

# **LOCAL PERFORMANCE PLAN**

**2001 – 2002**

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## FOREWORD

Welcome to Buckinghamshire County Council's Best Value Local Performance Plan for 2001-02.

The Council's vision for delivering Best Value in Buckinghamshire is expressed in its aim to make "Buckinghamshire a modern top-performing Council which delivers high quality services affordable to the tax-payer". It can be summed up in one phrase: "Committed to Quality".

This Plan explains how that commitment to the people of Buckinghamshire will be delivered, and provides the evidence to support it.

In December 2000 the Council embarked on a major pilot exercise to test a "modernised" political structure, aimed at improving policy setting and decision making.

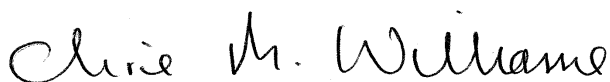
This consists of a new eight-member Cabinet with six main service portfolios, supported by five select committees to scrutinise and add value to the decisions and policies of the Council.

Since its first meeting in December 2000 the Cabinet has worked hard to prepare a new four year Council Plan of Strategic Aims and Supporting Policies, built around the new portfolios and deriving from the overall vision set out in the previous Council Plan. These aims and policies are set out in full in Appendix 1.

This Performance Plan for 2001-02 is set out on the same basis, with the portfolios introduced personally by the current Cabinet Members, who have worked so hard to put in place the policy and performance targets that will be developed and implemented in the new Council.

The Plan is the responsibility of the Council as a whole. The Cabinet will take any decisions required to implement it, and the Officer Team will carry out the actions needed to deliver it.

I have a strong personal commitment to improving performance in the Council, and look forward to reporting to you in a year's time on the progress that has been made.



Chris M Williams

Chief Officer of the Council

## INTRODUCTION

Under the Government's Best Value Initiative local authorities have to produce an annual Local Performance Plan.

This plan is written for two main groups of people.

First, it is our contract with the public and secondly it is an internal management tool used by elected members and council officers to set performance targets and monitor their delivery.

Best Value is a simple concept. It means we have to provide you with quality services that are efficient, economic and effective.

To do this we have to:

- *Challenge* the reasons why and how we provide services.
- *Compare* our performance with other organisations. Learning not just from other Councils, but private firms too
- *Consult* – with residents, groups of service users and businesses making your priorities our priorities.
- *Compete* – helping to secure effective services and fair competition.

As part of this process we must:

- Show that we are improving services year on year.
- Review services every five years.
- Produce an annual Local Performance Plan every year.

This Local Performance Plan sets out:

The Council's aims for the next four years.

How we are performing now as a council.

Our future targets.

How we will continue to improve.

A full copy of the Plan can be found on the Internet at [www.buckscc.gov.uk](http://www.buckscc.gov.uk). Libraries and County Council offices also have a reference copy or you can obtain a copy on request from Corporate Communications, County Hall, Aylesbury, Bucks, HP20 1UA. (01296 382625).

## **TELL ME MORE ABOUT BUCKINGHAMSHIRE COUNTY COUNCIL**

### **What the County Council Does**

In terms of expenditure, Buckinghamshire County Council provides around 80% of local authority services in the county, including schools, libraries, social services, road maintenance and the co-ordination of public transport.

Many of these services are provided in partnership with other agencies such as the Police, the Health Service and District, Parish and Town Councils. Together we provide services to just under half a million residents in Buckinghamshire and to those who need our help as they work in or travel through our county.

In doing so we spend £1 million a day and are the largest employer in the County.

### **How the Council is Organised**

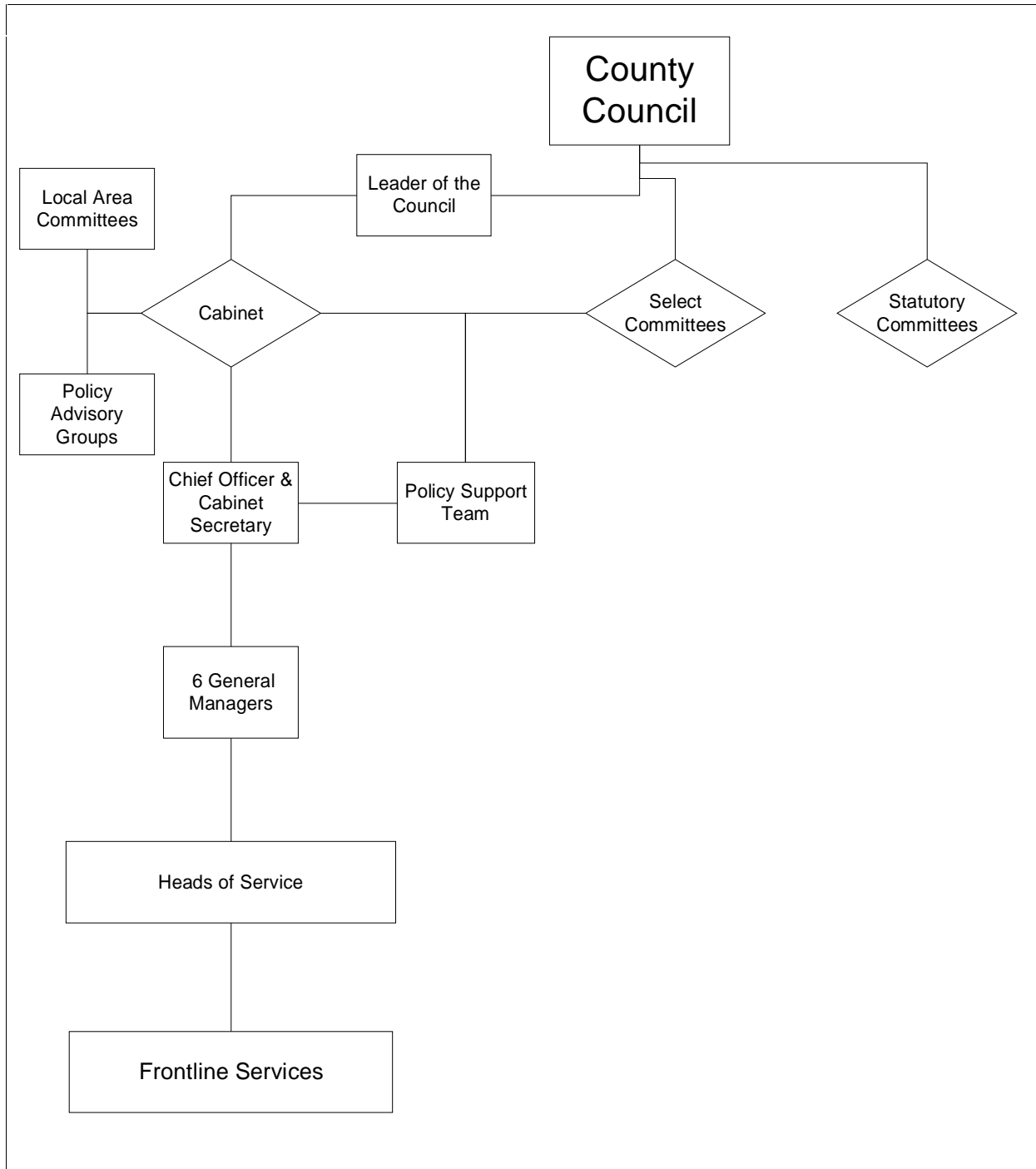
You may have heard or read about the reorganisation of all local authorities as part of central government's plan to "Modernise" local government. This process began when the Government gave all local authorities three options for structuring their decision-making processes in the Local Government Act 2000.

The options were

- A directly elected Mayor with Cabinet
- A Cabinet with a Leader
- A Leader and Council Manager

Following an extensive and independent consultation of residents it was decided to pilot the Cabinet and Leader model.

## The Cabinet and Leader Model



Decisions made by the Cabinet will be monitored and assessed by other elected Members on five Select Committees.

At the end of November 2000 we entered a pilot period that will ensure that the new Cabinet and officer structures maintain or improve service provision, and to ease the final transition to the Cabinet and Leader model. The move to the new structure should be completed by May 2001.

## **How It All Fits Together**

What we do as a Council is determined both by locally set policies (for example the Overall Aims, their Supporting Policies and the medium-term financial framework) and those that derive from national legislation (which often requires the production of statutory plans, such as the Education Development Plan). All these form the Council's Policy Framework.

Out of this high level framework of national and local plans we develop the service plans which set out what we are seeking to achieve "on the ground". These plans are then translated into individual targets for staff, set and monitored through our appraisal process.

In this document, we have selected by Cabinet portfolio area, some of the service activities to which we wish to give a high profile in 2001-02. We are calling these our flagship projects. These and the targets for our other major activities are also contained in our service plans which are publicly available and which will be regularly monitored by the Cabinet.

A diagram of how this all fits together is attached as Appendix 2.

## **Making the Links**

We are also very aware that the different policies of the Council do not operate in isolation. This year we embarked on a major exercise to begin mapping the key links between our different plans and policies, to identify those which are working well and those that need to be strengthened.

The full database of these links can be found on our website at [www.buckscc.gov.uk](http://www.buckscc.gov.uk). A summary of the links is attached as Appendix 3.

## **Developing a Community Strategy**

Buckinghamshire County Council is working in partnership with other public agencies through the Bucks Partnership for Action to create a multi-agency Community Strategy for the County. The Bucks Partnership for Action includes District Councils, Thames Valley Police, Health Authority and a number of other key partners including local businesses. Partnership working in Buckinghamshire is already very strong and our aim for the Community Strategy is to achieve even better services for the people of Buckinghamshire through partnership.

During 2001, the members of the Partnership, including the County Council, will be consulting about what the public wants in the county-wide Community Strategy at the same time as the partners continue to implement a number of actions which have already been identified. The Partnership plans to publish a Community Strategy at the end of the year, with revised actions taking into account all views.

## How To Get In Touch

Listed below are contact telephone numbers for general information about the services we provide for you. Staff will also be able to give you contact numbers for services in your area, such as libraries and adult education classes. All codes are 01296 unless otherwise stated.

Main switchboard	395000
Continuing education	383048
Archives (County Record Office)	382587
Birth, Marriages and Deaths (Registrar)	382581
Consumer advice	383212
Corporate Communication Unit	383209
Countryside conservation and recreation	382389
Education	395000
Emergency Planning	382180
Fair Trading	383212
Farm Animal Health	383212
Footpaths and Bridleways	382413
Gypsies	383774
Information Centre	382926
Library Headquarters	382160
County Reference Library	383252
County Museum	331441
Public Transport	383740
Public Transport Info (Travel Line)	0870 6082608
Registrar	382581
Rights of Way	382413
Road and pavement enquiries	383205
Emergency number to report road problems out of office hours	486630
Road safety	382450
Social Services	383999
Social Services emergency number for use out of office hours	01494 817750
Social Services Careline free number To report cases of abuse	0800 137915
Street Lighting	387093
Trading Standards	383212
Traffic Management	382841
Transportation	383205
Waste and Recycling	382307



## સંપર્ક કેવી રીતે કરવો (How to get in touch)

અમે તમારા માટે જે સેવાઓ પૂરી પાડીએ છીએ તે વિશેની સામાન્ય માહિતી મેળવવા માટેનાં ટેલિફોન નંબરો નીચે આપેલાં છે. તમારા વિસ્તારમાં આવેલી સેવાનો સંપર્ક નંબર તમને કર્મચારી સભ્યો આપી શકશે, જેમ કે લાઇબ્રેરીઓ અને પુસ્ત લોકો માટેના શિક્ષણનાં વર્ગો. દરેક નંબરનો કોડ જુદા બતાવવામાં ન આવ્યો હોય તો 01296 છે.

