

# Agenda

## Cabinet

Date: Monday 18 June 2018

Time: 10.30 am

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

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### Agenda Item

### Page No

1 **Apologies for Absence**

2 **Declarations of Interest**

3 **Minutes**

To approve the minutes of the meeting held on 21 May 2018

**5 - 10**

4 **Hot Topics**



<b>5</b>	<b>Question Time</b> This provides an opportunity for Members to ask questions to Cabinet Members	
<b>6</b>	<b>Forward Plan for Cabinet and Cabinet Members</b> For Cabinet to consider the Forward Plan	<b>11 - 24</b>
<b>7</b>	<b>Cabinet Member Decisions</b> To note progress with Cabinet Member Decisions	<b>25 - 28</b>
<b>8</b>	<b>Select Committee Work Programme &amp; Inquiry Work Programme</b> For Cabinet to consider the Select Committee Work Programme	<b>29 - 40</b>
<b>9</b>	<b>Adult Services Update</b> Cabinet is asked:  to NOTE the national, regional and local developments in relation to Adult Social Care and support the programme of work taking place to further improve Adult Social Care services in Buckinghamshire.	<b>41 - 60</b>
<b>10</b>	<b>Children's Services Update</b> Cabinet is asked:  to NOTE:  (a) the key improvement activity in response to the November 2017 Ofsted inspection, and  (b) the national and local developments in Children's Services	<b>61 - 72</b>
<b>11</b>	<b>Q4 Council Performance Report</b> Cabinet is asked to:  1. Come to a view on how the organisation is performing 2. Take action to improve performance where necessary	<b>73 - 138</b>
<b>12</b>	<b>Short Breaks for Disabled Children Strategy Consultation / Adult Short Breaks Strategy Consultation</b> Cabinet is asked:  • to AGREE to go out to consultation on the draft Short Breaks Strategies for Disabled Children and Adults as set out in Appendices 1 and 2  • to NOTE the next steps set out in this report including further key decisions required	<b>139 - 220</b>
<b>13</b>	<b>Date of the Next Meeting</b> 9 July 2018	

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For further information please contact: Rachel Bennett on 01296 382343

**Members:     Martin Tett (Leader)**

Mike Appleyard	Cabinet Member for Education & Skills
Noel Brown	Cabinet Member for Community Engagement & Public Health
Bill Chapple OBE	Cabinet Member for Planning & Environment
John Chilver	Cabinet Member for Resources
Lin Hazell	Cabinet Member for Health & Wellbeing
Mark Shaw	Deputy Leader & Cabinet Member for Transportation
Warren Whyte	Cabinet Member for Children's Services



# Minutes

## Cabinet

Date: 21 May 2018

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

Time: 10.30 am to 11.35 am

### MEMBERS PRESENT

Mr M Tett (in the Chair).

Mr M Appleyard, Mr N Brown, Mr W Chapple OBE, Mr J Chilver, Lin Hazell, Mr M Shaw and Mr W Whyte

### OTHER MEMBERS IN ATTENDANCE

### OFFICERS IN ATTENDANCE

Ms R Bennett, Mr R Ambrose, Mrs S Ashmead, Ms R Shimmin and Mr S Chainani

#### 1 APOLOGIES FOR ABSENCE

There were none.

#### 2 DECLARATIONS OF INTEREST

The following declarations of interest were made:

##### Item 11 – Woodland's Development

Mr Tett declared an interest as a board member of the Local Enterprise Partnership and Mr Chapple as a local member.

Mr Tett and Mr Chapple both advised that they would leave the meeting when the discussion took place.



### **3 MINUTES**

**RESOLVED:** The minutes from the meeting held on 23 April were **AGREED** as a correct record and signed by the Chairman.

### **4 HOT TOPICS**

Cabinet's attention was brought to the following:

- **The Cabinet Member for Community Engagement and Public Health** highlighted the Public Health announcement for 'Live Well Stay Well' the following week.
- **The Deputy Leader and Cabinet Member for Transportation** informed Cabinet that he had been invited by Mr Khan to break fast with the Muslim community on Friday 25 May and would also be visiting the mosque in Chesham to meet with the newly elected Mayor.
- **The Cabinet Member for Children's Services** congratulated the Bucks Youth Offending Service on being awarded Quality Lead Status from the Department of Education for their work relating to special educational needs and disabilities.
- **The Leader** highlighted the Government consultation on plastic waste with comments being submitted via the LGA. The Leader also highlighted the ongoing presentations regarding the Oxford to Cambridge Expressway and expressed concern that there had not been sufficient involvement with parish councils and the public.

### **5 QUESTION TIME**

There were none.

### **6 FORWARD PLAN FOR CABINET AND CABINET MEMBERS**

**RESOLVED:** Cabinet **NOTED** the report.

### **7 CABINET MEMBER DECISIONS**

**RESOLVED:** Cabinet **NOTED** the report.

### **8 SELECT COMMITTEE WORK PROGRAMME & INQUIRY WORK PROGRAMME**

**RESOLVED:** Cabinet **NOTED** the report.

## **9 FINANCIAL SUSTAINABILITY**

Mr M Tett opened the item giving the background to the reason for the report. Mr Tett highlighted the following:

- In March the National Audit Office (NAO) published their report “financial sustainability of local authorities 2018”. The report outlined a number of key findings and recommendations for local authorities.
- Growth and demand in Social Care were placing extra pressures on budgets, meaning that there was less money for other services, including roads.
- Buckinghamshire County Council was one of the first local authorities to receive a zero revenue support grant from Central Government.
- The report looked at how Buckinghamshire County Council compared to Northamptonshire County Council following that Council’s recent NAO assessment of its financial stability.
- Buckinghamshire County Council was reviewing lessons learned from the findings and the conclusions of this were set out in the report.
- In summary, the review of the Buckinghamshire County Council’s financial stability had given confidence that they were in a good position.

Mr R Ambrose, Director of Finance and Procurement, attended the meeting and highlighted the following points:

- The report was set out in three areas: the national position, key findings from Northamptonshire County Council best value report, and how Buckinghamshire County Council stood against some of those findings.
- The Chartered Institute of Public Finance and Accountancy (CIPFA) had also commented on the findings and confirmed that it intended to look at a new code of practice within the area.
- The report provided assurances on Buckinghamshire County Council financial position and lessons that could be learnt.
- Mr Ambrose highlighted that Buckinghamshire County Council had healthy reserves, were in a four year balanced budget position, had a strong record to manage spend and strong Member input and challenge.
- The Council were experiencing pressures within Adult Social Care and Children’s Services and weekly budget meetings were being held within these areas.
- The Council had commissioned a review of financial management arrangements which while it showed areas of good practice also identified improvements which were now in the process of being implemented.

### **Members raised and discussed the following points:**

- The importance of being open and transparent with residents on the Council’s financial position.

- Members were pleased that independent ratification of the financial stability of the Council had been sought which would reassure residents, particularly after recent incorrect reporting in the press of a budget deficit.
- Members noted the increase in levels of reserve and the excellent performance in income generation which was over the budgeted level for last year.
- The financial strength of the Council had allowed Members to release £1.2m from general reserves for road maintenance.

## **Recommendations**

- 1. Cabinet were asked to NOTE the contents of the report and the appendix, including the on-going work around further strengthening financial management arrangements across the authority.**
- 2. Cabinet were also asked to NOTE that it is imperative that the authority retains a strong financial grip in the run up to the potential creation of unitary local government for Buckinghamshire.**

**RESOLVED: Cabinet NOTED the contents of the report and that it was imperative to retain a strong financial grip in the run up to the potential creation of a unitary local government for Buckinghamshire.**

## **10 OUTTURN 2017/18**

Mr R Ambrose, Director of Finance and Procurement, attended the meeting. The report was a quarterly report to Cabinet outlining the revenue and capital outturn position for the financial year 2017/18. Mr Ambrose reported that there was an overall underspend last year and some capital slippage.

Mr J Chilver, Cabinet Member for Resources, highlighted the following points to Members:

- The overall revenue outturn was an underspend of £2.89m, comprising portfolio overspends of £0.82m offset by an underspend of £3.71m in corporate costs.
- Whilst most Portfolios had come close to break-even, there were significant variances within Children's Services and Planning & Environment.
- General Fund balance had increased to £27.4m.
- Income was reported as £6.1m against a target of £5.7m.
- There was an overall underspend / slippage of £23.9m (18%) of which £5.1m was the underspend on Orchard House and £1.7m related to the third lift at County Hall.
- There was a total of £7.9m unreleased capital budget across the Authority, reflecting schemes which had yet to satisfy criteria for the release of funding.



### **Members raised and discussed the following points:**

- The Leader praised Cabinet Members for the income generation performance within their portfolios and acknowledged all the work by Officers to get the Council to that position.
- Members recognised the challenges within Children's Services with more demand and the nature of cases being more complex. Work was ongoing to reduce the costs in placement of looked after children and the Council had recently agreed funding for a project to bring looked after children back in County where possible.
- The green star for Capital seemed misleading as reporting a slippage and the need to understand what the pressures were that caused slippages. Mr Ambrose stated the green rating was due to the reported underspend however there was a proposal going to the Asset Strategy Board that any underspend on capital would be reported as amber going forward.
- Members discussed the need to monitor any slippages throughout the year so this could allow more money to be spent elsewhere. Mr Chilver confirmed that the Asset Strategy Board did monitor throughout the year and worked with business units to identify any projects that could be brought forward.

### **Recommendations**

1. **Cabinet to NOTE the year end outturn for revenue and capital budgets and discuss areas of concern.**
2. **Cabinet to RECOMMEND that portfolio overspends and underspends from 2017/18 financial year are not carried forward.**

**RESOLVED: Cabinet AGREED the recommendations.**

## **11 WOODLANDS DEVELOPMENT AND EDUCATION CONTRIBUTIONS**

Mr Tett and Mr B Chapple left the meeting and Mr M Shaw took the role as Chairman.

Mr Shaw introduced the item and highlighted that the Aylesbury Woodlands Development, Aston Clinton, would provide the funding mechanism to underpin the costs of developing the Eastern Link Road (South) as well as provision of land for a new primary school.

### **Members raised and discussed the following points:**

- The impact on the Education Service to ensure that there were sufficient school places and so any shortfall in Education Contributions would require mitigations to be found. Members were encouraged by the mitigations as set out in the report. Mr Ambrose highlighted to that if the mitigations didn't close the funding gap this would need to be covered by the Council as a statutory duty.
- The development was critical as part of the link road development to help alleviate pressure on the roads in Aylesbury.

- The £204m Housing Infrastructure Fund (HIF) bid would allow the Council to unlock areas for development as the project moved forward.
- Members recognised the concerns of residents and the need to ensure the right infrastructure was in place.

## **Recommendations**

**Cabinet were asked to consider the proposals and the associated risks set out in the report and to AGREE:**

- 1. The delivery of the Aylesbury Link Road and Employment Enterprise Zone through a £4.6m reduction in education contribution on the Woodlands development**
- 2. The strategy outlined in the report to mitigate the shortfall in education contribution including a viability review mechanism, seeking alternative sources of funding and developing a cost effective infrastructure procurement framework.**

**RESOLVED: Cabinet AGREED the recommendations.**

## **12 DATE OF THE NEXT MEETING**

18 June 2018

**MARTIN TETT  
LEADER OF THE COUNCIL**

## CABINET/CABINET MEMBER FORWARD PLAN

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<b>Cabinet 18 June 2018</b>				
Adult Services Update	An update on the national, regional and local developments in relation to Adult Social Care and support activity taking place to further improve Adult Social Care services in Buckinghamshire.		Cabinet Member for Health and Wellbeing / Gillian Quinton	First notified 28/12/17
Children's Services Update	6-monthly update		Cabinet Member for Children's Services / Tolis Vouyioukas	First notified 19/2/18
Q4 Council Performance Report	How the Council has performed in Quarter 4 (January, February, March).		Leader of the Council / Sarah Ashmead	First notified 14/6/17
Short Breaks Strategy	To approve the Council's strategic approach to short breaks		Cabinet Member for Children's Services, Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 25/4/18
<b>Cabinet 9 July 2018</b>				
Acquisition of Investment Properties	Potential acquisition of Investment Property - if required		Cabinet Member for Resources / Oster Milambo	First notified 14/9/17 Likely to contain confidential appendices
Cultural Strategy	To agree a partnership Cultural Strategy for Buckinghamshire		Cabinet Member for Community Engagement and Public Health / Gillian Quinton	First notified 23/6/17

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Director of Public Health Annual Report	Annual report		Cabinet Member for Community Engagement and Public Health / Jane O'Grady	First notified 11/5/18
Education and Skills Strategy	To endorse and agree the Education and Skills Strategy following a consultation with parents/carers, schools and the wider educational community and other key stakeholders.		Cabinet Member for Education and Skills / Maria Edmonds	First notified 14/9/17
Highway Services Policy	The Highway Services Policy sets out the organisation's risk-based approach and describe how its Service Levels are mapped against the Council's Strategic Aims and Objectives. This is required to align the organisation to the principles of the latest Code of Practice - Well Managed Highways. The new code requires Service Levels to be based on local needs and priorities and requires authorities to manage their service and network risks.	All Electoral Divisions	Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 28/3/18
Parking Delivery Plan	This document sets out a revised delivery plan for managing and delivering the Buckinghamshire County Council's Vision for Parking.	All Electoral Divisions	Deputy Leader & Cabinet Member for Transportation / Dave Roberts	First notified 24/1/18
Q1 2018/19 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 20/4/18
Youth Justice Strategic Plan	Cabinet to agree the Youth Justice Strategic Plan		Cabinet Member for Children's Services / Oliver Foxell	First notified 19/2/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<b>Cabinet 10 September 2018</b>				
Child Obesity Inquiry report	For Cabinet to review the Child Obesity Inquiry report and recommendations from the Health & Adult Social Care Select Committee		Cabinet Member for Community Engagement and Public Health / Liz Wheaton	First notified 9/5/18
CSC&L Select Committee - Permanent Exclusions Inquiry	For Cabinet to consider the report and recommendations of the Children's Social Care and Learning Select Committee inquiry into reducing permanent exclusions from school.		Dev Dhillon / Sarah Hawkswood	First notified 22/2/18
<b>Cabinet 22 October 2018</b>				
<b>Cabinet 12 November 2018</b>				
Q2 2018/19 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 20/4/18
<b>Cabinet 10 December 2018</b>				
Adult Services Update	An update on the national, regional and local developments in relation to Adult Social Care and support activity taking place to further improve Adult Social Care services in Buckinghamshire.		Cabinet Member for Health and Wellbeing / Gillian Quinton	First notified 28/12/17
Children's Services Update	6-monthly update		Cabinet Member for Children's Services / Tolis Vouyioukas	First notified 19/2/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<b>June 2018 Cabinet Member Decisions</b>				
<u>Cabinet Member for Children's Services and Cabinet Member for Resources</u>				
Children's Homes – Local Provision	The addition to the capital programme of potential children's homes		Cabinet Member for Children's Services, Cabinet Member for Resources / Lucy Fenton	First notified 22/5/18
<u>Cabinet Member for Education and Skills</u>				
Consultation by John Hampden School, Wendover	The governing body of the school are consulting on a proposal that from January 2019 they lower their age of admission to 3 years of age.	Wendover, Halton & Stoke Mandeville	Cabinet Member for Education and Skills / Andrew Tusting	First notified 8/1/18
Dagnall Church of England School	A proposal that from 1 September 2018 Dagnall Church of England School increases its age range to admit children up to year 6 (11 years of age). If implemented the change would be phased in, starting with the admission of year 3 children from September 2018 and then to build up over a number of years.	Ivinghoe	Cabinet Member for Education and Skills / Andrew Tusting	First notified 28/2/17
Proposal by Burford School to open a nursery in September 2018	The governing body of the school is consulting widely on a proposal, that subject to planning permission, they open a nursery in the former caretaker's house from 1 September 2018. If agreed the school's age range would change from 4-11 to 3-11 years of age.	Marlow	Cabinet Member for Education and Skills / Andrew Tusting	First notified 5/12/17
<u>Cabinet Member for Education and Skills and Cabinet Member for Resources</u>				
Allocation of grant for Supported Internships	The Department for Education provided funding for specific purposes, but these were not ring-fenced grants. This report seeks to release £86,844 to Education to develop supported internships for young people with special educational needs and disabilities.		Cabinet Member for Education and Skills, Cabinet Member for Resources / Sarah Callaghan, John Hickson	First notified 27/3/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Health and Wellbeing</u>				
Choice and Top-Up Policy	Revision of the County Council's Choice & Top-Up Policy for Adult Social Care	All Electoral Divisions	Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 12/4/18
Commissioning of engagement provider	Commissioning of engagement provider		Cabinet Member for Health and Wellbeing / Oliver Stykuc-Dean, Lisa Truett	First notified 25/5/18
Direct Payment Policy	Cabinet Member to agree the Direct Payment Policy		Cabinet Member for Health and Wellbeing / Marcia Smith	First notified 29/3/17
<u>Cabinet Member for Planning and Environment</u>				
Bucks and MK Environmental Records Centre - new fee rates for data searches	Bucks and MK Environmental Records Centre - new fee rates for data searches		Cabinet Member for Planning and Environment / David Sutherland	First notified 8/5/18
Memorandum of Understanding to support the management of Unauthorised Encampments in Buckinghamshire	Memorandum of Understanding to support the management of Unauthorised Encampments in Buckinghamshire between: Aylesbury Vale District Council Buckinghamshire County Council Chiltern District Council South Bucks District Council Wycombe District Council Thames Valley Police		Cabinet Member for Planning and Environment / David Sutherland	First notified 28/3/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Rights of Way Enforcement Policy	To review and update the existing Rights of Way Enforcement Policy The document will outline the legislative powers available to the authority regarding enforcement, give details of what action our customers may expect the authority to take on illegalities found on the rights of way network.		Cabinet Member for Planning and Environment / David Sutherland	First notified 28/3/18
<u>Cabinet Member for Resources</u>				
Data Protection Policy	Overarching Data Protection Policy Updated Policy to take into account the new Data Protection Act 2018 and the General Data Protection Regulations 2018 Will replace the current Re-Use of Consent Policy 2015 and the Information Sharing Policy 2013	All Electoral Divisions	Cabinet Member for Resources / Michelle Hughes	First notified 25/5/18
Mansfield Farm, Iver - Proposed 49.5MWh Battery Project	It is proposed that a development area of 1.05Ha of land at Mansfield Farm, Iver is to be leased out by Bucks County Council for use as a power and/or storage generation station with ancillary facilities	Iver	Cabinet Member for Resources / Marion Mayhew	First notified 9/3/18 May contain confidential appendices
Transfer of Land at Spade Oak, Marlow	The transfer of land held by Buckinghamshire County Council as Trustee of the Thameside Preservation Trust to new Trustees. The land was purchased with monies raised by public subscription and is to be preserved for the benefit and recreation of the public.	Marlow	Cabinet Member for Resources / Linda Forsythe	First notified 6/4/17
<u>Deputy Leader and Cabinet Member for Transportation</u>				
2018/19 Developer Funded Infrastructure Programme	Approval of Section 106 / Community Infrastructure Fund programme for the 2018/19 financial year.		Cabinet Member for Resources, Deputy Leader & Cabinet Member for Transportation / Jack Mayhew	First notified 24/5/18



Item	Description	Local Members	Member(s) / Contact Officer	Comments
A4 Sustainable Travel Scheme (STS)	To seek approval for the transfer of Capital Maintenance Programme (CMP) funds for the A4 Sustainable Travel Scheme.	Cliveden	Deputy Leader & Cabinet Member for Transportation / Ian McGowan	First notified 25/5/18
A412 Uxbridge Road / Black Park Road junction	Consultation to implement changes to the existing road layout to reduce collisions by a 'No Right Turn' ban from Black Park Road, a 'No U turns' ban for southbound traffic on the A412, a reduction in the existing speed limit for northbound vehicles on A412 from 60mph to 50mph with a reduction to one lane through the Black Park Road junction.	Iver; Stoke Poges & Wexham	Deputy Leader & Cabinet Member for Transportation / Trevor Bonsor	First notified 28/11/17
A413 Buckingham Road, Winslow - Zebra crossing	Proposal to install Zebra crossing, near Station Road, Winslow.	Winslow	Deputy Leader & Cabinet Member for Transportation / Paul Roberts	First notified 18/1/18
Appointments to Outside Bodies 2018/19	The Deputy Leader will be asked to approve the list of appointments to outside bodies for the year 2018/19		Deputy Leader & Cabinet Member for Transportation / Sara Turnbull	First notified 1/11/17
Asheridge Road, Chesham - Waiting Restrictions	Introduction of No waiting at any time, waiting restriction - along Asheridge Road and its junction with Ash Close, Chesham	Chiltern Ridges	Deputy Leader & Cabinet Member for Transportation / Shane Thomas	First notified 2/5/18
Beaconsfield cycleway	Proposed shared cycleway. Upgraded of existing footway, between Grenfell Road and Ledborough Lane. 3 week Consultation to commence 03 March 2017.	Beaconsfield	Deputy Leader & Cabinet Member for Transportation / Adrian Lane	First notified 28/2/17
Berryfields Proposed Waiting Restrictions	Berryfields Proposed Waiting Restrictions at Aylesbury Vale Academy School & The Berryfields Primary Academy School & The Green Ridge Primary Academy School.	Stone and Waddesdon	Deputy Leader & Cabinet Member for Transportation / Kirk Adams	First notified 22/3/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Chalfont St Peter Waiting Restrictions	Proposed introduction of No waiting at any time (Double yellow line) waiting restriction at junction of North Park and Packhorse Road, Chalfont St Peter	Chalfont St Peter	Deputy Leader & Cabinet Member for Transportation / Mark Averill	First notified 9/3/18
Chepping Wye Valley Waiting Restrictions	Chepping Wye Valley LAF Area Waiting Restrictions Key Decision Report	Flackwell Heath, Little Marlow & Marlow South East; Hazlemere; The Wooburns, Bourne End & Hedsor; Tylers Green & Loudwater	Deputy Leader & Cabinet Member for Transportation / Shaun Pope	First notified 19/6/17
Commissioning of construction – A355 Improvements Project	The A355 scheme is programmed to begin construction in June 2018; to meet this timeline, a contract for construction needs to be awarded by April/May 2018, in order to deliver the scheme by the end of June 2019.	Amersham & Chesham Bois; Beaconsfield; Gerrards Cross; Little Chalfont & Amersham Common; Penn Wood & Old Amersham	Deputy Leader & Cabinet Member for Transportation / Ulrika Diallo	First notified 17/4/18 May contain confidential appendices
Freight Strategy	To consider adopting the new Freight Strategy for Buckinghamshire.	All Electoral Divisions	Deputy Leader & Cabinet Member for Transportation / Antony Swift	First notified 8/2/18
Gerrards Cross Waiting Restrictions	Proposed various waiting restriction measures 'No waiting at any time' (double yellow line restrictions) Limited Waiting (Single yellow line restrictions) Resident Permit Parking and Disabled Parking Bay within Gerrards Cross	Denham; Gerrards Cross	Deputy Leader & Cabinet Member for Transportation / Mark Averill	First notified 9/3/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Highways Development Management Guidance	<p>The Highways Development Management Guidance intends to help developers create great places and thriving communities as Buckinghamshire grows. It is a practical guide for developers.</p> <p>It sets out key principles and guidance points relating to: 'Creating Great Developments in Buckinghamshire', 'Designing for Transport in Developments', 'Managing Transport Impacts' and 'Delivering Works on the Highway'.</p> <p>The guidance is part of Buckinghamshire County Council's work to help ensure all types of transport infrastructure and services keep pace with growth.</p> <p>The Highways Development Management Guidance is a supporting document to the Local Transport Plan 4.</p>		Deputy Leader & Cabinet Member for Transportation / Abigail Nichols	First notified 27/3/18
Reclassification Order, Bellingdon Road and Townsend Road, Chesham	A short section of Bellingdon Road and Townsend Road in Chesham are classified as B Roads. It seems that this is a historic issue which was not correctly dealt with at the time the A416 St Marys Way was constructed. This order resolves this historic issue	Chesham	Deputy Leader & Cabinet Member for Transportation / Keith Carpenter	First notified 2/8/17
Revocation of the improvement line HW-RW-11, High Wycombe	This decision relates to an improvement line that has been held for improvements along Desborough Road in High Wycombe. These improvements have now been completed so the land no longer needs protecting. The aim of this decision is to revoke the improvement line.	Abbey	Deputy Leader & Cabinet Member for Transportation / Jessica Everett	First notified 24/4/18
Roberts Lane, Chalfont St Peter - Prohibition Of Motor Vehicles	Prohibition Of Motor Vehicles on Roberts Lane, Chalfont St Peter	Chalfont St Peter	Deputy Leader & Cabinet Member for Transportation / Scott White	First notified 24/4/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<u>Deputy Leader and Cabinet Member for Transportation and Cabinet Member for Education and Skills</u>				
Sustainable Modes of Travel Strategy (SMoTS) for Education	The Sustainable Modes of Travel Strategy (SMoTS) for Education is a supporting document to the Local Transport Plan 4 (LTP4). The strategy is designed to promote sustainable modes of transport to schools, colleges and other education centres. It explains what school transport is in place at the moment and what we want it to be in the future. This includes the transport needs of 16+ and Special Educational Needs and Disabled pupils. It sets out how we will work (and support others) to meet the objectives set out in this document and encourage sustainable education transport. The document is particularly aimed at schools, to help them inform their school travel plans. However, this document should be useful to any groups or individuals with an interest in school travel.		Cabinet Member for Education and Skills, Deputy Leader & Cabinet Member for Transportation / Ryan Bunce	First notified 10/8/17
<u>Leader</u>				
High Wycombe Town Centre Masterplan - Phase 5 Consultation Decision	A Cabinet Member Decision for Phase 5 & 6 design following a formal consultation period in November 2017	Abbey	Leader of the Council / Ben Fletcher, Ian McGowan	First notified 18/10/17
Phase 6 - Cressex Road / Cressex Link Road Junction Improvements and Proposed Cycleway	Phase 6 - Cressex Road / Cressex Link Road Junction Improvements and Proposed Cycleway along Cressex Road. The Public Consultation is from the 02nd March until the 06th April 2018.	Abbey	Leader of the Council / Ben Fletcher	First notified 13/3/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<b>July 2018 Cabinet Member Decisions</b>				
<u>Cabinet Member for Health and Wellbeing</u>				
Domestic Abuse Strategy 2018-2021	Cabinet Member decision on the Domestic Abuse Countywide Strategy 2018-2021.		Cabinet Member for Community Engagement and Public Health / Faye Blunstone	First notified 5/6/18
Market Position Statement	The Market Position is a single commissioning document describing health and social care needs and gaps across Buckinghamshire. The purpose is to outline areas where the Council, Clinical Commissioning Groups and independent providers (including the voluntary, community and faith sector) can work together to best support our residents and achieve better health and wellbeing outcomes.		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 27/3/18
<b>August 2018 Cabinet Member Decision</b>				
<u>Deputy Leader and Cabinet Member for Transportation</u>				
Relocation of existing speed cushion, The Greenway, High Wycombe	<p>Relocation of existing speed cushion on The Greenway, High Wycombe. From outside Mentmore to 37m west of the junction with Priory Avenue.</p> <p>Developers of Mentmore, The Greenway, High Wycombe (Planning Ref: 16/05904/FUL) are required to relocate an existing Speed Cushion in The Greenway, High Wycombe.</p> <p>This is required to accommodate highway works opposite in the form of a new site access, which is to be carried out under a Section 184 Agreement. The relocation of the existing Speed Cushion will be fully funded by the developer.</p>	Terriers & Amersham Hill	Deputy Leader & Cabinet Member for Transportation / Christine Urry	First notified 17/5/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<b>September 2018 Cabinet Member Decisions</b>				
<u>Cabinet Member for Education and Skills</u>				
Denham Village Infant School	The Local Authority and governing board are consulting the local community on a proposal that from September 2018 the school becomes a ½ form entry all-through primary school. If the proposal was implemented children would stay at the school until the end of Key Stage II until they transferred to a secondary school and there would no longer be the automatic option of children transferring at KSII to Denham Green E-Act Academy. The consultation will run from 20 October 2017 through to 8 December 2017. Parents, the local community, nearby schools and other interested parties are being made aware of the consultation. Depending on the outcome of the consultation and if the necessary funding and planning permission is gained the next step would be the publication of a statutory notice followed by a four week representation period for people to support, comment on or object to the proposal.	Denham	Cabinet Member for Education and Skills / Andrew Tusting	First notified 19/10/17
<b>October 2018 Cabinet Member Decisions</b>				
<u>Cabinet Member for Health and Wellbeing</u>				
Respite provision	Proposal for re-provision of residential respite for people with multiple and complex disabilities in Buckinghamshire		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 4/1/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<b>November 2018 Cabinet Member Decisions</b>				
<u>Cabinet Member for Education and Skills</u>				
School Competition: Kingsbrook School, Aylesbury	<p>Under present Department of Education statutory guidance all new schools have to open as Academy's. An LA is required to hold a Competition to find a bidder to run the school.</p> <p>The LA has sent details of the Competition to the DfE, RSC, a number of Multi Academy Trusts and all Buckinghamshire schools and Academies.</p> <p>All bids received by the deadline of 6 June, will be evaluated and after a short-listing, bidders will be interviewed by a panel of members and officers. Interviews are scheduled to be held on 6 September 2018. The LA makes a decision on its preferred bidder after the interviews, and after the Cabinet Member decision has been taken, the LA sends details of all bids and their preferred bidder to the DfE and RSC who make the final decision.</p> <p>it is anticipated that the final decision will not be made known to the LA until December 2018.</p> <p>The LA will then work with the successful bidder to manage the build project and the opening of the school.</p>	Aston Clinton & Bierton	Cabinet Member for Education and Skills / Sarah Callaghan	First notified 30/5/18
<b>March 2019 Cabinet Member Decisions</b>				
<u>Cabinet Member for Health and Wellbeing</u>				
Care Market Pressures	Annual response to care market pressures from providers		Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 29/3/18





## Buckinghamshire County Council

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**Please note the following information since the report included in the previous Cabinet agenda:-**

- 2 decisions have been published but not yet taken
- 6 decisions have been taken
- 32 decisions on the forward plan are pending for June

### DECISIONS TAKEN

#### Cabinet Member for Planning and Environment

15 May 2018

#### **PE03.18 - Land Drainage Enforcement Policy (Decision taken)**

**The Cabinet Member:**

**ENDORSED** the policy and **AGREED** that it can be published on our website and referred to for future enforcement cases. The policy will be reviewed whenever there is a significant change in legislation, national or local policy, or otherwise when the Cabinet Member and Strategic Flood Management Team deem necessary

#### Cabinet Member for Health and Wellbeing

30 May 2018

#### **HW05.18 - Funding for Hughenden Gardens Village (Decision taken)**

##### **Recommendation**

**The Cabinet Member AGREED** to endorse the legal agreement made in 2012 to underwrite any shortfall in the care costs at Hughenden Garden Village up to the value of £500,000 over a period of 3 years, so a contract can be put in place for the care delivery at the village.



16 May 2018

**T07.18 - Beaconsfield Waiting Restrictions (Decision taken)**

**The Cabinet Member agrees:**

- a. The Deputy Leader & Cabinet Member for Transportation considers the objections and feedback received at Statutory Consultation;
- b. That the Traffic Regulation Order (TRO) be made as advertised at Statutory Consultation in November-December 2017;
- c. That responders to the statutory consultation be informed of the decision taken by the Deputy Leader & Cabinet Member for Transportation.

16 May 2018

**T06.18 - Cryers Hill Layby Parking/Weight Restrictions and Clearway (Decision taken)**

**Recommendations**

**The Cabinet Member for Transportation agreed the imposition of;**

- a Pay & Display zone during the hours between 10am – 2pm Mon to Fri.
- a weight limit of 7.5t at all times on the layby.
- carriageway and verge clearways south of the layby to the extents shown on the plan.

18 May 2018

**T08.18 - Addington Road, Buckingham - Traffic Reduction Scheme (Decision taken)**

**The Deputy Leader AGREED:**

- a. to consider the Objections and Feedback received at Statutory Consultation
- b. That the Traffic Regulation Order (TRO) be made as advertised at Statutory Consultation in February-March 2018
- c. That responders to the Statutory Consultation be informed of the Deputy Leader & Cabinet Member for Transportation Decision

31 May 2018

**T09.18 - Proposed conversion of limited waiting bays to pay and display – King George V Road, Amersham (Decision Taken)**

The Deputy Leader and Cabinet Member AGREED to ratify the recommendations for changing the limited waiting bays to paid parking bays from the 1<sup>st</sup> July 2018 (pay and display with the option to pay by telephone/internet) and the tariff be set at the Buckinghamshire (Chiltern District) (Consolidation) Order 2010 charging group 2 of £0.50 per hour.

