

Minutes

Cabinet

Date: 24 April 2017

Venue: Mezzanine Rooms 1 & 2, County Hall, Aylesbury

Time: 10.30 am to 12.15 pm

MEMBERS PRESENT

Mr M Tett (in the Chair).

Mr M Appleyard, Mrs M Aston, Mr J Chilver, Lin Hazell, Mr Z Mohammed, Mr W Whyte and Mr P Irwin

OTHER MEMBERS IN ATTENDANCE

Mr R Stuchbury, Mr D Carroll and Mr B Roberts

OFFICERS IN ATTENDANCE

Mr R Ambrose, Mrs S Ashmead, Ms R Shimmin, Ms R Bennett, Mrs K Sutherland and Mrs E Wheaton

1 APOLOGIES FOR ABSENCE

Apologies were received from Mr M Shaw. Mr P Irwin attended as a substitute.

2 DECLARATIONS OF INTEREST

It was noted that Purdah would be in effect 27 March to 4 May 2017 due to local elections. It was also noted that Purdah would continue until the General Election on 8 June 2017.

3 MINUTES

Two items were asked to be changed in the minutes from the meeting held on 27 March 2017.

Hot Topics

Clarification that the update referred to one new food sharing app and not two.

Performance Review – Update from Cabinet Member for Resources

Clarification that the final bullet point should read 2nd lift refurbishment and not 2nd floor

Minutes of the meeting held on 27 March 2017 were agreed to be an accurate record (with the changes above) and signed by the Chairman.

4 HOT TOPICS

Cabinet's attention was brought to the following:

- Mr D Johnston, Managing Director of Children's Social Care & Learning was leaving the authority. Cabinet thanked him for his significant contribution, in particular to the Children's Improvement Programme
- Cabinet welcomed the Interim Managing Director of Children's Social Care & Learning, Mrs G Rhodes White
- Mr W Whyte had attended the recent meeting of the Regional Flood and Coastal Committee where a 25 year plan for land drainage, growth and making space for water had been agreed

5 QUESTION TIME

Mr R Stuchbury asked about the plans for joint working and engagement with Parish Councils in relation to the unitary proposals, and particularly in relation to contributions to Section 106 and how it is used.

Mr M Tett advised that with County Council elections and following the announcement of the General election in June, a decision on the Unitary proposals was not expected until after the election period. It was also noted that there were ongoing discussions with Parish Councils about options for future joint working arrangements.

Mr Tett also noted that there was enormous pressure on Section 106 funding for infrastructure and there were restrictions as to what it could be spent on.

6 FORWARD PLAN FOR CABINET AND CABINET MEMBERS

Cabinet noted the report.

7 CABINET MEMBER DECISIONS

Cabinet noted the report.

8 SELECT COMMITTEE WORK PROGRAMME & INQUIRY WORK PROGRAMME

Cabinet noted the report.

9 CHILDREN'S HOME - LOCAL PROVISION

L Hazel, Cabinet Member for Childrens Services presented the report. During discussion key points were highlighted as follows:

- The continuation of the Change for Children Programme
- The need to increase Foster Carers within Buckinghamshire
- The need to increase the number of children's homes in Buckinghamshire to increase the control of care provision for children
- The expansion and purchasing of care homes would increase capacity for placements within the County, which would not only be better for the children but would also save money on out of County placements

Cabinet made the following comments:

- Health and wellbeing of children was of great importance and in County provision would create better outcomes for them
- In County placements are more cost effective for the authority and would reduce travel time for Social Workers which would allow them more time with children and families
- The importance to engage with the Local Member when researching properties for care homes

Recommendation

- 1) **Approve the business case for the provision of additional residential places for children in Buckinghamshire; and**
- 2) **Agree to prudentially borrow up to a value of £2m to fund the additional property purchases.**
- 3) **Delegate to the Cabinet Member for Resources, in agreement with the Cabinet Member for Children's Services, the authority to purchase properties and carry out improvement works as required funded by prudential borrowing up to an overall value of £2m**

RESOLVED: Cabinet AGREED with the recommendations.

10 CHILDREN'S IMPROVEMENT PROGRAMME UPDATE

L Hazel, Cabinet Member for Children's Services presented the report. During discussion key points were highlighted as follows:

- The improvement programme was a top priority of the County Council
- Since the initial Ofsted inspection three visits had taken place, all of which had reported improvements, the portfolio were confident that were a further Ofsted inspection to take place, the rating of inadequate would no longer be in place
- Cabinet noted the significant work that had gone into social worker recruitment and the decrease of interim staff used
- Work needed to continue with partners such as Health and Police to ensure a whole service approach

Cabinet welcomed the update report and thanked all members of staff within the service for their continued hard work. Mr Tett requested that thanks be relayed back to staff via the interim Managing Director of Children's Social Care and Learning.