મુખ્ય સ્વિચબોર્ડ	395000
કન્ટ્રીન્યૂઈંગ એજ્યુકેશન	383048
આર્કાઈવ્ઝ (કાઉન્ટિની રેકોર્ડ ઓફિસ)	382587
જન્મ, લગ્ન અને મૃત્યુ (રજિસ્ટ્રાર)	382581
કન્સ્યુમર એડવાઈસ (ગ્રાહક સલાહ)	383212
કોર્પોરેટ કમ્યુનિકેશન યુનિટ (કોઈ પણ જાહેર માહિતી મેળવવા માટેની ઓફિસ)	383209
ગ્રામ્ય વિસ્તારોની સાચવણી અને મનોરંજન	382389
એજ્યુકેશન (શિક્ષણ)	395000
ઈમર્જન્સી પ્લાનિંગ	382180
ફેર ટ્રેડિંગ (ન્યાયી વ્યાપાર)	383212
ખેતીવાડીનાં પ્રાણીઓનું આરોગ્ય	383212
ફૂટપાથો અને ઘોડાઓને ચાલવાના રસ્તાઓ	382413
જીપ્સિઝ (રખડતી કોમનાં લોકો)	383774
ઈન્ફોર્મેશન સેન્ટર (માહિતી કેન્દ્ર)	382926
લાઇબ્રેરી મુખ્યકચેરીઓ	382160
કાઉન્ટિની સંદર્ભ લાઇબ્રેરી	383252
કાઉન્ટિ મ્યુઝિયમ	331441
જાહેર વાહનવ્યવસ્થા	383740
જાહેર વાહનો અંગે પૂછપરછો (ટ્રાવેલ લાઈન)	0870 6082608
રજિસ્ટ્રાર	382581
રસ્તા પરના અધિકારો	382413
રોડ અને પગથીઓ વિશેની પૂછપરછો	383205
રસ્તાની સમસ્યાઓ વિશે જાણકારી આપવા માટેના ઈમર્જન્સી નંબર	
ઓફિસના કલાકો સિવાયના સમયે	486630
રસ્તા પરની સુરક્ષા	382450
સોશિયલ સર્વિસીસ	383999
સોશિયલ સર્વિસીસના ઈમર્જન્સીમાં ઉપયોગ માટેનાં નંબરો	
ઓફિસના કલાકો સિવાયના સમયે	01494 817750
સોશિયલ સર્વિસીસનો કેર લાઈનનો મફત નંબર	
સત્તામાણીના કેસોની જાણ કરવા માટે	0800 137915
રસ્તા પરની લાઈટો	387093
ટ્રેડિંગ સ્ટાન્ડર્ડ્સ (વેપારની ગુણવત્તા જાળવતો વિભાગ)	383212
ટ્રાફિક સંચાલન	382841
વાહનવ્યવહાર	383205
કચરો અને રીસાઈકલિંગ	382307

## کاؤنٹی کے مختلف ڈیپارٹمنٹس سے آپ کس طرح رابطہ کر سکتے ہیں

### How to get in touch

ہماری جانب سے فراہم کی جانے والی سروسز کے بارے میں عام معلومات حاصل کرنے کے لئے نیچے دیئے گئے ٹیلی فون نمبروں پر رابطہ کیجئے۔ اس کے علاوہ اسٹاف آپ کو آپ کے علاقے کی دیگر سروسز کے نمبر بھی دے سکتا ہے جیسے کہ لائبریری اور تعلیم بالغان کی کلاسز وغیرہ۔ نیچے دیئے گئے نمبروں کے لئے کوڈ نمبر 01296 استعمال کیجئے سوائے ان نمبروں کے جن کے سامنے پہلے سے کوڈ نمبر دیا گیا ہے۔

395000	مین سوئچ بورڈ
383048	کنٹیننگ ایجوکیشن
382587	قدیم اشیاء (کاؤنٹی ریکارڈ آفس)
382581	پیدائش، شادی اور موت (رجسٹرار)
383212	خریدنے والوں کے لئے مشورہ
383209	کوآپریٹو کمیونیکیشن یونٹ
382389	دیہاتی علاقوں کی دیکھ بھال اور ترقی
395000	تعلیم (ایجوکیشن)
382180	ایمرجنسی منصوبہ بندی
383212	صحیح تجارت کا طریقہ کار
383212	موبیلیٹیوں کی صحت سے متعلق
382413	فٹ پاتھ اور گھوڑ سواری کے راستے
383774	جینسی (خانہ بدوش)
382926	انفارمیشن سینٹر
382160	لائبریری ہیڈ کوارٹرز
383252	کاؤنٹی ریفرنس لائبریری
331441	کاؤنٹی میوزیم
383740	پبلک ٹرانسپورٹ
0870 6082608	پبلک ٹرانسپورٹ ٹائم ٹیبل انکوائری
382581	رجسٹرار
382413	راستے کے حقوق
383205	سڑکوں اور ان کے ساتھ پیدل راستوں سے متعلق انکوائری
486630	آفس کے اوقات کار کے بعد ایمرجنسی میں روڈ کے کسی مسئلے پر رپورٹ
382450	روڈ سیفٹی
383999	سوشل سروسز
01494 817750	آفس کے اوقات کار کے بعد ایمرجنسی کے لئے سوشل سروسز کا نمبر
0800 137915	تشدد کے واقعات کی رپورٹ کے لئے سوشل سروسز کی فری نمبر
387093	سٹریٹ لائٹنگ
383212	ٹریڈنگ اسٹینڈرڈ (تجارت کے معیار کا تعین)
382841	ٹریڈنگ انتظامیہ
383205	ذرائع آمدورفت (ٹرانسپورٹ)
382307	کوڈا کرکٹ اور ری سائیکلنگ

## **OVERVIEW OF OUR PERFORMANCE**

We measure and monitor our performance in many different ways:

### **1. Opinion Surveys**

In last year's plan we reported on a major survey by MORI that we had undertaken. This will form a benchmark for future progress and will be repeated in two-three years time. This year our main survey of public views was undertaken jointly with the district councils and looked at a range of nationally specified "user satisfaction" indicators.

The results are set out in detail in Appendix 4, and the main features were:

65% of people in the County are satisfied with the way the County Council runs things, with 9% saying they are not and 26% not expressing a view either way. The main reasons given for not being satisfied are reflected in comments about the condition of roads and pavements and public transport services.

The greatest satisfaction was with cultural and recreational services (especially libraries at 75%), environmental services, education services and household waste sites. For those users of social services, only 6% expressed dissatisfaction with the services they were receiving.

### **2. National and Local Performance Indicators**

Every year we set targets and collect information against many nationally set performance indicators. One of the advantages of national specification is that they allow us to compare ourselves on the same basis with other councils. These indicators and our performance against them are set out in Appendix 5.

We set the local outcomes and targets in our internal service plans (there are about 50 of these) and they are monitored through regular management reports.

Last year we included all our service plan goals (outcomes) and targets in our Local Performance Plan, and because we did so we have included a detailed report on our progress in Appendix 6.

People told us that they found including all these targets in our Plan made it cumbersome, so we have not included them this year. However, you will still be able to view the (2001-02 service plans and monitoring information on our website.

### **3. Summary of Performance in 1999/2000 against national and/or local indicators**

In 1999-2000, the County Council was required to report performance against 122 nationally set indicators. The indicators cover corporate management, education, libraries and museums, trading standards, social services, roads, transport and the environment.

From a representative sample of 77 of these indicators, the Council has compared its performance with the 33 other County Councils in England.

Buckinghamshire was the highest (or joint highest) performing authority in 12 of these indicators and in the top six in a further 7. It was in the bottom six for 19 of the

indicators, however, three of these relate to school meals, an area where the County Council has taken a policy decision not to provide school meals, other than for those entitled to a free meal. The nationally published figures therefore only relate to those few schools that have made separate arrangements with local caterers.

Out of the total of 122 indicators, it is possible to make judgements about performance in 111 cases. Buckinghamshire has compared its performance against the “top quartile” of all County Councils and against the average performance of all County Councils.

The Council has achieved the top quartile for 32% of the indicators where top quartile data was available and matched or exceeded the “County Council average” in almost 50% of indicators where data was available.

#### **4. Summary of Performance in 2000-2001 against national and/or local indicators**

Particular achievements included:

- The percentage of pupils gaining top-grade GCSEs, ie 5+ A\*-C, has increased by over 10 percentage points to 63% over the last 4 years. The performance of our schools places us consistently within the top 5 performing councils.
- Almost all children at key stage 1 (6-7 years) are in classes of 30 or less, a year ahead of the national target.
- The Council’s programme to eliminate the backlog in repair/replacement of school roofs by 2003 is underway and the programme of work costing £750,000 for the year 2000-01 will be completed to schedule.
- The Council has provided a 24-hour single point of contact for major emergencies, which was thoroughly and successfully tested during the fuel and flooding crises.
- The market test of Payroll and Pensions Administration has resulted in the successful externalisation of the payroll activity with annual savings projected at 14%.
- The creation of a Multi-Agency Rapid Response Service which in its first three months of operation saw 37 young people and prevented 12 from entering the looked-after system.
- The establishment of a joint education and social services team, Education of Children and Young People in Public Care, (ECPC), to improve the educational experiences and achievements of children who are in the care of the Council. As a result of ECPC all Buckinghamshire schools now employ a designated teacher for children in care.
- The establishment of the Leaving Care Service and provision of a pathway plan for every young person.
- The high levels of use made of the Library Service both in the number of visitors and the number of items issued.
- The number of enrolments to our Continuing Education Service is the highest per head of population in the country.

- We have succeeded in being one of only 16 successful Connexions bids to provide enhanced services to young people.
- Helped more people over 65 years live at home rather than in long-term residential care.
- Secured £0.5m of European funding to help finance a scheme to enable clients, with learning or physical disability, to undertake meaningful employment.
- In the recent satisfaction poll, some 67% were satisfied with social services.
- We have exceeded the target for at least 2 community led safety schemes to be included in the Programme of Works, through newly established Local Area Committees. Area Offices have assessed a total of 39 schemes put forward by Parishes.
- 99.18% of pedestrian crossings have facilities for disabled people.

However, we also had some disappointments:

- The pupil exclusion targets for Buckinghamshire were not achieved, although we are working closely with schools to continue to develop ways of reducing pupil exclusions.
- At around 90%, we will not meet the Government's target that 95% of uncontested invoices are paid within 30 days. Nevertheless we are amongst the quickest paying (third quickest in 1999/2000) of all County Councils.
- The target to reduce to 12.2% the number of registrations to the Child Protection Register that were re-registrations has not been achieved. In order to improve this situation we will seek to introduce improved methods, apply child protection methods better and introduce measures to recruit more child protection workers.
- Our performance could be improved by increasing the number of contacts we make between our youth service and young people between the ages of 13 to 19.
- We have to address the issue of above average unit costs in adult social care.
- We have to help even more people over 65 years live at home.
- We aimed for 70% user satisfaction with local bus services. This is likely to be between 60 and 65%; the results will vary depending on the proportion of respondents from urban and rural areas.

## **5. Organisation Health Surveys**

For the past two years we have surveyed the views of our staff about how they feel about their work for the Council, so that we can be aware of the level of staff morale, and take action to maintain and improve it. We want to recruit, develop and retain well-motivated staff, and have established a "flagship" project to improve performance in this area in 2001-02.

This year's survey told us in particular that 97% of staff feel they have good working relationships, and that 85% enjoy working for the Council and are clear about the performance standards for their jobs. On the other hand 71% think there are inadequate promotion opportunities and 65% do not think that communication between departments is good.

## **6. External Inspections**

The Council's services are regularly inspected by the Government (eg OFSTED inspections of schools). Inspectors usually make recommendations which we turn into agreed action plans which are then monitored. Our main external inspection in 2000-01 was by OFSTED who paid a return visit to look at the Council as a Local Education Authority (LEA).

They identified that since their previous visit in 1999 the LEA had worked vigorously to build on its strengths and eradicate its weaknesses. Much had been done to improve relationships with schools, which had been soured by a number of factors, although a strong view still remained in the schools that the LEA had more to do to mend this bridge.

One of the ways in which these comments are being addressed is through the Root and Branch Review of School Support, which, although not part of the Best Value review programme has been conducted on best value principles.

For details on the recommendations made, please refer to Appendix 7. The full report can be found on the Council's website.

## **7. District Audit Management Letter**

Every year the independent District Auditor examines our performance and reports on what has gone well and what may need improvement.

The most recent letter acknowledged the major change agenda set by the Government, highlighting the increased risk of things going amiss in such periods of change.

It also commended the Council for making a good start to the Best Value regime and that the desire to improve was apparent in the Council's approach. The letter also acknowledged the improved prioritisation of policy aims.

Less positively, attention was drawn to problems in collecting non-financial data, to which close attention is now being given.

For further details of the recommendations made please refer to Appendix 8. The full letter can be found on the Council's website.

## **8. Response to the statutory recommendations made following the audit of our first Local Performance Plan.**

District Audit, the Council's external Auditors, made five statutory recommendations following their examinations of last year's Local Performance Plan. The Council accepted all the recommendations and formally responded on 4 August 2000. Full details of the recommendations and responses are detailed in Appendix 9.

## COUNCIL LEADER AND DEPUTY LEADER

### **Their portfolios include:**

- Overall County Council Policy
- Performance of Services
- Budget Strategy
- External Relations
- The Local Performance Plan
- Development of the Organisation
- Communications
- Policy Co-ordination and Monitoring
- Best Value Co-ordination
- Members Services
- Working with Partners
- Economic Development

### **Welcome by David Shakespeare, Leader**

As Leader of the Council it gives me great pleasure to introduce this section of Buckinghamshire County Council's second annual, Local Performance Plan.

This performance plan is effectively our 'contract' with you, our customers, stakeholders and partners. It will demonstrate what services we provide, to what standard and what targets we have set ourselves for future improvement.

The plan also spotlights the future direction for the Council over the next four years. Our new Council Plan Aims and Supporting Policies (appendix 1) have been developed directly from what you have told us you want your County Council to achieve. Without question, it represents a tough and challenging agenda, but with a reputation as one of the leading County Councils in the country, I know its one we will strive to deliver.



Meeting the challenge of delivering quality public services in the 21<sup>st</sup> century has meant making fundamental changes to the way we work. The most significant has been the way we make decisions. Gone are most of the old committees and in their place we are piloting a 'Cabinet' style of management similar to the way national government operates. Each member of the cabinet has specific responsibility for a range of services and functions.

Over the next few pages my cabinet colleagues have outlined in detail their portfolio of services and what they expect to achieve. These expectations will need to be delivered in the new council. Amongst many of the changes, you will see a stronger focus on working in closer partnership with other organisations both in the public and private sectors. New Community and Children's Services portfolios which will help integrate services, a Schools portfolio dedicated to raising still further our outstanding pupil achievement record and of course an increasing level of consultation which aims to put customers at the heart of shaping services for the future.

However, fine words are no substitute for proper action. We will all collectively be responsible for delivering what we have outlined in this plan, which is why proper performance outcomes and targets have been set. This, together with subsequent plans, will be one of the ways in which our performance can be judged.