## DECISIONS TO BE TAKEN

### Cabinet Member for Resources

5 Jun 2018

**R04.18 - Mansfield Farm, Iver - Proposed 49.5MWh Battery Project (Decision to be taken)**

#### **Recommendation**

- To approve the proposed Battery Storage project based on the attached agreed Heads of Terms that will form a basis for the Option and Lease agreement.
- To approve the recommended Developer.
- To approve that the Council enters into agreements to facilitate completion of the Lease.

### Deputy Leader & Cabinet Member for Transportation

13 Jun 2018

**T10.18 - Revocation of the improvement line HW-RW-11, High Wycombe (Decision to be taken)**

#### **Recommendation**

The Cabinet Member to approve the revocation of the improvement line HW-RW-11. As shown in Map 1.

#### **A. Background**

- i) Highway Improvement Lines are areas of land designated for future highways improvement. A Highway Authority has the power under Schedule 9 of the 1980 Highways Act to reserve sections of land for future highway improvements.
- ii) The original improvement line HW-RW-11 was put in place to protect land for improvements to the road which have now been completed. Therefore the improvement line is no longer required.

For further information please contact: Rachel Bennett on 01296 382343



## **Select Committee Combined Work Programme**

### **About our Select Committees**

*This work programme sets out all formal meetings of the Council's Select Committees.*

*The purpose of Select Committees is to carry out the Council's overview and scrutiny function. Their role is to support public accountability and improve outcomes for residents through scrutinising the work of decision-makers.*

*Select Committees can carry out this function either through an in-depth Inquiry or one-off item at Committee meetings.*

*A scrutiny Inquiry is an investigation on a topic that will lead to a report and evidence-based recommendations for change to decision-makers. The key difference between one-off committee items that are not part of an inquiry and scrutiny inquiries is that Select Committees normally only make recommendations to Cabinet as a result of an in-depth Inquiry.*

*Evidence for scrutiny Inquiries may be gathered in different ways depending on the topic, this includes taking evidence at formal Select Committee meetings and/or informal meetings, visits or external research. Prior to any work commencing the Select Committee will agree an Inquiry scoping document which will outline the terms of reference, the methodology and inquiry timeline.*

*For more details about Select Committee Inquiries and guidance please see <http://www.buckscc.gov.uk/services/council-and-democracy/scrutiny/>*

[Finance, Performance & Resources Select Committee](#)

[Children's Select Committee](#)

[Health & Adult Social Care Select Committee](#)

[Transport, Environment & Communities Select Committee](#)

Date	Topic	Description and purpose	Lead Service Officer	Attendees
<b>Finance, Performance &amp; Resources Select Committee</b>				
27 Jun 2018	Customer Service Standards Review	Mr Lloyd Jeffries, Director of Customer, and Mrs Kelly Baines, Head of Customer Experience, will present an overview of the Customer Service Standards Review, the work underway, and how the Review will align with the objectives of the overarching draft Customer Experience Strategy.	Lloyd Jeffries, Director of Operations	John Chilver, Cabinet Member for Resources Lloyd Jeffries, Director of Customer Kelly Baines, Director of Customer Experience
27 Jun 2018	Inquiry Scope Proposal	Members will consider and agree the scope for the next inquiry topic.	Fazeelat Bashir, Committee & Governance Advisor	
27 Jun 2018	Property and Assets Service - Update	Mr Adam Smith, Director of Property and Assets, and Ms Sarah Ashmead, Executive Director and Assistant CEO for the Assistant Chief Executives Service will provide an update and overview of the Property and Assets Service created in February 2018, via a PowerPoint presentation.	Sarah Ashmead, Executive Director (Resources)	John Chilver, Cabinet Member for Resources Adam Smith, Director of Property and Assets Sarah Ashmead, Executive Director
27 Jun 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
11 Sep 2018	Budget Scrutiny 2018 - 6 month progress report	<p>The Committee will examine a progress report on the implementation of the recommendations from Budget Scrutiny 2018 after 6 months. Members will have an opportunity to question the Cabinet Member for Resources and the Director of Finance and Assets, before discussing and allocating a RAG status for the progress of each recommendation.</p> <p>Contributors: Mr John Chilver, Cabinet Member for Resources Mr Richard Ambrose, Director of Finance and Assets</p>	Fazeelat Bashir, Committee & Governance Advisor	John Chilver, Cabinet Member for Resources Richard Ambrose, Director of Finance and Assets
11 Sep 2018	Home to School Transport - Update	Miss Sarah Callaghan, Service Director for Education, will provide an update on the Council's Home to School Transport policy.	Sarah Callaghan, Service Director Education	Sarah Callaghan, Service Director Education
11 Sep 2018	Modernising Local Government - Update	<p>Details to be confirmed.</p> <p>Contributors: Mr John Chilver, Cabinet Member for Resources Mrs Sarah Ashmead, Assistant Chief Executive and Monitoring Officer</p>	Sarah Ashmead, Executive Director (Resources)	John Chilver, Cabinet Member for Resources Sarah Ashmead, Assistant Chief Executive and Monitoring Officer

Date	Topic	Description and purpose	Lead Service Officer	Attendees
13 Nov 2018	Budget Scrutiny 2019 - Scope	<p>The Committee is asked to consider and agree the draft inquiry scope for the Budget Scrutiny Inquiry 2019.</p> <p>Contributors: Mrs Fazeelat Bashir, Committee and Governance Adviser All Members of the FPR Select Committee</p>	Fazeelat Bashir, Committee & Governance Advisor	
13 Nov 2018	Business Rates Retention - Change Implications	<p>Mr Richard Ambrose, Director of Finance and Procurement, and Mr Matthew Strevens, Corporate Finance Business Partner will update Members on changes to business rates retention and how these will impact the Council and small businesses in Buckinghamshire.</p> <p>Contributors: Mr Richard Ambrose, Director of Finance and Procurement Mr Matthew Strevens, Corporate Finance Business Partner</p>	Richard Ambrose, Director of Finance & Assets	Richard Ambrose, Director of Finance and Procurement Matthew Strevens, Corporate Finance Business Partner
13 Nov 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	
11 Dec 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	



Date	Topic	Description and purpose	Lead Service Officer	Attendees
<b>Children's Select Committee</b>				
10 Jul 2018	Early Help Service	For the Committee to receive an update on the Early Help Service.	Sara Turnbull, Transformation Programme Manager, Early Help, Tolis Vouyioukas, Executive Director Children's Services	
10 Jul 2018	Performance Report Q4 2017- 18	For the Committee to review with Cabinet Members any areas of underperformance	Sarah Hawkswood, Committee & Governance Advisor	
10 Jul 2018	Permanent Exclusions Inquiry	For Members to agree the Draft Avoiding Permanent Exclusions in Schools Inquiry Report	Sarah Hawkswood, Committee & Governance Advisor	Inquiry Report for approval by Committee
4 Sep 2018	Voice of the Child and Young Person Inquiry	For the Committee to look at progress in implementing the outstanding recommendation(s) from the inquiry.	Sarah Hawkswood, Committee & Governance Advisor	
27 Nov 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Sarah Hawkswood, Committee & Governance Advisor	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
<b>Health &amp; Adult Social Care Select Committee</b>				
24 Jul 2018	Adult Social Care Transformation Plans	The Committee heard about the transformation plans at its November meeting so this item will be for Members to hear about the progress in terms of delivery of the plans.	Liz Wheaton, Committee and Governance Adviser	
24 Jul 2018	Child Obesity Inquiry report	For Committee Members to review and approve the draft Child Obesity Inquiry report.	Liz Wheaton, Committee and Governance Adviser	
24 Jul 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Liz Wheaton, Committee and Governance Adviser	
2 Oct 2018	Director of Public Health Annual Report	For Committee Members to receive the Director of Public Health Annual Report.	Jane O'Grady, Director of Public Health	
2 Oct 2018	GP provision	For the Committee to hear in more detail about the plans for GP provision across the County.	Liz Wheaton, Committee and Governance Adviser	Lou Patten, Accountable Officer, Bucks Clinical Commissioning Group
2 Oct 2018	The impact of the Government's Green Paper	For the Committee to hear from Adult Social Care about the impact of the Government's Green Paper on funding options around social care.	Liz Wheaton, Committee and Governance Adviser	Gill Quinton, Executive Director

Date	Topic	Description and purpose	Lead Service Officer	Attendees
2 Oct 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Liz Wheaton, Committee and Governance Adviser	
20 Nov 2018	Developing Care Closer to Home	For the Committee to review the progress being made on the Hospital Trust's "Developing Care Closer to Home" project.	Liz Wheaton, Committee and Governance Adviser	Neil Macdonald, Chief Executive, Bucks Healthcare Trust Carolyn Morrice, Chief Nurse, Bucks Healthcare Trust
20 Nov 2018	System Resilience and Integration update	For the Committee to review the system Winter resilience plans and to hear about the progress being made towards health and social care integration.	Liz Wheaton, Committee and Governance Adviser	Gill Quinton, Executive Director, Bucks County Council Neil Macdonald, Chief Executive, Bucks Healthcare Trust Lou Patten, Accountable Officer, Bucks Clinical Commissioning Group
20 Nov 2018	Work Programme Update	For Members to consider the Committee's work programme.	Liz Wheaton, Committee and Governance Adviser	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
<b>Transport. Environment &amp; Communities Select Committee</b>				
17 Jul 2018	Energy and Growth - Future Demand, Challenges and Income Generating Opportunities	<p>Pre Decision Scrutiny:</p> <p>Members will review the key challenges and opportunities emerging in the draft Energy Strategy. Members will examine the national context and local approach to meeting the increasing energy demands of the county. They will consider the roles, responsibilities and relationships between the County Council and the Local Enterprise Partnerships in developing and implementing the strategy, and the key challenges and opportunities. Members will be able to provide their views on the emerging priorities to inform the action plan and implementation of the strategy.</p>	Edward Barlow, Head of Energy & Resources, Kama Wager, Committee Adviser	
17 Jul 2018	Growth; Is the Council Ready?: 6 Month Recommendation Review	Members will review and assess the progress towards implementation of the inquiry recommendations.	Rachel Wileman, Infrastructure Strategy Manager	Martin Tett, Leader Rachel Wileman, Infrastructure Strategy Manager

Date	Topic	Description and purpose	Lead Service Officer	Attendees
17 Jul 2018	Sustainable School Travel Inquiry: 12 Month Recommendation Monitoring	The Committee will review and assess the progress towards the recommendations made within the inquiry report, as agreed by Cabinet in April 2017.	James Gleave, Transport Strategy Manager, Joan Hancox, Head of Transport Strategy	Mark Shaw, Cabinet Member for Transportation Joan Hancox, Head of Transport Strategy
17 Jul 2018	TfB Programme of Works and Performance Dashboard	Members will review the current and forward programme of works and the performance dashboard for TfB.	Mark Averill, Head Of Highways (client), Mark Kemp, Director of Transport	Mark Shaw, Cabinet Member for Transportation Mark Averill, Head of Highways (Client)
18 Sep 2018	DEFRA 25 year Environmental plan – potential implications for BCC	To be developed	Martin Dickman, Environment Services Director, David Sutherland, Sustainability Service Business Manager	Bill Chapple, Cabinet Member for Planning & Environment David Sutherland, Service Business Manager
18 Sep 2018	Modern Slavery Inquiry: 6 Month Recommendation Progress Review	Recommendation Monitoring: Members will monitor and review the progress towards the implementation of the inquiry recommendations as agreed by Cabinet.	Faye Blunstone, Community Safety Co-Ordinator, Nigel Sims, Strategic Commissioning Manager	Noel Brown, Cabinet Member for Community Engagement Nigel Sims, Strategic Commissioning Manager Faye Blunstone, Community Safety Coordinator

Date	Topic	Description and purpose	Lead Service Officer	Attendees
18 Sep 2018	Street Lighting	(To be developed) Members will examine the street lighting element of the Transport for Bucks contract. They will review the current performance, and effectiveness of the processes, policy and approach to street lighting.	Mark Averill, Head Of Highways (client)	Mark Shaw, Cabinet Member for Transportation Phil Lain, Street Lighting Manager David Stewart, Scheme Delivery Manager, Ringway Jacobs
18 Sep 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Kama Wager, Committee Adviser	
6 Nov 2018	Growth Inquiry; Is the Council Ready? 12 Month Recommendation Update	Members will review and assess the progress towards completion and implementation of the inquiry recommendations.	Rachel Wileman, Infrastructure Strategy Manager	Martin Tett, Leader Rachel Wileman, Infrastructure Strategy Manager
6 Nov 2018	Gully Cleaning and Drainage System Maintenance	To be developed)	Mark Averill, Head Of Highways (client)	Mark Shaw, Cabinet Member for Transportation Mark Averill, Head of Highways (Client)

## SCRUTINY INQUIRY WORK PROGRAMME – OVERVIEW OF SELECT COMMITTEE CURRENT INQUIRIES

Inquiry Title	Inquiry Chairman	Lead Officer	May 18	June 18	July 18	Aug 18	Sept 18	Oct 18
<b>Finance, Performance, Resources (FPR)</b>								
Budget Scrutiny 2019	David Watson	Fazeelat Bashir						
<b>Children's Social Care &amp; Learning (CSC&amp;L)</b>								
Permanent Exclusions	Dev Dhillon	Sarah Hawkswood						
tbc	Dev Dhillon	Sarah Hawkswood						
<b>Health, Adult Social Care (HASC)</b>								
Childhood Obesity	Brian Roberts	Liz Wheaton						
tbc	Brian Roberts	Liz Wheaton						
<b>Transport, Environment &amp; Communities (TEC)</b>								
tbc	David Carroll	Kama Wager						
tbc	David Carroll	Kama Wager						

^ To be agreed



Scoping



Evidence gathering



Committee Approval  
Report



Cabinet / NHS

For further information on scrutiny work please contact Kelly Sutherland, Committee & Governance Manager on 01296 382343.  
[www.buckscc.gov.uk/democracy](http://www.buckscc.gov.uk/democracy). Last updated on 11 May 2018

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# Report to Cabinet

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<b>Title:</b>	<b>Adult Social Care Update</b>
<b>Date:</b>	Monday 18 <sup>th</sup> June 2018
<b>Author:</b>	Cabinet Member for Health and Wellbeing
<b>Contact officer:</b>	Gill Quinton
<b>Local members affected:</b>	All
<b>Portfolio areas affected:</b>	Health and Wellbeing

*For press enquiries concerning this report, please contact the media office on 01296 382444*

## Summary

The purpose of this report is to provide Cabinet with an update of the national, regional and local developments in relation to Adult Social Care and additional local priorities and developments in Buckinghamshire.

The Adult Social Care update report to Cabinet in December 2017 outlined our Transformation Programme approach. In April 2018 we published our 'Better Lives' strategy which sets out our aim: *'to make the best use of the resources available to help the people of Buckinghamshire lead fulfilled lives'*.

Our 'Better Lives' strategy outlines three tiers of support: Living Independently, Regaining Independence and Living with Support. Together these tiers create a support offer that will help people to stay as independent as possible for as long as possible, support people to live healthier lives, and help people to regain independence with a little extra support when needed. The Transformation Programme has subsequently been reviewed to align with and support the delivery of our "Better Lives" strategy

## Recommendation:

**Cabinet is asked to note the national, regional and local developments in relation to Adult Social Care and support the programme of work taking place to further improve Adult Social Care services in Buckinghamshire.**

# Adult Social Care Update

## 1 Legislation and Policy

### 1.1 Sustainability of Social Care

The government will be publishing a Social Care green paper later in 2018 with the intention of creating a sustainable funding model for social care supported by a diverse, vibrant and stable market. Ahead of the Green Paper, the government has published the [Communities and Local Government and Health Select Committee's joint inquiry on the long-term funding of adult social care](#). Buckinghamshire submitted a response to the inquiry which took into account findings from previous inquiries into social care funding but also the impact of social care on people's lives, the demographic and financial pressures we face, the impact of funding on delivering the integration agenda and our wish not just to reflect the issues but to help to develop options and solutions.

On 20 March 2018 Jeremy Hunt, Secretary of State for Health and Social Care outlined the 7 key principles that will guide the Government's thinking ahead of the social care green paper:-

1. **Quality** and safety embedded in service provision
2. **Whole-person, integrated care** with the National Health Service and social care systems operating as one
3. The highest possible **control** given to those receiving support
4. A valued **workforce**
5. Better practical **support for families and carers**
6. **A sustainable funding model for social care** supported by a diverse, vibrant and stable market
7. **Greater security for all** – for those born or developing a care need early in life and for those entering old age who do not know what their future care needs may be

Note that much of the work detailed in this update demonstrates that we are already undertaking work to deliver these principles e.g. Quality Assurance Framework, Health & Social Care Integration including the Integrated Care System, workforce development and support for families and carers.

**Funding and cost pressures** - additional funding for Adult Social Care was announced in the spring 2017 Budget, with an extra £2bn for services by 2020, with half coming into the sector immediately. This was in addition to the Adult Social Care precept that councils could add to council tax rates. Despite most councils planning to make use of the social care precept (80 per cent according to a Local Government Information Unit survey), the vast majority (91 per cent) expressed the view that council tax rises could not address the social care funding gap.

The Association of Directors of Adult Social Services Budget Survey 2017<sup>1</sup> presents a concerning picture. Despite extra funding & councils protecting and planning to spend more on Adult Social Care budgets, councils still have to make difficult decisions and 8% cuts in overall budgets for a second year in succession, due to increasing costs and demand, are making it harder for councils to invest in prevention & early intervention and reduce future need.

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<sup>1</sup> <https://www.adass.org.uk/media/5994/adass-budget-survey-report-2017.pdf>

Buckinghamshire's Adult Social Care budget for 2017/18 was increased in year due to spending pressures, and totals almost £143 million, which represents 42 per cent of the overall County Council budget. When we commission services, we review service models & future demand (through the lifetime of the contract) to secure the best outcomes for service users and best value for the Council. **Appendix 1** identifies the trends and increases in the costs of new care provisions within Adult Social Care since April 2016.

## 1.2 Mental Health Act Review

The Government has set up an independent review of the Mental Health Act 1983 which is looking at how the legislation is used and how practice can be improved. The purpose of the review is to understand the causes around a number of issues including:

- the rising rates of detention under the Act
- the disproportionate number of people from black and minority ethnic groups detained under the Act
- the processes that are out of step with a modern mental health care system

The review will seek the views of service users, carers, relevant professionals, and other relevant stakeholders and make recommendations to the government in a report due for publication in autumn 2018.

## 1.3 Deprivation of Liberty Safeguards

In a follow up to the last 6 monthly update, the government has now agreed to legislate to replace the Deprivation of Liberty Safeguards with a new system when parliamentary time allows. In a parliamentary statement, social care minister Caroline Dinenage said that the government had broadly accepted a replacement for Deprivation of Liberty Safeguards – known as the Liberty Protection Safeguards – proposed by the Law Commission following a review of the law in this area commissioned by ministers, and which reported last year.

## 1.4 Chief Social Worker for Adults Annual Report - March 2018

In the “reflections” section of her annual report Lyn Romeo stresses the importance of social work practice with adults embedding and using rights and strengths-based approaches. She also highlights the growing emphasis on working with communities and multi-disciplinary networks.

The Chief Social worker underlines the contribution made by social workers and the importance of the social work model. The organisation's role is important in enabling and fostering good practice. Local authorities must provide the framework and the right elements to make the best use of social worker capabilities. It is also important that the National Health Service recognises and supports social work's essential contribution to effective integrated responses." Social workers need to play "equal and valued "roles in multi-disciplinary teams.

The Chief Social Worker's report tells a positive story about the difference social work is making to people's lives but this is enabled by ***“how we invest in recruiting, retaining, and developing social workers making sure there is a sufficient supply of suitably qualified social workers with the right skills, attitude and approach”***.

Working with Peopletoo consultants, we have identified that meaningful protected time and capacity is needed to enable our social work managers and practitioners to focus on developing and sustaining their practice.

In order to understand what these requirements are, and for quality assurance working within Adult Social Care, we have undertaken interviews with a sample of our social work managers and practitioners in order to understand their current workload and experiences of protected time.

We have then incorporated this into 3 “protected time profiles” of a R9 Business Manager, a R7 Social Worker and a R5 newly qualified Social Worker, to gain a clear understanding of how we can support our social work managers and practitioners over the coming year.

Our own Buckinghamshire Principal Social Worker action plan for 2018/19 prioritises:

- placing a stronger focus on the “softer side” of social work practice – a focus on people, outcomes and their experience, the quality of relationships and interventions as well as rigour of process
- learning and development to develop our own staff
- measures to recruit and retain staff, including an objective to increase the ratio qualified staff to non-qualified staff
- and the embedding of protected time for training and development and reflective practice to support these priorities and so that it becomes part of business usual

## 2 Delayed Transfers of Care

A ‘**Delayed Transfer of Care**’ occurs when a patient is ready to leave a hospital or similar care provider but is still occupying a bed. Delays can occur when patients are being discharged home or to a supported care facility, such as a residential or nursing home, or are awaiting transfer to a community hospital or hospice.

NHS England, the body responsible for monitoring delayed transfers of care nationally, defines a patient as being ready for transfer when:

- *a clinical decision has been made that the patient is ready for transfer, and*
- *a multidisciplinary team has decided that the patient is ready for transfer, and*
- *the patient is safe to discharge/transfer*

As soon as a patient meets these three conditions and remains in a bed, the ‘clock’ starts and they are classified as ‘a delayed transfer’

There was a significant focus on the levels of Delayed Transfers of Care in 2017/18, with challenging targets from National Health Service England. As a system we have met the target set for Delayed Transfers of Care attributable to social care but fell short of the required reduction in delays attributable to the National Health Service. At the end of February 2018, there were 2,178 delayed days which were attributable to Adult Social Care compared to a target maximum of 2397, so 9 per cent under maximum target. For Health there were 9413 delayed days compared to a target maximum of 6300, which is 49 per cent above the maximum target.

As a whole system, Buckinghamshire has performed well in relation to our Chartered Institute of Public Finance & Accountancy comparator group for Delayed Transfers of Care, we have the best comparator performance for social care delays alone and our combined performance places us 5<sup>th</sup> out of our 16 comparator authorities for both health and social care delays in total.

Delayed Transfers of Care have been reduced through a number of measures that we are

delivering with our health partners including implementation of the High Impact Change Model, one of the national conditions for the Better Care Fund. The High Impact Change Model provides a good practice framework for reducing acute hospital trust Delayed Transfers of Care. There are 8 areas of change which are:

- |  |                                   |
|--|-----------------------------------|
| 1. Early Discharge Planning            | 5. Seven day service              |
| 2. Systems to monitor patient flow     | 6. Trusted Assessors              |
| 3. Multi- disciplinary discharge teams | 7. Focus on choice                |
| 4. Discharge to Assess and Home First  | 8. Enhancing health in care homes |

### 3. Integrated Care Systems

In February 2018 the National Health Service Planning Guidance for 2018/19 was issued. Areas where health and care organisations voluntarily come together to provide integrated services for a defined population, such as Buckinghamshire, are now termed as 'Integrated Care Systems', and are seen by National Health Service England as key to sustainable improvements in health and care. This integrated approach will help to pro-actively manage our population, empowering them to manage independently for longer and where care is required, the delivery of wrap around support to meet their needs. In Buckinghamshire, the Integrated Care System continues in shadow form and this will be reviewed in September 2018.

Over the next five years, we will work with our partners to rebalance the health and social care spend in Buckinghamshire to increase support for living, ageing and staying well, as well as prevention and early intervention initiatives.

### 4. Care Market Management and Sustainability

Glen Garrod, the new president of the Association of Directors of Adult Social Services has recently said "***When the National Health Service was formed it became totemic almost. It was an identifiable construct which had a group of identifiable professions within it. Social care operates through local government in a local environment. Its national profile isn't as powerful.***"

This is evidenced through the fact that spending will fall as a proportion of Gross Domestic Product from 1.2 per cent in 2009 to 0.9 per cent in 2020 at a time of growing demand for care services. A recent study<sup>2</sup> predicts that there will be a need for almost 200,000 new care homes over the next 20 years to support Britain's ageing population. The findings come shortly after a report was released that identified that one in six care home companies are in danger of insolvency.

Threats to provider sustainability include greater costs from legislative changes such as increases to the national living wage and charges by the regulator, the Care Quality Commission; difficulties with recruitment and retention of the workforce; and lack of longer term, coordinated public sector planning including for self-funders and their use of the market.

The Association of Directors of Adult Social Services has major concerns about the sustainability of the care market. Its recent budget survey highlighted that failure within the provider market has affected at least 69 per cent of councils in the last 6 months, while 74 per cent of responders believed that providers were facing quality challenges.

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<sup>2</sup> [http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(17\)31575-1/fulltext](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(17)31575-1/fulltext)

<sup>3</sup> <https://www.gov.uk/government/publications/care-homes-market-study-summary-of-final-report/care-homes-market-study-summary-of-final-report>

The Competition and Markets Authority published a report in November 2017<sup>3</sup> identifying two core issues with the care home market:

1. Those requiring care need greater support in choosing a care home and greater protections when they are residents.
2. The current model of service provision cannot be sustained without additional public funding; the parts of the industry that supply primarily local authority-funded residents are unlikely to be sustainable at the current rates local authorities pay. Significant reforms are needed to enable the sector to grow to meet the expected substantial increase in care needs.

In March 2018, the Department of Health and Social Care responded, broadly accepting the recommendations of the report in principle. That there is:

1. Enhanced planning at local level, so Local Authorities can make accurate and meaningful forecasts of future needs, and plan how best to meet them;
2. Oversight of Local Authorities' commissioning practices to ensure Local Authorities are supported in drawing up their plans, and that these plans are drawn up and carried out; and
3. Greater assurance at national level about future funding levels, by establishing evidence-based funding principles, in order to provide confidence to investors

#### **4.1 Care Market Management**

In recognition of the financial pressures, the Government allowed councils to increase council tax by up to 3 per cent in 2017/18 (resulting in additional £7.5 million revenue for Buckinghamshire). The extra money has been used in Buckinghamshire to help stabilise the care market, particularly the home care market.

Locally, we have contractual arrangements in place with a range of providers covering 524 locations. Our total budgeted commissioned spend (not direct services) is £131million:

- Residential Placements: £48 million
- Nursing Placements : £27 million
- Direct Payments £17 million
- Domiciliary Care : £13 million
- Supported Living : £21 million
- Transport : £2million
- Other : £3million

There are other public sector commissioners accessing the market – predominantly health & housing – and up to 65 per cent of older people care home beds are commissioned by self-funders. Therefore, to manage the market to deliver strategic aims and ensure value for money as well as to minimise process burden on providers, we aim to achieve the best possible alignment on areas of shared interest.

To that end, we are currently refreshing our Market Position Statement jointly with health and other key partners. We do have routine strategic fora established with relevant provider groups which we utilise jointly with health colleagues and to share useful intelligence with the sector.

We do collate and review benchmarking data from across the region but are looking to extend that activity particularly with local authorities in the east with whom we share a number of providers.

## 4.2 Sustainability

There is one nursing care home that has decided to close which had capacity for 40 residents. This is being managed in a coordinated way with close involvement of the residents, their families, the care provider and health and social care professionals.

The closure of this care home results in the departure from the county of one of the big national care home providers, Four Seasons Health Care. The biggest care home provider in the country, HC-One has had attention as it has been put up for sale. The group is currently reporting positive earnings alongside the debt it accrued in making purchase of other companies last year. There are no HC-One or Bupa homes (a group HC-One bought in 2017) in Bucks and we are showing a comfortable occupancy rate of c 90% in our older people care homes in county.

There has been substantial work carried out over the last 3 months, in particular, to stabilise particularly the home care market through looking for new providers, price renegotiation & additional training and support being given to key provider partners. Further work is required in this area but a key underlying challenge is a lack of care staff for the level of need & demand.

## 5. Service Quality

As at March 2018 the Care Quality Commission reported on the findings of 21,703 locations. The breakdown across the four Care Quality Commission ratings was:

	<b>National</b>	<b>%</b>	<b>Buckinghamshire</b>	<b>%</b>
<b>Outstanding</b>	487	2%	5	3%
<b>Good</b>	17067	79%	131	73%
<b>Requires Improvement</b>	3799	18%	40	22%
<b>Inadequate</b>	350	2%	3	2%

In Buckinghamshire much of our service provision is also subject to regulation by the Care Quality Commission. We have 179 residential/nursing homes, domiciliary care providers and extra-care services rated by the Care Quality Commission. Compared to the national average we currently have slightly fewer home rated as 'good' and slightly more that 'require improvement'.

We know that 24% of our care provider establishments need to make significant improvements and the Quality in Care team, which is jointly funded by the Council and Health supports providers rated as Requires Improvement and Inadequate using a triage process which prioritises these providers above all others. A multi-disciplinary approach offer is presented to these providers is help them address issues identified in their individual CQC Improvement Plan. The Service Offer includes providing managerial support, in-house training to all staff (in both clinical & non-clinical areas), access to Study Days, making further referrals to partners organisations as relevant, guidance with Policies & Procedures and any other support as relevant, often bespoke to meet the needs of each provider.

More generally, the Quality in Care team work in in a targeted way with providers in Buckinghamshire to help them improve standards of care – examples of the outcomes achieved in 2017/18 are:

- Facilitated reductions in the number of safeguarding incidents and non-elective Accident & Emergency admissions for providers where we provided targeted support – we reduced the number of safeguarding incidents in 43 care providers by 175 incidents compared to the previous year and reduced Accident & Emergency admissions by 22 per cent.
- Continuation of the Programme of Medicines Management (reducing waste, stopping or optimising medication of residents) in residential and nursing homes
- Developing a new partnership with the South & Central Ambulance Service to implement a falls prevention projects with care homes
- Enhanced training for care providers to support clients living with dementia - the Quality in Care Team has been providing Tier 1 & Tier 2 Dementia Training since January 2018.
- Re-commissioning of HealthWatch Bucks to evaluate Dignity in Care in adult care homes for 2018
- Initiation of a project to map how residents living with catheters are supported and to identify good practice and challenges across services in Buckinghamshire

## **6. Local Priorities and Developments in Adult Social Care in Buckinghamshire**

Alongside responding to national drivers/developments we develop and manage a programme of locally established priorities and critical service issues, including:

### **6.1 Health and Social Care Integration and Transformation**

Following a period of review and reflection in the New Year, we refreshed the approach for our Transformation Programme to support the “Better Lives” strategy with a focus on the following:

- Ensuring that we work within the legislative and our own policy frameworks
- Providing support that is proportionate to people’s needs and based on their strengths
- Enabling more people to live independently
- Continuing to improve the health and wellbeing of our residents
- Delaying the need for care through early diagnosis, prevention, early intervention and reablement.
- Ensuring that decisions are evidenced, recorded and reasoned
- Delivering cost effective services in line with resources available

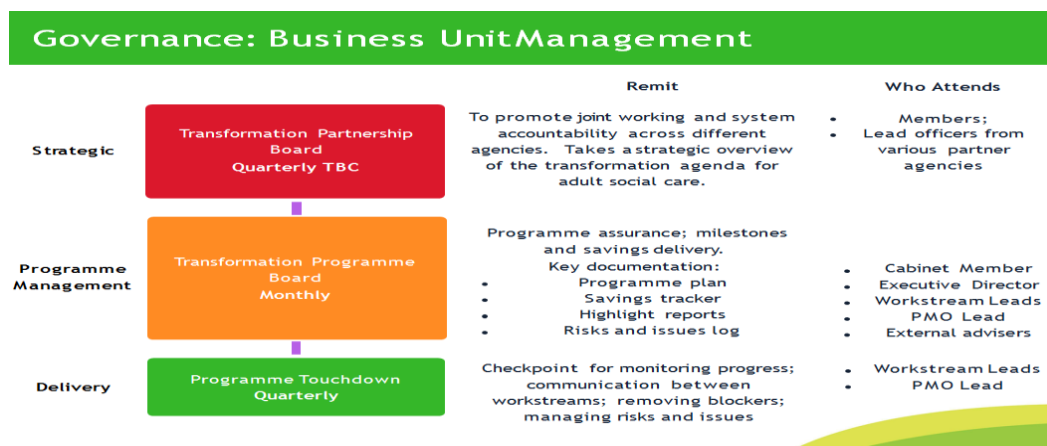
To make the changes, we have introduced the new “Better Lives” model with 3 Service Tiers:

- Living Independently
- Regaining Independence
- Living with Support

The revised Transformation Programme is arranged around the 3 Tiers, each Tier led by a named Service Director supported by a Programme Management Office that reports directly into the Executive Director for Communities, Health and Adult Social Care. There are clear governance arrangements in place for the Programme to ensure accountability and delivery.

Underpinning our approach is a continued focus on a strengths-based model; having a different type of conversation with people that encourages them to lead healthy and independent lives within their local community, and drawing on their personal strengths and assets with the appropriate and proportionate support of the health and social care system. We will work with partners to make information, advice and support available to enable people to feel confident and safe to remain in their own home.





