approval required for all requests to use external Barristers
- Creation of a dedicated Court Team has enabled clear grip and control to be established in addition to quality assurance of casework and requests for Legal advice



Placement Costs – Looked After Children

- Placement budgets for looked after children (LAC) projected to be £1.2m overspent at the end of Q1 following the release of contingencies.
- Expected increase in LAC numbers due to improvement work and complexity of cases
- Forecast to reflect impact of strategies to reduce the numbers of children placed in external residential care and increase numbers supported by in house carers



Placement Costs – Looked After Children

- *Actions to mitigate include*
 - **Review of high cost external residential placements** to identify young people who may be able to step down to alternative placements to meet need and reduced costs
 - **Sufficiency Strategy:** The BCC three year Sufficiency Strategy is being revised to set out our approach to commissioning and provision of placements so that we have a clear plan of actions to be taken across placements to manage demand.



Placement Costs – Looked After Children

- **Mitigating actions (*cont....*)**
- **Fostering Recruitment and Retention Strategy:** Launched April 2018, this will focus on reducing reliance on independent fostering agency (IFA) provision whilst developing a sustainable 'in-house' service to deliver an improved and increased support and development offer to current foster carers.
- **Children's residential care homes:**
 - An initiative to develop four new in-house residential care homes which will provide 20 new in-house residential care beds.
 - The overall aim of this activity is to reduce the reliance on expensive independent residential care home provision and develop an in-house residential resource.

The financial model for placement costs is being re-based to reflect current activity and the impact of mitigating strategies to present a realistic view of costs for 2019-20 and beyond



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

Select Committee Inquiry Report Completion Date: February 2018

Date of this update: August 2018

Lead Officer responsible for this response: Richard Ambrose

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

Accepted Recommendations	Agreed Yes/No ?	Original Response and Actions	Progress Update	Committee Assessment of Progress (RAG status)
1. That all Business Units across the Council should switch to timely monthly management accounting on an accruals basis including meaningful variance analysis/reporting.	In part	The Cabinet agrees that we need to ensure a disciplined approach to budget forecasting. Monthly accounts are currently produced on a timely basis, including variance analysis. The Director of Finance is leading a review of financial management across the organisation and will consider our forecasting methodology and reporting arrangements as part of that review.	<p>An independent review of our financial management arrangements has confirmed that our current approach to monitoring is right although there are opportunities to improve the accuracy and timeliness of forecasting by reviewing end to end processes. Moving to monthly accrual accounting would increase costs with minimal additional benefits for a local authority. Other counties follow the same approach as us.</p> <p>Following a series of workshops with Business Units an Accountabilities Framework has been written together with the 'Finance Service Offer'. Fundamental to this is greater partnership working together with a forward looking approach around forecasting.</p>	

<p>2. That there should be improved level of visibility in individual budget lines across all portfolios for future Budget Scrutiny Inquiries. The financial data submitted should clearly identify the major costs of running the Council e.g. Home to School Transport, the EfW plant income and costs, on street parking revenue, Skills budget, number of Full Time Equivalent (FTEs) staff, costs of agency staff/interims, key drivers of demand in Social Care and associated unit costs. A high level Budget Book to enable more transparency for Members and the Public is proposed.</p>	In part	<p>As part of the review of financial management identified above, we are reviewing reporting arrangements to ensure that financial information is clearly aligned to individual services which will help improve accessibility of the data. We will also carry out research into best practice in other councils, including in relation to the use of budget books, and consider opportunities for improving visibility of the major costs of running the council.</p>	<p>Appropriate information around costs and activity will be provided for future Budget Scrutiny Inquiries. This will help improve the level of visibility and understanding of the budget.</p> <p>Research is currently taking place around how other county authorities present their financial information.</p>	
<p>3. That where there are figures in the County Council budget which will also be reflected in a District Council's budget, there should be liaison between financial colleagues to ensure that the relevant figures agree e.g. recycling credits, S106 funding.</p>	Yes	<p>We fully agree that there should be liaison with partner agencies, including District Councils, where there are key dependencies. There is already good liaison on many of the areas identified by the Select Committee – however, we recognise that there may be occasions where relevant figures do not match as organisations have taken different views.</p>	<p>Liaison between financial colleagues is taking place and will continue to do so.</p>	
<p>4. That mandatory face to face exit interviews should be undertaken for all staff on Range 10 or above, and where deemed appropriate, staff below that</p>	Yes	<p>The opportunity for face to face exit interviews is already available for all staff. Further steps will be taken to promote this, as well as the online exit interview process, although clearly we</p>	<p>A new Mandatory management Objective is being launched across BCC for all line managers and this will cover Managing Resources and Managing</p>	