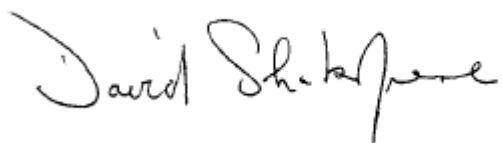
As part of the new arrangements, five Select Committees have also been established to challenge, monitor and review the work of the Cabinet to ensure that “real value” is being obtained from everything we do.

We are about to start the second year of a five year programme designed fundamentally to review everything we do. Although this requires an investment of time and resources, we have found that putting services “under the microscope” has resulted in many innovative approaches to service delivery as well as around £1,500,000 of savings. I am committed to this programme as one of the many ways to increase efficiency and effectiveness, while at the same time reducing bureaucracy.

I am also committed to representing and promoting Buckinghamshire and its residents to those at regional, national and European level who make so many of the decisions that affect our lives. Many look to the County Council for examples of good practice and innovation which positions us well to champion the rights and expectations of the County’s residents in all of those areas which affect our well being and quality of life.

My aim for the Council over the next four years is simple. I want it to become one of the top performing County authorities in the country, delivering customer focussed, quality services at an affordable cost. I believe this plan sets the scene for how we intend to achieve this, from our top level strategic aims right through to action on the ground.

If you have any questions, comments or queries about this plan or indeed any aspect of the County Council’s work I would be delighted to hear from you. You can write directly to me or complete the questionnaire that is part of this plan.

A handwritten signature in black ink that reads "David Shakespeare". The signature is written in a cursive style with a large, sweeping 'D' and a long, trailing flourish at the end.

David Shakespeare  
Leader of the Council



## Welcome from Bill Chapple, Deputy Leader

As Deputy Leader I am proud of the fact that Buckinghamshire is a highly popular county. Its beauty, position and the quality of the services provided by the County Council such as Education, mean that many famous and popular people live within its borders. Over the last six months one who has had a very high profile is Sir Steve Redgrave. His success was achieved by his determination and skill but he would be the first to say that none of this would have been achievable without commitment, team work, a goal to aim for and a performance plan to get there.



This acts as a very good example of what we, the County Council, are aiming to achieve in Buckinghamshire and one of my responsibilities as Deputy Leader is to ensure that all the policies across the Cabinet Members run in the same direction and complement each other. We also need to be sure that the services we provide are of the highest quality by putting them through the process of Best Value and by working with our partners and stakeholders to increase efficiency and decrease duplication.

The County Council has 54 members and it is extremely important that there is complete two-way communication between the new Cabinet and the other members of the Council. All of us represent our own areas as well as the whole of the county and this can only be done through effective working. Part of my responsibility is to achieve this aim and to extend it to the rest of the people in Buckinghamshire by making sure that information is getting to every resident in Buckinghamshire whether as a Council tax payer, individual business or employee. Equally it must be just as easy for them to convey their feelings to us.

Identifying and taking forward appropriate and effective methods of consultation with all Buckinghamshire citizens will be one of the essential elements of the County Council's work in ensuring the delivery of the requirements of the Race Relations (Amendment) Act which comes into force in April 2001.

The success of Buckinghamshire is that we have maintained its beauty whilst still pursuing prosperity and that is why the county is so popular. We must continue this balanced way forward so that our children can benefit from our environment, investment and stewardship.

My involvement in this is total and if that means giving a full week's work each week, so be it. I have been a County Councillor for 24 years and, in keeping with a family tradition, I also devoted my professional working life to community service, so I can assure you that this is not a five minute burst of energy, but a commitment from me to further the uniqueness of the Buckinghamshire we all love and want to protect protect.

The Leader and I have set out below the Overall Aims and Supporting Policies of the Council, together with the projects and milestones we have established to raise the Council's performance in 2001-02 by delivering key aspects of our Overall Aims. We have called these our flagship projects.

A handwritten signature in black ink that reads "Bill Chapple". The signature is written in a cursive, flowing style.

Bill Chapple  
Deputy Leader of the Council

## **Overall Aim 1**

**To be a modern top performing council which delivers high quality services, affordable to the Council Taxpayer.**

### **Supporting Policies**

**We will:**

- a) Through this document provide strategic direction that can be delivered locally.
- b) Recruit, develop and retain well-motivated staff.
- c) Choose the most appropriate and cost-effective way of delivering each service, whether in-house or by externalising, e.g. through trusts, public or private partners.
- d) Review all services from the point of view of those that use and benefit from them.
- e) Set targets for improving performance, especially in areas where you tell us we need to do it better.
- f) Strive each year to achieve 2% efficiency savings across all controllable budgets.
- g) Identify and bid for new sources of funding and service improvements where appropriate.
- h) Endeavour to set an annual Council Tax at or below the average increase of South East counties.

## **Overall Aim 2**

**To work in partnership with others to secure integrated public services which meet the needs of our individual customers.**

### **Supporting Policies**

**We will:**

- a) Work with our stakeholders such as health, police, businesses, voluntary organisations, parishes and other councils to encourage co-operation and develop services that meet local needs.
- b) Work with all partners, including the Police, to make Buckinghamshire a safer place in which to live work and travel.
- c) Encourage individuals and groups in Buckinghamshire to contribute ideas and comment on policy proposals and standards of service, and be prepared to modify accordingly.
- d) Be the voice of Buckinghamshire on a wide range of public bodies.

### **Overall Aim 3**

**To improve the quality of life in the County and strike the right balance between encouraging prosperity and protecting the environment.**

#### **Supporting Policies**

**We will:**

- a) Work regionally, nationally and internationally to secure a strong, dynamic, sustainable economy and highly skilled workforce within Buckinghamshire.
- b) Protect the rural nature and beauty of Buckinghamshire whilst enhancing the urban environment.
- c) Devise and implement policies which support rural communities to reflect the changing nature of agriculture and the difficulty of providing services in rural areas.
- d) Support policies to provide affordable, suitable homes to meet the needs of the County.

### **Overall Aim 4**

**To be open and accountable; to consult and listen.**

#### **Supporting Policies**

**We will:**

- a) Make our services and policy-making more easily accessible by giving information freely, using plain language, and making the most of modern technology.
- b) Make communication a two-way process so as to improve our policies and services in the light of consultation.
- c) When consulting have consideration of the timescales of those we consult with.
- d) Give feedback after consultation.

## **Overall Aim 5**

**To lead and act for the well being of the whole community.**

### **Supporting Policies**

**We will:**

- a) Lead and reflect public opinion in Buckinghamshire on key issues facing the County.
- b) Be seen by Buckinghamshire people to be the “natural choice” to take care of their interests, both now and in the future.
- c) Play a major part in developing a community strategy for all who live, work and travel in Buckinghamshire.
- d) Give our Councillors the opportunity to develop and extend their knowledge and skills so that they can be ambassadors for their areas and for the County Council.
- e) Have the courage to take the right decisions in the interests of the County as a whole.

## FLAGSHIP PROJECTS FOR STRATEGIC AIMS 1-5

PROJECT OUTCOME (+ Links to Supporting Policies)	KEY STAGES	BY WHEN
<p>1. The Council's services are improved as a result of accessing new sources of funding.</p> <p>(1g)</p>	<ul style="list-style-type: none"> <li>• Submit a PSA bid.</li> <li>• Negotiate with Government over performance targets.</li> <li>• Sign PSA agreement.</li> </ul>	<p>September 2001 December 2001</p> <p>March 2002</p>
<p>2. The high quality of Council services are recognised through the achievement of "Beacon" status.</p> <p>(1)</p>	<ul style="list-style-type: none"> <li>• Evaluate possibilities – Libraries, Adoption and School Transition.</li> <li>• Apply for Beacon Status.</li> <li>• Participate in evaluation stage.</li> <li>• Results published.</li> <li>• Prepare for submissions in 2002 re Lifelong Learning.</li> </ul>	<p>July 2001 July-December 2001 March 2002</p> <p>May 2002</p>
<p>3. Services at the local level are improved as a result of the direct involvement of the community.</p> <p>(2c)</p>	<ul style="list-style-type: none"> <li>• Develop project proposal including 'ground rules'.</li> <li>• Commence 'Local Commission of Enquiry' (possibly in the Amersham area) as a pilot.</li> <li>• Consider findings and develop action plan for improving joined-upness.</li> </ul>	<p>September 2001</p> <p>September-December 2001</p> <p>March 2002</p>
<p>4. The residents of Buckinghamshire are more engaged with the County Council as a result of effective communication.</p> <p>(4 a-d)</p>	<ul style="list-style-type: none"> <li>• Monitor impact of LPP newspaper format.</li> <li>• Decide on frequency, distribution, cost (including advertising) and management arrangements for production of newspaper.</li> <li>• Launch County newspaper.</li> </ul>	<p>April 2001</p> <p>May 2001</p> <p>September 2001</p>
<p>5. County Council support particularly to small, medium sized enterprises, has resulted in the creation of prosperity in the local economy.</p> <p>(3a)</p>	<ul style="list-style-type: none"> <li>• Co-locate business support agencies (Swan Business Service, Thames Valley Chamber of Commerce and Industry, Enterprise Agency, Lifelong Learning Partnership, Learning and Skills Council, Connexions) in to 'Enterprise House' in Aylesbury.</li> <li>• Secure external funding (e.g. SBS/SEEDA) to provide 20+ managed workspaces for start-up SMEs as part of Enterprise House.</li> <li>• Develop a high tech. Showcase within Enterprise House with links to local colleges.</li> <li>• Consider other enterprise hubs (Wycombe and Buckingham).</li> </ul>	<p>September 2001</p> <p>March 2002</p>

PROJECT OUTCOME (+ Links to Supporting Policies)	KEY STAGES	BY WHEN
<p>6. Rural communities have improved access to services provided by the County Council.</p> <p>(3c, 4a)</p>	<ul style="list-style-type: none"> <li>• Examine implications of Rural White Paper of Bucks Rural Strategy and develop an Action Plan for the County Council.</li> <li>• Identify 'quick wins' for service improvement (including external funding) e.g. rural transport, rural policing.</li> </ul>	<p>May 2001</p>
<p>7. The community receives more integrated services as a result of community planning by the County Council and its partners.</p> <p>(5c)</p>	<ul style="list-style-type: none"> <li>• Publish a draft of the Bucks Community Strategy (via the New Bucks Partnership).</li> <li>• Carry out public consultation and review.</li> <li>• Implement agreed action plans.</li> <li>• Hold Strategic Overview Conference.</li> </ul>	<p>April-May 2001</p> <p>October 2001</p>
<p>8. The County Council is recognised as a community leader through the work of its elected members.</p> <p>(5 a-e)</p>	<ul style="list-style-type: none"> <li>• Develop the role of the Area Co-ordinators to support local members.</li> <li>• Develop proposals for supporting local members via member/officer working group.</li> <li>• Incorporate proposals into induction programme for the new Council.</li> <li>• Implement action plan.</li> </ul>	<p>May 2001</p> <p>May 2001</p> <p>May-July 2001 February-March 2001</p>
<p>9. The local economy will be stimulated by the County Council's support to the Bucks Economic Partnership in the preparation of a joint economic strategy.</p> <p>(3a)</p>	<ul style="list-style-type: none"> <li>• Outline Strategy discussed via Board of Buckinghamshire Economic Partnership.</li> <li>• Strategy agreed by Partnership.</li> <li>• Key projects to include: <ul style="list-style-type: none"> <li>- New aftercare service for existing business.</li> <li>- Development of incubator units for knowledge based industry.</li> <li>- Updated Tourism Action Plan.</li> </ul> </li> </ul>	<p>April 2001</p> <p>June 2001</p>
<p>10. The social, economic and environmental wellbeing of the County will be furthered by an improvement in the County Council's performance on sustainability.</p> <p>(3a - b)</p>	<ul style="list-style-type: none"> <li>• Formally adopt LA21 Strategy and use as a basis for the preparation of the Council's Community Plan.</li> <li>• Promote key achievements in improving the Council's performance on sustainable development through County newspaper.</li> <li>• Promote greater business awareness of environmental performance through the Buckinghamshire Economic Partnership and appointment of Business Travel Plan Officer.</li> </ul>	<p>June 2001</p>

## ADULT SOCIAL CARE

This portfolio includes four important but different services:

- services to older people (i.e. aged over 65 years)
- services to people with learning disabilities
- services to people with mental health needs
- services to people with physical disabilities

### Welcome from Hugh Carey, Cabinet Member for Adult Social Care

I am delighted to be able to represent and serve this portfolio.

Adult Social Care provides services which help and protect some of the most vulnerable in our society; who are in that position, often through no fault of their own. Fundamentally, we seek to help our clients maintain their dignity and to enjoy an acceptable quality of life. Our ongoing challenge is to constantly look at our services to ensure they not only provide the quality and choice that our clients deserve but meet the assessed need within available resources.

The County Council cannot work alone. It must, and it does, work closely with many partners to provide the services that our clients need. Our partners are many - they range from the Health Authority and the private sector to large and small voluntary groups. Some partners are directly involved in delivering services, some are important in helping to plan future services. Others are important in representing, back to us, the views and concerns of our clients. They are all vital. It will remain an ongoing challenge to ensure we all find the best way of working together in the interests of our clients.

The delivery of effective services depends crucially on our staff - from the home care workers and day care workers, to social workers, support staff and their managers. They do an enormously challenging job in difficult circumstances and their day to day success in meeting the needs of clients often goes unheralded. That must change.