## 6.2 Safeguarding – Reviews and Enquiries

In April 2017 a Large Scale Enquiry was initiated into a domiciliary care provider. Organisational abuse was substantiated and recommendations will be presented to the Board in June 2018.

The Large Scale Enquiry was able to identify immediate concerns for example not completing all assigned care tasks and address them quickly to ensure that appropriate care services were provided to those who needed them. This was a provider from whom very few safeguarding concerns had been received prior to the Large Scale Enquiry. Learning will be implemented by being more proactive and asking providers from whom we receive no or very few safeguarding concerns, to provide assurances that they are monitoring the area of safeguarding.

In November 2017 a Large Scale Enquiry was initiated for a Nursing Care Home and organisational abuse was substantiated in April 2018. The report is now being finalised and going through required sign-off processes to ensure that all relevant stakeholders are fully aware of and endorse findings. Following this, recommendations will be presented to the Board in September 2018.

The Safeguarding Adults Team undertook over twenty individual service user safeguarding enquiries and substantiated neglect and ill-treatment in many of the enquiries. Immediate steps have been taken to improve how the organisation escalates concerns to the local authority and changes to how it quality audits its own services. Fortnightly Multi-Disciplinary Improvement Meetings continue to take place and organisations are working closely with the Nursing Care Home to embed change.

The Large Scale Enquiry identified that at times agencies did not working in coordination and it has been recommended that the Large Scale Enquiry policy and procedure is reviewed by the Safeguarding Adults Board. The Large Scale Enquiry policy and procedure is currently being reviewed by the Policy and Procedures sub group and any recommendations for changes will be presented to the September 2018 Board at the same time, as part of this wider discussion.

## 6.3 Quality Assurance

There has been a number of crucial changes at the most senior management level across Communities, Health and Adult Social Care. The current roles of Service Director (Communities) and Director of Public Health will be combined to create a new role of Service Director of Prevention and Public Health.

We have further strengthened our approach to quality, performance and safeguarding by establishing a Service Director role to oversee these functions. Alongside these changes, we have created a new post of Head of Governance to lead on improving business processes across the business unit.

Taking all these changes together, the new structure has a strong focus on professional services, with clear accountabilities, which will support the Council in moving forward. These senior management developments help to establish a strong and clear accountability for how we now further progress our work on quality assurance across Communities, Health and Adult Social Care.

An essential part of improving quality has been the work we have recently undertaken in developing a Quality Assurance and Learning Framework, which has the following objectives:

- To develop and apply best practice standards for Adult Social Care
- To take a consistent, 'whole systems' approach to how we monitor and evaluate Quality
- To contribute to organisational learning
- To identify, celebrate and build on good practice and success
- To take action to deliver quality improvements when necessary
- To implement clear and robust governance arrangements for quality assurance

We have developed thirteen best practice standards with our social work managers and practitioners, which represent key elements of 'what good looks like' for the people, carers and families we engage with, our professional and voluntary sector partners and our officers.

We have developed a Quality Assurance and Learning Framework Delivery Plan which sets out the learning, activities and audits we will undertake during 2018/19 to evidence how the standards are being put into practice by staff and managers and clear and robust governance is in place reporting to all levels of management across Communities, Health and Adult Social Care.

Specific tasks include:-

- Audits of case files which focus on evidence of best practice in relation to the people we support, their carers and families.
- "Protecting time" for Supervision, Delivering Successful Performance reviews, and individual and group reflective practice, to engender our development of our learning & coaching culture, alongside using these forums for greater scrutiny of compliance with the standards and performance required of our officers.
- Audits of Risk Management, Deprivation of Liberty Safeguards and Safeguarding decisions
- Feedback, compliments and complaints from stakeholders via individual communications, national /local surveys and focus groups
- Independent Audit/Inspections relating to social work practice
- Improvement and benchmarking activities comparing our baseline and progress in 2018/19 to High Performing, Nearest Neighbour and South East Authorities.

Whilst the primary focus of the Quality Assurance and Learning Framework is practice, we are supporting practice improvements by skilling our officers through the Quality, Service Improvement & Redesign programme, to design and implement more efficient and productive processes and services. Participants apply the learning from the programme to their own improvement projects, and are supported between workshops to help make them a

success, supporting Transformation agendas and also providing a great opportunity for networking across key partner organisations.

The Quality Service Improvement and Redesign programme has been adopted by Buckinghamshire Health Trust as their project management programme.

The Buckinghamshire, Oxford and West Berkshire training faculty is unique for a number of reasons:

- Being the only team to have trainers from the local authority, acute and non-acute sectors and to offer it to partners across the footprint.
- We presented at the November Quality Service Improvement and Redesign network event and there is every likelihood we will be asked to talk/present at an event in June 2018
- We were the first of only 2 sites in the United Kingdom asked to pilot a new course for the Academy.
- We are instrumental in the redesign of the Advancing Change & Transformation Academy national marketing and communications strategy.
- We were presented as a case study for the 'Developing People, Improving Care' follow on report for National Health Service Improvement.
- We were featured in the national newsletter for Medical Directors.

We have already trained or are in the progress of training over 30 different colleagues from across Buckinghamshire County Council with the next Practitioner course due to commence in May 2018. One of our main aims is to provide an integrated project management style that can be used across partnerships; it is a good opportunity for colleagues across Social Care and Health to share problems they have faced in improvement projects but also to identify common issues. It also provides an excellent networking opportunity for all staff involved and connects them across organisations and the County.

#### **6.4 Hughenden Gardens Extra Care Retirement Village**

Hughenden Gardens Extra Care Retirement Village in High Wycombe is due to open in May 2018. It will offer fully accessible apartments and on-site care and support, as well as other facilities, for those over 55 years of age. Buckinghamshire County Council has entered into a partnership with the Extra Care Charitable Trust, the provider of the village, and Wycombe District Council, who has provided the land in return for affordable housing.

Buckinghamshire County Council will be able to identify 75 people who will be given the opportunity to live in this new environment. They will be prioritised on the basis of their eligible social care needs, offering a better quality of life for individuals struggling with their current accommodation and who may otherwise have to go into long term residential care. The Council will fund the care costs for residents of these apartments for eligible clients, which will be provided by the care support team located in the scheme. Buckinghamshire County Council has agreed to underwrite this, in the event of a shortfall in the hours of care delivery, for up to a maximum risk of £500K over three years. This arrangement will be in place for the first 3 years only and thereafter the Extra Care Charitable Trust will manage any fluctuation in demand.

It is estimated that £600K to £700K savings will be achieved for the Buckinghamshire County Council annually, as a result of avoidance of residential care or higher cost care packages. As at the start of May 2018, 34 application forms have been received for individuals with a care need which will be considered by the joint allocation panel made up of Buckinghamshire County Council, Wycombe District Council and the Extra Care Charitable Trust.

## 6.5 Direct Care & the future commissioning of former Buckinghamshire Care Services

### 6.5.1 Fulfilling Lives

In July 2017 the Fulfilling Lives strategy was launched.

Over the past 6 months plans have been progressed relating specifically to day opportunities. Focusing initially on Buckinghamshire County Council owned day opportunities buildings and latterly independent day services, we will move away from developing buildings-based provision, towards supporting people to engage in meaningful activities in their local community.

Our approach to meeting the needs of people in relation to engaging with meaningful daytime activities would be in a flexible way to suit people's preferences. This could include for example access to sport or leisure services or acquiring new skills. It would present the opportunity for a group of likeminded service users to pool their personal budget, to access mainstream services with support, in their local community.

The proposal is for a phased review of all day centres, on a centre-by-centre basis and service users therein including:

- Co-production – detailed work at individual user and carer level
- Public and market engagement and shaping
- Client and carer reviews and reassessments and introductory sessions
- Implementation and transition from traditional services to new community based care model

The day services project is expected to be completed across all in house services within two years of its start date.

### 6.5.2 Seeley's and Short Break Services

Short Breaks provision describes a range of different types of support to enable people with needs to be able to continue living at home and their carers to maintain their caring role.

Seeleys Short Breaks service underwent a comprehensive Care Quality Commission Inspection 19<sup>th</sup> – 21<sup>st</sup> February 2018. The overall rating achieved for the service was '**Requires Improvement**'.

Following transfer back into the Council, the service achieved improvements in 3 of the 5 areas from the previous comprehensive Care Quality Commission Inspection undertaken in June 2017. (Safe - **Requires Improvement**; Effective – **Good**; Caring – **Good**; Responsive – **Requires Improvement**; Well-led – **Requires Improvement**).

Whilst recognising that significant progress overall had been made the inspection found on-going concerns with regard to risk management specifically linked to medical condition, fire, and medicine and records management. The inspection found that the service had not made sufficient progress to completely meet the warning requirement around risk (Reg.17 (1) safe care and treatment, Health & Social Care Act) outlined in the June Inspection (issued 19<sup>th</sup> July 2017). Consequently the Care Quality Commission issued a Notice of Proposal to impose a condition on the registration for regulated activity. There are 3 elements that form the condition on the organisations registration:

- The carrying out of monthly audits on care plans, risk assessments, and records of care delivery
- Written evidence must be sent to the Care Quality Commission monthly about visits undertaken on behalf of Buckinghamshire County Council to Seeleys during the previous month and any updated action plan which results from these visits
- Prior to the admission of a user to the service, a review of care provision is made and is reflected in the new care plan. Where a change in care need cannot be met the Care Quality Commission must be informed of the reason for this and what action has been taken to ensure the user can be supported when they next stay at the service.

The Care Quality Commission has stated that the issuance of the Notice of Proposal is related to a desire to see that the necessary improvements are made and also because the service has a 'relevant history of non-compliance'. The service will be re-inspected within 12 months.

Actions undertaken so far are:

- A Care Quality Commission endorsed action plan has been created and is being adhered to
- Weekly progress meetings are taking place attended by the Head of Service/Director of Operations
- A focused recruitment plan is underway including the creation of a new deputy manager role

We know that the residential Short Breaks provision we provide is in need of modernisation, both from the perspective of the built environment (Seeleys premises) and the quality and nature of the service provided, as highlighted above.

The current service is unable to meet the requirements of people with multiple and complex needs and a review of current practice has highlighted the need for a strategy setting out our approach to Short Breaks for adults who use a range of day time activities and overnight residential provision. This is currently in development and will be underpinned by a policy statement.

The proposal in respect of residential short breaks includes the plan to develop a replacement residential short breaks facility in Buckinghamshire. Detailed options are currently in development.

The new strategic approach to Short Breaks aligns the approaches across adults and children's services, reframing the offer to include day and evening opportunities and overnight residential provision in local communities, with alternative non buildings-based options to include Shared Lives, as well as a building- based options for those with the most complex needs.

### **6.5.3 Reablement**

Our reablement offer is designed to help people regain independent living skills following an episode of illness or injury. Our priority is to provide the right support at the right time, in the right place and for as short a time as possible, to enable people to regain their independence as far as possible. .

We are proposing to improve people's outcomes by developing an integrated Health and Social Care intermediate care service; including reablement and the Buckinghamshire Healthcare Trust Rapid Response and Intermediate Care teams, under the framework of the Integrated Care System in Buckinghamshire.

By September 2018 a detailed options appraisal will have been concluded and will recommend whether Buckinghamshire County Council should continue to be a direct care provider of reablement, or whether an external delivery model would be more suitable.

The service underwent an announced Care Quality Commission Inspection from the 14<sup>th</sup> – 20<sup>th</sup> March 2018. The service achieved an overall rating of 'good' improving on the previous inspection under Buckinghamshire Care in October 2016 where a 'requires improvement' rating was given. Improvements have been made in the domains of 'safe' and 'responsive' with Care Quality Commission noting that the service received very positive feedback from users reflecting the teams active promotion of dignity and respect in service delivery .

Commission Quality Commission noted that the service faced on going challenges with regard to staff recruitment but that the management team was making creative efforts to attract candidates. Improvements were noted in medicine management, safeguarding, Mental Capacity Act, Duty of Candour. Commission Quality Commission also noted the service had improved both its complaints handling processes and the way lessons learned were then embedded in service delivery.

## **6.6. Replacement of Adults Integrated System - the Adult Social Care Client Recording System**

Adult Social Care has recently made the decision to replace our existing Client Recording System Adults Integrated System with Liquidlogic. This is the same system that our colleagues in Children's services use and as they also had to make a decision about their ongoing use of Liquidlogic, the timing of both decisions provided a real opportunity to jointly commission a system that will enable and enhance both separate and synchronised recording for families that span across both services.

Whilst the decision to replace Adults Integrated System was underpinned by the fact that our existing provider is leaving the market, we had already made the decision that we would seek to replace Adults Integrated System in the near future.

Our intention is to have Liquidlogic in place and fully operational by April 2020, and to lead this work, both a Programme Manager and dedicated Project Manager were appointed in April 2018.

Governance is the key to the successful planning, delivery and implementation of this system change programme and this is being managed by both an Executive and Operational Board, with links to both Adult Transformation and Health Integration to maximise synergies and efficiencies between these major organisational change programmes.

Key improvements that Liquidlogic will bring include:

- Practitioners can record and reflect a person's story as the system and documentation are much more holistic (written in person's own words)
- Improved Data quality
- Improved Safeguarding recording
- Deprivation of Liberty Safeguards management is much simpler
- System much more intuitive and "smarter", so generates future /next tasks based on tasks completed.
- Social care staff don't have to ask for financial assessments – the system recognises and responds giving greater financial control (>income and <debt)
- Fewer opportunities for staff to "get it wrong"

We are developing a Pool of “System Champions” from officers in a range of grades from across the both Adults and Children’s Social Care and the wider organisation. These officers and managers are crucial to ensuring that we get the system configured in the way we need and that they lead on all of our staff positively engaging in our system change plans over the coming 12 – 18 months, leading up to April 2020.

## **6.7 Resilience**

During the winter period between December 2017 and March 2018, there were three separate large scale invocations of Adult Social Care Emergency and Business Continuity plans, this is unprecedented in this timeframe.

Adult Social Care Resilience undertook the co-ordination and management role to facilitate and ensure the health and wellbeing of both our service users and our own staff. A Social Care Emergency Cell was set up and a minimum of twice daily conference calls were held, even during evenings and weekends, to ascertain the current status, support that was required, update on any issues, share information and ensure that senior management were fully briefed on the situation. Full compliance with the corporate and wider Thames Valley reporting structure was maintained.

Adult Social Care staff showed a great deal of dedication and commitment and should be commended for their efforts in ensuring the effective and safe delivery of care.

Commissioned care services were contacted and a process agreed for future contacts and reporting of any issues. Their commitment and determination should also be commended. Adult Social Care Resilience remained available until the last carer returned home on each affected day; this was also true for all internally operating services.

The use of the voluntary sector was invaluable; Bucks & Oxon Off the Road Group and Bucks Search & Rescue provided a 4 x 4 vehicular support to both our commissioned community providers and to our own reablement team.

## **6.8 Contract Management**

As part of ongoing improvements in contract monitoring we shall be adopting the use of the PAMMS system as utilised across ADASS Eastern region. This will allow us to benchmark the quality of our suppliers across neighbouring authorities. This will also give us additional insight in to the growing supply chain that we use to support placements from the east of the County. This monitoring system will assist suppliers to meet CQC requirements and is much more interactive in systematically supporting and monitoring of planned improvements by suppliers.

## **6.9 Assistive Technology**

During the previous financial year (2017/18) we have significantly expanded the Assistive Technology service and approximately 8,000 people are now benefitting from the support of care technology to promote their independence, provide remote reassurance & avoid the need for more costly social and healthcare interventions. Alongside this we have significantly improved how we measure the qualitative and financial benefits of delivering the enhanced care technology service, providing evidence that over £1.5 million of traditional care costs were avoided in 2017/18.

To ensure that vulnerable people are empowered to continue to live independent, outgoing lives where possible, we have implemented the use of mobile lifeline systems, meaning that people can be supported by care technology outside of their home as a direct replacement for having to be accompanied by a carer.

## Personal story

*Mrs AB is 93 years old, lives in her own home and has a diagnosis of dementia. She has two carer visits per day and receives a hot meal delivery. A request was received to increase her care package or consider a placement as she was repeatedly leaving the cooker on and/or allowing water to boil over on the stove whilst cooking. She has had several reported falls and on occasion has waited a long time on the floor before being found by her carer.*

*The Assistive Technology service assessed Mrs AB and provided her with care technology that will enable her to continue living independently at home with no increase in formal care provision for the time being. The technology includes remotely monitored smoke, extreme heat and CO2 sensors placed in the kitchen and a fall alarm that will alert the monitoring centre, enabling them to contact Mrs AB to resolve the situation herself or, if necessary, raise a physical response.*

## Personal story

*Miss CD contacted the Council as she was increasingly concerned about her father's welfare and wanted to explore formal care options. Her father is elderly and suffers from dementia. As Miss CD travels regularly with her job as a Flight Attendant she was worried that if a situation arose whilst she was away, her father may not be able to get help and could potentially not be 'found' for some time. This anxiety was giving her cause to request care calls for her father.*

*The Assistive Technology Service assessed Miss CD's father and installed a virtual environment in his home. This consists of a number of non-intrusive sensors that record activity (e.g. movement from bedroom to lounge, refrigerator door opening/closing, bathroom light switch activated etc.) The activity data that is collected is viewable online and accessible via a secure login. Miss CD has reported that, "this has proved invaluable to my peace of mind...being able to see that he has been to the bathroom and entered the lounge means I can relax and not worry about organising anyone to check up on him". The care technology provided has enabled Miss CD to continue to undertake her role as an informal carer without the need for additional support whilst her father continues to live independently in his own home.*

We are undertaking a number of important developments in relation to our "Transport Offer" to the individuals and families we support. Taking a whole system approach is necessary to ensure that the Council conveys the detail of our statutory and discretionary duties for everyone who accesses travel assistance and that this offer is linked to the wider programme of transformation with children services.

It is also important that the Council also conveys to service users, their family and our workforce, expectations about independence and where there is not a statutory duty that our officers support and signpost people to use the resources and existing support already available to them to access social care provision before transport is funded.

Work being undertaken in this area of transformation for adults is as follows:

- Understanding the costs and the needs where the council fund transport for adults
- Promoting independence, rationalising routes, workforce, travel solutions
- Developing adult social care policy and linking this to the Post 16 statement and the wider BCC approach to travel assistance

## 6.10 Performance (Provisional) \*\* for key comparative performance data see Appendix 1.

At the end of March 2018, we performed well against a number of key statutory indicators notably the number of residential and nursing home admissions per 100,000 pop for older



people and younger adults. The performance has exceeded the target for the year and is an improvement on 2016/17. In addition, the proportion of adults who are receiving Direct Payments to purchase the care and support they need also exceeded the target set for the year achieving 41.7 per cent compared to a target of 37 per cent, which is higher than national and comparator outturns for previous years.

However, there are also some indicators where our performance requires improvement. These include the proportion of timely transitions from children's to adult services, where performance at the end of March 2018 was 32.7 per cent (provisional) against a target of 50 per cent. This is moving in the right direction with a significant uplift in March 2018 from 7.1 per cent. This has been identified as a priority area for the Transformation Programme and we will continue to work together with children's services to drive improvement in identifying young people for transition earlier.

The proportion of Adult Social Care clients who are reviewed at least once per year was 84 per cent at end of March 2018. Weekly forums were established to drive forward improvements whilst ensuring safeguarding remained a priority. An external organisation (RT Group) was also brought in to provide additional reviewing capacity until the end of March 2018. At the end of Q3 we were on a trajectory to complete just 69% of reviews, so our outturn of 84 per cent demonstrates the positive impact of the process changes, productivity and practice improvements and additional capacity during Q4.

**\*\*** please note all performance figures are provisional as data has been run before completion of year end data cleanse for the Department of Health & Social Care statutory returns.

## **6.11 Data Protection**

Adult social care is continuing to work with the corporate General Data Protection Regulation project team to identify actions that the service needs to take to evidence compliance with the new regulation. Workshops have taken place with operational and commissioning staff across adult social care and Privacy Impact Assessments have been completed on key data systems. In addition, third party supplier contracts have been reviewed and updated.

New data protection e-learning modules are now available and adult social care staff are required to undertake and complete these before the end of May. In addition, a new corporate electronic system has been purchased to record data incidents/breaches, subject access requests and police disclosures with which all services including adult social care will be required to engage.

The objective for the service is to ensure that all staff are equipped with the necessary skills and knowledge to effectively undertake their responsibilities in this area, and to also ensure their engagement and compliance with both service and corporate reporting requirements.

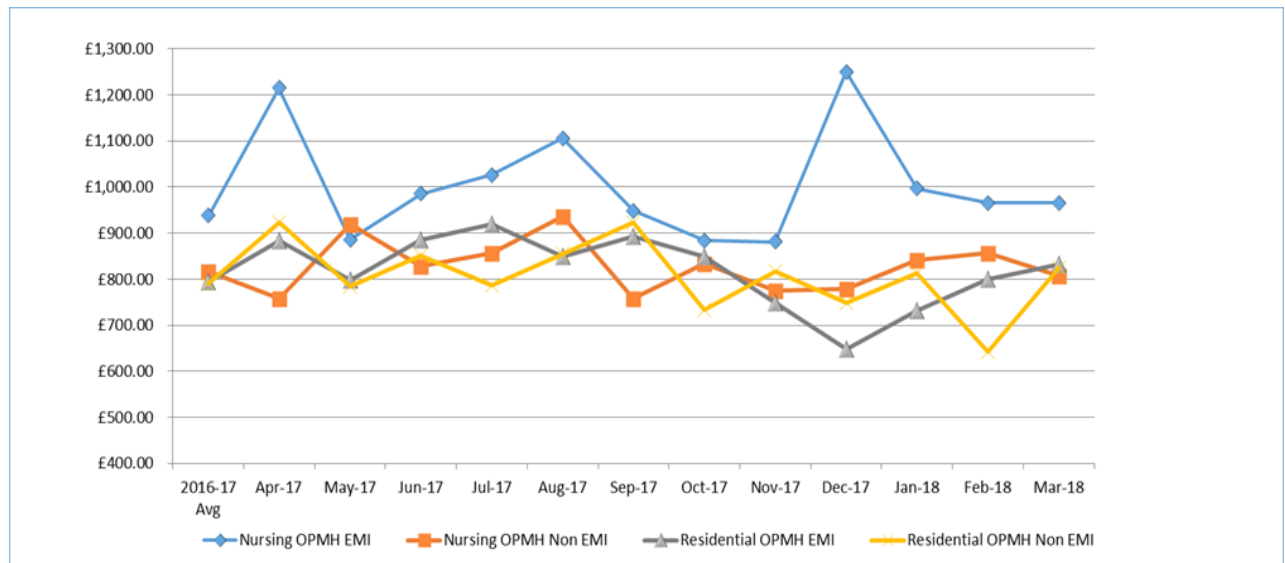
Floor walks took place across the service to raise awareness of data protection, part of which involved asking staff to complete a skills/knowledge survey. This will form the basis for any further training that we feel is necessary for staff. In addition, a data protection area has been created and will continue to be updated regularly on the Communities, Health and Adult Social Care dashboard, which contains information and guidance for staff.

## Appendix 1 - Key Data

### 1) 2017/18 Key Adult Social Care Performance (provisional) reported to Cabinet Members:

RAG	Measure	2017/18 target	2016/17 outturn	2017/18 Q4 Mar	Quarterly direction
Green	% of adults using social care who receive direct payments (DP)	37.0%	40.6%	41.7%	▲
Green	% of adults with LD who live in their own home or with their family	67.3%	69.2%	69.8%	▲
Amber	% of adults with secondary MH services who live independently, with or without support	84.5%	84.5%	81.0%	▲
Green	Adult admissions to residential & nursing, per 100,000 population	11.2	11.2	9.2	▲
Green	Older people admissions to residential & nursing, per 100,000 population	520.0	494.2	400.8	▲
Red	% of clients receiving an annual review ( <b>see narrative in section 6.10</b> )	100.0%	71.1%	84%	▲
Red	% timely CYP transitions ( <b>see narrative in section 6.10</b> )	50.0%	1.6%	32.7%	▲
No data	% of older people still at home 91 days after hospital discharge to reablement or rehabilitation services	75.0%	75.0%	Data not yet available	

**2) Analysis of increase in costs of new provision of care for service users from April 2017 to Mar 2018** - covers spot bed total costs but note that this excludes any reduction (benefit that the Council receives) from third party top-ups.





# Report to Cabinet

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<b>Title:</b>	<b>Children's Services Update</b>
<b>Date:</b>	Monday 18 June 2018
<b>Author:</b>	Cabinet Member for Children's Services Cabinet Member for Education & Skills
<b>Contact officer:</b>	Tolis Vouyioukas – 01296 382603
<b>Local members affected:</b>	All Electoral Divisions
<b>Portfolio areas affected:</b>	All portfolio areas

*For press enquiries concerning this report, please contact the media office on 01296 382444*

## Summary

The purpose of this report is to provide an update to Cabinet on both national and local developments in relation to Children's Services. In addition, this report includes an overview of progress made against the high level action plan put in place following the November 2017 Ofsted inspection.

## Recommendation

**Cabinet to note: (a) the key improvement activity in response to the November 2017 Ofsted inspection, and (b) the national and local developments in Children's Services.**

### A. National context

1. The following section gives an overview of the key national developments in Children's Services. We regularly assess the implications of these for Buckinghamshire and proposals will be brought to Cabinet, where appropriate.

## Children and Social Work Act 2017

2. Following the Children and Social Work Act receiving Royal Assent on 27th April 2017, several pieces of emergent secondary legislation are now under Government

consultation. These include, the formation of Social Work England, a National Assessment and Accreditation System and reform of Working Together to Safeguard Children'. Local authorities are awaiting detailed outcomes on the changes this secondary legislation will bring.

## Social Work England

3. The Health and Care Professions Council (HCPC) currently regulates social workers in England alongside 15 other professions. The Children and Social Work Act 2017 provides for the establishment of a new regulatory body, 'Social Work England' to improve confidence in social work and raise the status of the profession.
4. Social Work England's central focus will be public protection, specifically to drive up standards in social work education, training and practice. The intention is that they will operate a quality assurance system for continuous professional development ensuring all social workers remain fit to practice. The consultation sought views on a range of proposals in relation to social work registration, fitness to practice regulation and education and training standards. This closed in March 2018. Lord Kamlesh Kumar Patel OBE has since been announced as the Chair of Social Work England and throughout 2018, the body will be recruiting staff and working with the current regulator, the Health and Care Professions Council, to ensure a smooth transition. Social Work England is not expected to be operational before Spring 2019.

## National Assessment and Accreditation System (NAAS)

5. In December 2017, the Government responded to the consultation to implement a National Assessment and Accreditation System for child and family social workers. The system has been designed to raise the professional status of child and family social workers, providing a clear career path and ensuring they are equipped with the knowledge and skills to practice effectively.
6. The initial roll out will be staged in two phases, with a number of voluntary selected authorities whose workforce will be assessed against specific 'effective practice' criteria, known as the Knowledge and Skills Statements (KSS). The KSS for child and family social work, which set out professional standards required from a number of different roles, were refreshed in March 2018. Additionally, the British Association of Social Workers introduced a refreshed Professional Capabilities Framework to stand alongside the KSS, providing the foundation for social work education and practice in England.
7. No plans for national rollout announced as of yet. The Children's Minister announced in a speech on 18th April 2018 that the first rollout would begin in July and stated 'we are working closely with all parts of the sector, including universities, to make sure we get the delivery NAAS right before we introduce it nationally. That is why we are beginning with 21 sites with around 5,000 social workers'.

## Working Together to Safeguard Children

8. The Department for Education (DfE) recently consulted on significant revisions to 'Working Together to Safeguard Children', the statutory guidance which sets out what is expected of all agencies to ensure a coordinated approach to safeguarding and promoting the welfare of children.
9. Revisions include proposals to replace Local Safeguarding Children Boards with new arrangements led by a group of safeguarding partners as well as changes to serious case review and child death review processes. Final regulations are expected by May 2018, with new arrangements to be in place by September 2019.

## **Independent Review of Foster Care**

10. In February 2018, an independent review of foster care in England, commissioned by the Department for Education was published. The review, which examined the purpose of foster care and what it means for those closely involved in the system, drew on a wide range of information including a public call for evidence and interviews with agencies, families and children from across the foster care system.
11. The review makes 36 recommendations to improve the outcomes for children in foster care. These include guaranteeing foster carers are supported; improvements to commissioning and matching; and creating greater stability and permanence for those in foster care.

## **Inspection of Local Authority Children's Services (ILACS)**

12. In January 2018, Ofsted introduced a new inspection framework designed to be more proportionate, risk-based and flexible than the previous Single Inspection Framework (SIF) introduced in 2014. A local authority's current Ofsted grade will determine the kind of inspection it is subject to and the contact and support it receives in-between visits. Frequent contact between inspections helps Ofsted to identify any issues of concern and supports local authorities to address them before services deteriorate.
13. Local authorities will be asked to annually evaluate the quality and impact of their social work practice, as well as having a formal yearly conversation with Ofsted about performance. Ofsted will continue to use the Single Inspection Framework for re-inspections of inadequate children's services.
14. It is worth noting, that Buckinghamshire will be re-inspected under the previous framework.

## **Action to Improve Outcomes for Children with Additional Needs**

15. In March 2018, the Government announced plans to transform education for children with additional needs and to improve the experiences of children in alternative provision. They include an externally led review of school exclusions; a £4 million fund to develop new ways to help children with additional needs move from alternative provision into mainstream education or special schools; and measures to drive up standards in alternative provision education settings. Aspire, the secondary pupil referral unit in Buckinghamshire, submitted an application that aims to support children to reintegrate into suitable mainstream or special school placements. If successful, the project will run for two years from September 2018 to July 2020. The DfE are expected to announce who has been successful in June 2018.

## **Children and Young People's Mental Health**

16. In late 2017, the Government consulted on a green paper setting out measures to improve mental health support for children and young people. The paper focused on earlier intervention and prevention, especially in and linked to schools and colleges. Proposals included:
  - Creating a new mental health workforce of community-based mental health support teams.
  - Every school and college to be encouraged to appoint a designated mental health lead.

- A new 4-week waiting time for NHS children and young people's mental health services to be piloted in some areas.

17. The consultation concluded in March 2018 and the Government will publish a response in due course. In May 2018, the Education and Health and Social Care Committees published a joint report regarding the proposals set out in the Green Paper and have made a series of recommendations for the Government to consider when responding to the Green Paper consultation.

## **New Measures to Support Children with SEND**

18. In March 2018, the DfE announced a range of measures to provide support for children with special educational need and disabilities. Measures include sponsors for 14 new special schools nationally, creating more than 1100 school places for children with multiple learning needs; a national trial to give the SEND Tribunal new powers, allowing parents and young people new rights to appeal on the social care and health parts of their plan alongside existing rights around education; an additional fund to support local authority regional SEND coordinators; and a SEND review tool to help schools identify priorities and build school to school approaches to improvement.

### **B. Local context**

The following section focuses on the current issues and key priorities in Children's Services.

19. By way of reminder, Change for Children is our transformation programme that supports the implementation of the Buckinghamshire Children's Strategy 2016 to improve outcomes for children and young people, whilst at the same time ensuring that services are financially stable and affordable in the long term. Robust governance arrangements are in place to monitor the progress of the programme. This includes a Programme Board, chaired by the Executive Director of Children's Services. Both Cabinet Members are part of this Board. A summary of progress against each of the main work streams is as follows:

### **Early Help for Children and Families**

20. The Council will be launching a pre consultation on the new model of delivery in the coming months. This will be followed by the full consultation later in the Autumn.

### **Support for Looked After Children**

21. This work stream focuses on improving placement sufficiency for Buckinghamshire's Looked After Children population. Our residential care homes project will create an additional 20 in-house residential beds to reduce the number of children placed outside the county and improve placement stability.

- Home 1 is located in Aylesbury and will be a 5 bed home. The home is now fully refurbished and will be ready to open once the Ofsted registration process is complete. The registration is due in June.
- Home 2 is also located in Aylesbury. This will be a 4 bed, short placement/assessment home, with an attached 1 bed unit for emergency placements. We anticipate that the home will open in December 2018.
- Homes 3 & 4 will be located in the south of the county. Both of which will be 5 bed homes. Unfortunately, the previously identified sites are no longer suitable and as a result further scoping work is required to find alternative locations. We are aiming to have both open in 2019, subject to the identification of appropriate sites.



22. The second project is about increasing the capacity of in-house foster placements. This is an area which requires further work and to support this a new recruitment and retention strategy has been developed. There is a strong focus on improving our offer to achieve a 20% net increase in placements year on year to 2021. This includes working with Bucks Business First to engage with the business community through the foster friendly employer initiative.