range and that the online exit interview process should be promoted more effectively to capture feedback from staff at other levels.		cannot make it mandatory for leavers to participate in these interviews.	<p>People.</p> <p>The Managing People objective requires amongst other things that line managers are now responsible for ensuring that Leavers complete the BCC on-line exit interview, unless there are exceptional circumstances such as dismissal or ill health. The objective also encourages face to face exit conversations with the intention that Managers actively manage the exit processes, discussions and any actions on a timely basis. In addition HR will continue to promote the 'last opinion' survey which collects confidential structured information from Leavers about their experience of working at BCC.</p>	
5. That Cabinet ensures that there is clear and effective leadership and programme management in the area of ICT and Digital to ensure that the Council's systems are robust, fit for purpose and can share data, where appropriate. This should include a centralised approval system for ICT procurement to ensure value for money and an improved customer experience.	Yes	The Cabinet agrees that effective leadership and governance arrangements are critical for the delivery of our technology strategy. We agree that it would be useful to ensure a centralised approval system, although will need to take care to ensure that such governance arrangements are designed in a way to be agile and responsive to service requirements.	<p>Good progress has been made with the establishment of the Information and Technology Board. Terms of Reference are currently under consultation and the first Member lead meeting is to be held in September 2018.</p> <p>All business cases for resource allocation and approval will be via this board covering technology and digital for the Council.</p>	





			The September board will approve all projects due for completion prior to April 2019 and budgets required to support these.	
6. That a realistic figure is included in the final Children's Services budget for legal fees.	Yes	There is more work to do to fully understand our expenditure on legal fees in children's services. The Cabinet Member will consider realigning budgets within the overall portfolio budget envelope in order to make the appropriate provision for legal costs. The Cabinet has also proposed setting aside a contingency of £250k to manage the risks associated with this area of expenditure.	Work has been done to analyse the expenditure on legal fees and this has been reported to Children's Budget Board. The expected impact of service improvement work will be to increase the legal spend during the current financial year. This trend is not expected to continue in the long term. The creation of a dedicated court team has enabled clear grip and control to be established.	
7. That the Fostering Service undertakes a benchmarking exercise on foster carers allowances and a best practice review of independent fostering agencies to better inform the Council's approach to recruiting additional in-house foster carers.	In part	As part of our Change for Children Programme, we have a specific focus on increasing our numbers of in-house foster carers. We know from previous research that, in making a choice, foster carers tends to focus on the wrap around support offered rather than the level of allowances. We will continue to review best practice from the public and private sectors and develop our approaches accordingly.	The Fostering Recruitment and Retention Strategy prioritises a review of allowances to ensure that the BCC offer is comparable to other authorities, as well as to simplify our payment structure to increase clarity for carers and increase the carer transfers and new applications	
8. That there should be a detailed independent review of the assumptions and cost drivers	In part	Key drivers of expenditure in these areas are volume of demand and the cost of provision, both of which can be	Finance has been working with both Commissioners and the Business Intelligence team to	

	used to develop the Children's Services and Health and Wellbeing budgets, as well as a comprehensive review of processes and financial modelling to ensure more accurate forecasting of spend.		volatile. As a result, it is important to recognise that these budgets can be challenging to predict with accuracy. We have started a detailed review of the processes and methodologies underpinning our forecasting in these budget areas, in order to provide Members with greater confidence about the budget forecasts during the course of the year. The proposed budget also includes additional contingencies to reflect the high risks within Social Care.	review budget assumptions around volumes and cost pressures. It should be recognised that this is not an exact science as the demand led nature of these services makes forecasting difficult. The majority of authorities with Social Care responsibilities have overspent in these areas in recent years. A review of forecasting processes has been undertaken to ensure greater accuracy and timeliness.	
9.	That the provision of Home to School Transport, both mainstream and children with EHC Plans, by the Council meets national statutory guidelines only, that discretionary transport should be phased out and that parents/guardians are provided with reasonable notice for any policy changes.	In part	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.	A project is in place to review all cohorts of pupils and students accessing home to school transport to enable options to be prepared for pre-consultation and consideration, prior to public consultation and implementation of any changes from September 2019.	
10.	That as part of the Strategic Options Appraisal for redelivering Library Services, an e-book pilot study should be undertaken.	Yes	E-books are currently provided by our libraries; we will explore the further development of such options as part of the future direction of the library	Three strands of work are currently underway to identify scope for the development of e-books. A report summarising the work on all three stands will be	