The resources available for Adult Social Care, and indeed for Social Services generally, are simply not keeping pace with the demands for the services. This is a national problem and I intend that Buckinghamshire County Council plays its full part in lobbying Government for fair resources for Social Services. We do, however, need to look closely at how we spend the money that is available, to ensure it is spent as effectively as possible. This means also looking at what policies we can actually afford.

Hugh Carey  
Cabinet Member for Adult Social Care

### RESOURCES

The money we are spending on Adult Social Care during this year is made up of:

Revenue (day to day) spending	£88.7m
Capital (investment) spending	£2.1m

## Service Aim 6

**To meet the assessed care needs of individual adults promptly and effectively within available resources.**

### **Supporting Policies**

#### **We will:**

- a) Provide for preventative help, rehabilitation and other care arrangements to enable older people to maintain their dignity and independence.
- b) Enable Learning Disability clients to achieve their potential and to participate fully in the life of their community e.g. supported employment, access to community resources and lifelong learning.
- c) Encourage independence and maintain a reasonable quality of life for our physical disability clients e.g. increased use of direct payments.
- d) Through joint working with the new Mental Health Care Trust, ensure that our mental health clients live as independently as possible, taking into account the safety and well being of themselves and others.
- e) Devise improvement plans that achieve service quality and efficiency targets.
- f) Proactively establish partnership arrangements with Health, Primary Care Groups and Primary Care Trusts, the voluntary sector and other key partners, to provide seamless “one stop” services for: Learning and Physical Disability, Mental Health and Older People clients.
- g) Work with the Health Authority to meet its responsibilities under the NHS plan and discuss its policies and performance in Buckinghamshire on a periodic basis.
- h) Evaluate unit costs to achieve best value and where feasible reduce costs to those of similar authorities.
- i) Put in place the necessary management information to enable the service to be managed as efficiently and effectively as possible.
- j) Develop policies that take into account the ability to pay and which support clients to claim all relevant state benefits, protecting the provision of care to those most in need.
- k) Develop and implement service strategies that reflect the resources allocated to Adult Care Services.



## FLAGSHIP PROJECTS FOR ADULT SOCIAL CARE SERVICES

PROJECT OUTCOME (+ Links to Supporting Policies)	KEY STAGES	BY WHEN
1. The interest of our clients and our staff are safeguarded in the effective operation of the New Mental Health Trust.(6d)	<ul style="list-style-type: none"> <li>Resolve key questions around joint investment plans and joint commissioning and responsibility for financial control.</li> </ul>	October 2001
2. The interest of our clients and our staff are safeguarded in the effective operation of the new arrangements for Learning Disabilities service provision. (6b)	<ul style="list-style-type: none"> <li>Resolve key questions around the transfer of health staff, joint investment plans, joint commissioning and responsibility for financial control.</li> </ul>	March 2002
3. The future development and delivery of services is jointly planned and delivered by the establishment of a Senior Partnership Board. (1c and 6f)	<ul style="list-style-type: none"> <li>Clarify the County Council's minimum service aims for its clients and acceptable rules for investment plans.</li> </ul>	October 2001
4. The effective scrutiny of health services is undertaken by Bucks County Council through a detailed framework as required by the National Health Service Plan. (6g)	<ul style="list-style-type: none"> <li>Ensuring the task is treated as a corporate exercise and includes district councils and other agencies as required.</li> </ul>	March 2002
5. Performance management information requirements are understood and an IT Strategy has been agreed to deliver them. (6i)	<ul style="list-style-type: none"> <li>Have a clear strategy for the replacement of SSID.</li> </ul>	October 2001
6. The joint review of Social Services produces a fair and balanced report because of the Council's professional preparations. (6e)	<ul style="list-style-type: none"> <li>Map current strengths but also put in place strategies to rectify any current assessed weaknesses.</li> </ul>	August 2001
7. Service quality is maintained as a result of the measures taken to recruit and retain staff. (1b and 6e)	<ul style="list-style-type: none"> <li>Support the production of a recruitment and retention strategy.</li> </ul>	June 2001

**SUMMARY OF COMMITMENTS MADE IN LAST YEAR'S LOCAL PERFORMANCE PLAN AND THE OUTCOMES ACHIEVED.**

<b>Older People</b>	
<p><u>What we said:</u></p> <p>We will help older people to maintain their independence as far a possible through effective rehabilitation.</p> <p>We aim to increase the number of households receiving intensive home- care by 8%, to minimise the need for people to receive residential nursing or hospital care.</p> <p>We aim to increase the number of over 65's we help to live at home by over 6%.</p>	<p><u>What we did:</u></p> <p>We established a rehabilitation service and 156 packages were provided by AVICS and 46 by TOPS therapy from April-Nov 00.</p> <p>We increased the intensive homecare per 1000 population aged 65 or over from 5.13 to 9.52.</p> <p>We increased the number by 4%.</p>
<b>Mental Health</b>	
<p><u>What we said:</u></p> <p>We will provide safe, sound and supportive services with a special emphasis on helping people with severe and enduring mental health problems.</p>	<p><u>What we did:</u></p> <p>New Mental Health Advocacy service established. Plans agreed for integration of health and Social Services staff in the new Mental Health Trust.</p> <p>Number of adults with mental health problems helped to live at home per thousand and adults under 65 is 1.26.</p>
<b>Physical Disability</b>	
<p><u>What we said</u></p> <p>We will provide improved day, respite and residential services that respond to users Expressed wishes and maximise their integration with the community.</p>	<p><u>What we did:</u></p> <p>New working groups have been set up with specialist participants to explore the possibility of halfway house and supported living. The supported employment scheme (BASE) will be including people with physical disabilities among the 150 people participating in the scheme each year.</p>
<b>Learning Disability</b>	
<p><u>What we said:</u></p> <p>We will review jointly with the Health Service how to improve services for people with a learning disability.</p> <p>We will promote self-determination and the quality of life of people with learning disabilities.</p>	<p><u>What we did:</u></p> <p>The Best Value Review will report in April 2001.</p> <p>This year 70 people are in employment and 111 people using education.</p>

## COMMUNITY SERVICES

This portfolio includes:

- Libraries/museums and archives
- Countryside services
- Trading standards
- Continuing education
- Community safety
- Waste management
- Youth Services
- Travellers
- The Registration Service
- Sport and culture
- Information centres
- Corporate grants
- Business support
- Coroner
- Emergency planning
- Student Support

### **Welcome from Margaret Dewar, Cabinet Member for Community Services**

Community Services is all about putting people first. It brings together the strands of our work that most directly affect people's lives, and includes many of those areas that public consultations show people are concerned about - services for young people, community safety, and the state of our local environment.

Youth & Community services, for example, will be an important area for us. Buckinghamshire is an expensive region for young people, and it is important to underpin the community and retain our young people by providing them with the facilities and opportunities they need at every stage. To achieve this, we will be working with Oxfordshire and Milton Keynes Councils, under the Government's Connexions Scheme, to provide a co-ordinated, comprehensive Connexions service. We will listen to our young people through a series of Youth Councils, employing qualified youth workers, providing appropriate facilities and helping to ensure people have access to transport or safe walking routes to reach each location.

Community Services is also about working with our partners – such as District, Parish and Town Councils, other Council departments and the local Police - to make better use of the resources we already have. Many people don't realise the breadth of services we are able to offer, so part of our role will be to publicise our facilities and make sure they are being used to their best advantage. One idea is to create local service "focal points", bringing together a wide range of Council services in one location, so that people know where to go to in their local community to receive the help and advice they need.

This will be especially important in increasing accessibility in our rural areas, which make up 80% of the county. Another step we have taken in this area is that in several Buckinghamshire villages, a member of the police force has experimented with travelling with our mobile library services, so that residents have contact with the police on a regular basis and are able to comment or ask about matters that concern them within their own community.

We are also working hard to make ourselves more accessible electronically, providing more services and information over the internet. Examples of this are the new Trading Standards website, which provides help and advice on consumer rights and the planned expansion of internet facilities in our libraries.

I am very excited about the challenges of the Community Services Portfolio, and feel it provides a rare and valuable opportunity to bring together our resources to improve on the services we provide.

Margaret Dewar  
Cabinet Member for Community Services

## **RESOURCES**

The money we are spending on Community Services during this year is made up of:

Revenue (day to day) spending	£32.7m
Capital (investment) spending	£0.4m

## **Service Aim 7**

**To promote and facilitate the delivery of public services tailored to the needs of local communities.**

### **Supporting Policies**

We will:

- a) Promote safer communities, highlighting concerns to the Police and other responsible agencies and using our own resources to support and develop improvements.
- b) Encourage all aspects of learning activities within the community for all ages.
- c) Protect and enhance the environment and heritage of Buckinghamshire, conserving key elements of it whilst enabling greater access to and understanding of the County.
- d) Work with young people in a way that builds on their contribution, motivation, skill and enjoyment and will help prepare them for adult life.
- e) Encourage a fair, honest and safe trading environment, giving particular attention to providing consumer advice, giving guidance to small businesses and tackling those issues of greater concern to the public.
- f) Work with other authorities to reduce the amount of waste we all produce and develop a waste disposal strategy, which includes reducing landfill waste by encouraging less packaging and less usage of non-biodegradable products.

## FLAGSHIP PROJECTS FOR COMMUNITY SERVICES FOR 2001/02

PROJECT OUTCOME (+ Links to Supporting Policies)	KEY STAGES	BY WHEN
<p>The safety of the community is improved as a result of the more effective shared information between the agencies involved in community safety planning. (7a)</p>	<ul style="list-style-type: none"> <li>The introduction and development of the county-wide information sharing protocol.</li> </ul>	
<p>Greater public access to the internet and related learning opportunities is provided through County Council facilities. (7b)</p>	<p>The computer network to all our 35 libraries will be upgraded to provide over 300 terminals for enhanced access to the Internet, learning opportunities and library facilities.</p> <ul style="list-style-type: none"> <li>External funding project plan accepted.</li> <li>Pilot project completed.</li> <li>Completion.</li> </ul>	<p>April 2001 May 2001 March 2003</p>
<p>1. The needs of specific groups of customers will be addressed and met through increased investment in library stock.</p>	<ul style="list-style-type: none"> <li>We will increase the library bookfund during 2001-02 by £200,000, ie 25% increasing choice for users.</li> <li>We will monitor the use of the stock purchased, and a report will be produced. This should reveal an impact on library usage, demonstrating that carefully targeted additional funds can make a significant difference to the lives of people of all ages, improving the quality of their leisure time, and access to learning opportunities.</li> </ul>	<p>April 2001 December 2001</p>
<p>The economic base of Buckinghamshire is strengthened through a better educated workforce. (7b + 7g)</p>	<ul style="list-style-type: none"> <li>Make all small to medium enterprises (SMEs) in Buckinghamshire aware of on-line learning programmes available through the Continuing Education web sites and supporting courses offered at Learning Centres.</li> <li>105 employers using Continuing Education to meet their training needs.</li> <li>110 employers using Continuing Education to meet their training needs.</li> </ul>	<p>2004-5  2001-2 2004-5</p>
<p>5. Access to the history of Buckinghamshire is promoted through the Centre for Buckinghamshire Studies. (7c)</p>	<ul style="list-style-type: none"> <li>Complete the development and construction of the Centre for Bucks Studies.</li> </ul>	

PROJECT OUTCOME (+ Links to Supporting Policies)	KEY STAGES	BY WHEN
6. The restoration of Langley Historic Parkland is furthered through joint work with South Bucks District Council and the acquisition of external funding. (7c)	<ul style="list-style-type: none"> <li>• Submission of plan and Stage 1 application.</li> </ul>	November 2001
7. Access to the countryside is promoted through local access forums.	<ul style="list-style-type: none"> <li>• Funding in place.</li> <li>• Appointment of Access Officer.</li> <li>• Initial Meeting of LAF.</li> </ul>	April 2001 September 2001 January 2002
8. The restoration of the Ancient Royal Hunting Forest of Bernwood is supported through a community based project. (7c)	<ul style="list-style-type: none"> <li>• Area Committee.</li> <li>• Open Day.</li> <li>• Develop Project Group.</li> <li>• Develop of Inter Strategy.</li> <li>• Develop Consultation Programme.</li> <li>• Stage 1 Landscape Survey.</li> </ul>	April 2001 June 2001 July 2001 August 2001 September 2001 September 2001
9. The opportunities available for young people in local areas are increased through the provision of additional support to volunteers. (7d)	<ul style="list-style-type: none"> <li>• Recruit 4 full time youth workers.</li> <li>• Start recruiting volunteers, 60 in the first year.</li> <li>• Identify training/learning opportunities for the 60 volunteers.</li> <li>• Review process, reset targets.</li> </ul>	March 2001 April - August 2001  September 2001 – February 2002 March 2001
10. Consumer confidence is improved as a result of the promotional activities by Trading Standards. (7e)	<ul style="list-style-type: none"> <li>• Develop a project to pilot a Fair Trader Recognition Scheme.</li> <li>• Complete a funding bid to the DTI for a ‘doorstop selling initiative’ to protect vulnerable consumers in the county from unscrupulous and dishonest doorstop sellers.</li> <li>• Make a submission to achieve a Community Legal Services Charter Mark.</li> <li>• Introduce an initiative to test standards of repair and maintenance of motor cars.</li> <li>• Proof of age card project consolidated and monitored.</li> </ul>	September 2001  May 2001  April 2001  November 2001
11. Improve the ways in which we achieve waste minimisation (7f)	Complete draft waste strategy, taking account of Minerals Planning Guidance; Agree strategy with Bucks Waste Forum; Implementation.	April 2001  May 2001 September 2001