## **Educating our Children**

23. The loss of the Education Support Grant alongside significant policy changes in relation to education has contributed to ongoing discussions between the Council and the Buckinghamshire Learning Trust (BLT) on the sustainability of the current level of investment.
24. Following the January 2018 Cabinet decision not to extend the agreement with the BLT, we have proceeded with the transfer of statutory functions previously delivered by the BLT to the Council. In April 2018, the first phase was completed and this included:
- Specialist Teaching, Cognition & Learning Service
  - Early Years Service (including workforce development)
  - Schools Financial Management Advisory Service
25. The final phase will include the transfer of the statutory functions within School Improvement and Governor Service. It is expected that these two services will transfer on 1 August 2018.
26. In parallel, we have been consulting with schools and providers on a new Education and Skills Strategy. The purpose of the strategy is to create a shared vision for Buckinghamshire that clearly articulates our ambition for children and young people in the County. The final version will be presented to Cabinet on 18 June 2018.
27. As a result of the consultation a new delivery model has been developed which focuses on enabling schools to take responsibility for their own improvement, in line the national agenda. To facilitate this, we have developed 'Side by Side', a programme which is built on the premise of sharing expertise within an environment of mutual trust across school sin Buckinghamshire. 'Side by Side' as a delivery mechanism will ensure that we are able to develop a system led model of leadership and school to school led model of improvement.

## **Special Educational Needs and Disabilities**

28. Having considered the initial proposals for the changes to Post-16 SEN Transport provision, the Council has decided that it is timely to review the entire Home to School Transport for the 0-25 cohort of children and young people attending education and training.
29. A comprehensive communications plan has been produced, following the recommendations from the Consultation Institute. This plan has included feedback from our internal communications team, as well as both Democratic and Legal Services, to ensure that all relevant stakeholders are included at appropriate stages throughout.
30. A project plan is in the final stages of production to ensure that there is ownership of all tasks, and that accountability is maintained throughout the life of the project. Regular reports are to be provided to both the Change for Children Programme Board and the Integrated Transport Board in acknowledgement of the contribution of work across both portfolios.

31. The SEN staff restructure will commence in June which will enable the team to manage the demand for assessment requests and provide greater support within schools.

## **Key improvement activity**

### Senior appointments

32. The Executive Director of Children's Services undertook a targeted recruitment campaign to appoint a new senior management and leadership team. The details of the new team are as follows:

- Interim Service Director (started 15th January 2018) and is now the Interim Service Director for Improvement (from 16th April 2018)
- Permanent Service Director (started 16th April 2018)
- Permanent Head of Service for First Response (started 3rd April 2018)
- Permanent Head of Service for Safeguarding (started 9th April 2018)
- Permanent Head of Service for Care Management (recruitment pending)
- Permanent Head of Service for Care Services (Fostering, Adoption, Residential & Placements) (interim appointment became permanent)
- Permanent Head of Quality, Standards and Performance (retained)
- Permanent Head of Youth Offending Service (started 7th May 2018)
- Permanent Head of Early Help (started 14th May 2018)

### Placement at Home with Parents Arrangements

33. During the November 2017 inspection, Ofsted raised concerns in relation to children subject to Care Orders who are placed at home with parents. These arrangements are part of the legal framework set out in Regulations 15 to 20 of the Care Planning, Placement and Case Review (England) Regulation 2010 which govern practice and decision making regarding the return of children, who are the subject of Interim Care Orders or Care Orders, to the care of their families.
34. Inspectors found that these arrangements were not always effective to ensure that parents comply with expectations to keep their children safe and well. Following an immediate review that was completed during the inspection, further action was taken to check that these arrangements are sufficiently robust to assure the safety and wellbeing of all children placed at home with their parents.
35. A more comprehensive review has since taken place of all children who are placed at home with parents. This has included an analysis of the child's care planning history by the relevant Independent Reviewing Officer with oversight by the Head of Service for Quality, Standards and Performance. The review also included, a home visit to each child, updated assessments of needs, risks and circumstances, a review of the views, wishes and feelings of the children and parents plus individual case consultations led by the Interim Service Director. Actions have now been agreed for each child.
36. Going forward, a number of wider system issues will continue to be improved as part of a planned review of the Public Law Outline process for court care proceedings. These changes will ensure that care planning, case monitoring and court outcomes identify and track all new placement at home with parents arrangements.

### Safeguarding Service Re-alignment

37. In 2017, a decision was taken to implement a Safeguarding Service restructure to introduce joint Court and Child Protection Teams and establish separate Child in Need

Teams made up of predominantly newly qualified social workers who were in their first Assessed and Supported Year in Employment (ASYE). These arrangements were unpopular with staff and difficult to manage. Staff consistently reported that the changes did not support them to deliver best practice.

38. Staff 'Solution Groups' for practitioners and managers, that were established immediately following the Ofsted inspection, have worked collaboratively with the Senior Leadership Team to reach a consensus about the need to re-align the Children in Need, Child Protection and Court Teams within the Safeguarding Service. Children in Need, including those in need of Help and Protection, will now be supported by social workers and managers from the same team. There will also be a separate dedicated Court Team. Staff within the Safeguarding Service were invited to steer and shape arrangements for the re-aligned teams, with multiple opportunities to share and influence ideas. The realignment of the teams in the Safeguarding Service offers a number of anticipated benefits including:

- A clear focus on Public Law Outline specific practice within a county wide dedicated Court Team based in Aylesbury to be near Legal Services and the local family court in Milton Keynes.
- Improved workload balance across the service.
- Improved Social Worker continuity for children in need of help and protection.
- Co-working opportunities for newly qualified social workers to learn alongside more experienced social workers and benefit from improved observation, joint working and coaching opportunities.
- Increased opportunities for enhanced practice and skills development for newly qualified social workers working with children in need of help and protection.

39. The re-aligned structure, co-produced with Team Managers, became operational on 1st May 2018.

#### Children in Need Audit and Review

40. In February 2018, Children's Services began an ambitious audit and review of 1,120 open Child in Need to provide assurance about their safety and wellbeing. The audit and review will provide an opportunity to evaluate social work practice, through scrutinising electronic case records and consulting with allocated staff, to reach a professional judgement about the overall standard of practice and the child's safety and well-being.

41. An escalation protocol is in place for audits judged to be 'inadequate' so that the Service Director and relevant Head of Service are notified to address the immediate remedial action that is required and assure the safety and wellbeing of children. The central tracking system enables each Head of Service and relevant Team Managers to have oversight of the audit findings, recommendations and remedial actions for all audited cases. Weekly team meetings and individual supervisions are used to ensure that there is no drift or delay to progress the audit recommendations and remedial action plans for children and young people.

#### Quality Assurance Framework "Beyond Auditing"

42. Ofsted identified that quality assurance activity was not consistently driving improvement in practice and the audit tools in place did not give sufficient attention to qualitative as well as quantitative data. As a result of those findings, a new quality assurance framework approach, called 'Beyond Auditing' has been developed and launched. The approach connects the processes of audit, feedback, learning and

change through direct work between auditors and operational staff before, during and after auditing has taken place. This maximises the engagement and participation of practitioners and operational managers in the process of audit. This promotes service, team and individual ownership of audit outcomes and enhances the insight of operational staff in relation to strengths and areas for development in practice.

43. A rolling programme of deep dive 'audit weeks' are scheduled to take place across all three key sites. During the period of auditing activity, the Beyond Auditing Team will be on site with Social Work staff and will sample work from each team within the service to form evidence based conclusions about the overall quality of practice. The audit will be conducted through a review of case files and other associated documentation, speaking with Social Workers and Managers, direct observation of practice including supervision sessions and team interactions, including speaking to children and families and contacting other agencies. Real time feedback will be provided as part of a coaching conversation with staff in relation to the identified practice issues.
44. At the start of the audit week there will be a set up meeting to establish the arrangements and any specific areas of focus. At the conclusion, individual and thematic findings will be provided to the Team Managers and Head of Service, providing an opportunity for check, challenge and ownership of the audit outcome. Themes drawn from each period of auditing activity, specific to the outcome for individual teams and the overarching service, will feed into an overarching programme of learning and development for the whole of Children's Social Care Services.

#### Team Manager and Assistant Team Manager Development Centre

45. Ofsted identified a significant concern about the lack of management oversight and decision making in Children's Social Care. It has been recognised that there is a need to provide additional support and challenge at the Team Manager and Assistant Team Manager levels. The aim is to create an environment where Team and Assistant Team Managers are confident and capable to manage service operations, make informed decision decisions about children's needs, risks and circumstances, monitor service delivery, provide management oversight and offer regular and reflective supervision to staff.
46. A series of Development Centres have been organised, in consultation with external occupational psychologists, as a way to support Team and Assistant Team Managers to evaluate individual strengths and areas for development and provide bespoke learning and development opportunities to improve overall performance standards and outcomes for children, young people and their families.
47. The Development Centre Assessment Framework includes the following:
- Setting direction and standards
  - Managing and monitoring progress
  - Managing performance
  - Managing information and making decisions
  - Professional knowledge and practice
48. The Development Centres started at the beginning of June 2018 and will run through to August 2018.

#### Re-inspection of 1A (the Council's residential home)

49. Following the inadequate judgement received in December 2017, our residential home has recently been re-inspected by OFSTED and was rated to be Good.

## **Commissioner Related Activity**

50. On 5 March 2018, the Department for Education (DfE) appointed a Children's Commissioner for Buckinghamshire. The Commissioner is John Coughlan (CBE) who is the Chief Executive of Hampshire County Council. His role is to apply additional external impetus and insurance on Buckinghamshire's improvement work. In cases such as Buckinghamshire, where there has been a repeat inadequate judgement, the DfE require that a key "presumption" is tested. The presumption is that a local authority which has experienced a repeat inadequate judgement may not have the wherewithal to sustainably improve and so should no longer have unilateral control of its children's services. In such cases an Alternative Delivery Model (ADM), such as a children's trust or a formal partnership with another organisation may be introduced.
51. The Commissioner with his Director of Children's Services, Steve Crocker, are reviewing the service. They have been on site, visiting and interviewing senior leaders, elected members, managers and social work practitioners. The Commissioner has also requested information to enable him to form a view about the most appropriate way to secure improved outcomes for children and young people in Buckinghamshire.
52. On 24 April 2018 the Improvement Board, chaired by the Commissioner, met to consider progress against the improvement action plan and provided challenge and support to drive forward improvements across Children's Services. The Commissioner is expected to provide an initial recommendation to the minister at the beginning of June 2018.
53. Since the publication of the Ofsted inspection report on 29th January 2018, the high level plan has been developed further to incorporate the 10 Ofsted recommendations. A significant amount of immediate remedial action has been undertaken to establish a firm foundation upon which to build improvement across the service.
54. A large proportion of the immediate actions set out within the action plan have been progressed, with many requiring ongoing scrutiny as part of the continuous journey of improvement. The next phase of the improvement journey will focus on testing the foundations now in place and adapting our improvement plans accordingly to ensure that services are strengthened and able to respond with grip and pace to the significant legacy and emergent issues.

## **Ofsted Monitoring Visit activity**

55. Ofsted will be carrying out a series of monitoring visits. The first post-inspection monitoring visit will be undertaken on 3 and 4 July 2018 and will focus on Children in Need. In due course, Children's Services will receive a further unannounced re-inspection in accordance with the Single Inspection Framework.

## **Children's Services Workforce Strategy**

56. There has been a great deal of investment in the Children's Services workforce and we recognise how vitally important our people are in providing the right outcomes for children and families.
57. Workforce data is regularly reported to Senior Leadership and the Workforce Board. We have a monthly operational Resourcing Group chaired by a Head of Service, as well as a strategic Workforce Board chaired by the Head of Quality Standards & Performance. Both groups are attended by recruitment managers across Children's Services and by members of Human Resources/Organisational Development and Resourcing teams including our commissioned services partners for agency recruitment.

58. We have a Workforce Strategic Plan and a regular monthly dashboard of data and trends provided to the service.
59. The Executive Director for Children Service's (DCS) has held individual/team staff surgeries across the 3 office locations. These provided an opportunity for staff to share their views, feelings and ideas with the DCS. Further surgeries will be scheduled termly.

### **Recruitment & Retention**

60. We actively focus on recruitment of permanent staff to replace agency workers and our stats show that we have brought the percentage of agency workers down from the peak of over 25% in 2016. We have sustained this reduction and now fluctuate between around 18-20% of the workforce depending on operational needs. In comparison, this is still slightly higher than the average for both England (16%) and the South East (15%).
61. We are fortunate to demonstrate a sustained increase in the permanent workforce and a relatively stable number of agency workers over the last 2 years. Over this time period our combined workforce numbers have gone up because of increased case-loads but the percentage ratio of permanent to agency has gone down. We have converted 29 agency Social Workers to permanent contracts since 2016.
62. Our turnover rate has been steadily improving over the last year and is now equal to the national average (15%). We conduct on-boarding and leaver surveys to inform us about relevant issues and have implemented a number of initiatives over the last 3 years to help attract and retain staff.
63. We need to further develop our recruitment and attraction strategy and agree a realistic budget to support and maintain this.
64. We also need to further embed the critical role Team Managers play in welcoming, supporting and mentoring new staff.

### **Reward & Recognition Arrangements**

65. Market data has allowed us to demonstrate that in some cases, special reward arrangements are necessary for us to attract and retain the best quality of people into the Children's workforce. New allowances have been signed off by SABPAC for Social Workers and Educational Psychologists in 2018/19. These will be reviewed annually with the next review scheduled for early 2019.

### **B. Other options available, and their pros and cons**

N/A

### **C. Resource implications**

N/A

### **D. Value for Money (VfM) Self Assessment**

N/A

### **E. Legal implications**

N/A

**F. Property implications**

N/A

**G. Other implications/issues**

N/A

**H. Feedback from consultation, Local Area Forums and Local Member views**

N/A

**I. Communication issues**

N/A

**J. Progress Monitoring**

N/A

**K. Review**

This report is intended to provide a six monthly update on the full range of policy developments and service transformation activity taking place within children's services in Buckinghamshire in response to national and local drivers.

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**Background Papers**

None

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# Report to Cabinet

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<b>Title:</b>	<b>Q4 Council Performance Report</b>
<b>Date:</b>	18 June 2018
<b>Author:</b>	The Leader
<b>Contact officer:</b>	Jo Baschnonga, Head of Insight & Business Improvement (01296 383767)
<b>Local members affected:</b>	All Members
<b>Portfolio areas affected:</b>	All Portfolios

*For press enquiries concerning this report, please contact the media office on 01296 382444*

## Content

This report is the Council's quarterly performance report for 2017/18 comprising:

- A Summary Report
- A Scorecard
- Detailed Tables of Cabinet Measures

The Scorecard provides information on four key elements of performance for the Council covering Finance, Business Improvement, Customer Service and HR indicators. These are arranged in four quadrants.

The Summary Report highlights the key areas of good performance as well as all areas requiring improvement for each Portfolio.

The Detailed Tables provide a list of measures that informs Cabinet of the progress in achieving the Council's priorities as detailed in the Strategic Plan.

## Summary

The Council uses performance indicators to help manage the delivery of its services and to drive improvements by setting stretching targets for specific performance indicators across all Cabinet Member Portfolios.

There are 73 indicators in this report which are used by Cabinet to monitor, understand and drive improvement in the performance of services across the Council. The majority of these indicators are either on target or close to target with a Green (53%) or Amber (19%) RAG status.

Performance for each Portfolio is summarised below.

All of the 3 indicators that are reportable in the **Leaders Portfolio** are on target with a Green RAG status, where performance has also improved since the quarter one position at the start of the year. Note that one indicator was not reportable.

In the **Planning and Environment Portfolio** all (100%) of the two indicators are on target with a Green RAG status.

Three of the four indicators are on target in the **Transportation Portfolio** (75%) with a Green RAG status, and one indicator (public satisfaction with rights of way) was close to target with an Amber RAG status (25%).

There are four indicators in the **Resources Portfolio**, where 3 are on target with a Green RAG status (75%) and one indicator, regarding service efficiencies, has a Red RAG status (25%). Note that savings of £15.624m have still been achieved for this indicator (against a target of £16.532m).

In the **Community Engagement and Public Health Portfolio** 10 out of 14 indicators are on target with a Green RAG status (71%). Note that the recommissioning of services has affecting performance in 3 of the remaining indicators that are not on target (of 4 indicators with a Red RAG status).

In the **Health and Well-being Portfolio**, 6 of the 9 indicators are either on target with a Green RAG (56%) or close to target (11%) with an Amber RAG status. Only 2 of the indicators have a Red RAG status. Performance for these two indicators which measure; the proportion of ASC placement clients receiving an annual review; and the proportion of young people with identified support needs transferring from Children's Services to Adult Social Care services has greatly improved during the year when compared to the last year's outturn. Note that one indicator was not reportable (11%).

Performance in the **Education & Skills Portfolio** is either on target or close to target for 13 of the 19 indicators in the Cabinet report, with a Green (37%) or Amber (32%) RAG status. Six of the performance indicators have a Red RAG status, which relates to the attainment gap between different groups of children, school exclusions and the timeliness of support for children with Special Educational Needs and/or disabilities.

Ofsted have recently inspected the Council's Children's Social Care Services and recognises the need to make significant improvements to some services within the **Children's Services Portfolio**. While performance indicators provide one measure of service provision, as part of the councils improvement work, a range of case audits are routinely undertaken to ensure that the quality of social work practice meets expected levels. The performance information reported here, therefore, represents one aspect of the Council's improvement work, where performance is either on or close to target for 12 out of 17 indicators (35% Green and 35% Amber RAG statuses). The remaining 5 indicators have a Red RAG status (29%).

## **Recommendation**

Cabinet is asked to:

- 1. Come to a view on how the organisation is performing**
- 2. Take action to improve performance where necessary**

### **A. Narrative setting out the reasons for the decision**

A full analysis of the non-financial performance for the Council for Quarter 4 2017/18 is contained in the attached documents.

### **B. Other options available, and their pros and cons**

None arising directly from this report.

### **C. Resource implications**

Actions resulting from consideration of this report may influence changes in resource planning in areas of concern/interest.

### **D. Value for Money (VfM) Self Assessment**

All decisions involving finances are scrutinised to ensure that the best value for money is achieved.

### **E. Legal implications**

None arising from this report.

### **F. Property implications**

None arising from this report.

### **G. Other implications/issues**

None arising from this report.

### **H. Feedback from consultation, Local Area Forums and Local Member views**

This report addresses delivery against the Strategic Plan 2017-2020.

### **I. Communication issues**

Quarterly monitoring reports on the Council's performance position are published on the Council's website.

### **J. Progress Monitoring**

Performance monitoring reports and dashboards are updated on a monthly basis.

### **K. Review**

Not applicable.

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## **Background Papers**

This report would benefit by being read in the context of finance and budget monitoring reports.

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## Key areas of good performance

Measure	Target	Current position	RAG	Benchmarking	Commentary
<sup>1</sup> % of new floorspace developed in our 3 Enterprise Zones.	100%	109.5%	Green	N/A	The % Floorspace has increased from 105.7% in Q3 to 109.5% in Q4. This is due to completion of some additional B2 units at Westcott.
<sup>2</sup> To improve availability of fixed fibre to residential and business premises.	Graduated target 2017/18 Q1: 91.0% Q2: 91.4% Q3: 91.8% Q4: 92.1%	94.1%	Green	Buckinghamshire 94.1% Central Bedfordshire 95.3% Hertfordshire 96.3% Milton Keynes 97.9% Northamptonshire 96.9% Oxfordshire 96.1% Windsor and Maidenhead 94.8%	Taken from 'Think Broadband' measures of access to superfast broadband (>30mbps), we have surpassed the Q4 target of 92.1% superfast coverage (>30mbps). Between Jan - Mar we had 15 brand new fibre enabled cabinets (side of road) installed, which will deliver superfast broadband to 1,313 premises (resi and non-resi) across Buckinghamshire.

► There are no measures with lower than expected performance.

► **Key areas of good performance**

Measure	Target	Current position	RAG	Benchmarking	Commentary
<sup>1</sup> % of appointments offered within 48 hours to clients attending a sexual and reproductive health service.	98.0% Target is the same for both 2016/17 and 2017/18.	100.0% (3,611/3,611)  This result is for Q3 2017/18 because the data runs one quarter behind.	Green	Benchmarking information is not available.	This indicator measures the timeliness of appointments offered at sexual health services.  Performance for Q3 is 100%, above the target of 98%. There is no benchmarking data available with which to compare.
<sup>2</sup> % of births that receive a face-to-face New Birth Visit within 14 days by a health visitor.	90.0% Target is the same for both 2016/17 and 2017/18.	95.9% (1,436/1,497)  This result is for Q3 2017/18 because the data runs one quarter behind.	Green	84.5% (Q2 2017/18 South East)  88.3% (Q2 2017/18 England)  88.0% (Q2 2017/18 CIPFA peers)	This indicator measures the proportion of new birth visits undertaken within 14 days.  Performance for Q3 is 95.9%, which is above target (90%).

<p>% receiving an NHS Health Check of those who were offered an NHS Health Check.</p>	<p>48.0% This is the target for 2017/18  Target for 2016/17 was 50.0%.</p>	<p>49.6% (3,573/7,203 )  This result is for Q3 2017/18 because the data runs one quarter behind.</p>	<p>Green</p>	<p>54.2% (Q3 2017/18 South East)  51.1% (Q3 2017/18 England)  54.9% (Q3 2017/18 CIPFA peers)</p>	<p>This indicator measures the proportion of people invited for an NHS Health Check who attend.</p> <p>49.6% of invited people in Buckinghamshire attended an NHS Health Check in Quarter 3, which is above our local target (48%) but is slightly below the national average for Q3 (51.1%), the regional average (54.2%) and our CIPFA peers (54.9%). However as the percentage invited in the region and CIPFA peers was lower than in Buckinghamshire, the comparison of % receiving of those offered is difficult to compare directly.</p> <p>An improvement in local uptake rate has been recorded for this quarter compared to Q2 – meeting our target. Continued quality assurance visits are used to support practices to address any issues - improved performance reporting supports targeting those practices with lower uptake. A campaign is planned for 2018 to boost awareness of the benefits of attending, particularly for at-risk groups. We have been promoting the use of the national standard invitation letter (behavioural insight research used to inform this) in order to keep to best practice and encourage take up.</p>
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► All areas of lower than expected performance (Red or Amber)

Measure	Target	Current position	RAG
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#### Benchmarking

#### Commentary

1 % of the eligible population invited to an NHS Health Check.	100.0%	89.8% (7,203/8,023 )	Red	69.9% (Q3 2017/18 South East)	<p>This indicator measures the proportion of people identified as eligible for an NHS Health Check who were invited to attend. 89.8% of eligible people in Buckinghamshire were invited for an NHS Health Check in Q3, which is below target (100%) but above national (76.5% ) regional (69.9% )and comparator performance (79.7%).</p> <p>While the proportion of people invited for an NHS Health Check decreased compared to the previous quarter, this variation is within the usual tolerance (it is not unusual to see differences of up to 10% between quarters). This variation is due to general practices delivering NHS Health Checks in different ways (some practices send out most invitation letters at the start of the year) and seasonal variation in demands on general practice. We raise poor performing practices with the CCG.</p> <p>Overall, performance to date for Q1-Q3 in 2017/18 is over 90% (90.2%). The payment structure for practices was changed in 17/18 as they are now only paid to invite up to 100% of their eligible population. Previously practices who invited more than 100% would be paid for additional invites and this meant that practices who over-invited were increasing the overall performance across the County. However inviting extra individuals early created problems when they became eligible later in the 5 year programme. This change assists with the overall delivery of a 5 year programme, but has reduced the overall invitation level.</p>
	Target is the same for both 2016/17 and 2017/18.	This result is for Q3 2017/18 because the data runs one quarter behind.		76.5% (Q3 2017/18 England)	
				79.7% (Q3 2017/18 CIPFA peers)	



<sup>2</sup>	Number of current smokers achieving a 4 week quit.	Target for 2017/18 is 1,088 or 272 per quarter.  Target for 2016/17 was 1,520 or 380 per quarter.	182  This result is for Q3 2017/18 because the data runs one quarter behind.	<b>Red</b>	Benchmarking information is not available.	<p>This indicator measures the number of smokers who achieve a 4 week quit.</p> <p>182 people in Buckinghamshire achieved a 4 week quit in Q3, which is below the quarterly target (272). No benchmarking information is available.</p> <p>The smoking cessation service is one of a number of lifestyle services which have been retendered and from 1 April 2018 and are integrated into one lifestyle service. A reduction in quitters was expected as existing providers have experienced staff shortages and other impacts as a result of the retender. We have delivered a social media campaign during Q3 to raise awareness and increase referrals to the service.</p>
<sup>3</sup>	% of successful alcohol treatment completions of those in treatment.	40.0% This is the target for 2017/18.  Target for 2016/17 was 45.0%.	34.3% (103/300)  This result is for Q3 2017/18 because the data runs one quarter behind.	<b>Red</b>	<p>37.4% (Q3 2017/18 South East)</p> <p>39.9% (Q3 2017/18 England)</p> <p>36.7% (Q3 2017/18 CIPFA peers)</p>	<p>This indicator measures the proportion of people receiving treatment for alcohol-related issues who successfully complete treatment.</p> <p>Our performance in Q3 was 34.3%, which is below target (40%). It is also below national (39.9%), regional (37.4%) and comparator performance (36.7%).</p> <p>The new adult substance service started in October 2017, so Q3 was the first three months of the new service. During transition it is vital for services like this to focus on stabilising existing service users through the change and minimising the risks of service users dropping out of treatment. As a result it is common for successful completion figures to drop during recommissioning and transition to a new service.</p>

<p>% of successful drug treatment completions of those in treatment.</p>	<p>15.0%</p> <p>Target is the same for both 2016/17 and 2017/18.</p>	<p>13.3% (101/762)</p> <p>This result is for Q3 2017/18 because the data runs one quarter behind.</p>	<p>Red</p>	<p>16.1% (Q3 2017/18 South East)</p> <p>14.9% (Q3 2017/18 England)</p> <p>16.1% (Q3 2017/18 CIPFA peers)</p>	<p>This indicator measures the proportion of people receiving treatment for drug-related issues who successfully complete treatment.</p> <p>Our performance in Q3 was 13.3%, which is below target (15%). It is below national (14.9%), regional (16.1%) and comparator performance (16.1%).</p> <p>The new adult substance service started in October 2017, so Q3 was the first three months of the new service. During transition it is vital for services like this to focus on stabilising existing service users through the change and minimising the risks of service users dropping out of treatment. As a result it is common for successful completion figures to drop during recommissioning and transition to a new service.</p>
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## Key areas of good performance

	Measure	Target	Current position	RAG	Benchmarking	Commentary
83	<sup>1</sup> % of clients using social care who receive direct payments.	37.0%	41.7% (provisional)	Green	<p>The Q4 outturn of 41.7% is above the target of 37.0% and our position this time last year 40.6%.</p> <p>We are also performing better than the 2016/17 national average of 28.3% and the 2016/17 comparator average of 31.8%.</p>	<p>This indicator measures the proportion of people who receive a direct payment to arrange and purchase their own care.</p> <p>Performance for quarter 4 is 41.7%, which is above target (37%) and above national (28.3%) and comparator performance (31.8%).</p>
	<sup>2</sup> Admissions of adults (under 65 yrs.) into residential and nursing care. Rate per 100,000 of population.	Graduated target Q1: 2.8 Q2: 5.6 Q3: 8.4 Q4: 11.2	9.2 (provisional)	Green	<p>The Q4 outturn of 9.2 is below the target of 11.2 (good to be low) and our position this time last year 11.2.</p> <p>We are also performing better than the 2016/17 national average of 12.8 and the 2016/17 comparator average of 11.4.</p>	<p>This indicator measures the number of younger adults admitted to long term residential or nursing care, expressed as a rate per 100,000 population.</p> <p>Performance for quarter 4 is 9.2, which is below target (11.2) and below national (12.8) and comparator performance (11.4). This measure is good to be low.</p>

9	Admissions of older people (65+) into residential and nursing care. Rate per 100,000 of population.	Graduated target Q1: 130.0 Q2: 260.0 Q3: 390.0 Q4: 520.0	250.9	Green	<p>Our Q3 outturn of 250.9 is well below the Q3 target of 390.0 for this measure. It is good to be below the target. This puts us on track to be below target for year end of 520.0.</p> <p>We are also performing better than we were at Q3 last year where the outturn was 287.5. The national and comparator group averages are based on the year end performance for this measure so can not be compared until Q4.</p>	<p>This indicator measures the number of older people admitted to long term residential or nursing care, expressed as a rate per 100,000 population.</p> <p>Performance for quarter 4 is 400.8, which is below target (520.0) and below national (610.7) and comparator performance (560.4). This measure is good to be low.</p>
4	% of CBS clients receiving an annual review (community based services).	Graduated target Q1: 25.0% Q2: 50.0% Q3: 75.0% Q4: 100.0%  (20% target tolerance at end of year)	86.4%	Green	<p>The Q4 outturn of 86.4% is above the tolerance target (target 100% - 20% tolerance = 80%) and our position this time last year 71.1%.</p> <p>As this is a local measure there is no national or comparator benchmarking.</p>	<p>This indicator measures the proportion of people receiving community-based services who are reviewed at least once per year.</p> <p>Performance increased significantly from January and for quarter 4 is 86.4%, which is below the annual target (100%) but within the 20% target tolerance and above our quarter 4 position last year 71.1%.</p>

5 % of adults with learning disabilities who live in their own home or with their family	67%	69.8% (provisional)	Green	<p>The Q4 outturn of 69.8% is above the target of 67.3% and in line with our position this time last year 69.2%.</p> <p>We are performing slightly below the 2016/17 national average of 76.2% and the 2016/17 comparator average of 75.1%</p>	<p>This indicator measures the proportion of adults with learning disabilities who live independently or with their family</p> <p>Performance for quarter 4 is 69.8%, which is above target (67.3%) and below national (76.2%) and comparator performance (75.1%)</p>
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	All areas of lower than expected performance (Red or Amber)				Benchmarking	Commentary
	Measure	Target	Current position	RAG		
88	<sup>1</sup> % timely CYP transitions (children and young people).	Graduated target Q1: 12.5% Q2: 25.0% Q3: 37.5% Q4: 50.0%	35.1%	Red	The Q4 outturn of 35.1% is below the target (50%) however is a significant improvement on Q3 and the first time there has been a 25% increase in the number of transitions plans. As this is a local measure there is no national or comparator benchmarking.	This indicator measures the proportion of children and young people who transition from Children's Services to Adult Social Care in a timely manner.  Performance showed a marked increase from January onwards and for quarter 4 is 35.1%, which is below the annual target (50%) however a significant improvement on previous quarters.  Adult Social Care and Children's Services are working together on a plan to drive improvement. The aim is to ensure that more children and young people who need to transition are identified at an early age.
	<sup>2</sup> % of placement clients receiving an annual review.	Graduated target Q1: 25.0% Q2: 50.0% Q3: 75.0% Q4: 100.0%  (20% target tolerance at end of year)	74.3%	Red	The Q4 outturn of 74.3% is below the tolerance target (target 100% - 20% tolerance = 80%) but we are performing better than our position this time last year 61.0%.  As this is a local measure there is no national or comparator benchmarking.	This indicator measures the proportion of people in residential or nursing care who are reviewed at least once per year.  Performance increased significantly from January and for quarter 4 is 74.3%, which is below the annual target (100%) and not within the 20% target tolerance.  We have implemented actions to sustain recent improvement and are currently developing a delivery plan for reviews to increase our performance in 2018/19.