ACTION: Mrs G Rhodes White

RESOLVED: Cabinet NOTED the report and requested that quarterly updates be added to the forward plan.

ACTION: Member Services

11 HOSPITAL DISCHARGE INQUIRY REPORT

Mr B Roberts, Chairman of the Health and Adult Social Care Select Committee and Mrs E Wheaton Committee and Governance Advisor, presented the inquiry report and draft response. During discussion points were highlighted as follows:

- Mr Roberts thanked all members of the inquiry group and colleagues in Health and Adult Social Care
- The inquiry had highlighted particular areas of focus including amounts of paperwork, different IT systems used, delayed assessments, care homes not taking new clients over the weekends, the location of teams that needed to be working together and the important role the Pharmacy played in the discharge process
- Some successes had already been implemented following the inquiry including no fining between Health and ASC
- Discharge process was to start as soon as someone was admitted
- The role families played in the discharge process and how to tackle those whom were not engaged
- Buckinghamshire were a high performing authority however work remained to reduce the number of delayed transfers
- The “Trusted Assessor” model was under development with care providers and Officers were reviewing other best practice models

Cabinet thanked members of the Select Committee for their work on the inquiry.

RESOLVED: Cabinet AGREED the Cabinet Member response to the recommendations.

12 SUSTAINABLE SCHOOL TRAVEL IN BUCKINGHAMSHIRE

Mr D Carroll, Chairman of the Transport, Environment and Communities Select Committee and Mrs K Sutherland, Committee & Governance Advisor presented the inquiry report and draft response. During discussion points were highlighted as follows:

- All involved in the inquiry group were thanked for their hard work
- Buckinghamshire County Council were a leading authority on School travel
- The inquiry brought together key stakeholders to understand school travel issues in Buckinghamshire
- 162 schools had engaged with activities, however there were some challenges with those schools who remained disengaged
- A range of choice and the growth agenda, with new schools and expansions, would have an impact on school travel plans
- Expansion of village schools and lack of parking available needed to be addressed
- Engagement with schools and parish councils would be ongoing
- The importance of getting Governors involved and resident associations
- The need for an officer at the County Council to co-ordinate the work
- The need for partners such as Police, schools, parents, Parish Councils and residents to also accept responsibility and work together to find solutions

Cabinet thanked Members of the Select Committee for their work on the inquiry.

RESOLVED: Cabinet AGREED the Cabinet Member response to the recommendations.

13 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the following item which is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

14 CONFIDENTIAL MINUTES

The confidential minutes of the meeting held on 27 March 2017 were agreed to be an accurate record and signed by the Chairman.

15 DATE OF THE NEXT MEETING

5 June 2017, Mezzanine Rooms 1 & 2, County Hall, Aylesbury.

**MARTIN TETT
LEADER OF THE COUNCIL**

Response to Buckinghamshire Health & Adult Social Care Select Committee Inquiry

Select Committee Inquiry Title: Hospital Discharge

Committee Chairman: Brian Roberts

Date report submitted for response: 16th March 2017

Lead BCC Cabinet Member (where response required from BCC Cabinet) and Lead Officer: Mike Appleyard, Deputy Leader and Cabinet Member for Health and Wellbeing and Ali Bulman (BCC), Debbie Richards (CCGs) and Neil Macdonald (BHT)

Select Committee Support Officer / Advisor (Extension): Liz Wheaton (ext. 3856)