PROJECT OUTCOME (+ Links to Supporting Policies)	KEY STAGES	BY WHEN
12.The quality of continuing education is improved through the implementation of the Bucks Quality Framework (7g)	<ul style="list-style-type: none"> <li>• Complete the self assessment monitoring and review cycle. First cycle completed and second cycle on schedule.</li> <li>• Philosophy of continuing quality improvement promoted in new induction programmes for all new members of staff. QA Action plan to have drawn on service wide identification of areas for improvement.</li> <li>• 25% of tutors observed and graded.</li> <li>• IIP recognition retained.</li> </ul>	<p>July 2002</p> <p>July 2001</p> <p>July 2002 Each year July 2002</p>



## COMMITMENTS MADE LAST YEAR AND OUTCOMES ACHIEVED

<b>Libraries, Information, Museum and Archives</b>	
<p><u>What we said</u></p> <p>We said we would maintain our facilities, pilot Sunday opening and apply the new national library standards.</p>	<p><u>What we did</u></p> <ul style="list-style-type: none"> <li>• Sunday opening was not piloted, stock levels were targeted instead.</li> <li>• We did maintain our current number of 35 libraries and 5 mobile libraries.</li> <li>• The new national standards were published in February 2001 and are still being assessed.</li> </ul>
<b>Youth and Community</b>	
<p><u>What we said</u></p> <p>We would review all the services and facilities for young people in partnership with the voluntary sector and other councils and establish clear benchmarks against which to judge future performance.</p>	<p><u>What we did</u></p> <ul style="list-style-type: none"> <li>• We completed a Root and Branch Review and established a range of improved benchmarks for the Youth and Community Service.</li> </ul>
<b>Trading Standards</b>	
<p><u>What we said</u></p> <p>We said we would work to eliminate under-age sales of alcohol and tobacco with a 90% refusal rate in Chesham, Amersham, Aylesbury Vale and South Bucks by 2001.</p>	<p><u>What we did</u></p> <ul style="list-style-type: none"> <li>• We test visited 91 premises. 6 sold to under-age volunteers. 93.5% of traders complied. Target achieved.</li> </ul>
<b>Continuing Education</b>	
<p><u>What we said</u></p> <p>We said we would increase use of the service by 2%, including the recruitment of an additional 400 students on adult literacy and numeracy courses.</p>	<p><u>What we did</u></p> <ul style="list-style-type: none"> <li>• We gained approximately a 10% increase in student numbers overall and achieved levels which were the highest for the Shire Counties.</li> </ul>
<b>Community Safety</b>	
<p><u>What we said</u></p> <p>We said we would agree an action plan with our partners to continue the momentum of the joint work.</p> <p>We said we would demonstrate in our service planning and public information how our mainstream services contribute to community safety.</p>	<p><u>What we did</u></p> <ul style="list-style-type: none"> <li>• This has been achieved in all four Committee Safety areas (Aylesbury: Chiltern: Wycombe and South Bucks.)</li> <li>• This has been achieved through posters, seminars and conferences, involving mainstream services.</li> </ul>

**Waste Management**

What we said

We said we would have approved our own environmental action plan (known as the Local Agenda 21 Plan), which will include actions on waste, by December 2000.

What we did

- Statements were submitted to the Government Office of the SE in December.

## CHILDREN AND YOUNG PEOPLE

The portfolio includes:

- Children in need and their families
- Children looked after by the County Council
- Children on the child protection register
- Support to the Youth Offending Team (YOT)
- Pupil Referral Units (PRUs)
- Education Welfare Service
- Special Educational Needs (SEN) support to pupils, children and families

### **Welcome by Margaret Aston, Cabinet Member for Children and Young People**

The services covered by the Children and Young People's Portfolio are designed to improve the quality of life of vulnerable children and young people including those with special educational needs. These children demand and deserve the very best services that the County Council can afford. The challenge is to help them improve their lives and achieve their potential.

The portfolio covers their care, safety, health and education and aims to unite services that were previously provided separately by the Education and Social Services Departments.

Partnership is vital, both internally, for example between schools and child protection staff, and externally with a number of other agencies such as health trusts, other local authorities, police, probation and voluntary organisations. Such partnership working will be particularly important if appropriate and timely services are to be provided to all children and young people.

My role, as the Cabinet Member with responsibility for Children and Young People, will be to ensure a strong focus on meeting the needs of individual children and young people by encouraging all service providers continue to work together. It will not be easy, but all of us who are working within these services are determined to succeed.

Margaret Aston  
Cabinet Member for Children and Young People

### **RESOURCES**

The money we are spending on Children and Young People during this year is made up of:

Revenue (day to day) spending	£38.2m
Capital (investment) spending	£0.6m

## Service Aim 8

**To improve the care, health and education of vulnerable children, including those with special educational needs.**

### **Supporting Policies**

**We will:**

- a) Strive to protect children and young people from abuse and harm and promote the interests of children within the community.
- b) Undertake with partners the joint assessment of a child's needs (whether health, care or education) to make a positive difference to each child's life.
- c) Improve the support available to children with special educational needs.
- d) Improve the quality of children's lives and help them individually to achieve more by implementing coordinated children's services.
- e) Provide and develop services for children and families which are shaped around individual needs, including easy access and appropriate early intervention.
- f) Recruit, retain and develop staff to provide and develop children's services.
- g) Continually improve specific services which affect a child's life, including expanding fostering and adoption services, minimising exclusions (social/educational) and ensuring appropriate support as children become adults.
- h) Reduce youth offending and re-offending by supporting the Youth Offending Team.

## FLAGSHIP PROJECTS FOR CHILDREN AND YOUNG PEOPLE'S SERVICES

PROJECT OUTCOME (+ Link to supporting policies)	KEY STAGES	BY WHEN
1. Children at risk are more effectively protected as a result of the closer collaboration between services provided by the County Council and its partner agencies. (8a)	<ul style="list-style-type: none"> <li>• Revised Area Child Protection Committees and working practices to be developed.</li> <li>• Creation of link posts and keyworker posts between social services and education.</li> <li>• Organise a stakeholder conference on Child Protection.</li> <li>• Joint inspection of social services and education establishments.</li> <li>• Implementation of Quality Protects Map (year 3) to further improve services for children in need.</li> </ul>	September 2001
2. A child centred service is provided as a result of the integrated assessment procedure. (8b)	<ul style="list-style-type: none"> <li>• Assessment framework to be agreed between all constituent agencies.</li> <li>• Assessment framework implemented.</li> </ul>	
3. The support to a child and its family is improved through integrated service delivery. (8c + d)	<ul style="list-style-type: none"> <li>• Joint Planning Forum to be established</li> <li>• Joint Agency Committee for looked after children to be set up.</li> </ul>	September 2001 June 2001
4. Special education needs of children are more effectively met through school consortia working arrangements. (8c + d)	<ul style="list-style-type: none"> <li>• Consortia to be established and schools to have considered current and future provision.</li> <li>• School clusters to be established to ensure mainstream support for pupils with special educational needs.</li> </ul>	December 2001  December 2001
5. Fewer children are in residential care provided by the Council as a result of the expansion in fostering/adoption services. (8g)	<ul style="list-style-type: none"> <li>• A Foster Care Recruitment Officer will be appointed with set targets for recruitment.</li> <li>• Revised payments will be introduced for foster carers to recognise specific skills requirements.</li> <li>• To maximise the potential of adoption as a placement option the post adoption service will be strengthened.</li> </ul>	
6. Service quality has been improved as a result of the measures taken to improve the recruitment and retention of staff. (8f)	<ul style="list-style-type: none"> <li>• Improved recruitment package in place</li> <li>• Improved staff training and links to colleges.</li> <li>• "Warner" training undertaken for all staff.</li> </ul>	December 2001
7. More children are helped to achieve their potential, and not to be at risk of exclusion, by the provision of appropriate policies and support. (8d + e)	<ul style="list-style-type: none"> <li>• Produce, in liaison with the Schools Portfolio, improved procedures for monitoring attendance and exclusions.</li> <li>• Implement procedures for funding that will encourage schools to retain more difficult to teach pupils within mainstream schools.</li> </ul>	

PROJECT OUTCOME (+ Link to supporting policies)	KEY STAGES	BY WHEN
8 Young people leaving the Council's care receive support which enables them to make the transition to independent life. (8g)	<ul style="list-style-type: none"> <li>• To know that all 19 year olds who have left care have suitable accommodation.</li> <li>• To be in contact on their 19th birthday with 65% of children who were looked after when aged 16.</li> </ul>	<p>April 2002</p> <p>April 2002</p>

**SUMMARY OF COMMITMENTS MADE IN LAST YEAR'S LOCAL PERFORMANCE PLAN AND THE OUTCOMES ACHIEVED**

<p><u>What we said:</u></p> <p>To do all we can to protect children from emotional, physical and sexual abuse.</p>	<p><u>What we did:</u></p> <p>Measures taken to manage recruitment difficulties have ensured that children on the child protection register have priority for a key worker and reviews are undertaken within time limits.</p> <p>Re-registrations are currently higher than our targets and we are analysing this data further to identify the cause. Safe practice in child protection must take precedence.</p> <p>The rise this year in children on the child protection register for longer than 2 years represented 8 children, 4 of these were removed from the register very shortly beyond the 2 year limit.</p>
<p><u>What we said</u></p> <p>To ensure that the children we look after are provided with safe and effective care.</p>	<p><u>What we did:</u></p> <p>The number of children who have had three or more placements in one year has reduced.</p> <p>The average period that children wait before being placed for long term foster care/adoption has reduced from between one and two years to six months.</p> <p>Targets have been set for increasing the number of children using respite care (Take-a Break) and increasing numbers of TAB carers.</p>
<p><u>What we said:</u></p> <p>To identify special needs earlier in a child's life and provide for them earlier, better and, if appropriate, more locally.</p>	<p><u>What we did:</u></p> <p>The Children With Disabilities Planning Data Base which will help achieve this commitment is now operational</p>
<p><u>What we said:</u></p> <p>To implement the Youth Justice Plan.</p>	<p><u>What we did:</u></p> <p>The Buckinghamshire YOT became operational in April 2000. Over the past nine months the work of the team has focussed on implementing the many aspects of the Crime and Disorder Act, in particular</p> <ul style="list-style-type: none"> <li>- Bail Supervision and Support</li> <li>- Speeding up Youth Justice</li> <li>- Final Warnings</li> <li>- Reparation and Action Plan Orders</li> <li>- Detention and Training Orders</li> </ul> <p>In addition, the team has focussed on the development of intervention programmes for effective use at all stages of the Criminal Justice System, policies and practices in relation to service delivery and the development of working protocols with other agencies.</p>

## SCHOOLS

This Portfolio includes:

- Schools Support
- Admissions
- Resources
- Home to School Transport policy
- School organisation
- Planning and Information
- Early Years & Childcare
- Special Education Needs (in liaison with Children and Young People's Portfolio)

### **Welcome from Mike Appleyard, Cabinet Member for Schools**

The services in this Portfolio are concerned with supporting and developing the successful Buckinghamshire system of education and continuing to raise the achievement of pupils in all of the County's schools. We support schools to raise standards, to tackle areas of under-achievement where appropriate; and we plan and provide appropriate places for all pupils. The work of this portfolio area is directed at the simple aim of continuing to raise pupil achievement and giving our young people the best start in life.

On a continuing and long term basis, we will achieve the aim above by delivering our commitments under the Education Development Plan and other statutory plans, including the Behaviour Support Plan, Early Years and Childcare Development and Asset Management Plans. In the shorter term we will focus effort on the supporting policies set out in detail at the beginning of this document, through which we make a number of commitments to you.

We will be working closely with schools to:

strengthen the quality of leadership and management at all levels in the schools service

improve literacy and numeracy at all key stages

increase attainments at GCSE

enhance the personal development of pupils

Through monitoring school and pupil performance and close liaison with schools we gather the information that is used to help target resources towards the task of raising achievement in literacy and numeracy and improving attainment at all Key Stages.

In partnership with schools we are aiming for a fair and equitable division of resources to meet their identified needs. This ensures that effort and funding are targeted where they are most needed. In addition we will make sure that school places are available where they are needed.

We will be supporting schools in improving educational opportunity for all children in Buckinghamshire through:



working with the Early years and Childcare Partnership to expand educational placements for three year olds and increase childcare placements

delivery of the SEN policy, ensuring early identification and appropriate funding

working closely with the new Learning and Skills Council to continue to develop high quality sixth form education in Buckinghamshire.

We will communicate our education policy to you clearly and simply and publish information about our policies and procedures.

Among the challenges facing this portfolio over the next year (2001/02) will be:-

to respond to the Government expectation of still higher levels of delegation to schools and ensure that schools' and Local Education Authority responsibilities can be fulfilled most effectively. We will need to review carefully how the services and functions of the Authority are delivered for the benefit of children in our schools;

to implement the next stage of the new Special Education Needs Strategy;

and to address locally the growing national problems in recruiting and retaining high quality teachers.

As the Cabinet Member for this Portfolio, it will be my job to see that we meet these commitments and provide the best possible education service for Buckinghamshire.