% of adults in contact with secondary mental health services who live independently .	84.5%	81% (provisional)	Amber	<p>The Q4 outturn of 81.0% is below the target of 84.5% and our position this time last year 84.5%.</p> <p>There is no benchmarking data available for 2016/17 due to national issues with data accuracy.</p>	<p>This indicator measures the proportion of people in contact with secondary mental health services who live independently.</p> <p>Performance for quarter 4 is 81% which is slightly below target (84.5%). We will monitor this closely through our practice forums &amp; placement reviews and will work together with the mental health trust to improve recording.</p>
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## Key areas of good performance

	Measure	Target	Current position	RAG	Benchmarking	Commentary
88	<sup>1</sup> % ICPC (Initial Child Protection Conference) held within 15 working days of the strategy discussion	100% (18% tolerance)	82%	Green	Statistical Neighbours (82%), South East (72%) and England (77%).	<p>This indicator measures the proportion of Initial Child Protection Conferences (ICPC) which take place within 15 working days of the Strategy Discussion.</p> <p>At the end of Quarter 4, 82% of ICPC's were held within 15 working days which has achieved the target tolerance. Our performance is equal to that of statistical neighbours (82%) and better than the South East (72%) and national averages (77%).</p> <p>We routinely monitor and review all ICPC requests received to ensure these are conducted in a timely and efficient manner.</p>
	<sup>2</sup> % of children who became the subject of a child protection plan for a second or subsequent time	18%	18%	Green	Statistical Neighbours (23%), the South East (22%) and England (19%).	<p>This indicator relates to children who are placed on a Child Protection Plan again after previously being on a child protection plan.</p> <p>At the end of Quarter 4 18% of children became the subject of a Child Protection Plan for a second or subsequent time. This has achieved our target of 18% (good to be low), and is better than our Statistical Neighbours (23%), the South East (22%) and England (19%).</p> <p>Since March 2018 we have been conducting monthly reviews of children who are on a Child Protection Plan for a second or subsequent time and learning from these reviews is shared across the service.</p>



► All areas of lower than expected performance (Red or Amber)

	Measure	Target	Current position	RAG	Benchmarking	Commentary
68	<sup>1</sup> % assessments completed in 45 working days	100% (14% tolerance)	83%	Amber	Statistical Neighbours (86%), South East (83%), England (83%). Note: There is a 14% tolerance against the target of 100% to align with Statistical Neighbour performance (86%-100% = Green, less than 86% = Amber, less than 77.4% = Red).	<p>This indicator measures the proportion of assessments which are completed within 45 working days.</p> <p>At the end of Quarter 4, 83% of assessments were completed within 45 working days which is 3% below the target tolerance of 86%. Our performance is lower than statistical neighbours (86%) but equal to the South East (83%) and national averages (83%).</p> <p>We are improving management oversight and offering targeted support to teams. We will be introducing an assessment tracking system to secure further improvement.</p>
	<sup>2</sup> % repeat referrals	20%	36%	Red	Statistical Neighbours (21%) and England (22%), South East (26%).	<p>This indicator reflects children who have been referred to Children's Social Care more than once within a 12 month period as a proportion of total referrals received.</p> <p>At the end of Quarter 4 our performance is 36%. This is above the 20% target and above our Statistical Neighbours (21%), the South East (26%) and National (22%) averages.</p> <p>Action is being taken in partnership with Police and Health colleagues to implement a domestic abuse triage system as part of the MASH and review existing assessment tools to improve management oversight and reduce the number of repeat referrals.</p> <p>At the end of April, performance had improved to 29%.</p>

3	% of Children in Need (not including CP, CLA) seen in the last 6 weeks	100% (5% tolerance)	90%	Amber	Benchmarking information is not available.	<p>This indicator relates to the requirement for children who are being supported through a Child in Need plan to be seen by a Social Worker every 6 weeks.</p> <p>At the end of Quarter 4, 90% of Children in Need were seen in the last 6 weeks which is 5% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>An audit programme of all Children in Need cases is underway to ascertain the most appropriate way to meet their needs, and regular reflective supervision ensures that visits to children are purposeful and progress actions relevant to improve outcomes.</p>
4	% of Children in Need (CIN) reviewed in time (not including Child Protection, Children Looked After)	100% (15% tolerance)	80%	Amber	Benchmarking information is not currently available.	<p>This indicator measures the proportion of Children in Need who are reviewed regularly. Children and their families who are subject to a Child In Need plan are required to have a first review of this plan one month after it has been agreed, and subsequently the plan should be reviewed every 3 months.</p> <p>At the end of Quarter 4, 80% of Children in Need had been reviewed within timescales, which is 5% below the tolerance target of 85%. Benchmarking information is not available.</p> <p>We have identified lower performance within some teams and are developing remedial action plans with these teams to target all upcoming reviews.</p>

<sup>5</sup> % of Child Protection Plans reviewed in timescales	100% (5% tolerance)	94%	Amber	Benchmarking information is not currently available.	<p>This indicator measures the proportion of children with Child Protection Plans who are reviewed within timescales. Children who are on a child protection plan are required to have the first review of their plan within 3 months of the initial conference and further reviews of the plan should be held at 6 month intervals.</p> <p>At the end of Quarter 4, 94% of children with Child Protection Plans had been reviewed within timescales, which is 1% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>We are reviewing all Child Protection Review conferences to ensure these can proceed as scheduled, taking remedial action where necessary.</p>
<sup>6</sup> % of children subject to a Child Protection (CP) Plan seen in the last 4 weeks	100% (5% tolerance)	94%	Amber	Benchmarking information is not available.	<p>This indicator measures the proportion of children with a Child Protection Plan who are seen at least once every 4 weeks.</p> <p>At the end of Quarter 4, 94% of children with a Child Protection Plan had been seen in the last 4 weeks which is 1% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>Team Managers receive twice weekly reports on visits that are due for children on Child Protection Plans, and weekly team meetings identify concerns and pressures which may affect visits. Contingency plans are put in place to support visits which may be at risk.</p>

<sup>7</sup>	% Children Looked After (CLA) seen in the last 6 weeks	100% (5% tolerance)	87%	Amber	<p>Benchmarking information is not available.</p> <p>This indicator measures the proportion of children in care who are seen by a Social Worker every 6 weeks.</p> <p>At the end of Quarter 4, 87% of children in care had been seen in the last 6 weeks which is 8% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>We are developing a targeted action plan to ensure that a consistent visiting pattern for all children is resumed without delay.</p>
<sup>8</sup>	% of CLA living within 20 miles of home	56%	47%	Red	<p>Statistical Neighbours (62%), South East (63%), England (74%).</p> <p>This indicator measures the proportion of children in care who are placed within 20 miles of their home address.</p> <p>At the end of Quarter 4, 47% of children in care were placed within 20 miles, which is below our target of 56%. Our performance is worse than that of statistical neighbours (62%) and also worse than the South East (63%) and national averages (74%).</p> <p>Through the Children Looked After Project Board we are focusing on increasing local in-house placement provision so that children can be placed closer to home when we become their corporate parent.</p>

9	% of children in care placed with own provision (in-house foster care and Buckinghamshire Children's home)	24%	15%	Red	CIPFA neighbours (44%) - Source: Children Looked After CIPFA report 2016.	<p>This indicator measures the proportion of children in care who are placed with in-house foster care, or within our Children's home.</p> <p>At the end of Quarter 4, 15% of children in care were placed in our own provision, which is below our target of 24%. Our performance is worse than that of statistical neighbours reported in the 2016 CIPFA report (44%).</p> <p>Action is underway to launch the new Fostering Recruitment &amp; Retention Strategy, to deliver a year on year increase of internal foster places.</p>
10	% of Children Looked After (CLA) in residential care	10%	14%	Red	Comparative CIPFA neighbours (9%) - Source: CLA CIPFA report 2016.	<p>This indicator measures the proportion of children in care who are in residential placements.</p> <p>At the end of Quarter 4, 14% of children in care were placed in residential services, which is above our target of 10%. Our performance is worse than that of statistical neighbours reported in the 2016 CIPFA report (9%).</p> <p>4 new local residential care homes are in development and this will help to strengthen the local placement sufficiency strategy. This will improve the local authority's capacity to meet the needs of children looked after by meeting their care needs by placing them in local provision.</p>

11	% of children waiting <14 months between entering care and moving in with their adoptive family	100%	56%	Red	<p>Statistical Neighbours (43%), England (47%).</p> <p>This indicator measures the length of time children who are placed for adoption wait before they move into an adoptive family.</p> <p>At the end of Quarter 4, 56% of children in care were placed in our own provision, which is below our target of 100%. Our performance is worse than that reported by statistical neighbours (43%) and nationally (47%).</p> <p>We continue to robustly implement planned recruitment for those children with complex needs for whom adoption is in their best interests, and are working closely with Social Workers to identify suitable adopters.</p>
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## Key areas of good performance

	Measure	Target	Current position	RAG	Benchmarking	Commentary
95	1 % of pupils attending schools rated good and outstanding by Ofsted	90.0%	90.2%	Green	England 31/8/2017 = 88% South East 31/8/2017 = 88%	<p>This indicator measures the proportion of pupils in Buckinghamshire who attend a school rated as Good or Outstanding by Ofsted.</p> <p>90.2% of pupils in Buckinghamshire currently attend a school within these rating categories which above both national and regional averages (both 88% as at 31/08/2017) and is just above target (90%).</p> <p>Our Education and Skills Strategy sets out the ambitions for ALL children and this is driving our approach to maintain and improve this performance.</p>
	2 Overall attendance rate - primary schools	96%	96%	Green	England 2017 = 96.0%, South East 2017 = 96.1%	<p>This indicator measures the attendance rate at Primary Schools in Buckinghamshire.</p> <p>Performance in Buckinghamshire has increased by 0.1% to 96.2%. This is slightly higher than both national and regional averages. Nationally results decreased by 0.1%.</p> <p>We will continue to monitor this closely.</p>

► All areas of lower than expected performance (Red or Amber)  
Measure Target Current position RAG

Benchmarking

Commentary

1	% new Education, Health & Care plans issued within 20 weeks (excluding exceptions)	100.0%	8.5%	Red	2016 calendar year Buckinghamshire = 50.9 South East = 43.1 England = 58.6 2017 calendar year data is due to be published in July 2018.	<p>This indicator measures the number of young people with Special Educational Needs and/or Disability who receive a support plan in a timely manner.</p> <p>Figures reported are cumulative for the calendar year to date.</p> <p>Performance at the end of the 2017 calendar year of 19.4% is below target (100%), regional (42.5%) and national averages (55.7%).</p> <p>Performance for January to March is 8.5% and this process is now being managed robustly with weekly monitoring meetings.</p>
2	Key Stage 4 - average Attainment 8 score for pupils with a statement of SEN or EHCP	22.0	16.5	Amber	England 2017 = 13.9 South East 2017 = 14.2	<p>This indicator measures across 8 subjects including English and Mathematics for pupils with an Education, Health and Care Plan for Special Educational Needs and/or Disability.</p> <p>In 2017 the average Attainment 8 score for pupils with a statement or EHCP in Buckinghamshire was 16.5 compared to 13.9 for similar pupils nationally.</p> <p>A new SENDIAN pilot (Special Education Needs and Disabilities, Inclusion and Additional Needs) is being delivered which aims to identify children's needs at the earliest stage and ensure that the specific needs of children are managed effectively in mainstream settings. The Side by Side initiative will include an 'Inclusion Project' to share share outstanding practice for raising attainment of SEN pupils in mainstream classrooms.</p>



3 Key Stage 4 - Attainment 8 gap between disadvantaged pupils and others	12.3	14.3	Red	2017 England = 12.8 (disadvantaged = 37.1, other = 49.9)	<p>This indicator measures the gap in attainment between disadvantaged and non-disadvantaged pupils across 8 subjects including English and Mathematics.</p> <p>In 2017 the average Attainment 8 score for disadvantaged pupils in Buckinghamshire was 35.6, compared to a score of 49.9 for other (non-disadvantaged) pupils nationally.</p> <p>A whole school improvement model has been developed called 'Side by Side,' which is supporting under performing schools with expertise from the wider school community.</p>
4 Overall attendance rate - secondary schools	94.8%	94.6%	Amber	England 2017 = 94.6%, South East 2017 = 94.6%	<p>This indicator measures the attendance rate at Secondary Schools in Buckinghamshire.</p> <p>Performance in Buckinghamshire has increased by 0.1% to 94.6%. Buckinghamshire results are in line with both national and regional averages. Nationally results decreased by 0.2%.</p> <p>We are working closely with CAMHS to produce a toolkit for schools on improving mental health amongst the school community.</p>



## Key areas of good performance

Measure	Target	Current position	RAG	Benchmarking	Commentary
<sup>1</sup> Forecast revenue expenditure keeps to budget	Breakeven (underspends are positive)	£2.888m underspend (actual for end-of-year)	Green	No benchmarking is available as this is an internal BCC specific financial PI.	Portfolio budgets overspend by £0.8m due to pressures in Children's Social Care, however this was offset by contingency budgets not required in year. Note that Scorecard figures relate to Portfolio finance only.
<sup>2</sup> Forecast released capital expenditure keeps to budget	Breakeven (underspends and slippages are positive)	£17.1m slippage (actual for end-of-year)	Green	No benchmarking is available as this is an internal BCC specific financial PI.	Slippage largely related to Schools and Strategic Transport projects.  Underspends were the result of the Southern Area Office and 3rd Lift projects which have been stopped / are under review. Note that Scorecard figures relate to Portfolio finance only.
<sup>3</sup> Increase revenue through additional income	£6.613m	£6.808m (actual for end-of-year)	Green	No benchmarking is available as this is an internal BCC specific financial PI.	Although some income targets were not met, these were offset by over delivery of income from other projects.



All areas of lower than expected performance (Red or Amber)

Measure	Target	Current position	RAG	Benchmarking	Commentary
<sup>1</sup> Reduce revenue expenditure through service efficiencies	£16.532m	£15.624m (actual for end-of-year)	Red	No benchmarking is available as this is an internal BCC specific financial PI.	Although some income targets were not met, these were offset by over delivery of income from other projects.



## Key areas of good performance

100

Measure	Target	Current position	RAG	Benchmarking	Commentary
<sup>1</sup> % of waste collected for recycling, reuse, composting or anaerobic digestion from household sources (household collection and Household Recycling Centres) [National Indicator 192]	56%	56% (this result is for Q3 2017/18 because the data runs one quarter behind)	Green	Ranked 32 of 352 for the total household waste recycling, composting and reuse rate for English local authorities from April 2014 to March 2015. South Oxfordshire ranked 1 (66.6%), Buckinghamshire ranked 32 (55.5%), Newham ranked 352 (14.7%) <a href="http://www.letsrecycle.com/councils/league-tables/">http://www.letsrecycle.com/councils/league-tables/</a>	The Countywide target is 56% and we ended this year slightly above at 56.2%. It should be noted that Countywide Recycling figures are always one quarter in arrears (this data covers to the end of Dec 2017). There remains a longer term aspirational target of 60%, but this is unlikely to be met in the short-term due to reduced recycling/composting volumes. A significant part of performance is from green waste composting, which is seasonal, HRC recycling volumes remained steady around 75%. During Q3 there have been countywide behaviour change and communications campaigns to help improve recycling performance. It is too early to understand/correlate if this is having a direct impact.
<sup>2</sup> % of re-use, recycling, composting and diversion from landfill for waste delivered at our Household Recycling Centres (HRCs) across Bucks	70%	74%	Green	Not Available	This measures the % of Household Waste that is sent for Recycling as a % of Total Waste i.e. excludes Residual (black bin bag) waste. Household Recycling Centre year to date performance is on track to meet target - YTD figures, allowing for seasonal variation i.e. reduced green waste in winter.



All areas of lower than expected performance (Red or Amber)

Measure

Target

Current position

RAG

Benchmarking

Commentary

1

There are no measures with lower than expected performance.

Total number of measures with a RAG (shown in chart above):  
 Measures where data currently unavailable:

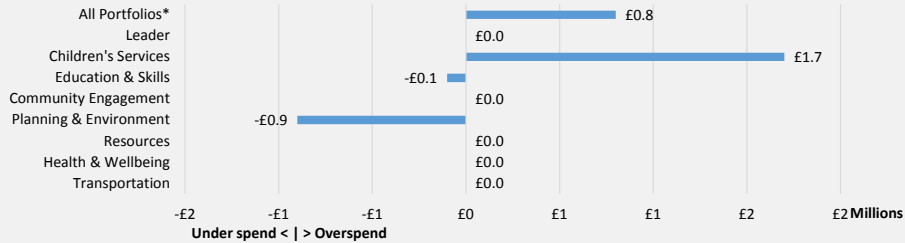
4  
 0

► **Key areas of good performance**

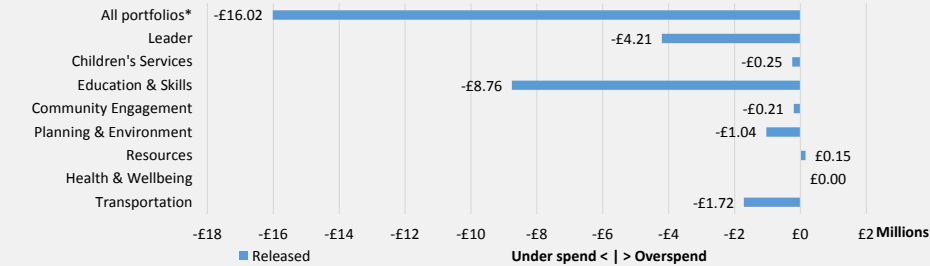
Measure	Target	Current position	RAG	Benchmarking	Commentary
1 Deliver congestion management for major infrastructure schemes	Green	Green	Green	Not Available	All 7 projects are on track. However, the A4 Sustainable Travel Scheme (Taplow) and the Eastern Link Road (South) Aylesbury are showing as amber owing to additional work needed to reduce the construction costs (A4 Taplow) and uncertainty around scheme costs (ELR-south). Both projects remain on track to be delivered on schedule.

► **There are no measures with new results at Q4 where performance is lower than expected.**

## Revenue - Year end variance for 2017/2018 at Q4

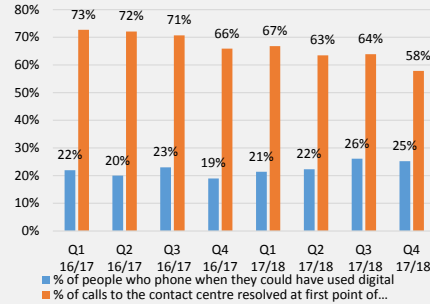


## Capital (released) - Year end variance for 2017/2018 at Q4

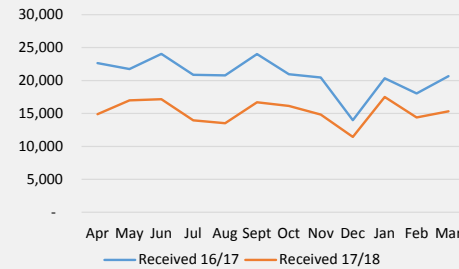


\* Capital and Revenue relates to Portfolio finances only and excludes corporate costs and income generation in other parts of the Council.

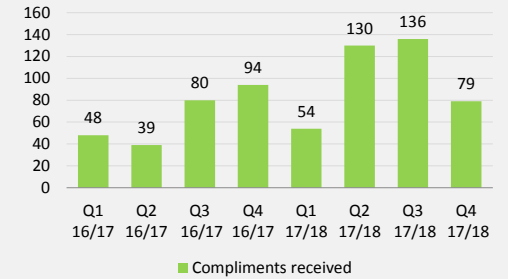
## % of people who phone when they could have used digital and % of calls to the contact centre resolved at first point of contact



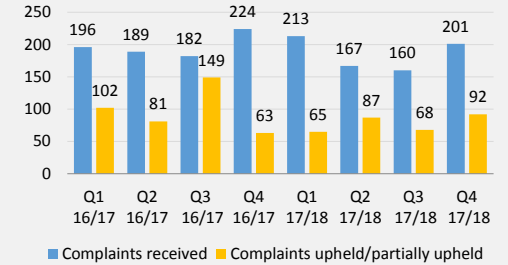
## Number of Customer Service Centre phone calls & emails



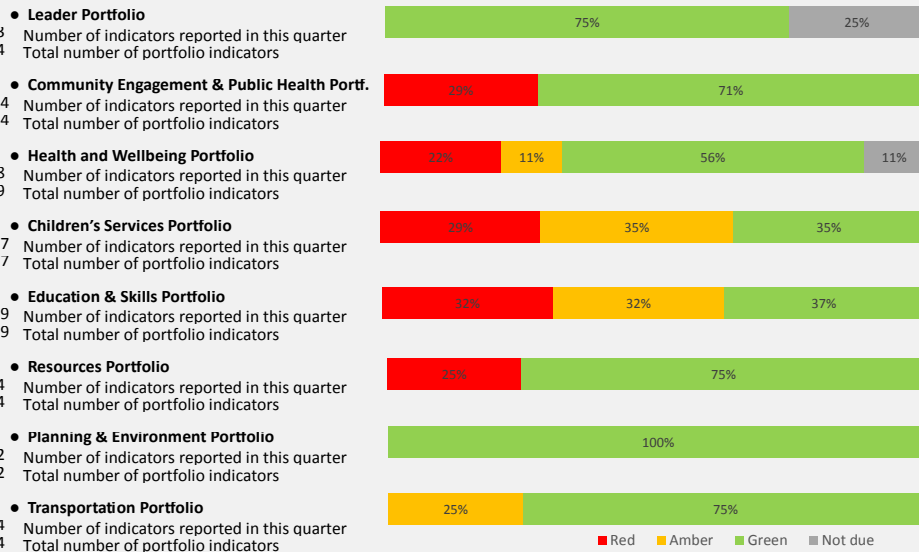
## Number of Compliments Received (across the Council)



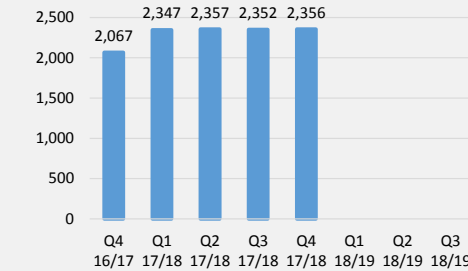
## Number of Complaints Received and Complaints Upheld (Stage 1 & 2) - across the Council



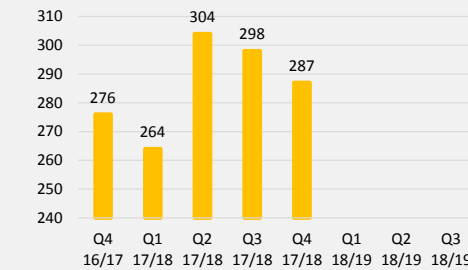
## RAG Status of Indicators by Portfolio



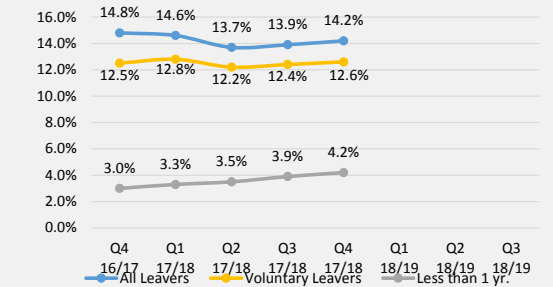
## Numbers of BCC staff (FTE)



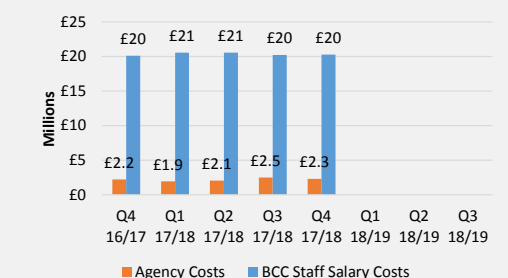
## Agency, interim, contractor numbers



## Staff Turnover



## Agency, interim, contractor and BCC Staff Salary Costs







● Creating Opportunities & Build Self-Reliance

Enable all our young people to be prepared for the world of work and adult life by promoting volunteering, work experience, apprenticeships and citizenship

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
1 BCC claimant count rate as % of national claimant count rate.	Low	Quarterly	50%	50%	47%	47%	47%	43%	Green	<b>Claimant Count Rates:</b> London 2.2% Great Britain 2.1% SEMLEP 1.6% South East Region 1.3% Wycombe 1.2% Hertfordshire 1.2% TV Berkshire 1.0% Buckinghamshire 0.9% Aylesbury Vale 0.9% Chiltern 0.8% South Bucks 0.7% Oxfordshire 0.8% <a href="https://bbf.uk.com/news/buckinghamshires-claimant-count-march-2018">https://bbf.uk.com/news/buckinghamshires-claimant-count-march-2018</a>	At 0.9% of working age residents, Buckinghamshire's claimant count rate remains at a historic low and less than half the national rate. Despite rising for each of the last two months to reach the highest level seen since 2014, Buckinghamshire's claimant count has now risen more slowly than across the country for the last three months. BCC/BBF have contributed to this through encouraging entrepreneurship, bringing forward employment land, encouraging apprenticeship take-up, offering business support, directing skills delivery/designing curricula, delivering broadband and encouraging innovation.

● Keeping Buckinghamshire Thriving & Attractive

Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth and enable the right conditions to attract people to live, learn and work in Buckinghamshire

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
2 % of new floorspace developed in our 3 Enterprise Zones.	High	Quarterly, cumulative	100.0%	not available (new indicator)	105.7%	105.7%	105.7%	109.5%	Green	N/A	The % Floorspace has increased from 105.7% in Q3 to 109.5% in Q4. This is due to completion of some additional B2 units at Westcott.

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
3 To improve access to super-fast broadband (>30mbps) for Buckinghamshire Commercial Premises (business parks and residential).	High	Quarterly	Graduated target 2017/18 Q1: 93.0% Q2: 93 .6% Q3: 94.2% Q4: 94.8%	not available (new indicator)	Not available	Not available	Not available	Not available	Not available	74% of small businesses in business parks and trading estates have access to superfast services (>30mbps) nationwide	This measure is on hold while we review the methodology.
4 To improve availability of fixed fibre to residential and business premises.	High	Quarterly	Graduated target 2017/18 Q1: 91.0% Q2: 91.4% Q3: 91.8% Q4: 92.1%	not available (new indicator)	90.3%	91.5%	92.6%	94.1%	Green	Buckinghamshire 94.1% Central Bedfordshire 95.3% Hertfordshire 96.3% Milton Keynes 97.9% Northamptonshire 96.9% Oxfordshire 96.1% Windsor and Maidenhead 94.8%	Taken from 'Think Broadband' measures of access to superfast broadband (>30mbps), we have surpassed the Q4 target of 92.1% superfast coverage (>30mbps). Between Jan - Mar we had 15 brand new fibre enabled cabinets (side of road) installed, which will deliver superfast broadband to 1,313 premises (resi and non-resi) across Buckinghamshire.

● Creating Opportunities & Build Self-Reliance

Continue to improve the health and wellbeing of our residents and address major health risks

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
1 % of the eligible population invited to an NHS Health Check.	High	Current quarter only	100.0%  Target is the same for both 2016/17 and 2017/18.	97.5% (31,083/31,877)	103.1% (8,220/7,969)  This result is for Q4 (only) 2016/17 because the data runs one quarter behind.	87.4% (7,015/8,023)  This result is for Q1 2017/18 because the data runs one quarter behind.	93.3% (7,482/8,023)  This result is for Q2 2017/18 because the data runs one quarter behind.	89.8% (7,203/8,023)  This result is for Q3 2017/18 because the data runs one quarter behind.	Red	69.9% (Q3 2017/18 South East)  76.5% (Q3 2017/18 England)  79.7% (Q3 2017/18 CIPFA peers)	<p>This indicator measures the proportion of people identified as eligible for an NHS Health Check who were invited to attend. 89.8% of eligible people in Buckinghamshire were invited for an NHS Health Check in Q3, which is below target (100%) but above national (76.5% ) regional (69.9% )and comparator performance (79.7%).</p> <p>While the proportion of people invited for an NHS Health Check decreased compared to the previous quarter, this variation is within the usual tolerance (it is not unusual to see differences of up to 10% between quarters). This variation is due to general practices delivering NHS Health Checks in different ways (some practices send out most invitation letters at the start of the year) and seasonal variation in demands on general practice. We raise poor performing practices with the CCG.</p> <p>Overall, performance to date for Q1-Q3 in 2017/18 is over 90% (90.2%). The payment structure for practices was changed in 17/18 as they are now only paid to invite up to 100% of their eligible population. Previously practices who invited more than 100% would be paid for additional invites and this meant that practices who over-invited were increasing the overall performance across the County. However inviting extra individuals early created problems when they became eligible later in the 5 year programme. This change assists with the overall delivery of a 5 year programme, but has reduced the overall invitation level.</p>

<sup>2</sup> % receiving an NHS Health Check of those who were offered an NHS Health Check.	High	Current quarter only	48.0% This is the target for 2017/18  Target for 2016/17 was 50.0%.	45.4% (14,111/31,083)	50.1% (4,119/8,220)  This result is for Q4 (only) 2016/17 because the data runs one quarter behind.	53.3% (3,738/7,015)  This result is for Q1 2017/18 because the data runs one quarter behind.	46.3% (3,467/7,482)  This result is for Q2 2017/18 because the data runs one quarter behind.	49.6% (3,573/7,203)  This result is for Q3 2017/18 because the data runs one quarter behind.	Green	54.2% (Q3 2017/18 South East)  51.1% (Q3 2017/18 England)  54.9% (Q3 2017/18 CIPFA peers)	<p>This indicator measures the proportion of people invited for an NHS Health Check who attend.</p> <p>49.6% of invited people in Buckinghamshire attended an NHS Health Check in Quarter 3, which is above our local target (48%) but is slightly below the national average for Q3 (51.1%), the regional average (54.2%) and our CIPFA peers (54.9%). However as the percentage invited in the region and CIPFA peers was lower than in Buckinghamshire, the comparison of % receiving of those offered is difficult to compare directly.</p> <p>An improvement in local uptake rate has been recorded for this quarter compared to Q2 – meeting our target. Continued quality assurance visits are used to support practices to address any issues - improved performance reporting supports targeting those practices with lower uptake. A campaign is planned for 2018 to boost awareness of the benefits of attending, particularly for at-risk groups. We have been promoting the use of the national standard invitation letter (behavioural insight research used to inform this) in order to keep to best practice and encourage take up.</p>
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3	% of appointments offered within 48 hours to clients attending a sexual and reproductive health service.	High	Current quarter only	98.0%  Target is the same for both 2016/17 and 2017/18.	98.1% (14,419/14,698)	100.0%  This result is for Q4 (only) 2016/17 because the data runs one quarter behind.	100.0% (3,531/3,531)  This result is for Q1 2017/18 because the data runs one quarter behind.	100.0% (3,948/3,948)  This result is for Q2 2017/18 because the data runs one quarter behind.	100.0% (3,611/3,611)  This result is for Q3 2017/18 because the data runs one quarter behind.	Green	Benchmarking information is not available.	This indicator measures the timeliness of appointments offered at sexual health services.  Performance for Q3 is 100%, above the target of 98%. There is no benchmarking data available with which to compare.
4	Number of current smokers achieving a 4 week quit.	High	Current quarter only	Target for 2017/18 is 1,088 or 272 per quarter.  Target for 2016/17 was 1,520 or 380 per quarter.	1,147	262  This result is for Q4 (only) 2016/17 because the data runs one quarter behind.	305  This result is for Q1 2017/18 because the data runs one quarter behind.	250  This result is for Q2 2017/18 because the data runs one quarter behind.	182  This result is for Q3 2017/18 because the data runs one quarter behind.	Red	Benchmarking information is not available.	This indicator measures the number of smokers who achieve a 4 week quit.  182 people in Buckinghamshire achieved a 4 week quit in Q3, which is below the quarterly target (272). No benchmarking information is available.  The smoking cessation service is one of a number of lifestyle services which have been retendered and from 1 April 2018 and are integrated into one lifestyle service. A reduction in quitters was expected as existing providers have experienced staff shortages and other impacts as a result of the retender. We have delivered a social media campaign during Q3 to raise awareness and increase referrals to the service.

5	% of successful alcohol treatment completions of those in treatment.	High	This is a rolling, 12-month average and so each quarter represents 12 months activity	40.0% This is the target for 2017/18.  Target for 2016/17 was 45.0%.	37.5% (100/267)	37.5% (100/267)  This result is for Q4 (only) 2016/17 because the data runs one quarter behind.	36.9% (108/293)  This result is for Q1 2017/18 because the data runs one quarter behind.	39.1% (117/299)  This result is for Q2 2017/18 because the data runs one quarter behind.	34.3% (103/300)  This result is for Q3 2017/18 because the data runs one quarter behind.	Red	37.4% (Q3 2017/18 South East)	This indicator measures the proportion of people receiving treatment for alcohol-related issues who successfully complete treatment.
											39.9% (Q3 2017/18 England)	Our performance in Q3 was 34.3%, which is below target (40%). It is also below national (39.9%), regional (37.4%) and comparator performance (36.7%).
											36.7% (Q3 2017/18 CIPFA peers)	The new adult substance service started in October 2017, so Q3 was the first three months of the new service. During transition it is vital for services like this to focus on stabilising existing service users through the change and minimising the risks of service users dropping out of treatment. As a result it is common for successful completion figures to drop during recommissioning and transition to a new service.
6	% of successful drug treatment completions of those in treatment.	High	This is a rolling, 12-month average and so Q4 data is also the annual data	15.0%  Target is the same for both 2016/17 and 2017/18.	17.0% (136/802)	17.0% (136/802)  This result is for Q4 (only) 2016/17 because the data runs one quarter behind.	14.9% (116/777)  This result is for Q1 2017/18 because the data runs one quarter behind.	14.5% (111/768)  This result is for Q2 2017/18 because the data runs one quarter behind.	13.3% (101/762)  This result is for Q3 2017/18 because the data runs one quarter behind.	Red	16.1% (Q3 2017/18 South East)	This indicator measures the proportion of people receiving treatment for drug-related issues who successfully complete treatment.
											14.9% (Q3 2017/18 England)	Our performance in Q3 was 13.3%, which is below target (15%). It is below national (14.9%), regional (16.1%) and comparator performance (16.1%).
											16.1% (Q3 2017/18 CIPFA peers)	The new adult substance service started in October 2017, so Q3 was the first three months of the new service. During transition it is vital for services like this to focus on stabilising existing service users through the change and minimising the risks of service users dropping out of treatment. As a result it is common for successful completion figures to drop during recommissioning and transition to a new service.
7	% of births that receive a face-to-face New Birth Visit within 14 days by a health visitor.	High	Current quarter only	90.0%  Target is the same for both 2016/17 and 2017/18.	89.9% (5,424/6,032 )	93.2% (1,267/1,361)  This result is for Q4 (only) 2016/17 because the data runs one quarter behind.	94.2% (1,375/1,459)  This result is for Q1 2017/18 because the data runs one quarter behind.	95.8% (1,392/1,453)  This result is for Q2 2017/18 because the data runs one quarter behind.	95.9% (1,436/1,497)  This result is for Q3 2017/18 because the data runs one quarter behind.	Green	84.5% (Q2 2017/18 South East)	This indicator measures the proportion of new birth visits undertaken within 14 days.
											88.3% (Q2 2017/18 England)	Performance for Q3 is 95.9%, which is above target (90%).
											88.0% (Q2 2017/18 CIPFA peers)	

Improve community safety and reduce crime and the fear of crime

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
8 Improvement in risk category for those clients working with an Independent Domestic Violence Advocate (IDVA).	High	Cumulative (year to date)	65%	New measure	77%	71%	74%	Not available - data runs one quarter behind	Green	The Q3 outturn of 74% is above the target of 65% for this measure. As this is a local measure there is no national or comparator benchmarking.	This indicator measures the impact of the Independent Domestic Violence Advocate (IDVA) service.  A reduction in risk was reported for 74% of people who engaged with the service in quarter 3, which is above target (65%).