Suggested frequency of future updates (e.g. 6 & 12 months): 6 & 12 months

Recommendation	Agreed Yes/No	BCC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for BCC recs)	Responsible Officer	Action by date
<p>That BCC, BHT and the CCGs continue to work together to drive forward improvements to the patient discharge pathway.</p> <p>The Inquiry Group recommends that this includes the following:</p> <p>1a. Developing a seamless patient pathway with standardised and computerised paperwork across the whole system;</p>	<p>Yes</p>	<p>Agreed: The Buckinghamshire System continuously strives to review and improve on the pathway for patients and residents of Buckinghamshire.</p> <p>A joint report was taken to the Health and Wellbeing Board on 9 March 2017, from the Council, Buckinghamshire Clinical Commissioning Groups and Buckinghamshire Healthcare Trust, as a statement of intent for more integrated working between health and social care organisations in Buckinghamshire. It set out the opportunities for local integration to deliver joint outcomes for the health and wellbeing of Buckinghamshire residents and better manage demand on services.</p> <p>The Health and Wellbeing Board will retain on-going oversight of the delivery plans and progress towards integration by 2020. These include developing more integrated provision, with fewer hand-offs for patients, supported by improved data sharing.</p> <p>The system is committed to reducing the need for hospital admission through better and more responsive services in the community. This is central to our approach to health and care integration.</p>	<p>MA</p>	<p>S Norris and NHS partners</p>	<p>Review Mar 18</p>

		Work across partners to develop seamless pathways and joined up services is supported through collaborative work on the Local Digital Roadmap within the Sustainability and Transformation Plan (STP)			
1b. Jointly leading on a piece of work with care providers to develop and implement the “Trusted Assessor” model to an agreed timescale;	Partially agreed	Partially agreed: Health and social care partners are proactively looking at learning from New Models of Care and the Vanguard. We are grateful to the Enquiry for highlighting the model that has been implemented in Hertfordshire. Commissioners are reviewing best practice models on trusted assessors and will be bringing options back to partners for decision.	MA	J Bowie	Dec 17
1c. Undertaking a piece of work to gain patient and family/carer feedback on their experience of the discharge process – before and after discharge from the Hospital setting. The results to be used by those involved in the discharge process; 1d. Strengthening the mechanisms for recording and sharing patient and family conversations to minimise the risk of misunderstanding and duplicate conversations taking place;	Yes	Agreed: As a useful exercise that would complement the national Inpatient Survey which runs across all healthcare Trusts and has discharge experience as a key line of enquiry. A full survey will be designed with partners in Q2 17/18 and run across a sample of hospital and community discharges before the end of Q3		BHT to lead	Dec 17
1e. Introducing a module within the induction programme (and ongoing training programme) to increase the Hospital nursing staff’s understanding of the community	Yes	Agreed: To be included in the hospital nursing induction programme and refresher training for all staff run on a quarterly basis	MA	BHT to lead	March 18

teams and to aid closer working;					
1f. That commissioned services specify seven day cover within the contracts and access to services is seven days a week;	Yes	<p>Agreed: Over the last 3 years we have increased the number of services providing a 7 day response. Responses from commissioned services from the independent sector can vary outside the standard operating week – individual providers are accessible 7 days but others have limited capacity to offer this option. Commissioners will discuss with BHT while being mindful of budget and capacity constraints.</p> <p>CCG's to liaise with Arden Gem NHS, the provider of CHC services in Buckinghamshire, to establish opportunity for CHC assessments to be carried out over 7 day service.</p>	MA	J Bowie	July 17
				CCG	July 17
1g. That a question on patient transport be included as part of the joint assessment form;	Yes	Agreed: Implemented Q1 by BHT		BHT	End of June 2017
1h. That the process for TTOs is streamlined to speed up the issuing of TTOs.	Yes	Agreed: Performance data to be routinely published at ward and hospital level with improvement plan clearly set		BHT	March 2018
2a. That Buckinghamshire Healthcare Trust removes the requirement for Buckinghamshire County Council to pay reimbursement fees for social care delays.	Yes	This is already agreed as at 10.2.2017.	MA	A Bulman	Done
2b. That Adult Social Care negotiates the removal of reimbursements with other neighbouring Trusts.	Yes	Agreed: This will be taken forward for local NHS trusts. These negotiations have been attempted previously and were unsuccessful. We will commence this piece of work immediately with a view to completion by the end of July.	MA	A Bulman	July 17