Mike Appleyard  
Cabinet Member for Schools

## **RESOURCES**

The money we are spending on Schools during this year is made up of:

Revenue (day to day) spending	£206.5m
Capital (investment) spending	£10.6m

## **Service Aim 9**

**To raise pupils' achievement by challenging and supporting all schools within the County's successful selective education system.**

### **Supporting Policies**

#### **We will:**

- a) Support schools in strengthening the quality of leadership and management at all levels, including governing bodies, headteachers, deputies and middle managers.
- b) Recognise the value of our teachers and invest in their development to improve the quality of teaching, so as to improve literacy and numeracy at all ages, thus increasing attainments at GCSE and enhancing pupils' personal development.
- c) Allocate appropriate levels of funding across all schools and strive to ensure that schools have the resources they need to do the job.
- d) Target efforts and appropriate funding towards schools improvement where this is most needed in order to raise levels of attainment.
- e) Working in partnership, provide school places where they are needed by encouraging infant and junior schools to combine where appropriate while protecting small village schools and addressing changing numbers within secondary schools.
- f) Support the Early Years and Childcare Partnership to improve educational opportunity for all children by reaching targets of full provision for all three year olds whose parents want it by the target date of 2003-04 and increase childcare placement; also by delivering the special educational needs policy with a focus on early identification and appropriate funding.
- g) In partnership with the Learning and Skills Council support the continued provision of high quality academic and vocational post – 16 education in Buckinghamshire.

## PROPOSED FLAGSHIP PROJECTS FOR SCHOOLS

PROJECT OUTCOME (+ Links to supporting policies)	KEY STAGES	BY WHEN
<p>1. Buckinghamshire pupils achieve further improvements and attainment levels at all key stages including GCSE. (9 a-d)</p> <p>(Specific targets are set out in table on next page)</p>	<ul style="list-style-type: none"> <li>• Schools will have been provided with new systems for disseminating good practice in leadership and management.</li> <li>• Headteacher conference to launch the Buckinghamshire Year of Teaching and Learning.</li> <li>• Key Stage and GCSE attainment targets for the year 2001/02 will have been met.</li> <li>• Additional support will have been targeted at those schools identified as having the greatest need both through delegated funding and central resources.</li> </ul>	<p>September 2001</p> <p>August 2001</p>
<p>2. The means of providing for the forecasted 3,000 additional secondary school places by 2005 will be supported by an agreed strategy. (9e)</p>	<ul style="list-style-type: none"> <li>• Around 600 additional places will be made available this year.</li> </ul>	<p>March 2002</p>
<p>3. All parents have the opportunity to take up free educational provision for their three year olds. (9f)</p>	<ul style="list-style-type: none"> <li>• By the end of 2001-02 the target of places for 60% of 3 year old children will be achieved.</li> </ul>	<p>March 2002</p>
<p>4. The progression of Buckinghamshire students into post-16 education has been assured through the development of a strategy which accommodates the role of the new Learning and Skills Council.</p>	<ul style="list-style-type: none"> <li>• An audit undertaken and a map of current provision completed.</li> <li>• Collaborative links between schools and other providers established.</li> <li>• New initiatives in place which aid the development of distance learning.</li> <li>• Strategy to accommodate Learning and Skills Council proposals in place.</li> </ul>	<p>December 2001</p> <p>March 2002</p> <p>March 2002</p>

## SUMMARY OF COMMITMENTS MADE LAST YEAR AND THE OUTCOMES ACHIEVED

<p><u>What we said:</u></p> <p>We will spend £8.7 million extra on schools, mainly for raising standards in primary schools and in achieving secondary schools.</p>	<p><u>What we did:</u></p> <p>Funding was allocated and contributed to raising standards in schools * See table below</p>
<p><u>What we said:</u></p> <p>We will protect excellence in schools and in particular the selective system.</p>	<p><u>What we did:</u></p> <p>The Education Development Plan sets out the priorities for school improvement and the actions that the Education Committee felt were appropriate to raise standards.</p> <p>The individual action plans include success criteria and the plan contains targets related to the achievement of pupils at the end of Key Stage 2 and 4. These targets have been achieved and we are well on line to reach those agreed with the Department for Education and Employment for 2002. The reasons for these improvements relate to the improvements in the quality of education provided by schools.</p>

\*

		<b>1999 Results</b>	<b>2000 Results</b>	<b>2002 Target</b>
<b>The proportion of pupils reaching level 4 at the end of key Stage 2 (age 11)</b>	English	77.9% (70.0%)	81.2% (75%)	86%
	Mathematics	73.9% (69.0%)	76.9% (72%)	79%
<b>The proportion of pupils achieving the following at GCSE:</b>	5+ A* to C grades	62.5% (47.8%)	63% (49.2%)	64%
	1+ A* to G grades	97.0% (93.9%)	97.0 % (96.0%)	97.5%
<b>The average point score at GCSE</b>		44.0 (38.1)	45.0 (38.9)	45.5

National figures given in brackets.

## PLANNING AND TRANSPORTATION

This portfolio includes:

- Structural, Routine and Winter Highways Maintenance
- Highways and Bridge Engineering
- Highways Lighting
- Passenger Transport
- Traffic and Road Safety
- Transport Strategy
- Strategic Planning

### **Welcome from Rodney Royston, Cabinet Member for Planning and Transportation**

How we move people and goods around and through Buckinghamshire – and do it safely – is vital to everyone. It is an essential part of our everyday lives and of our economic well-being. On the other hand, the ever-increasing need for mobility profoundly affects the environment in which we live. We will strive to achieve a balance between these often conflicting elements through a variety of means. The measure of our overall success will be whether we have achieved this balance, while at the same time helping to make travel as safe as possible.

So we intend to promote the safe movement of people and goods by a variety of means while maintaining or improving the environment. It is a fact of life that the motor car is the preferred choice of many, and this is accepted, but there are opportunities for increased use of other means including public transport, walking and cycling, and we will promote and support these alternatives where possible. For the rest, there is a constant need to monitor changing patterns and volume of motorised transport and to take action to ensure it is safely and effectively absorbed.

None of this is possible without funds and we must make sure that what is available is wisely and effectively spent. Due to the acknowledged quality of our Local Transport Plan, our borrowing capability under this heading has been markedly increased by central government for 2001-02, with goods prospects for following years. We intend to update and improve the Plan, while achieving our stated objectives for this welcome and badly needed enhanced funding.

The planning element of the Portfolio includes responsibility for producing the County Structure Plan which provides the strategic planning policy framework for all development in Buckinghamshire. Early in the coming year, government will issue new regional guidance to the County, including the number of new homes to be accommodated up to 2016. This is important for the next Structure Plan which will be prepared over the next 3 years, in consultation with the people of Buckinghamshire.

Rodney Royston  
Cabinet Member for Planning and Transportation

## RESOURCES

The money we are spending on Planning and Transportation during this year is made up of:

Revenue (day to day) spending	£20.4m
Capital (investment) spending	£14.2m

### Service Aim 10

**To integrate our planning and transportation services to support appropriate development within the County and enable people and goods to move safely and efficiently**

#### Supporting Policies

**We will:**

- a) Promote investment in the transport infrastructure of the County to ensure its long-term viability.
- b) Tackle the effects of increased traffic through the promotion of road safety and traffic calming schemes where appropriate.
- c) Provide wider travel choices and seek innovative ways of providing public transport services, particularly in rural areas.
- d) Improve the level of routine maintenance on all classes of road and pedestrian facilities.
- e) Secure maximum government funding, through the Local Transport Plan, to deliver the above aims.
- f) Effectively manage development in the County to achieve sustainable development through the preparation of Development Plans.

## FLAGSHIP PROJECTS FOR PLANNING & TRANSPORTATION

PROJECT OUTCOME (+Link to Supporting Policies)	KEY STAGES	BY WHEN
1. There is a visible improvement in the quality of roads by targeting of resources to priority areas to ensure long-term life of the highway network. (10 a – d)	<ul style="list-style-type: none"> <li>• Annual total commitment of available budgets.</li> <li>• Measured objective improvement in the condition of A roads.</li> <li>• Measured objective improvement in the condition of non A roads including pedestrian facilities.</li> </ul>	<p>April 2001</p> <p>August &amp; November 2001</p> <p>August &amp; November 2001</p>
2. An increase in pupil numbers walking or cycling to school whilst maintaining safety standards. (10b)	<ul style="list-style-type: none"> <li>• Safer Routes to School Initiatives are implemented in accordance with the programme in the Local Transport Plan (LTP) 2001-06.</li> <li>• Completion of 8 projects at schools as agreed programme.</li> <li>• Reduction of child pedestrian casualty rate at Safer Routes to School project schools.</li> </ul>	<p>March 2002</p> <p>March 2003</p>
3. The reduction of road traffic accidents and improved safety. (10b)	<ul style="list-style-type: none"> <li>• Annual production and implementation of programmes of work for casualty reduction, road safety, traffic calming, cycling, walking schemes.</li> <li>• Measurable casualty reductions working to national and local rate of 40% by 2010.</li> </ul>	<p>April 2001 - March 2002</p>
4. The quality of life of residents living in Stoke Hammond and Linslade is improved as a result of the permission obtained to build the Western Bypass Scheme. (10a)	<ul style="list-style-type: none"> <li>• Formal commitment from developers on the provision of the Northern Link of the Stoke Hammond Bypass.</li> <li>• Agree method of funding with DETR</li> <li>• Cabinet approval.</li> <li>• Publish the Compulsory Purchase and Side Road Orders.</li> <li>• Public Inquiry.</li> </ul>	<p>March 2001</p> <p>April 2001</p> <p>October 2001</p>
5. Innovative provision of transport services has resulted in wider travel choice for the residents of Buckinghamshire in rural areas. (10c)	<ul style="list-style-type: none"> <li>• Integration of 5 wheelchair accessible 'Easybus' minibuses.</li> <li>• Full commitment of available funding through Rural Bus Grants and Rural Bus Challenge Fund.</li> <li>• Achieve doubling of numbers of cycle journeys by 2005 and 3% reduction in journeys to work by car by 2005.</li> </ul>	<p>March 2001</p> <p>April 2001</p>

<p>6 Future transport in Buckinghamshire is developed and improved as a result of funding secured through the Local Transport Plan. (10e)</p>	<ul style="list-style-type: none"> <li>• Submit comprehensive LTP Review Document to the Government Office for the South East</li> <li>• Confirmation of Government support for the Council's Transport Strategies and Polices, hence maximising future funding support.</li> </ul>	<p>July 2001</p> <p>December 2001</p>
<p>7. The development of the Buckinghamshire environment is managed through the County Structure and Local Plan processes. (10f 3 a-d 2 a-d 5a-e)</p>	<ul style="list-style-type: none"> <li>• Review current Structure Plan Policies in the light of the Urban and Rural White Papers.</li> <li>• Review policies in light of Government publication of new Regional Planning Guidance.</li> <li>• Review of the strategic highway network.</li> <li>• Joint County Structure Review Panel. discuss development principles for the new Structure Plan.</li> <li>• Hold public consultation on strategic development options.</li> </ul>	<p>Cabinet March 2001</p> <p>April 2001</p> <p>February 2002</p>
<p>8. The environment of Buckinghamshire is protected through a planned approach to the extraction of minerals and the disposal of waste. (10f)</p>	<ul style="list-style-type: none"> <li>• Minerals Local Plan for Buckinghamshire 1996 – 2006 was formally adopted in May 2000.</li> <li>• Work on the new Minerals and Waste Local Plan is not due to commence until 2002/03 financial year.</li> </ul>	<p>March 2003</p>
<p>9. Rural communities enjoy a more effective delivery of services as a result of the Council's approach to implementation of the Rural White Paper. (10c 2a c d 3a-d 5e)</p>	<ul style="list-style-type: none"> <li>• Review services to rural areas in the light of the Rural White Paper.</li> <li>• Relaunch of the Rural Strategy through joint working with the Buckinghamshire Community Action.</li> <li>• Publish updated strategy.</li> </ul>	<p>May 2001</p> <p>June 2001</p> <p>September 2001</p>



**SUMMARY OF COMMITMENTS MADE IN THE LAST YEAR'S LOCAL PERFORMANCE PLAN AND THE OUTCOMES ACHIEVED**

<b>Roads</b>	
<p><u>What we said:</u></p> <p>We will spend £4.8 million on structural road repairs in 2000-01, an increased £1 million on the previous year.</p> <p>We will raise our performance to repair 90% of dangerous damage within 24 hours.</p>	<p><u>What we did:</u></p> <p>A total of £4.8 million was spent on structural road repairs during 2000-01.</p> <p>We changed our working practices to address this requirement but the impact of the current winter pattern of flood, freeze and thaw has resulted in us only achieving 70%.</p>
<b>Transport</b>	
<p><u>What we said:</u></p> <p>We will consult you on a Local Transport Plan and get Government agreement to this by the end of 2000.</p> <p>We aim to increase our spending per head of population on public transport by over 33% from 1998/99 – 2000/01.</p>	<p><u>What we did:</u></p> <p>The Government acknowledged our wide ranging consultation process and agreed our Local Transport Plan in December 2000. £14.408 million has been secured for transport improvements and modernisation. £8 million of which will be for maintenance.</p> <p>Spending per head on public transport increased by 49% to £4.89.</p>
<b>Road Safety</b>	
<p><u>What we said:</u></p> <p>We will achieve a reduction in fatal and serious injury casualties within Buckinghamshire during 2000-01, in accordance with the 40% target by 2010 set out in the National Safety Strategy.</p> <p>We will complete a pilot Safer Routes to School project, prepare others and encourage schools to develop Travel Plans.</p>	<p><u>What we did:</u></p> <p>During 2000-01 74 people were killed or seriously injured on Buckinghamshire roads which is a 33% reduction on the figures for 1999.</p> <p>A pilot project was completed at Hamilton Primary School and a further four projects are underway at a number of schools. Five schools have developed Travel Plans.</p>

## RESOURCES

### **This portfolio includes:**

- Human Resources
- Information Communication Technology
- Finance
- Legal Services
- Property
- Contracts
- Administrative Services

### **Welcome from Mark Taylor, Cabinet Member for Resources**

The front line services provided by the County Council do not function in self-contained departments. They all require a wide range of support services and it is these which come within the Corporate Resources portfolio.