Support our voluntary and community sector to develop our communities to help themselves, including empowering communities to deliver and prioritise services and promote good citizenship and inclusivity

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
9 % of customers who rate the registration service as good or excellent.	High	Year to date	95%	99%	99.0%	100.0%	100.0%	99.5%	Green	As this is a local measure there is no national or comparator benchmarking.	This indicator measures customer experience of our registration service.  99.5% of customers rated the service as Good or Excellent in quarter 4, above the target of 95%.
10 Total number of visitors to Bucks County Museum.	High	Year to date	Graduated target Q1: 23,733 Q2: 50,915 Q3: 68,048 Q4: 90,000	88,874	21,636	56,051	74,839	96,963	Green	As this is a local measure there is no national or comparator benchmarking.	This indicator measures the number of visitors to Bucks County Museum. Figures reported are cumulative for this year.  At the end of quarter 4, 96,963 visitors had attended the museum, which is above target for the year (90,000).
11 Number of downloads per annum in Libraries.	High	Year to date	Graduated target Q1: 24,500 Q2: 49,000 Q3: 73,500 Q4: 98,000	93,481	23,470	50,326	76,367	107,592	Green	As this is a local measure there is no national or comparator benchmarking.	This indicator measures the number of downloads conducted in Libraries. Figures reported are cumulative for this year.  At the end of quarter 4, 107,592 downloads had been achieved which is above the target of 98,000 for the year.

12	% of Future Steps Lone Parent Course starters achieving Education, Employment or Training (EET) within 6 months.	High	Year to date (data only available every 6 months)	33%	46%	N/A	N/A	N/A	41%	Green	As this is a local measure there is no national or comparator benchmarking.	<p>This indicator measures the effectiveness of the Future Steps Lone Parent Course.</p> <p>At the end of quarter 4, 41% of the course starters achieved education, employment or training within 6 months, which is above the target of 33%.</p>
13	% of young unemployed people engaged in support achieve Education, Employment or Training (EET) within 12 months.	High	Year to date (data only available at year end/Q4)	50%	52%	N/A	N/A	N/A	52%	Green	As this is a local measure there is no national or comparator benchmarking.	<p>This indicator measures the impact of support provided through Community Wellbeing Programme to young unemployed people.</p> <p>52% of young people achieved education, employment or training within 12 months, which is above the target of 50%.</p>
14	% of sector based work academies course starters achieving Education, Employment or Training (EET) within 3 months.	High	Year to date (data only available at year end/Q4)	40%	40%	N/A	N/A	N/A	100%	Green	As this is a local measure there is no national or comparator benchmarking.	<p>This indicator measures the effectiveness of the Sector Based Work Academies Course.</p> <p>At the end of quarter 4, 40 course starters achieved education, employment or training within 3 months, which is above the target of 40% (16 people).</p>



● Safeguarding our vulnerable

Safeguard vulnerable adults including providing understanding and dignity in end of life care.

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
<sup>1</sup> % of older people still at home 91 days after hospital discharge. (re-ablement) (Measured for 1 qtr. of the year only).	High	Data not available	75%	75%	N/A	N/A	N/A	N/A	Not available	The national average in 2016/17 was 82.7% and our comparator group average for 2016/17 was slightly lower at 81.5%.	This is a joint social care / health measure for the 'Short and Long-Term Support' Statutory Return and requires BCC to source some of the data from NHS partner(s). At this time the data is still being collated internally and from Health. A provisional measure outturn should be available mid to late May 2018.
<sup>2</sup> % of CBS clients receiving an annual review (community based services).	High	Year to date	Graduated target Q1: 25.0% Q2: 50.0% Q3: 75.0% Q4: 100.0%  (20% target tolerance at end of year)	71.1%	17.6%	44.5%	60.2%	86.4%	Green	The Q4 outturn of 86.4% is above the tolerance target (target 100% - 20% tolerance = 80%) and our position this time last year 71.1%.  As this is a local measure there is no national or comparator benchmarking.	This indicator measures the proportion of people receiving community-based services who are reviewed at least once per year.  Performance increased significantly from January and for quarter 4 is 86.4%, which is below the annual target (100%) but within the 20% target tolerance and above our quarter 4 position last year 71.1%.

114	3	% of placement clients receiving an annual review.	High	Year to date	<p>Graduated target</p> <p>Q1: 25.0%</p> <p>Q2: 50.0%</p> <p>Q3: 75.0%</p> <p>Q4: 100.0%</p> <p>(20% target tolerance at end of year)</p>	61.0%	15.7%	35.5%	48.7%	74.3%	Red	<p>The Q4 outturn of 74.3% is below the tolerance target (target 100% - 20% tolerance = 80%) but we are performing better than our position this time last year 61.0%.</p> <p>As this is a local measure there is no national or comparator benchmarking.</p>	<p>This indicator measures the proportion of people in residential or nursing care who are reviewed at least once per year.</p> <p>Performance increased significantly from January and for quarter 4 is 74.3%, which is below the annual target (100%) and not within the 20% target tolerance.</p> <p>We have implemented actions to sustain recent improvement and are currently developing a delivery plan for reviews to increase our performance in 2018/19.</p>
	4	% timely CYP transitions (children and young people).	High	Year to date	<p>Graduated target</p> <p>Q1: 12.5%</p> <p>Q2: 25.0%</p> <p>Q3: 37.5%</p> <p>Q4: 50.0%</p>	1.6%	11.1%	9.0%	7.1%	35.1%	Red	<p>The Q4 outturn of 35.1% is below the target (50%) however is a significant improvement on Q3 and the first time there has been a 25% increase in the number of transitions plans. As this is a local measure there is no national or comparator benchmarking.</p>	<p>This indicator measures the proportion of children and young people who transition from Children's Services to Adult Social Care in a timely manner.</p> <p>Performance showed a marked increase from January onwards and for quarter 4 is 35.1%, which is below the annual target (50%) however a significant improvement on previous quarters.</p> <p>Adult Social Care and Children's Services are working together on a plan to drive improvement. The aim is to ensure that more children and young people who need to transition are identified at an early age.</p>

Ensure our older, disabled and vulnerable people receive support that is right for their needs, delaying the need for care through earlier diagnosis, intervention and reablement, including helping unpaid carers  
Improving outcomes for adults with special educational needs or disability

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
5 % of adults in contact with secondary mental health services who live independently.	High	Year to date	84.5%	84.5%	82.8%	82.0%	80.4%	81% (provisional)	Amber	<p>The Q4 outturn of 81.0% is below the target of 84.5% and our position this time last year 84.5%.</p> <p>There is no benchmarking data available for 2016/17 due to national issues with data accuracy.</p>	<p>This indicator measures the proportion of people in contact with secondary mental health services who live independently. Performance for quarter 4 is 81% which is slightly below target (84.5%). We will monitor this closely through our practice forums &amp; placement reviews and will work together with the mental health trust to improve recording.</p>
6 % of clients using social care who receive direct payments.	High	Year to date	37.0%	40.6%	40.6%	40.4%	41.2%	41.7% (provisional)	Green	<p>The Q4 outturn of 41.7% is above the target of 37.0% and our position this time last year 40.6%.</p> <p>We are also performing better than the 2016/17 national average of 28.3% and the 2016/17 comparator average of 31.8%.</p>	<p>This indicator measures the proportion of people who receive a direct payment to arrange and purchase their own care.</p> <p>Performance for quarter 4 is 41.7%, which is above target (37%) and above national (28.3%) and comparator performance (31.8%).</p>

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116	7	Admissions of older people (65+) into residential and nursing care. Rate per 100,000 of population.	Low	Year to date	Graduated target Q1: 130.0 Q2: 260.0 Q3: 390.0 Q4: 520.0	494.2	62.2	140.7	250.9	400.8 (provisional)	Green	<p>The Q4 outturn of 400.8 is below the target of 520.0 and our position this time last year 494.2.</p> <p>We are also performing better than the 2016/17 national average of 610.7 and the 2016/17 comparator average of 560.4.</p>	<p>This indicator measures the number of older people admitted to long term residential or nursing care, expressed as a rate per 100,000 population.</p> <p>Performance for quarter 4 is 400.8, which is below target (520.0) and below national (610.7) and comparator performance (560.4). This measure is good to be low.</p>
	8	Admissions of adults (under 65 yrs.) into residential and nursing care. Rate per 100,000 of population.	Low	Year to date	Graduated target Q1: 2.8 Q2: 5.6 Q3: 8.4 Q4: 11.2	11.2	1.0	2.2	5.4	9.2 (provisional)	Green	<p>The Q4 outturn of 9.2 is below the target of 11.2 (good to be low) and our position this time last year 11.2.</p> <p>We are also performing better than the 2016/17 national average of 12.8 and the 2016/17 comparator average of 11.4.</p>	<p>This indicator measures the number of younger adults admitted to long term residential or nursing care, expressed as a rate per 100,000 population.</p> <p>Performance for quarter 4 is 9.2, which is below target (11.2) and below national (12.8) and comparator performance (11.4). This measure is good to be low.</p>

9	% of adults with learning disabilities who live in their own home or with their family	High	Year to date	67.3%	69.2%	67.2%	66.2%	63.8%	69.8% (provisional)	Green	<p>The Q4 outturn of 69.8% is above the target of 67.3% and in line with our position this time last year 69.2%.</p> <p>We are performing slightly below the 2016/17 national average of 76.2% and the 2016/17 comparator average of 75.1%</p>	<p>This indicator measures the proportion of adults with learning disabilities who live independently or with their family</p> <p>Performance for quarter 4 is 69.8%, which is above target (67.3%) and below national (76.2%) and comparator performance (75.1%)</p>
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- Safeguarding our vulnerable  
Safeguard vulnerable children; keep children in their own home where it is safe to do so and identify and take action where we find exploitation of children and young people

► Quality

Measure	Good to be	Data period	Target	Mar 2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
1 % repeat referrals	Low	Month only (not quarterly data)	20%	30%	30%	35%	27%	36%	Red	Statistical Neighbours (21%) and England (22%), South East (26%).	<p>This indicator reflects children who have been referred to Children's Social Care more than once within a 12 month period as a proportion of total referrals received.</p> <p>At the end of Quarter 4 our performance is 36%. This is above the 20% target and above our Statistical Neighbours (21%), the South East (26%) and National (22%) averages.</p> <p>Action is being taken in partnership with Police and Health colleagues to implement a domestic abuse triage system as part of the MASH and review existing assessment tools to improve management oversight and reduce the number of repeat referrals.</p> <p>At the end of April, performance had improved to 29%.</p>
2 % of children who became the subject of a child protection plan for a second or subsequent time	Low	Month only (not quarterly data)	18%	New	18%	23%	32%	18%	Green	Statistical Neighbours (23%), the South East (22%) and England (19%).	<p>This indicator relates to children who are placed on a Child Protection Plan again after previously being on a child protection plan.</p> <p>At the end of Quarter 4 18% of children became the subject of a Child Protection Plan for a second or subsequent time. This has achieved our target of 18% (good to be low), and is better than our Statistical Neighbours (23%), the South East (22%) and England (19%).</p> <p>Since March 2018 we have been conducting monthly reviews of children who are on a Child Protection Plan for a second or subsequent time and learning from these reviews is shared across the service.</p>

119	<sup>3</sup>	% of children subject to a Child Protection Plan lasting 2 years or more	Low	Month only (not quarterly data)	2%	1%	1%	3%	2%	2%	Green	Statistical Neighbours and England (2%), South East (3%).	<p>This measure looks at the number of children who are on a Child Protection Plan for two years or more compared to the total number of children who are on a Child Protection Plan.</p> <p>Buckinghamshire is performing well in this area with just 2% of children being on a child protection plan for two or more years.</p> <p>All children who are on a Child Protection Plan are reviewed at regular intervals.</p>
	<sup>4</sup>	% of care leavers in suitable accommodation	High	Month only (not quarterly data)	78%	90%	93%	86%	91%	89%	Green	Statistical Neighbours (79%), South East (80%), England (84%).	<p>This indicator refers to our duty to provide or maintain a care leaver in suitable accommodation.</p> <p>At the end of Quarter 4, 89 % of care leavers in Bucks were in suitable accommodation, which is above target and is better than our Statistical Neighbours (79%), the South East (80%) and England (84%).</p> <p>Care Services have good working partnerships with Buckinghamshire's Commissioners, who source suitable accommodation, and with District Council Housing Officers. A Housing Protocol is in place and regularly reviewed.</p>

5	% of care leavers in employment, education, or training (EET)	High	Month only (not quarterly data)	47%	64%	65%	60%	67%	60%	Green	Statistical Neighbours (52%), South East (50%), England (50%).	<p>This indicator relates to our duty to set out an education or training plan for a care leaver which extends beyond their 21st birthday. Some young people will be in employment post education/training.</p> <p>At the end of Quarter 4 our performance of 60% is above target and is higher than our Statistical Neighbours (52%), the South East (50%) and England (50%).</p> <p>Work to improve performance further includes the development of a skills database aiming to match care leavers to opportunities on offer, and developing new pathways to Higher Education in partnership with Bucks New University and St Mary's University.</p>
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► Voice of the child

	Measure	Good to be	Data period	Target	Mar 2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
6 120	% of Children in Need (not including CP, CLA) seen in the last 6 weeks	High	Month only (not quarterly data)	100% (5% tolerance)	New Definition	90%	88%	88%	90%	Amber	Benchmarking information is not available.	<p>This indicator relates to the requirement for children who are being supported through a Child in Need plan to be seen by a Social Worker every 6 weeks.</p> <p>At the end of Quarter 4, 90% of Children in Need were seen in the last 6 weeks which is 5% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>An audit programme of all Children in Need cases is underway to ascertain the most appropriate way to meet their needs, and regular reflective supervision ensures that visits to children are purposeful and progress actions relevant to improve outcomes.</p>



121	<sup>7</sup>	% of children subject to a Child Protection (CP) Plan seen in the last 4 weeks	High	Month only (not quarterly data)	100% (5% tolerance)	95%	95%	95%	96%	94%	Amber	Benchmarking information is not available.	<p>This indicator measures the proportion of children with a Child Protection Plan who are seen at least once every 4 weeks.</p> <p>At the end of Quarter 4, 94% of children with a Child Protection Plan had been seen in the last 4 weeks which is 1% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>Team Managers receive twice weekly reports on visits that are due for children on Child Protection Plans, and weekly team meetings identify concerns and pressures which may affect visits. Contingency plans are put in place to support visits which may be at risk.</p>
	<sup>8</sup>	% Children Looked After (CLA) seen in the last 6 weeks	High	Month only (not quarterly data)	100% (5% tolerance)	94%	93%	93%	95%	87%	Amber	Benchmarking information is not available.	<p>This indicator measures the proportion of children in care who are seen by a Social Worker every 6 weeks.</p> <p>At the end of Quarter 4, 87% of children in care had been seen in the last 6 weeks which is 8% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>We are developing a targeted action plan to ensure that a consistent visiting pattern for all children is resumed without delay.</p>

► Reviewing children's Plans

	Measure	Good to be	Data period	Target	Mar 2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
9	% of Children in Need (CIN) reviewed in time (not including Child Protection, Children Looked After)	High	Month only (not quarterly data)	100% (15% tolerance)	New Definition	86%	81%	77%	80%	Amber	Benchmarking information is not currently available.	<p>This indicator measures the proportion of Children in Need who are reviewed regularly. Children and their families who are subject to a Child In Need plan are required to have a first review of this plan one month after it has been agreed, and subsequently the plan should be reviewed every 3 months.</p> <p>At the end of Quarter 4, 80% of Children in Need had been reviewed within timescales, which is 5% below the tolerance target of 85%. Benchmarking information is not available.</p> <p>We have identified lower performance within some teams and are developing remedial action plans with these teams to target all upcoming reviews.</p>
10	% of Child Protection Plans reviewed in timescales	High	Month only (not quarterly data)	100% (5% tolerance)	96%	88%	95%	95%	94%	Amber	Benchmarking information is not currently available.	<p>This indicator measures the proportion of children with Child Protection Plans who are reviewed within timescales. Children who are on a child protection plan are required to have the first review of their plan within 3 months of the initial conference and further reviews of the plan should be held at 6 month intervals.</p> <p>At the end of Quarter 4, 94% of children with Child Protection Plans had been reviewed within timescales, which is 1% below the tolerance target of 95%. Benchmarking information is not available.</p> <p>We are reviewing all Child Protection Review conferences to ensure these can proceed as scheduled, taking remedial action where necessary.</p>

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11	% of CLA (Children Looked After) have their reviews completed on time	High	Month only (not quarterly data)	100% (5% tolerance)	96%	87%	94%	98%	100%	Green	Benchmarking information is not currently available.	<p>This indicator measures the proportion of Children Looked After who have their reviews completed on time. When a child becomes looked after their first review must take place within 20 working days. The second review must take place within 3months of the initial review and subsequent reviews at intervals of not more than 6 months thereafter.</p> <p>At the end of Quarter 4, 100% of children with Child Protection Plans had been reviewed within timescales. Benchmarking information is not available.</p> <p>We will continue to monitor this performance closely.</p>
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► Timeliness of the journey of the child

	Measure	Good to be	Data period	Target	Mar 2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
12	% assessments completed in 45 working days	High	Month only (not quarterly data)	100% (14% tolerance)	89%	81%	75%	69%	83%	Amber	Statistical Neighbours (86%), South East (83%), England (83%). Note: There is a 14% tolerance against the target of 100% to align with Statistical Neighbour performance (86%-100% = Green, less than 86% = Amber, less than 77.4% = Red).	<p>This indicator measures the proportion of assessments which are completed within 45 working days.</p> <p>At the end of Quarter 4, 83% of assessments were completed within 45 working days which is 3% below the target tolerance of 86%. Our performance is lower than statistical neighbours (86%) but equal to the South East (83%) and national averages (83%).</p> <p>We are improving management oversight and offering targeted support to teams. We will be introducing an assessment tracking system to secure further improvement.</p>
13	% ICPC (Initial Child Protection Conference) held within 15 working days of the strategy discussion	High	Month only (not quarterly data)	100% (18% tolerance)	53%	56%	91%	95%	82%	Green	Statistical Neighbours (82%), South East (72%) and England (77%).	<p>This indicator measures the proportion of Initial Child Protection Conferences (ICPC) which take place within 15 working days of the Strategy Discussion.</p> <p>At the end of Quarter 4, 82% of ICPC's were held within 15 working days which has achieved the target tolerance. Our performance is equal to that of statistical neighbours (82%) and better than the South East (72%) and national averages (77%).</p> <p>We routinely monitor and review all ICPC requests received to ensure these are conducted in a timely and efficient manner.</p>

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► Sufficiency of children's placements

	Measure	Good to be	Data period	Target	Mar 2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
14	% of CLA living within 20 miles of home	High	Month only (not quarterly data)	56%	38%	36%	57%	51%	47%	Red	Statistical Neighbours (62%), South East (63%), England (74%).	<p>This indicator measures the proportion of children in care who are placed within 20 miles of their home address.</p> <p>At the end of Quarter 4, 47% of children in care were placed within 20 miles, which is below our target of 56%. Our performance is worse than that of statistical neighbours (62%) and also worse than the South East (63%) and national averages (74%).</p> <p>Through the Children Looked After Project Board we are focusing on increasing local in-house placement provision so that children can be placed closer to home when we become their corporate parent.</p>
15 125	% of children in care placed with own provision (in-house foster care and Buckinghamshire Children's home)	High	Month only (not quarterly data)	24%	17%	16%	16%	15%	15%	Red	CIPFA neighbours (44%) - Source: Children Looked After CIPFA report 2016.	<p>This indicator measures the proportion of children in care who are placed with in-house foster care, or within our Children's home.</p> <p>At the end of Quarter 4, 15% of children in care were placed in our own provision, which is below our target of 24%. Our performance is worse than that of statistical neighbours reported in the 2016 CIPFA report (44%).</p> <p>Action is underway to launch the new Fostering Recruitment &amp; Retention Strategy, to deliver a year on year increase of internal foster places.</p>

16	% of Children Looked After (CLA) in residential care	Low	Month only (not quarterly data)	10%	11%	10%	12%	13%	14%	Red	Comparative CIPFA neighbours (9%) - Source: CLA CIPFA report 2016.	<p>This indicator measures the proportion of children in care who are in residential placements.</p> <p>At the end of Quarter 4, 14% of children in care were placed in residential services, which is above our target of 10%. Our performance is worse than that of statistical neighbours reported in the 2016 CIPFA report (9%).</p> <p>4 new local residential care homes are in development and this will help to strengthen the local placement sufficiency strategy. This will improve the local authority's capacity to meet the needs of children looked after by meeting their care needs by placing them in local provision.</p>
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► Permanency for children

	Measure	Good to be	Data period	Target	Mar 2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
17 126	% of children waiting <14 months between entering care and moving in with their adoptive family	High	Financial year	100%	79%	67%	50%	55%	56%	Red	Statistical Neighbours (43%), England (47%).	<p>This indicator measures the length of time children who are placed for adoption wait before they move into an adoptive family.</p> <p>At the end of Quarter 4, 56% of children in care were placed in our own provision, which is below our target of 100%. Our performance is worse than that reported by statistical neighbours (43%) and nationally (47%).</p> <p>We continue to robustly implement planned recruitment for those children with complex needs for whom adoption in in their best interests, and are working closely with Social Workers to identify suitable adopters.</p>

- Safeguarding our vulnerable  
Improve outcomes for children with special educational needs or disability  
Deliver effective interventions and family support to achieve better outcomes for all children, reducing the need to access statutory services

► Improving Education Standards for Disadvantaged Pupils

Measure	Good to be	Data period	Target	Last years outturn 2016	2014	2015	2016	2017	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
1 Year 1 Phonics - expected standard gap between disadvantaged pupils % and others %	Low	Annual outturn only	13%	17%	23%	18%	17%	16%	Red	2017 England = 14% (disadvantaged = 70%, other = 84%)	Annual outturn - No update this Q.
2 Key Stage 2 - expected standard (reading, writing & maths) gap between disadvantaged pupils % and others %	Low	Annual outturn only	22%	24%	N/A	N/A	24%	30%	Red	2017 England = 20% (disadvantaged = 48%, other = 68%)	Annual outturn - No update this Q.
127 Key Stage 4 - Attainment 8 gap between disadvantaged pupils and others	Low	Annual outturn only	12.3	13.9	N/A	N/A	13.9	14.3	Red	2017 England = 12.8 (disadvantaged = 37.1, other = 49.9)	<p>This indicator measures the gap in attainment between disadvantaged and non-disadvantaged pupils across 8 subjects including English and Mathematics.</p> <p>In 2017 the average Attainment 8 score for disadvantaged pupils in Buckinghamshire was 35.6, compared to a score of 49.9 for other (non-disadvantaged) pupils nationally.</p> <p>A whole school improvement model has been developed called 'Side by Side,' which is supporting under performing schools with expertise from the wider school community.</p>
4 Early Years Foundation Stage Profile - 'good level of development' gap between disadvantaged pupils % and others %	Low	Annual outturn only	18%	18%	24%	21%	18%	19%	Amber	National data is not available for this group of pupils	Annual outturn - No update this Q.

► Improving Education for SEND Pupils

	Measure	Good to be	Data period	Target	Last years outturn 2016	2014	2015	2016	2017	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
5	Key Stage 2 - % of pupils with a statement of SEN or EHCP reaching the expected standard in reading, writing and mathematics	High	Annual outturn only	11%	9%	N/A	N/A	9%	8%	Amber	England 2017 = 8% South East 2017 = 7%	Annual outturn - No update this Q.
6	Key Stage 4 - average Attainment 8 score for pupils with a statement of SEN or EHCP	High	Annual outturn only	22.0	19.9	N/A	N/A	19.9	16.5	Amber	England 2017 = 13.9 South East 2017 = 14.2	<p>This indicator measures across 8 subjects including English and Mathematics for pupils with an Education, Health and Care Plan for Special Educational Needs and/or Disability.</p> <p>In 2017 the average Attainment 8 score for pupils with a statement or EHCP in Buckinghamshire was 16.5 compared to 13.9 for similar pupils nationally.</p> <p>A new SENDIAN pilot (Special Education Needs and Disabilities, Inclusion and Additional Needs) is being delivered which aims to identify children's needs at the earliest stage and ensure that the specific needs of children are managed effectively in mainstream settings. The Side by Side initiative will include an 'Inclusion Project' to share share outstanding practice for raising attainment of SEN pupils in mainstream classrooms.</p>



Measure	Good to be	Data period	Target	Last years outturn 2016	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
7 % new Education, Health & Care plans issued within 20 weeks (excluding exceptions)	High	Quarterly	100.0%	50.9%	16.4%	19.8%	19.4%	8.5%	Red	<p>2016 calendar year Buckinghamshire = 50.9</p> <p>South East = 43.1</p> <p>England = 58.6</p> <p>2017 calendar year data is due to be published in July 2018.</p>	<p>This indicator measures the number of young people with Special Educational Needs and/or Disability who receive a support plan in a timely manner.</p> <p>Figures reported are cumulative for the calendar year to date.</p> <p>Performance at the end of the 2017 calendar year of 19.4% is below target (100%), regional (42.5%) and national averages (55.7%).</p> <p>Performance for January to March is 8.5% and this process is now being managed robustly with weekly monitoring meetings.</p>

- Creating Opportunities & Build Self-Reliance  
Ensure that our pre-school children grow up 'school ready' and enable and support all our children to be successful and cared for throughout their school years

► Exclusions and Attendance

Measure	Good to be	Data period	Target	Last outturn	2014	2015	2016	2017	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
<sup>8</sup> Overall attendance rate - primary schools	High	Annual outturn only	96.1%	96.1% (2015/16)	96.3%	96.3%	96.1%	96.2%	Green	England 2017 = 96.0%, South East 2017 = 96.1%	<p>This indicator measures the attendance rate at Primary Schools in Buckinghamshire.</p> <p>Performance in Buckinghamshire has increased by 0.1% to 96.2%. This is slightly higher than both national and regional averages. Nationally results decreased by 0.1%.</p> <p>We will continue to monitor this closely.</p>
<sup>9</sup> Overall attendance rate - secondary schools	High	Annual outturn only	94.8%	94.5% (2015/16)	94.8%	94.5%	94.5%	94.6%	Amber	England 2017 = 94.6%, South East 2017 = 94.6%	<p>This indicator measures the attendance rate at Secondary Schools in Buckinghamshire.</p> <p>Performance in Buckinghamshire has increased by 0.1% to 94.6%. Buckinghamshire results are in line with both national and regional averages. Nationally results decreased by 0.2%.</p> <p>We are working closely with CAMHS to produce a toolkit for schools on improving mental health amongst the school community.</p>
<sup>10</sup> Permanent exclusion rate - primary	Low	Annual outturn only	0.02%	0.01% (2015/16 academic year)	data not available	data not available	0.01%	0.05%	Red		Annual outturn - No update this Q.

11	Permanent exclusion rate - secondary	Low	Annual outturn only	0.10%	0.13% (2015/16 academic year)	data not available	0.08%	0.13%	0.24%	Red		Annual outturn - No update this Q.
								This result is for the accademic year 2015/16 because the data runs one year behind.	This result is for the accademic year 2015/16 because the data runs one year behind.			

► Quality of schools

	Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
12	% of pupils attending schools rated good and outstanding by Ofsted	High	Current quarter only	90.0%	88.0%	88.6%	89.0%	90.1%	90.2%	Green	England 31/8/2017 = 88% South East 31/8/2017 = 88%	This indicator measures the proportion of pupils in Buckinghamshire who attend a school rated as Good or Outstanding by Ofsted.  90.2% of pupils in Buckinghamshire currently attend a school within these rating categories which above both national and regional averages (both 88% as at 31/08/2017) and is just above target (90%).  Our Education and Skills Strategy sets out the ambitions for ALL children and this is driving our approach to maintain and improve this performance.

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► Improving Education Standards for All Pupils - Attainment

	Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Academic Year 2014/2015	Academic Year 2015/2016	Academic Year 2016/2017	Academic Year 2017/2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
13	Early Years Foundation Stage Profile - % of pupils achieving a good level of development	High	Annual outturn only	72%	71%	64%	68%	71%	74%	Green	England 2017 = 71% SE 2017 = 74%	Annual outturn - No update this Q.
14	Year 1 Phonics - % of pupils reaching the expected standard	High	Annual outturn only	83%	81%	72%	77%	81%	82%	Amber		Annual outturn - No update this Q.
15	Key Stage 1 - % of pupils reaching the expected standard in reading	High	Annual outturn only	78%	77%	N/A	N/A	77%	79%	Green		Annual outturn - No update this Q.
16	Key Stage 1 - % of pupils reaching the expected standard in writing	High	Annual outturn only	68%	65%	N/A	N/A	65%	69%	Green		Annual outturn - No update this Q.

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17	Key Stage 1 - % of pupils reaching the expected standard in mathematics	High	Annual outturn only	75%	72%	N/A	N/A	72%	76%	Green		Annual outturn - No update this Q.
18	Key Stage 2 - % of pupils reaching the expected standard in reading, writing and mathematics	High	Annual outturn only	57%	56%	N/A	N/A	56%	64%	Green	England (state-funded) 2017 = 62% SE 2017 = 63%	Annual outturn - No update this Q.
19	Key Stage 4 - average Attainment 8 score	High	Annual outturn only	58.0	55.4	N/A	N/A	55.4	52.6	Amber	England (state-funded) 2017 = 46.1 SE 2017 = 47.2	Annual outturn - No update this Q.

Achieving best value for money and delivering services as efficiently as possible

Measure	Good to be	Data period	Target	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
1 Forecast revenue expenditure keeps to budget	Breakeven (underspends are positive)	Year end forecast	Breakeven (underspends are positive)	£2.857m underspend	£2.954m underspend	£0.338m underspend	£2.888m underspend (actual for end-of-year)	Green	No benchmarking is available as this is an internal BCC specific financial PI.	Portfolio budgets overspend by £0.8m due to pressures in Children's Social Care, however this was offset by contingency budgets not required in year. Note that Scorecard figures relate to Portfolio finance only.
2 Forecast released capital expenditure keeps to budget	Breakeven (underspends are positive)	Year end forecast	Breakeven (underspends and slippages are positive)	£4.233m slippage	£8.126m slippage £5m underspend £13.126 Total	£13.3m slippage £6.8m underspend £20.1m Total	£17.1m slippage (actual for end-of-year)	Green	No benchmarking is available as this is an internal BCC specific financial PI.	Slippage largely related to Schools and Strategic Transport projects.  Underspends were the result of the Southern Area Office and 3rd Lift projects which have been stopped / are under review. Note that Scorecard figures relate to Portfolio finance only.
3 Reduce revenue expenditure through service efficiencies	High	Year end forecast	£16.532m	£16.532m	£15.624m	£15.624m	£15.624m (actual for end-of-year)	Red	No benchmarking is available as this is an internal BCC specific financial PI.	There was a small amount of slippage in the delivery of some efficiency projects within Health & Wellbeing.
4 Increase revenue through additional income	High	Year end forecast	£6.613m	£6.613m	£6.808m	£6.808m	£6.808m (actual for end-of-year)	Green	No benchmarking is available as this is an internal BCC specific financial PI.	Although some income targets were not met, these were offset by over delivery of income from other projects.