<p>3. That BCC, BHT and the CCGs strengthen and accelerate the plans for health and social care integration through the following:</p> <p>3a. Co-locating the Hospital discharge team and the ASC discharge team together;</p>	<p>Yes</p> <p>Yes</p>	<p>Agreed: see Q1 response</p> <p>Agreed: BHT to identify a site – this has been an ambition of the system for some time but there has been difficulty in identifying a suitable room/s</p>		<p>Integrated Commissioning Executive Team</p> <p>BHT</p>	<p>Review Mar 18</p> <p>Ongoing</p>
<p>3b. Developing a specific joint action plan for bringing the “Delayed Transfers of Care” Better Care Fund performance indicator out of “red”.</p> <p>10</p>	<p>Yes</p>	<p>Agreed: The Delayed Transfer of care performance across the whole system is very good. As a system we are currently the second top performer across our comparator group of 16 Local Authority areas. The ASC performance is currently the top performance across the same comparator group and the Buckinghamshire system is the 10th top performer nationally.</p> <p>However the system is committed to do better. The A&E delivery board oversees delivery of an action plan which is jointly owned across the system and is driven and monitored at the Monthly Board meetings. The system is currently self-assessing itself against national high impact standards and when this is finalised it will feed in to the action plan</p> <p>The BCF indicator measures the delayed transfers of care against occupied bed days and is specific to a trust not a system. Therefore we need to work with colleagues from other LA's and CCG's (in particular Oxfordshire, Hertfordshire), and to influence their performance in relation to the impact on the Buckinghamshire System.</p> <p>The system is committed to reducing the need for hospital admission through better and more responsive services in the community. This is central to our approach to health and care integration.</p>	<p>MA</p>	<p>A Bulman</p> <p>DR(CCG)</p> <p>A Bulman (BCC) DR (CCG) NM (BHT)</p> <p>R Cairns (BCC)</p> <p>S Norris, NHS partners</p>	<p>Ongoing continuous improvement</p> <p>Ongoing</p> <p>Ongoing</p> <p>Mar 18</p>

Response to Select Committee Scrutiny Inquiry

Inquiry Title	Sustainable School Travel in Bucks
Select Committee Owner	David Carroll, Chairman – Transport, Environment and Communities Select Committee
Date agreed by Select Committee	21 March 2017
Lead Cabinet Member	Cabinet Member for Transportation
Lead Senior Officer (Director)	Joan Hancox, Head of Transport Strategy

Recommendation	Agreed Yes/No	BCC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for BCC recs)	Senior Responsible Officer Owner	Action by date
<p>1: That the Council clarifies its future approach to sustainable school travel work by:</p> <p>1a Undertaking a return on investment analysis of sustainable school travel work to assess the wider benefits of investing in this area;</p> <p>1b Following the analysis, the Council publishing its vision for sustainable school travel work</p> <p>1c Adequately resourcing the achievement of its vision, including longer term contracts for officers and an increase in budget</p>	Yes – within existing resources	<p>Work has commenced on defining the scope of the return on investment analysis. It is important that this scope includes the areas identified as important by the committee's report, as well a range of benefits and costs associated with sustainable school travel. The analysis will need to cover the health and educational benefits outlined by Public Health in their evidence which included links to the Health & Wellbeing Strategy and how the school commute can build activity into daily life. It is the intention to progress this work immediately.</p>	Councillor Mark Shaw	Joan Hancox	July 2017
		<p>The vision for sustainable travel to school will form part of a revised Sustainable Modes of Travel to School (SMoTS) Strategy. Work on revising and updating the existing SMoTS will commence shortly. This will be informed by the outcomes of the Return on Investment analysis.</p>	Councillor Mark Shaw	Joan Hancox	August 2017
		<p>Resourcing requirements will be informed by the outcomes of the return on investment analysis. The committee should note that since the inquiry took place, the Transport Strategy service has appointed an interim Senior Transport Strategy Officer to manage Sustainable Travel services including School Travel Planning, and arrangements are in</p>	Councillor Mark Shaw	Joan Hancox	June 2017

Minute Item 12

Recommendation	Agreed Yes/No	BCC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for BCC recs)	Senior Responsible Officer Owner	Action by date
		<p>place to advertise for a replacement permanent School Travel Planning Advisor.</p> <p>Alternative sources of funding may need to be explored if an increase in budget is identified or alternative low cost options within existing budgets.</p>			April 2018
<p>2: That the Council develops and adopts a policy which clarifies its position on encouraging sustainable travel and the mitigation of transport impacts in relation to the expansion of current and development of new schools.</p>	Yes	<p>A specific set of policies in relation to the Council's consideration of development proposals are being drawn up (Development Management Policies). Generally these seek to ensure that developments encourage travel by sustainable modes and mitigate their own transport impact. The draft will be modified to make reference that these policies also apply to the Council's own development.</p>	Councillor Mark Shaw	Joan Hancox	October 2017
<p>3: That the Council adopts an holistic approach to the planning of new and expanding schools, including factoring infrastructure provision and mitigation measures to reduce car use in costings.</p>	Yes	<p>There are initial meetings with planners and highways to discuss the proposed development(s). Consideration is given to the infrastructure requirement and sustainable (travel) measures in relation to the development and their impact on the highway network. From this, plans are drawn up and costings prepared which form part of the business case and potential subsequent planning application. These are reported to ABS as part of the business case process.</p>	Councillor Zahir Mohammed	Paula Campbell-Balcombe	April 2017
<p>4: That the Council addresses 'unsafe routes' to school for example through the Integrated Transport project, to ensure:</p> <p>4a Prioritisation for regular/appropriate maintenance of routes to school where vegetation overgrowth jeopardises safety of the route.</p> <p>4b An equal focus on the assessment of</p>	Yes – within existing resources	<p>Under the Integrated Transport Project a review will be undertaken to:</p> <ul style="list-style-type: none"> • Devise / amend existing protocols to include removal of overgrown vegetation on routes to school; • Provide an equal focus on primary school routes taking account of the different statutory entitlement groups; • Transport & Admissions to undertake a return 	Councillor Mark Shaw	Phil Dyson	November 2017