Services within Resources enable the Council to continue to meet the needs of all its users and include Information Communications Technology, Human Resources, Finance, Legal, Property Management, Procurement and Administration. These are the support services which assist those services delivering direct to the public by providing advice on the acquisition, use and disposal of resources. They contribute to meeting the requirements of Best Value across the whole of the County Council services. ICT plays a major part in communications within the Council and with partners and the public and will develop more as we progress towards e-government. The Council's workforce numbers approximately 14,000 and this portfolio has the responsibility for its development through training and support schemes.

The majority of the Resources services are currently subject to review by the Council's Best Value root and branch review programme which is designed to ensure they are delivering according to the principles of Best Value.

In common with the front line services, it is necessary within the Resources Portfolio to be aware of and prepare for the continuing changes which come from technical development, changes in the law, changes in government policy, etc. In these times of rapid change there can be no sitting back and accepting that what is right now is going to be right next year.

Areas on which we will particularly focus during 2001-02 set out below.

Mark Taylor  
Cabinet Member for Resources

## RESOURCES

The money we are spending on Resources during this year is made up of:

Revenue (day to day) spending	£14.5 m
Capital (investment) spending	£6.4 m

## **Service Aim 11**

**To continue delivering and adopting innovative ways of supporting services.**

### **Supporting Policies**

**We will:**

- a) Use information and communications technology to assist in the improved delivery of services and reduce costs.
- b) Be a good employer by improving skills and competencies, encouraging full accreditation by Investors In People and implementing other appropriate quality initiatives.
- c) Produce and implement an integrated approach to managing the Council's assets, maximising the benefits from more efficient use and increased Council branding of property and services.
- d) Improve value for money in service delivery by working with other authorities, the independent and private sectors and supporting the market testing of services where appropriate.
- e) Provide high quality advice and support in the areas of finance, human resources, information and communications technology, law, procurement and property

## FLAGSHIP PROJECTS FOR RESOURCES

PROJECT OUTCOME (+ Link to Supporting Policies)	KEY STAGES	BY WHEN
<p>1. Improved customer and community contact with the Council.</p> <p>(11a)</p>	<ul style="list-style-type: none"> <li>• Results of research into current volumes and community preferences (walk-in access, written, home visits, telephone, e-mail, Internet).</li> <li>• Options available including ICT opportunities.</li> <li>• Agreed access channels and service standards.</li> <li>• Implementation Plan to be put into effect.</li> </ul>	<p>July 2001</p> <p>September 2001</p> <p>October 2001</p> <p>December 2001</p>
<p>The responsiveness and efficiency of the Council's services are improved through the use of electronic means.</p> <p>(11a)</p>	<ul style="list-style-type: none"> <li>• Interview and raise awareness of senior managers and member.</li> <li>• An Information Age Government strategy covering the four guiding principles for e-government – building services around consumer choices, making services more accessible, making sure everyone is included and using information better.</li> <li>• Agreed work plan of projects up to March 2005 to deliver the Information Age Government strategy.</li> <li>• 25% of services capable of electronic delivery are being delivered electronically.</li> </ul>	<p>April 2001</p> <p>July 2001</p> <p>October 2001</p> <p>March 2002</p>
<p>Front line services are provided more effectively as a result of a reduction in staff vacancies.</p> <p>(11b, 11e)</p>	<ul style="list-style-type: none"> <li>• Implementation of the recruitment and retention measures agreed by Members and the Chief Officers' Team (COMT)</li> <li>• Up date reports to Members and COMT on the impact of the implementation of the measures on the targets ie reduction in turnover, vacancy levels.</li> <li>• Established links with 6 educational institutions and successful recruitment of professionals in areas of skills shortage.</li> <li>• Presentation of report to Members and COMT on longer-term strategies on recruitment and retention.</li> <li>• The percentage of employees voluntarily leaving the County Council will be within 1% of the national average, which is currently at 11% of staff in post.</li> <li>• The vacancy levels are reduced to below 20% in all of the areas of critical shortage.</li> </ul>	<p>April 2001</p> <p>September 2001 &amp; March 2002</p> <p>December 2001</p> <p>October 2001</p> <p>March 2002</p> <p>March 2002</p>

## **BEST VALUE REVIEW PROGRAMME**

The 1997-2001 Council Plan contained a commitment to establish, at a very early stage, a process for the detailed review of every County Council function. In 1998 the Council started a programme of “root and branch” reviews of all areas of activity (excluding schools direct budgets).

These early reviews proved to be an excellent basis on which to build the Council’s response to the subsequent requirement for Best Value Reviews. Indeed most aspects of the Council’s Root and Branch review procedures became part of the national Best Value requirements. The Root and Branch process has also been a valuable introduction and learning process for those Councillors and officers involved and, more importantly, enabled the County Council to refocus resources where they are most needed. It is estimated that by 31 March 2001 these reviews will have resulted in around £1.45 million for reinvestment in other services.

In advance of the Five Year Best Value Review Programme detailed in the previous Performance Plan, the County Council is still continuing to complete its Root and Branch Review Programme. Those Root and Branch Reviews completed during the year were:

- The Youth and Community Service
- Libraries, Information, Museum and Archives (LIMA)
- School Support
- Waste Management
- Emergency Planning (became a Year 1 Best Value Review)
- Contracts

As these were technically Root and Branch Reviews they were conducted under the previous methodology for reviews. However, the progress and outcomes of these reviews are still detailed in Appendix 10.

### **‘Best Value’ Review Programme – Year 1**

The Year 1 Programme of Best Value Reviews, as set out in the previous Performance Plan, contained the following reviews:

<b>Review</b>	<b>Expected Completion Date</b>
Transport	March 2001
Roads	March 2001
Youth and Facilities for Young People	May 2001
Working with Health – Mental Health Services	May 2001
Working with Health – Learning Disability Services	April 2001
Corporate Support Services	March 2001
Adult Continuing Education	May 2001
Trading Standards	December 2000
Meals and Laundry	April 2000
Children’s Services	December 2000

## **Changes made to the Year 1 Best Value Review Programme during 2000/01**

### Children's Services

A review of Children's Services to include admissions, psychology, education welfare, child protection, fostering and adoption etc. was planned for the Year 1 Programme. However, with the modernisation proposals to contain a new Children's Portfolio it was agreed to wait until those arrangements had come into place and been operational for a period of time. It is anticipated that this review will now start in Year 4.

### Youth and Facilities for Young People

It was agreed to wait for the outcome of the Root and Branch Review of the Youth and Community Service before this review commenced. In the event, and particularly in view of the Government's introduction of the Connexions initiative which will have a major impact on the service, it has been decided to focus energy on implementing five Root and Branch recommendations in partnership with other agencies and to implement the Connexions initiative. The Best Value Review has therefore been postponed to Years 4/5.

### Emergency Planning

Following the start of the Root and Branch Review of Emergency Planning, it was agreed that this should become a joint Best Value review between the County and its four District Councils. This review was added to the year 1 Best Value Review programme.

### Working with Health – Mental Health Services

This review is being led by a leading figure from the local voluntary sector. It has made a great deal of progress in assembling a benchmark of the position immediately prior to the establishment of new NHS Trust arrangements. Because the services are now in a period of rapid transition it has been decided to defer further work until the new arrangements are in place so that the Review can assess progress against the benchmark.

## **General Progress**

During May and June 2000, a new review methodology was developed to incorporate the full requirements of the Best Value Legislation and Guidance. A tool kit called "A Guide to Best Value Root and Branch Reviews" was developed and issued and it is the procedure to which all Best Value Reviews teams are working. A Member of the Council is also part of each review team.

In July, a session was held to launch all the new Year 1 Best Value Reviews, which all Review Team Members were invited to attend. As part of the new arrangements, councillors were assigned to each individual Review Team and have been working closely with officers to challenge and assess the services in the Review Programme.

In October a provisional time frame was agreed with the Best Value Inspectorate for the inspection of all Year 1 Best Value Reviews. These inspections have been planned between March 2001 and December 2001, but are dependent upon the progress made in each individual review.

Experience has also shown that review timetables can be seriously affected by external changes, for example Government initiatives such as Connexions, Learning & Skills Councils

and new partnership arrangements with Health. The political and structural changes arising from the modernising programme have also caused interruptions and delays to the programme

In December 2000, arrangements were made to revise the Guide to Best Value Root and Branch Reviews to achieve a more streamlined approach. The main result of this was to revise the two-stage reporting system down to a single report for the Council's new Cabinet. This has, inevitably, meant a slight delay in the Year 1 Review Programme as arrangements and procedures were changed.

### **Best Value Review Programme Year 2 and Beyond**

We have reviewed our Year 2 and future programme in the light of the experience so far of Year 1. As a result we have consolidated some of our proposed reviews and expanded the scope of others. We are now proposing five major reviews for 2001/02 set out below in the complete programme.

<b>Year 1 (2000/01)</b> [Revised – with end dates]	<b>Year 2 (2001/02)</b> [With start & end dates]	<b>Year 3 (2002/03)</b> [With provisional start & end dates]	<b>Years 4-5 (2003/5)</b> [Provisional]
<b>Transport</b> (all aspects) [June 2001]	<b>Community Leadership</b> [June 2001 – Dec 2001]	<b>Community Safety</b> [April 2002 – Dec 2002]	<b>Chief Officer &amp; Member Support</b>
<b>Working with Health (1)</b> – Mental Health Services [deferred – T.B.A.]	<b>Support for Carers</b> [June 2001 – Dec 2001]	<b>Community Education</b> (use of buildings, resources etc) [April 2002 – Oct 2002]	<b>Children's Services</b>
<b>Working with Health (2)</b> – Learning Disability Services [June 2001]	<b>Information and access to services via modern technology</b> [June 2001 – Dec 2001]	<b>Support for Parents</b> [June 2002 – Feb 2003]	<b>Services Waste</b>
<b>Corporate Support Services</b> [July 2001]	<b>Older People's Services</b> [June 2001 – Jan 2002]	<b>Physical Disability Services</b> [June 2002 Feb 2003]	<b>Property Repairs and Maintenance</b>
<b>Continuing Education</b> [Sept 2001]	<b>Minerals, Development Control and Structure Planning</b> [Sept 2001 – Feb 2002]	<b>Older People's Services (2)</b> – specific service aspects arising from year 2 [April 2002 – Nov 2002]	<b>Youth &amp; Facilities for Young People</b>
<b>Roads</b> [June 2001]		<b>Other corporate funded activities/ budgets</b> [July 2002 – Nov 2002]	<b>Libraries/Museum</b>
<b>Trading Standards</b> Completed]			<b>School Organisation</b> incl. Admissions
<b>Meals and Laundry</b> [July 2001]			<b>Countryside</b>
<b>Emergency Planning</b> [Completed]			<b>Travellers</b>
			<b>Early Years Development and Childcare</b>

The provisional start and end dates are shown. In view of the local elections in May 2001 it is unrealistic to envisage Year 2 reviews beginning before June.

## SPENDING YOUR MONEY

### The Council's Financial Position

The County Council plans to spend some £365m in 2001-02 on delivering its wide range of services. This is £21.6m or 6.3% more than last year. It is set out below by the main services.

	Gross Expenditure 2001/02	Income 2001/02	Expenditure net of income 2001/02	Equivalent Value for 2000/01	Increase Over 2000/01	
	£m	£m	£m	£m	£m	%
<b>Education</b> (including: schools, special needs, youth and community, libraries)	251.3	37.3	214.0	200.6	13.4	6.7
<b>Environmental Services</b> (including: highways maintenance, waste management, planning, transport, trading standards)	32.3	4.8	27.5	27.4	0.1	0.4
<b>Social Services</b> (including: caring for vulnerable children, older people and clients with disabilities)	102.5	33.3	69.2	64.6	4.6	7.2
<b>Corporate Services</b> (including: repairs to and maintenance of Council buildings, and the central cost of administration, finance, legal, human resources, IT and purchasing)	15.1	1.7	13.4	13.4	0.0	0.0
<b>Policy and Resources</b> (including: corporate grants and costs of democratic representation)	1.8	-	1.8	1.4	0.4	23.9
<b>Contributions to</b> Buckinghamshire and Milton Keynes Fire and Rescue Service	12.4	-	12.4	11.6	0.8	6.8
<b>Contributions to External Bodies</b> (Magistrates Courts, Environment Agency)	3.5	-	3.5	3.2	0.3	7.4
<b>Capital financing costs,</b> contingency items and use of internal funds	28.1	5.0	23.1	21.1	2.0	9.5
	447.0	82.1	364.9	343.3	21.6	6.3
<b>Financed by:</b>						
Revenue Support Grant			111.4	96.1		
National Non Domestic Rates			117.6	119.4		
Council Tax			135.9	127.8		
			364.9	343.3		



As a result the council tax for a Band D dwelling will increase by 5.4% to £680.51 a year (£13.09 a week).