● Keeping Buckinghamshire Thriving & Attractive

Protect and enhance our high quality environment, mitigate the impact of strategic national infrastructure projects and promote and encourage sustainable approaches to the use of natural resources and waste

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
1 135 % of waste collected for recycling, reuse, composting or anaerobic digestion from household sources (household collection and Household Recycling Centres) [National Indicator 192]	Neutral	Quarterly	56%	56%	56% (this result is for Q4 2016/17 because the data runs one quarter behind)	59.5% (this result is for Q1 2017/18 because the data runs one quarter behind)	58.9% (this result is for Q2 2017/18 because the data runs one quarter behind)	56% (this result is for Q3 2017/18 because the data runs one quarter behind)	Green	Ranked 32 of 352 for the total household waste recycling, composting and reuse rate for English local authorities from April 2014 to March 2015. South Oxfordshire ranked 1 (66.6%), Buckinghamshire ranked 32 (55.5%), Newham ranked 352 (14.7%) <a href="http://www.letsrecycle.com/councils/league-tables/">http://www.letsrecycle.com/councils/league-tables/</a>	The Countywide target is 56% and we ended this year slightly above at 56.2%. It should be noted that Countywide Recycling figures are always one quarter in arrears (this data covers to the end of Dec 2017). There remains a longer term aspirational target of 60%, but this is unlikely to be met in the short-term due to reduced recycling/composting volumes. A significant part of performance is from green waste composting, which is seasonal, HRC recycling volumes remained steady around 75%. During Q3 there have been countywide behaviour change and communications campaigns to help improve recycling performance. It is too early to understand/correlate if this is having a direct impact.
% of re-use, recycling, composting and diversion from landfill for waste delivered at our Household Recycling Centres (HRCs) across Bucks	Neutral	Monthly (1 month in arrears from the quarter end date)	70%	73%	76%	76%	75%	74%	Green	N/A	This measures the % of Household Waste that is sent for Recycling as a % of Total Waste i.e. excludes Residual (black bin bag) waste. Household Recycling Centre year to date performance is on track to meet target - YTD figures, allowing for seasonal variation i.e. reduced green waste in winter.

- Keeping Buckinghamshire Thriving & Attractive  
Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible

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Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
<sup>1</sup> % of principal roads where structural maintenance should be considered (our 'A' roads) NI-168	Neutral	Annual measure	5.0%	3.7%	Not available	Not available	Not available	3.5%	Green	Benchmark data not available until later in the year	The 2017-18 results indicate a marginal improvement (reduction) on previous years: 5% (2014-15), 3.8% (2015-16), 3.7% (2016-17), 3.5% (2017-18). This reduction in the % of A-road network needing structural maintenance is a result of the continued investment of £15 M per year, which was delivered in year on the network over and above the steady state figure of approx £10 - £12M per year.
<sup>2</sup> % Footways requiring structural maintenance (AM04M)	Neutral	Annual measure	10.0%	10.9%	Not available	Not available	Not available	9.7%	Green	Benchmark data not available until later in the year	The 2017-18 results indicate a marginal improvement on previous years: 10.1% (2014-15), 10.9% (2015-16), 10.9% (2016-17), 9.7% (2017-18), however the condition of our footways, despite some increased investment, remains a concern. Approximately £5M of work has taken place on footways in the past 3 years, however the work is not only targeted at the highest-use footways, therefore improvements to the indicator itself are limited.
<sup>3</sup> Public Satisfaction around our Public Rights of Way (KBI 15 - Rights of Way)	High	Annual measure	60.0%	58.0%	Not available	Not available	58%	Not available	Amber	Ranked 69/112 authorities surveyed. We were exactly average across all authorities this year for public satisfaction.	Annual Measure - no update this quarter.



Improve the connectivity and reliability of Buckinghamshire’s transport network to stimulate economic growth and promote more sustainable travel

Measure	Good to be	Data period	Target	Last years outturn 2016/2017	Q1 Jun 2017	Q2 Sep 2017	Q3 Dec 2017	Q4 Mar 2018	Latest performance (RAG)	Benchmarks	Q4 2017/18 CABINET Commentary
<sup>4</sup> Deliver congestion management for major infrastructure schemes	Green	Quarterly	Green	new indicator (not available)	Amber	Green	Green	Green	Green	N/A	All 7 projects are on track. However, the A4 Sustainable Travel Scheme (Taplow) and the Eastern Link Road (South) Aylesbury are showing as amber owing to additional work needed to reduce the construction costs (A4 Taplow) and uncertainty around scheme costs (ELR-south). Both projects remain on track to be delivered on schedule.



# Report to Cabinet

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<b>Title:</b>	<b>Joint Report - Short Breaks for Disabled Children Strategy Consultation Adult Short Breaks Strategy Consultation</b>
<b>Date:</b>	18 <sup>th</sup> June 2018
<b>Date can be implemented:</b>	26 <sup>th</sup> June 2018
<b>Author:</b>	Jane Bowie (Director of Joint Commissioning)
<b>Contact officer:</b>	Matilda Moss (Interim Head of Children's Commissioning), 01296 387394 Kelly Taylor (Lead Commissioner - Working Age Adults), 07739531268
<b>Local members affected:</b>	All
<b>Portfolio areas affected:</b>	Children's Services, Health and Wellbeing

*For press enquiries concerning this report, please contact the media office on 01296 382444*

## Recommendations

- **Cabinet is asked to agree to go out to consultation on the draft Short Breaks Strategies for Disabled Children and Adults as set out in Appendices 1 and 2.**
- **Cabinet is asked to note the next steps set out in this report including further key decisions required.**

## Summary

The purpose of consulting on the Children's and Adult Strategies is to help develop our vision of how short breaks should be delivered in Buckinghamshire. We want to achieve the right outcomes for children, young people and adults with a disability or long term illness – as well as for their parents, carers and wider family members.

The Disabled Children's Short Breaks Strategy development has been supported by our Parent Forum, FACT Bucks, to set out our vision and principles for short breaks across universal, targeted and specialist short breaks. Once approved, the strategy will also inform our future short breaks offer, commissioning activity and this will be subject to a further subsequent consultation.

The Adult Short Breaks Strategy has been written as part the wider Transformation Programme for Adult Social Care, which sets out the case for change in our approach to supporting adults with needs. Some pre-consultation engagement has already taken place in order to test the principles of the strategy. Once approved, the strategy will also inform our

future short breaks policy and commissioning activity and this will be subject to a further subsequent consultation.

The Children's and Adults Strategies for Short Breaks have been developed in partnership, and with health, recognising that some children accessing our short breaks provision will continue to access services once they are adults. We want to be able to ensure that young people continue to be able to access short breaks that will meet their needs as they become adults and they can experience a continuity of care.

While each strategy should ensure that the specific needs of either children and young people or adults are met, they seek to align and be consistent in several key areas. These are:

- **Shared principles**

Both strategies share the same principles, which focus on the outcomes that a greater variety of support can offer and which can to promote increased independence for the cared for person and better resilience for the parent/carer.

- **Shared approach**

Both strategies recognise that we need to change our approach to short breaks, for children and adults and their families.

For disabled children and young people effective short breaks should help to develop their independence, to increase their readiness for becoming an adult and to boost their physical and emotional health, while also enabling them to have new experiences, to learn, to have fun and to meet friends.

Short breaks for adults help create independence, greater personal capacity and more opportunities for vulnerable adults and their carers to build self-sustainable networks of support that connect them to the communities they live in.

Time away from home can develop people's independence as this can be used to learn new skills, build up a wider support network and make new friends. It also means that carers have time to rest, or focus on other things which improve their own emotional and physical health so that the care they offer in a family setting can be sustained.

At present short breaks are often seen in the context of overnight respite. The aim of the strategy is to challenge and develop our current thinking, which will enable the development of a menu of short breaks options. This will widen the variety of short break offers and increase ability for people to be supported in local communities near to where they live.

- **Types of short break available**

Both strategies propose extending the range and choice of short breaks in the county, ensuring children, young people adults and families can access support from universal services, targeted services and specialist or eligibility based services.

- **Supporting carers**

Short breaks support parents and carers by giving them a break from their caring responsibilities, allowing them to rest and unwind (supporting their own emotional and physical health) and to spend time with other family members, so they are able to provide sustainable support to their family. This is true whether the cared for person is a child, young adult or adult.

## Next steps once both strategies are agreed

When both strategies have been consulted upon, service users, carers and wider stakeholders will be engaged in developing options for the service offer.. This will result in the production of a draft Short Breaks Service Statement for children and a draft Short Breaks Policy for Adults.<sup>1</sup> These will both provide details of the offer to service users and carers and give the practical information and guidance to operational staff regarding assessment of need for short breaks and allocation of provision. They will also help inform the options about the models of service which may be commissioned.

These documents will then be subject to a subsequent consultation lasting 12 weeks.

For adults, the focus will be a consultation on a draft short breaks policy and appropriate engagement regarding short breaks models. The development of models will focus on the relocation and re-provision of a residential short breaks service and development of community alternatives. It will consider procurement options as part of this.

For children, the second consultation will focus on the short break model of service, review of our Buckinghamshire Short Breaks Services Statement and commissioning services in the context of that.

The outcome of both consultations will inform the final options regarding models of service and procurement and development of these services.

## Timeline

Key Activity	Adults	Children
Pre-consultation and engagement	Ends 05/06/18. 2 weeks to compile final feedback/evaluation	Ends 05/06/18. 2 weeks to compile final feedback/evaluation
6 week public consultation on draft strategies	Summer 2018	Summer 2018
Evaluate consultation responses	2 weeks to compile feedback/evaluation	2 weeks to compile feedback/evaluation
Publish results of consultation and strategy (appendix) after key decision	Autumn 2018	Autumn 2018
Next steps	By Spring 2019  1. Development of draft short breaks policy 2. Development of draft business case for future commissioning 3. Further Key Cabinet or Cabinet Member decisions in relation to consultation on Policy and business cases for future commissioning	By Spring 2019  1. Development of draft Short Breaks Service Statement 2. Development of draft business case for future commissioning 3. Further Key Cabinet or Cabinet Member decisions in relation to Service Statement and business cases for future commissioning

<sup>1</sup> The Breaks for Carers of Disabled Children Regulations 2011 requires each local authority to produce a short breaks services statement so that families know what services are available, the eligibility criteria for these services, and how the range of short breaks is designed to meet the local needs of families with disabled children.

## **A. Narrative setting out the reasons for the decision**

### Children's short breaks

Buckinghamshire County Council (BCC) and the Buckinghamshire Clinical Commissioning Group (CCG) commission a range of short breaks provision for disabled children and young people within the county. The current provision is delivered across a number of contracts and includes community short breaks (commissioned by BCC) and residential short breaks (jointly commissioned with the CCG).

Our current provision is generally valued by families but lacks flexibility and choice in terms of how families access support. For children who need specialist support our offer relies heavily on traditional building-based, residential respite with insufficient options for families to access other forms of provision to meet their need. We are struggling to meet levels of demand within the residential elements of the service, whilst at the same time our community based provision is not always fully utilised.

Benchmarking with other authorities indicates that our provision is expensive. Given this, we need to look at options to deliver the service differently to ensure we are providing the best value for money for children and families as well as for local authority.

We want to ensure that the future offer supports children with disabilities to access provision in the communities where they live, because this helps to develop friendships and natural networks of support for parents. At present, the short break offer often keeps children with disabilities separate from their local communities and does not promote inclusion or opportunities for children with and without disabilities to interact.

As our current short breaks contracts are coming to an end, recommissioning provides an opportunity to make some changes in the way our resources are allocated, offering children and families increased choice and access to a wider range of provision, whilst also ensuring we continue to meet our statutory duties.

A Short Breaks Strategy has been drafted to articulate our ambition for short breaks. It sets out how we propose to offer short breaks to support those with low, medium and complex needs. This includes building links with universal provision and special schools alongside more specialist short break provision. We will also aim to build upon the personalisation agenda introduced through the Children and Families Act 2014 by offering a greater range and choice of community based short breaks to improve local connections and access to universal settings.

We have already undertaken engagement work with disabled children, young people and their families. The feedback we received has been used to develop the vision set out in the outline strategy.

A public consultation will provide further opportunity for us to engage with children with disabilities and their families, as well as with professionals and other stakeholders. This will ensure that we have agreed a clear vision and set of principles for our short breaks offer. This strategy will then frame recommissioning activity across our entire short breaks provision.

The consultation will test support for the following:

- The vision and principles of short breaks in Buckinghamshire
- Linking our offer to assessed levels of need
- Taking an outcome based/ person centred approach

- Meeting need across universal, targeted and specialist provision
- Activity fees for short breaks
- Improving transition to adulthood
- Developing flexible and sustainable models of support
- Co-production with children, young people, parent and carers

### Adult short breaks

Short breaks provision in Buckinghamshire is in need of modernisation, both in terms of provision and offer.

There is currently no overarching strategy or policy detailing a county wide approach to adult short breaks. At present, personal care packages are agreed with individuals without reference to best practice in enabling independence, or equitable and sustainable offers of support. This (along with a lack of co-ordination, suitable community alternatives and specialist support) has resulted in inconsistent provision and issues such as the need to pursue expensive out of area placements.

An established strategy would rebalance this providing us with sound principles around which personal care plans can be constructed.

Substantial population growth is anticipated for Buckinghamshire. As people live longer, the population over the age of 65 years is increasing and the Council's approach to short breaks provision needs to meet the diverse needs of these carers and cared for.

The strategy will take into account relevant legislation, particularly Care Act 2014, regarding support for service users and carers and be built on current data, forecasted future data and best practice research.

Following production of the strategy, a short breaks policy will be developed which will outline Buckinghamshire County Council's offer based on people's level of independence and the support needs to sustain those cared for to remain living at home.

Some pre-consultation engagement has already taken place in order to test the principles of the strategy, which include:

- using an outcomes based approach
- meeting individual need in a fair and consistent way
- developing sustainable models of support
- improved transition to adulthood
- working together to co-produce services

## **B. Other options available, and their pros and cons**

### Children's short breaks

The Local Authority has a statutory duty in relation to children's short breaks; therefore ceasing provision is not an option. Given this, there are two broad alternatives:

#### **Option 1: Continue to commission short breaks for children with disabilities based using the current model**

This option would be straight forward and would enable us to continue a service which children, young people and families tell us that they value. However, we would face the following challenges:

- **The current service model is not sustainable:** Managing increasing demand within the residential aspects of the current system is difficult and we anticipate demand to increase.
- **The current service model does not offer sufficient choice:** Increasing flexibility and choice across areas of delivery, need and type of short break for families will help us to achieve good outcomes for children and families including better supporting children towards transition to adulthood and promoting independence.
- **The current service does not provide the best value for money:** Reliance on buildings based residential provision is expensive. Whilst access to this type of service needs to be part of the offer for children who have an assessed need for specialist support, a more flexible model which incorporates broader forms of provision will help us achieve better value for money.
- **The current offer does not support a joined up approach across Education, Health and Social Care.** In parallel to the drive to create a more diverse, needs led and value for money short breaks offer, we are also striving to reconfigure our SEN (special educational needs) offer in response to the SEND reforms introduced in 2014. Currently, we have an over reliance on expensive, independent provision that creates an unsustainable pressure on budgets and is not needs led. Reviewing our short breaks provision alongside the reconfiguration of our offer to children with additional needs creates an opportunity to create a more diverse offer that is not dependent on residential placements, which meets need and is value for money.

**Option 2: Use recommissioning to refocus our provision based on the principles agreed through a Short Breaks Strategy.**

This provides us with an opportunity to provide a more sustainable service which offers flexibility and choice for families whilst also providing good value for money

Adult short breaks

**Option 1: Do not develop a strategy and policy for adult short breaks provision.**

This is not a viable option because;

- There is currently no strategy and policy in place for short breaks, leading to potential inequity and inconsistency of provision
- The current offer does not meet best practice in terms of breadth of choice and maximising independence
- There is not a broad enough range of alternative options
- Current provision does not offer value for money

**Option 2: Use recommissioning to refocus our provision based on the principles agreed through the Short Breaks Strategy.**

This provides us with an opportunity to provide a more sustainable service which offers flexibility and choice that gives individuals and their carers greater opportunities whilst also providing good value for money

**C. Resource implications**

Children's short breaks

The majority of spend on children's short breaks is on specialist services - £3.29m in 2017-18. A further £1.07m is spent on targeted services and £11k is spent on universal services – a



total amount £4.52m in 2017-18. There is a previous overall savings target for children's short breaks for 2018-19 of £463k.

#### Adult short breaks

The majority of spend on adult short breaks is with one of our Direct Care and Support services at Seeleys – c £1.1m – and a block contract at Downley Heights – c £130k. There is a further c £50k spent on spot placements, mainly with a provider of respite in Reading.

There are no specific savings targets for adult short breaks but all commissions are expected to maximise value for money and there is a previous overall savings target for Direct Care and Support services for 2018-19 of £400k - £330k of this has already been delivered. The total cumulative savings target for Direct Care and Support services for 2019-20 is £524k.

The consultation exercise for both strategies will be managed within existing resources.

### **D. Value for Money (VfM) Self-Assessment**

Buckinghamshire County Council wants to ensure that it delivers services that are sustainable and value for money. It can achieve this by ensuring that available resources for short breaks are targeted at those who most need support and that by developing an offer that is close to where people live, that we build on already established links within communities. This includes support offered by friends, neighbours, community organisers and the voluntary, community and faith sectors.

#### Effective commissioning practice to ensure that:

- The best value for money is achieved through the tender process
- Routine contract monitoring is used to continue to monitor value for money

Our current children's short breaks offer is well regarded by most children and families who use the service. However, benchmarking with other authorities shows that comparatively it is expensive and does not offer families a good choice of provision.

Through the development of our children's and adults short breaks strategies and subsequent commissioning, recommissioning and market shaping activity we will ensure that we provide value for money.

### **E. Legal implications**

Legal advice has been sought in relation to the documents presented here and the proposals for consultation. Legal has advised 6 weeks as a minimum for the consultation on the strategies but 12 weeks for further consultations.

Legal advice will be sought throughout the lifetime of the short breaks programmes to address issues as identified.

When considering consultation, the Council should be aware of the principles set out in relevant case law:

R v Brent London Borough Council, ex parte Gunning, (1985) 84 LGR 168 identified what are known as the Gunning principles; these are that:

- Consultation must be at a time when proposals are still at a formative stage;
- The proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response;

- Adequate time must be given for consideration and response; and
- The product of consultation must be conscientiously taken into account in finalising any statutory proposals.

These were specifically endorsed by Lord Wilson in *R (Moseley) v London Borough of Haringey* [2014] UKSC 56 and noted as a 'prescription for fairness'.

In developing proposals for the public consultation, due regard has been paid to these principles.

#### Legal Framework - Children's short breaks

The Breaks for Carers of Disabled Children Regulations 2011 set out the duty for Local Authorities to make provision.

In performing their duty under paragraph 6(1)(c) of Schedule 2 to the 1989 Act, a local authority must:

- have regard to the needs of those carers who would be unable to continue to provide care unless breaks from caring were given to them; and
- have regard to the needs of those carers who would be able to provide care for their disabled child more effectively if breaks from caring were given to them to allow them to
  - undertake education, training or any regular leisure activity,
  - meet the needs of other children in the family more effectively, or
  - carry out day to day tasks which they must perform in order to run their household.

In performing their duty, a local authority must provide, so far as is reasonably practicable, a range of services which is sufficient to assist carers to continue to provide care or to do so more effectively (see [www.legislation.gov.uk/ukxi/2011/707/made](http://www.legislation.gov.uk/ukxi/2011/707/made)).

Buckinghamshire County Council will seek to evidence this through their Short Breaks Services Statement setting out their 'short breaks offer', which will be revised in line with the agreed strategy for short breaks.

Any future recommissioning of children's short breaks will be compliant with the Council's statutory duty for short breaks.

#### Legal Framework - Adult Services

Provision of community care services for adults are governed by the provisions Care Act 2014 and its associated Guidance, and where eligible needs are identified, the necessary provision to meet those needs must be set out in a care and support plan. Care plans should be kept under review and changes to the plan should follow a review of needs in most cases, and ensure that the care plan meets current need.

Any changes to services currently identified as provision to meet eligible need should be considered in a review of the supported person's needs and be reflected in a revised care plan

#### Equality Impact

S149 of the Equality Act requires public authorities in the exercise of their functions to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Equalities Impact Assessment (EIA) have been undertaken in relation to both the adult's and children's Short Breaks Strategies and for children the proposals for recommissioning. These are available at Appendices 3 and 4.

These Impact Assessments will continue to be updated through the life of this work.

## **F. Property implications**

### Children's short breaks

Short Breaks services currently use a number of Council owned properties. Our proposal in the draft Short Breaks strategy is to focus our recommissioning activity on an outcomes based specification. Dependent upon the outcome of the public consultation this could mean that we tender without a firm expectation around the continued use of current buildings. This might enable more flexibility around reshaping the future offer and present opportunities to extending geographic reach, increasing choice of activity and improving access to other community based buildings.

We will need to consider our approach once we have received feedback from the public consultation. We will be working with colleagues from Property Services to review possible options for re-purposing.

### Adult short breaks

Services within the Adult Social Care Transformation Programme currently utilise a number of Council owned properties.

We will be working closely with colleagues in Major Assets to work through the detail and implications that, following public engagement, any preferred options will have on respective properties.

## **G. Other implications/issues**

The ethos of both strategies is to create a vision which enables people to utilise a range of alternatives for short breaks services to meet their varying needs and aspirations;

### Children's short breaks

Many disabled children and young people currently access targeted and more specialist short break services because universal services are not accessible to them. Access to universal services should be a first option for all disabled children and for some will be the right ongoing option to take part in activities.

Increased engagement and support to universal services would enable more disabled children and young people to access these services and take part in activities alongside non-disabled children and young people, which would improve outcomes and decrease social isolation. Equally though, we are likely to still need targeted and more specialist short breaks for many disabled children and young people.

Children's and their families' needs do not remain static and reassessment and review should take account of changing needs. The child and/or family's circumstances may be different at any given period. This can be change in need whereby increased support and services are needed for a period, conversely a change in circumstances may mean a reduction in support

and services may be appropriate. We will need to build on the confidence families have in our ability to respond in a timely and appropriate way to their changing need and in particular when needs increase.

The strategy is not a plan to reduce services where there is an assessed need for the same, but families may see a change in the way services are offered to meet their assessed need with a more tailored support plan to meet individual needs that is not based on the custom and practice which has seen many families offered a similar level and type of service regardless of the level of need.

#### Adult short breaks

At present carers and parents would generally imagine short breaks support as buildings-based provision as that is the offer we routinely have made to them. Through our Adult Social Care Transformation Programme, we are looking to embed an approach that promotes independence and develops personal capacity and choice but this could lead to significantly different proposals of short breaks support. A strategy would not dictate the model of service for an individual – and processes to assess and review need would continue - but it would broaden the options available and establish principles by which plans of care could be constructed. Our Transformation Programme is being supported by training and development of new practice standards to ensure we deliver consistently our new approach.

### **H. Feedback from consultation, Local Area Forums and Local Member views**

Engagement activity with existing disabled children and young people and their families has been used to inform the development of the draft children's strategy. Key headlines from this activity are provided in the Children's Short Breaks Strategy and the full feedback is provided in the appendices to the strategy.

Views from adult service users and their carers have been compiled and further engagement is being completed and will inform the continued development of their strategy.

Agreement to consult on the Children's and Adults Short Breaks Strategies will provide local members with an opportunity to give their views. The Consultation Strategy includes planned engagement activity with local members and other key stakeholders.

### **I. Communication issues**

Communication will be managed using a robust plan, prepared in partnership with the Council and CCG Communications Team.

Consultation strategies have been developed which set out how stakeholders will be able to give their views during the consultation period. A variety of consultation methods will be used to ensure that all stakeholder groups are able to respond, including disabled children and young people and adult service users.

All communication will be tailored accordingly.

### **J. Progress Monitoring and Review**

The delivery of these programmes will be reported and monitored through internal governance routes within both Buckinghamshire County Council and the Buckinghamshire Clinical Commissioning Group, as part of the wider Children's and Adult Social Care Transformation Programmes.

### **Your questions and views**

*If you have any questions about the matters contained in this paper please get in touch with the Contact Officer(s) whose telephone number is given at the head of the paper.*

*If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Democratic Services Team by 5.00pm on 15 June 2018. This can be done by telephone (to 01296 382343), or e-mail to [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk)*





# Buckinghamshire Children's Short Break Draft Strategy 2018 - 2022

March 2018



Short breaks  
for Disabled  
Children &  
Young People



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## **1. Introduction**

Buckinghamshire County Council works in partnership with Buckinghamshire Clinical Commissioning Group (CCG) and the community organisation 'Families and Carers Together in Buckinghamshire' (FACT Bucks). Together we develop Buckinghamshire's programme of short breaks to improve outcomes for children and young people with Special Educational Needs and /or Disabilities (SEND) and their families.

The purpose of this document is to set out our outline vision for how short breaks can help support disabled children and young people to:

- Develop independence
- Learn new skills
- Make new friends
- Reduce loneliness

There are four main reasons why we need a Short Breaks Strategy.

- We do not currently have a strategy to set out our shared ambition for short breaks. We recognise that our current short breaks offer does not provide enough flexibility and choice. We want to make sure that people can access a wide range of short-breaks options close to where they live, creating more opportunities for parents and children to build networks that connect them to the communities they live in. This will help us achieve good outcomes for children and families.
- We recognise that our current short breaks offer is not sustainable. It is difficult to manage levels of demand for residential short breaks. This is not going to get easier with the financial constraints that local authorities and CCGs are facing, and expected growth in demand for services over the coming years. We want to provide services that are value for money and that meet both current and future need – and to make sure that the money we have for short breaks is spent where there is the greatest need.
- We want to make sure that people who need to use short breaks are treated fairly and consistently

The short breaks offer support those with low, medium, high, or complex needs by linking in with universal services (available to everyone), special schools and specialist short break support.

The strategy is built on current data, forecasted future data and best practice research. It has been developed collaboratively with FACT Bucks and includes the contribution of disabled children and their families.

Although this strategy applies to disabled children, it does not sit in isolation. It has been developed alongside the Adult's Short Breaks Strategy to help ensure that as children approach adulthood, a smooth transition from one service to the other can be achieved.

### **1.1 Background**

Access to short breaks should help disabled children and young people to develop their

independence, to increase their readiness for becoming an adult and to boost their physical and emotional health, while also enabling them to have new experiences, to learn, to have fun and to meet friends.

Short breaks also support parents and carers by giving them a break from their caring responsibilities, allowing them to rest and unwind (supporting their own emotional and physical health) and to spend time with other family members, so they are able to provide sustainable support to their family.

This strategy would mean some changes to the way we currently deliver short breaks in Buckinghamshire. The strategy is not a plan to reduce services where there is an assessed need for these to be provided. However, families may see a change in the way services are offered to meet their need. In particular the strategy would help the Council and the CCG to:

- Deliver an offer which includes a stronger focus on access to universal services and helping children with disabilities use provision locally. This will help children make friends, help parents build networks of support and allow us to develop provision where children with and without disabilities can interact with each other.
- Deliver a more flexible short breaks offer so we can provide tailored support at the right time to prevent families from falling into crisis.
- Ensure our services represent value for money and that our available resources for short breaks are targeted at those who need support the most, through eligibility criteria and regular reviews.
- Move away from an offer which relies heavily on traditional 'building based' services. Over time this strategy could help us to reduce the amount of short breaks that are delivered within overnight residential settings. However, this does not mean we will be reducing services where there has been an assessed level of need. Where the need for specialist short breaks has been identified, partners in health, education and social care will work with families and providers to understand what provision will support the child and their family most effectively.

## **1.2 Objectives of the draft Strategy**

- To support disabled children and young people to develop independence, learn new skills, make new friends and reduce loneliness
- To involve children and their families with decisions
- To ensure staff are qualified and skilled to deliver services which are safe and high quality
- To provide a choice of short breaks with a range of activities and locations at a variety of times
- To provide the right balance between universal, targeted and specialist support
- To ensure access to support is fair and priority is targeted at those who most need it
- To improve the quality of short breaks provision
- To achieve good value for money
- To enable stakeholders to try new things and be innovative

The outcomes we would want to achieve are:

**Children and young people** will say that:

- I have different options available to me in choosing the type, location and time of short break that I would like to do
- The short break has helped me to become more independent by teaching me skills that can help me in school, building relationships, travelling independently and using own money
- My experience of the short break is positive because my voice was listened to and I helped to influence planning and the way the service was designed
- My short breaks are helping me to reach my full potential by developing new friendships, skills, self-confidence and links to other activities
- Short breaks have focused on my strengths and what I could do rather than my difficulties or disabilities.

**Parents and carers** will say that:

- I am well informed about what short breaks are available and how to access them
- There is choice across the type, time and location of the short breaks available
- I receive clear communication from providers to inform my family's choices
- I feel more resilient and able to deal with caring responsibilities because my child attends a short break
- I can access support before I reach crisis point.
- My child receives a quality short break and they are being cared for by trained, professional staff in a safe environment.

**Local Authority and Clinical Commissioning Group:**

- The Local Authority is meeting its statutory duties in relation to the provision of short breaks
- Our short breaks offer provides support which is of high quality, value for money and allows us to make the best use of available resources
- We have good evidence that our short breaks offer is achieving positive outcomes for children and families.

### **1.3 Our vision for all children in Buckinghamshire**

This strategy supports Buckinghamshire County Council's ambition for children and young people in Buckinghamshire.

*"Children and young people are safe, happy and healthy, feel valued and value others, are treated fairly, have lives filled with learning, thrive and are able to enjoy life and spend quality time with family and friends."*

*(Buckinghamshire County Council, Children and Young People's Vision, 2016-18)*

This strategy also supports some of the aims set out in our local strategic plans.

- It supports two of the aims of Buckinghamshire County Council's Strategic Plan 2017-2020:
  - safeguarding our vulnerable
  - creating opportunities and building self-reliance

- It supports three of the objectives of the Council's Strategic Partnership:
  - safeguard vulnerable children and adults
  - improve outcomes for children and adults with special educational needs or disability
  - help and support those unpaid carers who give their time and energy to look after relatives and friends who cannot take care of themselves
- It supports the 'Strategic Vision for Carers in Buckinghamshire 2016 – 2019', which sets out our four point commitment to improving quality of life for carers:
  - support, value and recognise carers as equal partners in care
  - support and give carers confidence to have a life of their own outside of caring
  - involve carers in planning and shaping services
  - recognise that carers need flexible and responsive support

## 2. Buckinghamshire short breaks services

Disabled children and young people in Buckinghamshire can use a wide range of short breaks, not all of which have financial assistance from the County Council or CCG. These can include:

- **Universal short breaks** are everyday community services that are accessible to everyone without an assessment. Examples of universal services include youth clubs, after school activities, uniformed groups (i.e. Cubs, Brownies), leisure centres, nurseries, childminders and activity-based groups. Wherever possible, these should be accessible to disabled children and young people and should form part of valuable experiences for children and young people as they grow up. Information about universal services is available in our local offer. ([www.bucksfamilyinfo.org](http://www.bucksfamilyinfo.org))
- **Targeted short breaks** are specific short break activities for disabled children to which families can self-refer. These targeted services may be provided in the evenings, weekends and school holidays. These services are for disabled children and young people, as defined by the Disability Discrimination Act 2010<sup>1</sup> who cannot access universal services without needing additional support.
- **Specialist short break** are daytime or overnight services, or a service paid for by direct payment that is designed to meet a specific need following a social care assessment (Child and Families Assessment) of an individual child and their carers.

Not all disabled children and young people would be best supported by targeted and/or specialist short breaks. Some children may be better served by accessing universal services with no or very little additional support.

The current data available from funded contracted short breaks shows that:

- At least 350 disabled children and young people regularly use universal short breaks
- 640 children and young people are accessing short breaks
  - Over 450 of these disabled children and young people regularly use targeted short breaks
  - Over 250 of these disabled children and young people regularly use specialist short breaks(Some disabled children and young people use both targeted and specialist short breaks)

The Buckinghamshire local offer, on the Buckinghamshire Family Information Service (BFIS) website ([www.bucksfamilyinfo.org](http://www.bucksfamilyinfo.org)), provides information for different types of short breaks, as well as information on access and eligibility.

## 3. Stakeholder engagement

As part of the development of this strategy, the Disabled Children and Young People Participation Officer carried out visits to short break services in August 2017 to seek views and feedback. This

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<sup>1</sup> You're disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities.

involved meeting disabled children and young people with a wide range of needs, including those with profound and multiple learning disability and those whose behaviour can be challenging. The majority of the children and young people were non-verbal, so engagement was done with communications aids such as pictures and observation.

Four parent and carer engagement sessions took place across the county during September 2017 and we received additional responses in writing. Full details about the engagement work carried out to inform this strategy can be found in Appendices in section 1.4.

We will involve disabled children, young people, their families and other stakeholders in the formative stage of developing future short breaks service models.