Recommendation	Agreed Yes/No	BCC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for BCC recs)	Senior Responsible Officer Owner	Action by date
<p>primary schools routes.</p> <p>4c A return on investment analysis for routes where the assessment's recommendation is for 'engineering' options to deliver a safe route to school.</p>		<p>on investment analysis for new highway engineering on safe routes to a school.</p> <ul style="list-style-type: none"> Additional resources would be required to implement this recommendation. The review will need to consider low cost alternatives or what could be achieved with existing budgets. 			
<p>5: That the Council develops and delivers a publicity campaign aimed at all schools, stakeholders and Parent and Parent Teacher Associations to highlight:</p> <ul style="list-style-type: none"> The role and responsibility of schools in promoting active travel for the school journey; The wider value and benefits to schools of active travel planning work e.g. higher educational attainment, links to other curriculum areas, Ofsted and health benefits; and The resources available to schools on schooltravelplanning.com and the value of the annual conference. 	Yes – within existing resources	<p>A minimum campaign can be delivered to all schools, stakeholders and Parent and Parent Teacher Associations in line with the recommendation using existing resources. In addition, work to improve and integrate website links between 'schooltravelplanning.com'; https://schoolsweb.buckscc.gov.uk (the dedicated website for BCC schools) and bucks.gov.uk for school travel resources as well as those promoting physical activity can be accommodated within 17/18 work programme.</p> <p>Wider engagement, particularly with secondary schools would require additional resources. The return on investment work will seek to develop a robust business case for such investment. Potential alternative options which could be accommodated within existing budgets will also be investigated.</p>	Councillor Mark Shaw	Joan Hancox	<p>Sept 2017</p> <p>April 2018</p>
<p>6: That the Council raises the profile of sustainable travel planning amongst schools by ensuring STP activity is included regularly on the agenda of the Head Teacher Liaison Group, BASH and any other school liaison meetings.</p>	Yes	<ul style="list-style-type: none"> Sustainable Travel items to be included for future Head Teacher Liaison Group and BASH Meetings. The Transport Strategy team and Education team to develop joint working to ensure recommendation is implemented. 	Councillor Zahir Mohammed	Education Officer to be confirmed	Nov 2017

Recommendation	Agreed Yes/No	BCC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for BCC recs)	Senior Responsible Officer Owner	Action by date
<p>7: That a Member briefing session is held on the Member advocacy role in working with schools on School Travel Plans and promoting sustainable travel for the school journey. This should include:</p> <ul style="list-style-type: none"> • Information on the self help toolkits for schools and how they can be used; • How the Council can help support schools; • Providing the tools and information to deal with complaints and challenges; • How Members can help schools address issues and identify solutions in their community leader role. 	Yes	<p>The Transport Strategy team will devise a member briefing with accompanying literature (info pack) on school travel, focusing in particular on how members can best act as advocates. This will include signposting to resources as outlined in 5; case studies on how the Council and Members themselves can support; national and local context of successful work in the field of sustainable travel. We will include our partners too.</p> <p>We will investigate using existing BCC procedures to respond to complaints and challenges, and if necessary, bring in additional protocols.</p> <p>In addition to the Member briefing session and pack, we investigate how best to provide succinct regular information to members for example which schools are participating in walk to school or delivering Bikeability.</p> <p>On the wider role of Members helping schools to address issues and identify solutions as part of their community leader role – this needs to be incorporated into the wider Member training.</p>	Councillor Mark Shaw	Joan Hancox	Sept 2017