## **Capital Programme**

In addition the Council will invest over £34m on capital projects to support services. These include:

- £9.2m on highway and bridge structural maintenance, including £1m of local resources.
- £4.8m for other transport projects, in accordance with the Local Transport Plan.
- Over £4m on building maintenance programmes.
- Over £10m on school extensions and improvements.
- A further £1m for the IT Investment Fund.

This capital spending is being financed by £13.8m of borrowing, £10.9m from the receipts from sale of assets no longer required and the remainder met from revenue funds.

## **Portfolio Budgets**

The budget for 2001/02 were prepared on the old committee basis. They have not been resorted into portfolio areas, pending the outcome of the pilot and decisions on support services. However, in the portfolio sections, we have quoted indicative revenue and capital budgets for 2001/02.

## **Medium Term Financial Framework**

The Council is developing a medium term financial framework to inform its new aims, supporting policies and service planning. On the work carried out to date, the broad picture is similar to the current position if current financial policies are continued. For Education, passing on the Government allocation would provide significant additional resources over the level needed to meet spending pressures. For Social Services, there is a shortfall between the Government's allocation and our spending pressures. For other services, no additional resources would be available if council tax increases are kept in line with the Government's assumptions of around 5%.

Work is being carried out to develop the medium term framework. This will involve ensuring that the Council's policies are sustainable over the medium term.

## **The Council's Approach to Securing Efficiencies**

As part of its former Council Plan, the Council launched a programme of fundamental Root and Branch reviews - in many ways, anticipating the requirement for Best Value reviews. Root and Branch reviews cover all aspects of the Council's activities and involve challenging whether individual services are being provided as efficiently and effectively as possible. To date the reviews have identified on-going savings of some £1.5m, which have been redirected into the Council's key service priorities.

For next year, all services were asked to maximise the scope for efficiency savings and increased income. This work has been taken into account in the budget-setting process.

Outside schools, savings of some £2.9m or 1.9% were found to enable service plans to be delivered within the resources made available.

### **The Council's Approach to Financial Stewardship**

The Council is committed to maintaining strong financial control arrangements and acting with proper prudence in relation to all financial matters. Successive external audit reports confirm that this is being achieved. For 2001/02, the Council has retained £10.9m or some 3% of general reserves for unforeseen contingencies.

## PURCHASING

Over the last 12 months we have developed a Corporate Procurement Strategy. The strategy recognises the influence that Best Value has had on our procurement activity. For example, the Council undertook a suppliers' best value seminar in July as part of a programme of consultation in developing the strategy. In the Corporate Contracts Division, we have a programme for consulting with users prior to tendering/contracting for services.

The corporate strategy defines three key principles;

1. There is no universal procurement method that covers all services
2. Staff involved in procurement will be supported, trained and appropriately qualified
3. Procurement takes place within a dynamic environment

The Corporate procurement strategy is managed within a purchasing framework consisting of four strands;

1. Procurement Guidance and purchasing and commissioning standards

**Progress:** We have been developing a procurement guidance document, which we anticipate will be completed by the end of March 2001.

We are collating purchasing & commissioning standards from the County Council. These fall into three categories regulatory, policy & good practice. These standards will be incorporated into the Contracts Web site over the next 6 months to provide guidance & support to those involved in procurement on behalf of the Council.

The web site is still under development, so far we have the Contract Services directory and tendering information available.

2. Procurement training for staff and purchasing competency

**Progress:** We have selected two initial areas for procurement training Basic procurement and Contract Management. We have undertaken a market test on procurement training organisations and currently have a pilot training programme underway. By the end of March 2001 we will have selected our training partner and agreed course content.

It has been agreed that procurement courses will be incorporated into the corporate training programme commencing from April 2001.

Within the corporate procurement team around 50% of staff are undertaking professional / post entry training

Commercial competencies have been drafted in anticipation of incorporation into the Corporate Performance Management scheme. Time scale under discussion with HR but expected during 2001.

### 3. Best Value reviews, service procurements options and market testing

**Progress:** The Contracts Best Value review completed and agreed the establishment of the Purchasing Framework. It also established a professional accountability for procurement outcomes for the Head of Contracts.

The Best Value reviews have incorporated the Root & Branch presumption of market testing and a procurement specialist has been made available to support each review team.

Our market testing exercises have encouraged much greater participation from the private sector in helping us to produce specifications and contract documents prior to the formal invitation to tender process.

### 4. Purchasing strategy development and a corporate procurement network

**Progress:** We have established a Procurement Steering Group, made up of senior officers from across the council, to continue development of the Purchasing Framework and to monitor progress.

The group responded on behalf of the Council to the Government Taskforce on procurement. The Council was subsequently invited to speak to the Taskforce on the submission.

We have also established a network of contract managers, from across the council, for the dissemination of information on procurement issues and to form an officer support network.

We have also participated in a pilot project with the Office of Government Commerce (OGC) to develop a Purchasing Excellence Model for local Government – based on the EFQM Business Excellence.

Full details of the Procurement Strategy and Framework can be found in Appendix 11.

## **CONSULTATION**

Buckinghamshire County Council is fully committed to consulting and involving residents when planning and reviewing key services. The Council regularly carries out consultation across the full range of its services such as traffic schemes, schools provision and services for people with learning disabilities and their carers.

Staff are encouraged to consult with people who use the Council's services wherever and whenever it is practical and useful to do so. We have produced guidelines to help our staff with this task.

In addition local residents are consulted on major corporate issues such as setting the Strategic Aims, budget proposals and new working arrangements for the Council.

### **Strategic Aims and Budget Proposals**

Major county-wide consultation has taken place both on the County Council's Strategic Aims and Supporting Policies and on the 2001-2002 budget proposals. The consultations were carried using postal and telephone surveys as well as face to face meetings.

Target audiences for the consultations were the residents of Buckinghamshire, key stakeholders and staff.

### **Residents**

Independent consultants carried out the postal and telephone surveys. Questionnaires were posted to a random sample of 5000 residents. 20% were followed up with a telephone survey.

### **Key stakeholders**

1200 key stakeholders were invited to attend meetings organised across the county. Representatives were invited to respond to a questionnaire if they were unable to attend any of the meetings. In total 70 organisations were represented at the meetings and 76 responded by post.

### **Staff**

Members of staff were asked to give their views on both the strategic aims and budget proposals.

### **User Satisfaction Survey**

In Buckinghamshire the survey was carried in partnership with the District Councils with technical expertise and the analysis provided by independent consultants.

Overall 65% of those surveyed were satisfied with Buckinghamshire County Council Services. The main reasons that were given for dissatisfaction were:-

- poor condition of roads and pavements
- public transport needs drastic improvement
- the education system is poor and under-funded
- responses to enquiries and complaints are very slow.

## **New Working Arrangements**

A survey of 1,000 residents was carried out to find out their preferences for the different options for new Council arrangements. The sample was carefully selected to be representative of the Buckinghamshire community and was chosen in a way to make sure that representatives from hard to reach groups were included.

## **Consultation and Advocacy**

The Council liases with and supports specialist organisations who, on our behalf, regularly facilitate consultation with various "hard to reach" communities. This ensures that people with learning disabilities, older people, people with mental health illnesses, people from the different minority ethnic communities and also children and young people all have the opportunity to take part in consultation and to give their views.

## **Consulting in partnership with other statutory organisations**

In line with acknowledged good practice the Council has tried where possible to carry out consultation in partnership with other statutory agencies. In this way we hope to avoid burdening local people with frequent requests to be involved in consultation and also use resources more effectively. This year we carried out a major use satisfaction survey in partnership with the District Councils in Buckinghamshire.

## SOME OF THE CONSULTATION THAT WE HAVE CARRIED OUT THIS YEAR

<b>Consultation activity</b>	<b>When</b>
<p><b>Consultation on new working arrangements</b> This was a major survey of local residents to test their views about proposed new working arrangements.</p>	August 2000
<p><b>Consultation on Strategic Aims and budget proposals</b> A major consultation undertaken by Cooper Moruzzi. 5000 residents received questionnaires and 1004 were followed up with a telephone survey.</p> <p>Meetings for key stakeholders were held across the county.</p>	January 2001
<p><b>User satisfaction survey</b> The County Council in partnership with the District Councils undertook a user satisfaction survey, designed to test how satisfied local residents are with council services.</p> <p>Cooper Moruzzi provided technical expertise and carried the analysis of the results.</p>	Autumn 2000
<p><b>Review of Trading Standards</b> A review of the services provided by Trading Standards that involved users of the service as well as District Councils, voluntary groups and representatives from the business community.</p>	Autumn 2000
<p><b>Children with Disabilities Planning Database</b> Questionnaire survey and focus group meetings with service providers, parents, carers and young users of services. The purpose was to facilitate to the setting up of the planning database which was launched in February 2001.</p>	Summer 2000
<p><b>Consultation on the working of Local Committees</b> Stakeholders' views have been sought throughout the pilot period of Local Committees, which were introduced in May 2000. Some adjustments to the Committees' operation have been made as a result. A review is now underway after a year of operation, and stakeholders' views are being gathered more fully through a questionnaire and a series of discussions. The results will be fed into the proposals for Council structures and operation to be submitted to government shortly.</p>	Winter 2000
<p><b>Local Transport Plan</b> A major consultation exercise with all partners and local residents on the Local Transport Plan.</p>	April-May 2000
<p><b>Minerals Local Plan</b> A statutory consultation was undertaken on the review of this plan.</p>	
<p><b>Road safety Plan</b> The draft Plan has been considered at public meetings and by the Local Committees and stakeholder views invited by letter.</p>	November 2000

<b>Consultation activity</b>	<b>When</b>
<p><b>Welfare to Work Joint Investment Plan</b> A questionnaire survey has been undertaken with local providers and the business community as part of the preparation of the Joint Investment plan.</p>	November 2000
<p><b>Consultation on the merger of Berryfield Infant School and Icknield Junior School</b></p>	
<p><b>Consultation on future arrangements for secondary education at Hatters Lane School</b> This was a consultation undertaken with local residents, parents pupils and staff at Hatters Lane school to find out their views on proposed new arrangements for the school.</p>	November 2000
<p><b>Consultation on the merger of Greenway Infant School and William Durrant Junior School</b></p>	
<p><b>Consultation on the Community Care Plan</b> Each year Social Services conducts county-wide consultation with service users, statutory partners and voluntary organisation on the Community Care Plan. This year the consultation was carried in partnership with the Locality Forums.</p>	Summer 2000
<p><b>Consultation on the Long Term Care Charter</b> A county wide consultation carried out together with our statutory partners. This consultation provided information about what needs to be included in the Charter and how the information should be presented.</p> <p>The Long Term Care Charter will be monitored and reviewed through the Locality Forums.</p>	Summer 2000
<p><b>User and Carer Satisfaction Surveys</b> Users and carers are regularly consulted on their views of the services they are currently receiving. This happens when Care Plans are sent out. The information gathered is used to inform service planning.</p>	On-going
<p><b>Consultation on Domiciliary Care Accreditation</b></p>	
<p><b>Consultation on the Early Years and Childcare Development Plan</b></p>	
<p><b>Consultation on Social Services Public Information</b> Draft Social Services publications are routinely circulated to volunteer readers, staff, voluntary sector, GP surgeries, town and Parish councils and locality forums. They advise on readability, user-friendliness and usefulness of forthcoming publications.</p>	On-going



We are keen to improve all our services and the Local Performance Plan is no exception. A tabloid newspaper summary has been sent to every household and contains a summary of our performance. In addition this more detailed document has been produced and is available on our website [www.buckscc.gov.uk](http://www.buckscc.gov.uk) or on request from Corporate Communications, County Hall, Aylesbury, Bucks HP20 1UA (01296 382625).

**Please tick one**

Is the information useful to you?  Very useful  Quite useful  
 Of some use  Of no use

Is the information easy to understand?  Very easy  Easy  
 Quite difficult  Very difficult

Is the information clearly presented?  Very clear  Quite clear  
 Rather unclear  Very unclear

Do you think the information accurately represents the Council's performance?  Yes  Not sure  
 No

Which sections did you find most useful? Please say why

Which sections did you find least useful? Please say why

Is there any other information you would like to see included next year?

Did you find this newspaper informative?

Would you like to receive regular news about the County?

Any other comments

## **GLOSSARY**

PSA	Public Service Agreement
LPP	Local Performance Plan
SBS	Small Business Services
SEEDA	South-East England Development Agency
SME	Small to Medium Sized Enterprise
LA21	Local Agenda 21
AVICS	Aylesbury Vale Intermediate Care Services
TOPS	Team for Old People Services
BASE	Buckinghamshire Association for Supported Employment
SSID	Social Services Information Database
CROW	Countryside and Rights of Way
LAF	Local Access Forum
YOT	Youth Offending Team
PRU	Pupil Referral Unit
SEN	Special Educational Needs
QA	Quality Assurance
TAB	Take a Break
LTP	Local Transport Plan
DETR	Department of the Environment, Transport & the Regions
BVPI	Best Value Performance Indicator
IAG	Information Age Government
ICT	Information Communications Technology
IIP	Investors in People