		service.	<p>produced by the end of December 2018.</p> <ol style="list-style-type: none"> 1) Cost/ benefit analysis of existing e-materials. This will quantify investment in e-books to date and measure performance and value for money of current e-book provision relative to traditional hard copy books. 2) Production of business case and customer survey to replace most hard copy newspapers with online resources. New digital resources can offer access to over 7,000 digital newspapers and magazines from over 100 countries and in 60 languages. 3) Business case to consider feasibility of new e-book lending model based around loaning kindle devices to customers. 	
11. That, within existing resources, a comprehensive gully survey is undertaken throughout the County to identify accurately the number of gullies and locations	Yes	TfB have confirmed that they have accurate records of known gully locations but Cabinet understands the importance of a well maintained highway drainage system and so is	The additional resource has allowed for a third emptier to be introduced, this has meant that emptying of catchpits etc. has been made possible as well as	

and use this to inform the creation of an effective maintenance programme.		allocating a further £125k to this service area in the proposed budget.	additional resource being available for ad-hoc emptying.	
12. That sufficient budget is set aside to enable the introduction of a programme of weed management on footways across the County.	Yes	We recognise that we do not have the resources to undertake a full weed spraying programme. As an alternative, Cabinet is keen to explore options for pilot projects with District or Town/Parish Councils which could deliver other potential solutions. A sum of £125k has been set aside in the proposed budget to support such initiatives.	Following discussions with the Deputy Member for Transportation it was agreed:- a) A sum of money was to be allocated to South Bucks District Council to allow for the fitting of a spray bar to their street cleansing fleet. The trial has commenced and results are expected soon. b) As the cost of delivering a meaningful programme was too high TfB were asked to develop a siding out programme that targeted "problem" areas and allows for the full width restoration of foot and cycle ways.	

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>

Finance, Performance & Resources Select Committee				
Date	Topic	Description and purpose	Lead Service Officer	Attendees
11 Sep 2018	Budget Scrutiny 2018 - 6 month progress report	The Committee will examine a progress report on the implementation of the recommendations from Budget Scrutiny 2018 after 6 months. Members will have an opportunity to question the Cabinet Member for Resources and the Director of Finance and Procurement, before discussing and allocating a RAG status for the progress of each recommendation.	Richard Ambrose, Director of Finance & Procurement	John Chilver, Cabinet Member for Resources Richard Ambrose, Director of Finance & Procurement

11 Sep 2018	Mid-Year Review of Costs and Savings in Adult Social Care and Children's Services	<p>The Committee will receive an update on costs and progress in the delivery of budget savings in both Adult Social Care and Children's Services.</p> <p>Members will hear from the Cabinet Member/Deputy Cabinet Member, Finance Director and Executive Director/Director for each Service Area.</p>	Richard Ambrose, Director of Finance & Procurement	<p>Richard Ambrose, Director of Finance & Procurement</p> <p>Wendy Mallen, Deputy Cabinet Member for Health & Wellbeing</p> <p>Jenny McAteer, Director for Quality, Performance & Standards, CHASC</p> <p>Bev Winter, Finance Director for Communities, Health & Adult Social Care</p> <p>Tolis Vouyioukas, Executive Director for Children's Services</p> <p>Warren Whyte, Cabinet Member for Children's Services</p> <p>Elizabeth Williams, Finance Director for Children's Services</p>
11 Sep 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members

13 Nov 2018	Budget Scrutiny 2019 - Scoping	The Committee will consider and agree the draft inquiry scope for the 2019 Budget Scrutiny Inquiry.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members
13 Nov 2018	Draft Commercial Investment Strategy - Review	To be confirmed.	Richard Ambrose, Director of Finance & Procurement	John Chilver, Cabinet Member for Resources Richard Ambrose, Director of Finance & Procurement Oster Milambo, Deputy Head of Strategic Assets
13 Nov 2018	Modernising Local Government Update	Timing subject to change. Details to be confirmed.	Sarah Ashmead, Executive Director (Resources)	To be confirmed.
13 Nov 2018	New Technology Strategy	Members will have the opportunity to review and examine the new Technology Strategy.	Balvinder Heran, Joint Strategic Director – Information Assets and Digital Development	To be confirmed.
13 Nov 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members

11 Dec 2018	Private Budget Briefing for FPR Select Committee	This will be a private briefing for Members ahead of the 2019 Budget Scrutiny Inquiry.	Richard Ambrose, Director of Finance & Procurement	Richard Ambrose, Director of Finance & Procurement Committee Members Chairmen of all Select Committees
11 Dec 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members
26 Mar 2019	Business Rates Retention - Change Implications	Members will review the changes to business rates retention and how these will impact the Council and small businesses in Buckinghamshire.	Richard Ambrose, Director of Finance & Procurement	John Chilver, Cabinet Member for Resources Richard Ambrose, Director of Finance & Procurement Matthew Strevens, Corporate Finance Business Partner, Resources
26 Mar 2019	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members