### **3.1 Engagement feedback summary**

#### **What works well and what else could we try?**

- Familiarity of staff is key factor for enjoyment for children and young people attending services
- Families generally want more support, not less
- Youth club provision works well as it is young person led and young people want to try and access more universal activities
- Children and young people enjoy activities where the staff member is able to use their 'talents' e.g. drama, magic
- Short breaks residential homes have a safe and warm homely environment
- Parents would like more use of special schools as venues and more support during summer holidays
- Parents are generally willing to pay more for activities
- There is a lack of availability of other childminding, clubs, sports activities etc. suitable for children and young people with greater special needs

#### **What impact do short breaks services have for families?**

- There are positive and improved outcomes for children and young people attending short break services
- Both children and young people and their families rely on these services
- Parents and carers really value the time they get from short breaks
- Parents and carers feel that short breaks have a positive impact on their own health
- Parents and carers fed back that opportunities offered through short breaks allow their child to try new activities, improve confidence, self-esteem, self-help skills and make friends

#### **What are families worried or unsure about?**

- Potential cuts to services and fears about being able to cope
- Specifically in relation to residential short breaks, parents and carers expressed concern that they were in crisis before they got this support
- There was a lack of understanding of eligibility criteria for short breaks
- There is still lack of knowledge about short breaks and about the local offer
- Fear that alternative short breaks would not be available to purchase with a Direct Payment
- Transport is an issue for many so can restrict choice of activities

## **4. Delivering our vision for disabled children and young people**

The data we collected during our engagement work set out in section 3 has been used to inform the following points that make up our vision for disabled children and young people.

### **4.1 An outcome based approach where we focus on each child**

We want our short breaks to deliver the best outcomes for disabled children and young people and their carers. These should be outcomes agreed between children, their carers and the providers. We focus on the strengths and abilities of each disabled child and young person, building on what they can do, as well as what matters to them. By focusing on each child we can develop their skills and promote informal learning.

Another way we will do this is by developing a wider, more inclusive offer of activities for children with a disability. This will help us develop tailored support plans to meet individual need.

### **4.2 Reviewing each child's need**

To ensure the best use of resources, to gain the best outcomes for children and to target those most in need of support, we will regularly review each child's needs to ensure that the child is attending the right short breaks. A review might show that there has been an increase in need and that more support is required; or that needs have decreased and that a different type of short break would be appropriate. Wherever possible, opportunities will be sought to link the child or young person with universal services. Children and their carers will be involved in these reviews.

### **4.3 Providing sustainable models of support**

In order to make the best use of resources and to ensure that services can be sustained into the future, we will work with partners to:

- Ensure the short breaks offered are allocated in a fair and open way
- Improve access to universal services offered to **all** children and young people so those with disabilities can also take part by identifying each providers training and support needs
- Have services that are flexible to respond to changing levels of demand and resources available
- Share knowledge and expertise amongst professionals of what is available and what works when supporting disabled children and their families
- Signpost families to networks of support that provide practical help
- Use local community buildings so families do not have to travel far

### **4.4 Contributions towards activity costs**

#### **Charging for short breaks**

Local authorities have the power to charge for services provided under section 17 of the Children

Act<sup>2</sup>, which would include assessed short breaks. Buckinghamshire County Council asks for contributions towards the costs of the activities but does not currently charge for staffing support costs linked to short breaks and has no plans to start.

### **Activity fees**

We will continue to charge for activities for the following reasons:

- It helps provision to be sustainable
- Families expect to pay a similar amount for activities provided for all children
- The charge supports the activity and is not linked to the higher staffing ratios
- It allows the provider to offer more short breaks activities for children and young people
- It supports the renewal and maintenance of games, toys and play equipment
- It reduces the number of children who do not turn up

### **4.5 Improving the transition to adult services**

We recognise that as a child approaches the transition to adult services, it is an anxious time for both the child and their family.

The Transitions Team in adult services work with children's social care to identify which young people (from the age of 14 years old) could be eligible for either adult social care or continuing health care services at 18 and those who will get support through universal services; and will work with the young people and their carers to ensure a smooth transition.

Providing young people and their families with easy to read information is vital and will be provided through the Local Offer on the website ([www.bucksfamilyinfo.org](http://www.bucksfamilyinfo.org)) including:

- Developing independence
- Life skills
- Accessing further education
- Accessing volunteering opportunities
- Housing and transport

### **4.6 Working together**

We want to expand and improve on points in this draft strategy, through co-production and consultation with parents and carers. Their views and knowledge of what support would deliver the outcomes they would want for their children will be essential to working up our approach.

We also aim to work with other providers and key stakeholders, in particular by:

- Co-production during the implementation of new contracted services
- Continuing the Parent Advisory Group (PAG) for short breaks for parents and carers to give us feedback on the service and highlight possible changes
- Co-production in service and contract reviews

## **5. National context and legislation**

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<sup>2</sup> See section 29 of the 1989 Act.



Our short breaks strategy and local offer needs to take account of relevant legislation. A more detailed review of the legal framework in relation to short breaks is set out in the appendices. The key pieces of legislation are set out below.

The Children Act 1989<sup>3</sup> sets out that every Local Authority shall provide services which are designed to:

- minimise the effect on disabled children within their area of their disabilities;
- give disabled children the opportunity to lead lives which are as normal as possible to assist individuals who provide care for disabled children to continue to do so, or to do so more effectively, by giving them breaks from caring.

The Breaks for Carers of Disabled Children Regulations 2011 set out the duty to make provision. In performing their duty under paragraph 6(1)(c) of Schedule 2 to the 1989 Act(1), a local authority must:

- a) have regard to the needs of those carers who would be unable to continue to provide care unless breaks from caring were given to them – this means the local authority must be able to provide breaks for carers at crisis point
- b) have regard to the needs of those carers who would be able to provide care for their disabled child more effectively if breaks from caring were given to them to allow them to
  - i. undertake education, training or any regular leisure activity,
  - ii. meet the needs of other children in the family more effectively, or
  - iii. carry out day to day tasks which they must perform in order to run their household.

In performing their duty under paragraph 6(1)(c) of Schedule 2 to the 1989 Act, a local authority must provide, so far as is reasonably practicable, a range of services which is sufficient to assist carers to continue to provide care or to do so more effectively. This must include:

- day-time care in the homes of disabled children or elsewhere,
- overnight care in the homes of disabled children or elsewhere,
- educational or leisure activities for disabled children outside their homes, and
- services available to assist carers in the evenings, at weekends and during the school holidays.

This strategy also takes account of advice issued by the Department for Education<sup>4</sup> which states that:

- Short breaks can build on and be offered by universal service providers
- Formal assessment of families' needs should lead to a tailored package of services for them
- Any eligibility criteria should not be applied mechanistically without consideration of a particular family's needs

Buckinghamshire County Council and the Clinical Commissioning Group will evidence that these legislative requirements have been met through the Short Breaks Services Statement. This sets out the local 'short breaks offer', which will be revised in line with this strategy.

([https://www.buckscc.gov.uk/media/4510586/short\\_breaks\\_services\\_statement\\_2018.pdf](https://www.buckscc.gov.uk/media/4510586/short_breaks_services_statement_2018.pdf))

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<sup>3</sup> Schedule 2, paragraph 6 (1)

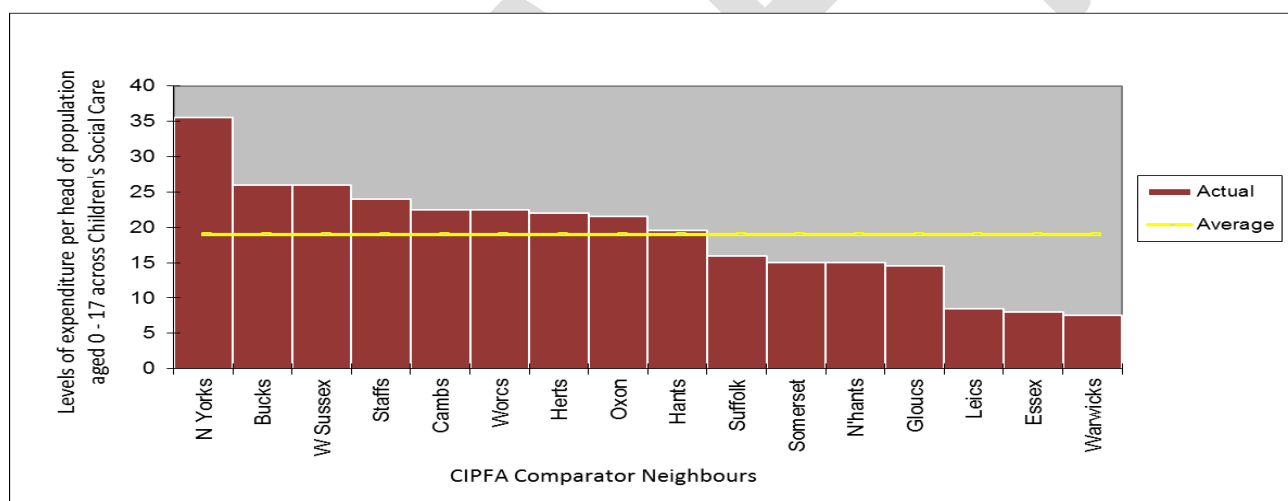
<sup>4</sup> Short breaks for carers of disabled children Departmental advice for local authorities (2011)

## 5.1 Buckinghamshire disabled children's data

Approximately 118,900 children and young people under the age of 18 years live in Buckinghamshire (22.8% of the total population) and of these;

- 3,608 or 3.1% Buckinghamshire children have a Statement of Special Educational Needs (SEN) or an Education, Health and Care Plan (EHCP), compared to 2.8% nationally (*SEN data summary Spring Term 2017, Buckinghamshire County Council*)
- There are 2,905 children aged 0 - 16 years in receipt of Disability Living Allowance (*Department for Work & Pensions, 2017*)
- Children's Social Care data (*Children and Young People's Information Team, Buckinghamshire County Council 30.06.2017*)
  - 594 disabled children and young people being supported by the Children with Disabilities Children's Social Care Team
  - 1097 children on a Child in Need Plan, of whom 351 or 32% have a disability
  - 575 children on a Child Protection Plan, of whom 52 or 9% have a disability
  - 453 children in our care, of whom 45 or 10% have a disability

**Diagram 1: Levels of Children's Social Care expenditure on short breaks / respite 2016/17**



The graph above shows the level of expenditure per head of population aged 0-17 for short breaks/respite for disabled children (including looked after disabled children) compared with our statistical neighbour Counties.

Buckinghamshire County Council spend is higher than the average expenditure (£19 per head, per annum) and second top amongst its comparator neighbours.

## 5.2 Short breaks research

Research shows that quality short breaks can improve life chances for disabled children and young people by helping them and their families to achieve the following:

- Better established peer groups and friendships
- Increased enjoyment and achievement

- New and improved skills and abilities that support transition into adulthood
- Improved connections with local community
- Improved physical health
- Improved emotional health and well-being
- More sustainable caring arrangements
- Improved communication, confidence and self-esteem
- Increased knowledge about where to access advice and support when they need it most
- Improved quality of family life
- Increased co-production, choice and control

Research into short breaks supports the positive impact that is made:

### **The social and economic value of short breaks (NEF Consulting, 2009)**

This report found an overwhelmingly positive impact of short breaks on outcomes for disabled children and their families. It further estimated that the resulting cost saving for England would be up to £174 million annually, if short breaks were effectively delivered to all those eligible to receive them. This saving is based on:

1. Decreased cost of long-term residential care: £135 million
2. Decreased cost to health services from reduction in parents', families' and carers' stress: £18 million
3. Decreased cost to schools of educating siblings with behavioural and emotional difficulties: £21 million

(<https://councilfordisabledchildren.org.uk/help-resources/resources/social-and-economic-value-short-breaks>)

### **Every Disabled Child Matters (EDCM) Short Breaks in 2015: An Uncertain Future**

This report found that

- 76% of parent carers experience stress or depression and 72% suffer from lack of sleep.
- 80% of parent carers of children with learning disabilities say they have reached or are close to reaching 'breaking point'; a moment of emotional, psychological or mental crisis where they feel they can no longer cope with their caring responsibilities.
- There is a direct relationship between the level and range of short breaks **and** 'lower levels of psychological distress, higher levels of life satisfaction and better health' **and**
- Short breaks have a direct positive impact on the disabled children and young people that benefit from them, leading to improved confidence and independence.

(<http://www.thelocaloffer.co.uk/files/files/short-breaks-in-2015-an-uncertain-future-final.pdf> )

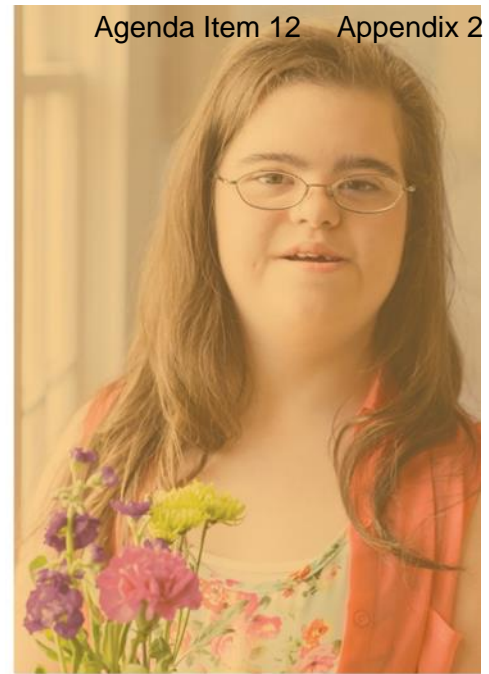
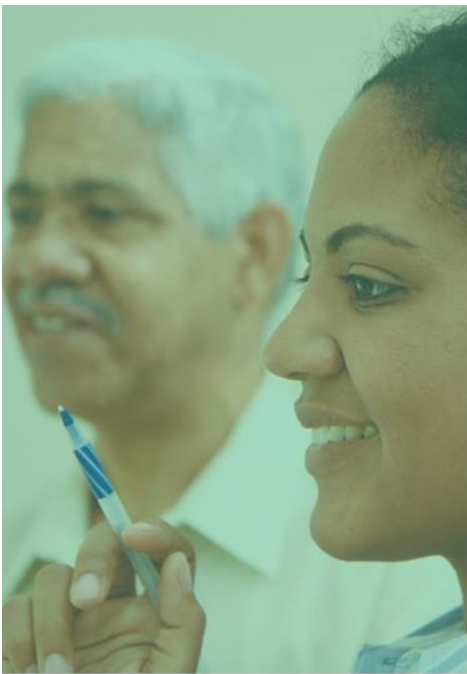
## **6.0 Implementation, Monitoring and Review**

This strategy will be overseen by Buckinghamshire County Council and the CCG as the two organisations which commission funded short breaks provision in Buckinghamshire. The strategy will run from 2018-2022, but will be reviewed annually by a multi-agency short breaks strategy group.

Delivery of this strategy would be monitored through both the County Council and CCG. This will be done by reviewing whether we have been able to achieve the objectives and outcomes set out in this strategy. We use information from different sources to measure this including feedback from children and their families, information from our partners and information gathered as part of contract monitoring.

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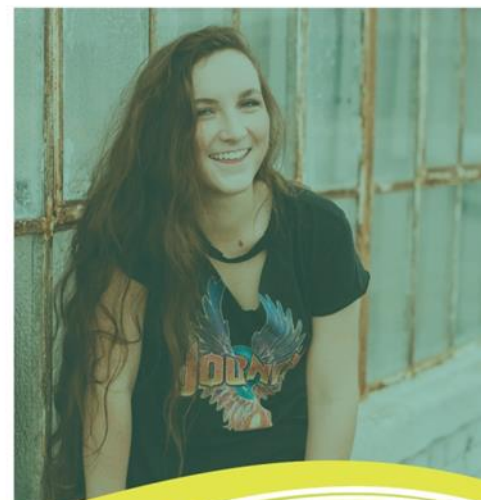
**Buckinghamshire  
Adult's Short  
Breaks DRAFT  
Strategy**

**2018 - 2022**

April 2018



***Short Breaks  
for adults  
(18 years +)  
with care and  
support needs***



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## **1. Introduction to the Adult Short Breaks strategy**

### **1.1 What this strategy is about**

This draft strategy sets out our outline vision for how short breaks can help vulnerable adults to live more independent lives and also support support carers with their caring responsibilities.

It aims to focus on the outcomes that a variety of support can offer, rather than focus on delivering services that have historically operated separately and without considering their overall impact in maintaining independence for the cared for person to live at home.

With the financial constraints all local authorities and Clinical Commissioning Groups are facing we need to ensure our services represent value for money and that our available resources for short breaks are targeted at those who need support the most, through suitable criteria and regular reviews

Although this strategy applies to vulnerable adults aged 18 years and over, it does not sit in isolation. It has been developed alongside the Children's Short Breaks Strategy to help ensure that, as children approach adulthood, a smooth transition from one service to the other can be achieved.

### **1.2 Why this strategy is needed**

There are four main reasons why we need an Adult Short Breaks Strategy - these are to make sure that:

- we have a strategy as currently there isn't one
- people can access a wide range of short-breaks options close to where they live, creating more opportunities for carers and vulnerable adults to build networks that connect them to the communities they live in.
- we provide services that are value for money and can meet both current and future need – and that the money we have for short breaks is spent where there is the most need
- people who need to use short breaks are treated fairly and consistently

Short breaks in Buckinghamshire are in need of modernisation, both in terms of provision and the offer. We will set out draft plans for an offer and provision in future consultation exercises.

There is currently is no overarching strategy or policy detailing a county wide approach to adult short breaks. At present, personal care packages are agreed with individuals without reference to best practice in enabling independence, or equitable and sustainable offers of support. This - along with a lack of co-ordination, suitable community alternatives and specialist support - has resulted in inconsistent provision and issues such as the need to pursue expensive out of area placements.

Substantial population growth is anticipated for Buckinghamshire and as people live longer and with more complex disabilities, the Council's approach to short breaks provision needs to be able to meet the diverse needs of these carers and cared for.

An established strategy would rebalance this, providing us with sound principles around which the policy and service model options can be developed.

### **1.3 Research used**

The strategy takes account of relevant legislation regarding support for users and carers and forecasted future data and best practice research.

We have used information and feedback we have previously had from carers and service users to produce this paper, but it is crucial to the development of our approach to build on these and co-produce ideas with the views and expertise of people who have had experience of services.

### **1.4 Objectives**

The objectives of a Adult Short Breaks strategy would be to:

- support vulnerable adults to develop independence, learn new skills, make new friends and reduce loneliness
- provide a choice of short breaks with a range of activities and locations at a variety of times
- provide the right mix between traditional, often buildings based, respite care for people with more complex needs and community based short-breaks closer to home
- ensure access to short breaks is fair and priority is targeted at those who most need it
- improve the quality of short breaks provision and achieve good value for money
- encourage people to try new things and access more informal or locally based support
- support carers with their caring responsibilities

### **1.5 Our vision**

*'To make the best use of the resources available to help the people of Buckinghamshire lead fulfilled lives.'*

Adult Short Breaks support two key aims of Buckinghamshire County Council's Strategic Plan 2017-2020:

- safeguarding our vulnerable
- meeting opportunities and building self-reliance



## **2. Buckinghamshire Adult Short Breaks Service**

### **2.1 What short term breaks can be**

Short term breaks are for people who are normally cared for in their own home by a family member or friend who is not paid for their caring tasks. Short breaks are beneficial to both service users and carers as it enables the carer to have a break from their caring responsibilities and enables the service user to have a fulfilling break without the carer.

**2.2** Universal short breaks are breaks that are available through resources in the local community that anyone can access. This could include activities at leisure centres, community centres, faith groups and voluntary organisations, or even general access council services. The organisation who provides the activity may charge while others may be free. Examples include: Active Bucks, Carers Bucks support groups, Waddesdon Wednesday Club, Flackwell Heath Day Service, Simply Walks, Men in Sheds.

**2.3** Targeted short breaks are often available through resources that have been designed to meet a specific needs of a particular group of people, for example older people, people living with dementia, people with autism or hard to reach groups. They are often funded by grants from the Council or the NHS and include things like cafes, support groups and luncheon clubs. Again the organisation who provides the activity may charge while others may be free. Examples include: Carers Bucks, Alzheimers Society Café, Age UK Befriending Service, Community Impact Bucks Gardening, Dosti Womens Club, Movers and Shakers.

**2.4** Eligibility based short breaks are for people who have care and support needs which cannot be met by universal or targeted short breaks and where the person with care needs or their carer are eligible for support. For the person with social care needs they will usually have a financial assessment and may need to pay towards the cost of the break. If eligible for financial support, people will have the choice of taking a Direct Payment so that they can buy the support that suits them best. Examples of eligibility based short breaks include:

- support in the persons own home by a temporary care worker
- a short break away from home (not necessarily overnight) for the carer, where the carer receives a break from their caring role e.g. Shared Lives, Day Opportunities.
- a temporary stay in a care home or other supported environments
- overnight residential short breaks (these will only be allocated for those with the most complex needs that cannot be met within a community context)
- unplanned or emergency care may be required when the usual carer is unavailable at short-notice

## **2.5 Improving access to universal short breaks**

Many vulnerable adults currently are provided targeted and specialist short break services because universal services are not accessible to them. Access to universal services should always be a first option.

Increased engagement and support to universal services will improve access to these services and help adults with support needs to take part in activities alongside other adults in their communities, improving outcomes and decreasing social isolation.

## **2.6 Complex needs and challenging behavior**

We will still likely need to provide targeted and more specialist short breaks for adults with specific or complex needs and/or challenging behaviour, but also want them to have greater opportunity to take part in universal services alongside these, so that support is tailored to meet their needs.

## **2.7 What we would not classify as a short break**

The following types of care are sometimes referred to or recorded as short breaks:

- When a carer or personal assistant goes on holiday and temporary cover is required. The service user should use their Personal Budget to purchase temporary cover for when their carer is absent
- When a person is discharged from hospital as medically fit into a residential unit because they are not yet able to return home due to the property not being suitable. This is not a short break, but a short stay
- Where a person is discharged into a step down bed or rehabilitation bed because they are not medically fit for discharge, this is NHS provision
- Short-term residential care where there is no carer. For example where a person's house may need a major adaptation or the care worker may be absent for a period of time so the cared for needs to go into a care home temporarily.

### 3. Stakeholder engagement and consultation

Initial engagement activities were held in August 2017 where the future direction of Adult Social Care Services, including short break provision, was outlined. This focussed on disabled adults and their carers having the opportunity to hear about this new programme of work and its ambition to co-create future services.

We know we can only be successful in achieving our vision if we continue to listen to and work with the people who have personal experience and knowledge of the services and communities that support them. To do this we will:

- provide appropriate opportunities for people who use, deliver or work in our short breaks services to have their say and design services with us
- be clear about why we are asking people to get involved, what they are being asked to give their views on and let them know how their views have been taken into account
- formally consult with services users when there is a significant change to a service they are using and publicly publish any results.

### 4. Delivering our vision

The Adult Short Break Strategy aims to use the following principles and guidance:

#### 4.1 Outcomes based approach

We want our short breaks to deliver the best outcomes for vulnerable adults and their carers. We will focus on the strengths and abilities of each person and what they can do, as well as what matters to them. By focusing on each adult, we can tailor activities to individual need, develop their skills and promote independence. Individual needs should be reviewed regularly to allow for any changes to support.

#### 4.2 Meeting individual need in a fair and consistent way

Using Care Advice Buckinghamshire [www.careadvicebuckinghamshire.org](http://www.careadvicebuckinghamshire.org) and Buckinghamshire Family Information Service [www.bucksfamilyinfo.org](http://www.bucksfamilyinfo.org) websites, we can provide clear and easy to understand information and guidance on:

- Short breaks information
- Access and eligibility (including Continuing Healthcare Funded provision)

To make sure resources target those most in need of support, we can:

- improve access to community alternatives offered to all people, so those with disabilities can also take part by identifying providers training and support needs
- provide support proportionate to the needs of each person focussing on helping people to live independently, offering short term interventions to regain skills and providing help where people require long term support

- ensure the short breaks offered are calculated in a fair and open way
- use a multi-disciplinary panel to agree requests where the need for specialist short breaks has been identified, taking into account other support being accessed and highlighting other provision that supports the carer (and the cared for too).

### **4.3 Sustainable models of support**

We aim to work with partners who can provide services that are flexible and can change as needed over the coming years, to ensure those who need support can access it when they need it. We aim to develop a wider, more inclusive offer for adults with a disability to activities that in the past might not have been accessible. This could include:

- building informal networks of support to provide practical help, using volunteers and befriending schemes
- sharing of knowledge and expertise of what is available and what works when supporting disabled adults and their families
- use local, community buildings so families do not have to travel far and can link with other provisions

### **4.4 Improved transition to adulthood**

We recognise that as a child approaches the transition to adult services it is an anxious time for both the child and their family. Therefore, the Transitions team in Adult Services will identify young people from the age of 14 years old who could be eligible for either Adult Social Care or Continuing Health Care services at 18. For those who will continue to access support through universal services we will provide clear and easy to read information via the local offer on the website [www.bucksfamilyinfo.org](http://www.bucksfamilyinfo.org). This will include information on how young people can:

- live independently and learn valuable life skills
- access further education or volunteering opportunities
- understand travel assistance options

### **4.5 Working together**

We want to build and improve on the points in this paper through co-production and consultation with service users and carers. Their views and knowledge of what support would best deliver the outcomes they want will be essential to working up our approach.

We also aim to work with other providers and key stakeholders. In particular by:

- co-production in implementing contracts and transitioning to new contracts e.g. Development Forum
- establishing a Carer Advisory Group for short breaks for carers to give us feedback on the service and highlight possible changes

- collaboration in service and contract reviews for new short break services

## **4.6 Financial assessment**

Where appropriate, service users should be financially assessed against the below policies to see whether or not they will need to contribute towards the cost of their care. Charges are only a contribution and no one pays more than they can afford. More detail on charging can be found in the following links:

- [Charging Policy for Non-Residential Services](#)
- [Choice and Top Up Policy](#)
- [Direct Payment Policy](#)
- [Assessing and Supporting Your Needs](#)

## **4.7 Travel assistance**

The provision of transport relevant to care and support needs should always be detailed within the service user's support plan. It is expected that the service user, together with family members or friends, usually would make their own arrangements for transport. If this is not possible, or if specialist transport is required, then the decision to provide and fund transport will be subject to the relevant health or social care policy and guidance. In the exceptional circumstance where transport is provided by the Council, the cost would be included in the final budget figure and would be subject to the Council's charging policy.

## **5. National context**

### **5.1 The Care Act 2014**

The Care Act 2014 brings together and builds upon a range of previous legislation around care and support into one new law and came into effect in England from the 1st April 2015.

The Act focuses on individual wellbeing from a perspective of preventing dependence on public services. It focusses on helping people to draw on their strengths as well as support they have available to them from both personal and community networks - rather than becoming dependent on the long term care and support of health and social care.

Promoting wellbeing is not always about statutory services meeting needs directly. The concept of meeting needs recognises that modern care and support can be provided in any number of ways, with new models emerging all the time, rather than the previous legislation which focuses primarily on traditional models of residential and domiciliary care

The Care Act is designed to work in partnership with the Children and Families Act 2014, which applies to 0 to 25 year old children and young people with SEN and Disabilities. In combination, the 2 Acts enable areas to prepare children and young

people for adulthood from the earliest possible stage, including their transition to adult services.

The Care Act has also strengthened support for carers who are assessed as having eligible needs and emphasises the importance of short breaks. More information about the [Care Act can be found here](#).

## 5.2 National research

Research shows that quality short breaks can improve life chances for disabled adults by helping them and their families to achieve the following:

- better established peer groups and friendships
- increased enjoyment and achievement
- improved connections with local community
- improved physical health, emotional health and well-being
- more sustainable caring arrangements and improved quality of family life
- improved communication, confidence and self-esteem
- increased knowledge about where to access advice and support when they need it most
- increased co-production, choice and control

‘A Review of Respite and Short Break Provision For Adult Carers of Adults in the Highland Partnership Areas’ supports the positive impact that is made:

- *‘Carers – in their caring role – are not users of services; they are providing care. The support people receive as carers through respite does not make them service users – rather this support is seen as that which enables them to continue to provide care (or to disengage from caring) and to have a life alongside caring.’*

*‘Although respite is seen as a service for the carer, access to this service is through an assessment of the cared-for person. It is as though there is an unwritten assumption that the obtaining of a break from caring through provision of the respite service in and of itself is the sole outcome for carers. Where other outcomes are achieved, it is the case that this often relies on the serendipitous and the incidental rather than on being intentionally designed into provision via conversations with carers. This then leaves unexamined much else that could be accomplished through discussing a range of possible outcomes for carers via an effective Carers Support Plan.’*

Anne McDonald and Donald McLeod 2016

## **6. Local context**

### **6.1 Buckinghamshire County Council's Strategic Plan 2017-2020**

This sets out the key aims and priorities for the County Council which are to safeguard our vulnerable, create opportunities and build self-reliance.

In line with the principles of The Care Act 2014, The Council will continue to support those who require specialist short break services, but also ensure that they significantly increase the opportunities for people to be appropriately cared for in their own home with the assistance of family or other informal support systems. In this way, many more people should be able to stay in their own homes for longer, preventing the need for institutional based care.

### **6.2 Strategic Vision for Carers in Buckinghamshire 2016 - 2019 (BCC and Bucks CCGs)**

Although evidence tell us that many carers find their roles rewarding and positive, there is also good evidence that caring can have a negative impact on the carer's physical and emotional wellbeing. The 'Strategic Vision for Carers in Buckinghamshire 2016 – 2019' sets out our four point commitment to improving quality of life for carers:

- support, value and recognise carers as equal partners in care
- support and give carers confidence to have a life of their own outside of caring
- involve carers in planning and shaping services
- recognise that carers need flexible and responsive support

### **6.3 'Better Lives 2018 – 2021'**

'Better Lives' explains our strategy for improving adult social care services now and creating services which are sustainable for the future residents of Buckinghamshire.

The strategy outlines how Buckinghamshire County Council, working with partners within the voluntary and community sector, will make it easier for people to take care of themselves, improve their own lives and remaining independent for as long as possible. The strategy is based on three levels of support:

- Living Independently
- Regaining Independence
- Living with support

These can be seen in the diagrams below, with a key focus on helping people to gain or regain the skills they need to live independently, by supporting them in the short term, expecting that wherever possible people will support themselves in the longer term. We know that this approach can prevent longer term needs from developing and helps to meet people's needs in a way which centres on them, delivers the outcomes that they want to achieve, and results in a better quality of life.

## How it works now



### Living with support

Many people have long-term, service-directed support.

### Regaining independence

Short-term services create dependency rather than helping people to maintain or regain independence.

### Living independently

People helping themselves to stay well and live independent, fulfilled lives.

## How it should work in the future

### Living independently

The majority of people will help themselves to stay well and live independent, fulfilled lives.

### Regaining independence

Services provide short-term support to help people maintain or regain control over their lives.

### Living with support

Personalised social care support created with people and their families.



**6.4** The strategy for short breaks and the new programme of work is aligned with the vision and values set out by the Buckinghamshire Clinical Commissioning Group. [Buckinghamshire CCG Vision and Values](#)



## **7. Market and demographic research**

### **7.1 People with a learning disability and/or autism**

For people with a learning disability and autism who have behaviours that challenge, the need for short breaks is crucial to enable people to remain at home.

Analysis of prevalence and local data indicates that there is a growing requirement for services and support for individuals with a learning disability who have behaviours that challenge.

A lack of access to suitable opportunities and specialist support has often resulted in the need of expensive out of area placements and this is something that the strategy would like to rebalance.

The national Transforming Care Programme also set out priorities to realise aims locally and includes the importance of supporting carers and families of people whose behaviours challenge, with access to suitable and varied short breaks which include overnight respite. Research shows that:

- there are around 5,870 adults (aged 18-64 years) with a learning disabilities currently living in Buckinghamshire. Emerson and Hatton, 2004
- the number of working age adults with a learning disability in Buckinghamshire is expected to increase overall by approximately 2% by 2033. PANSI 2017
- approximately 910 (16%) have complex and multiple needs relating to their learning disability which resulted in the provision of a health and/or social care service in 2015/16 - NHS Digital ASCOF 2016
- the number of people with more complex needs relating to their learning disability is expected to increase by 37% - NHS Digital ASCOF 2016
- similarly the number of people with a learning disability aged 65 years and over is anticipated to increase by 55% by 2033. PANSI 2017

### **7.2 Growth in the older population**

Substantial population growth is anticipated. As people live longer, the population over the age of 65 years is increasing. The Council's approach to short breaks provision needs to meet the diverse needs of carers and the cared for in the county.

- there are an estimated 100,400 adults aged over 65 years currently living in Buckinghamshire  
PANSI 2017

- of the 100,400 approximately 14,200 are over the age of 85 years. PANSI 2017
- also of the 100,400 it is estimated that 40,724 have some form of long term health and/or social care service need. PANSI 2017
- the number of later life age adults in Buckinghamshire is expected to increase overall by approximately 34% by 2030 with the number of people with more complex needs relating to their age, expected to increase by approximately 44%. PANSI 2017
- national models are suggesting growth in the need for social care services of 3.2% per year. NHS Digital ASCOF 2016

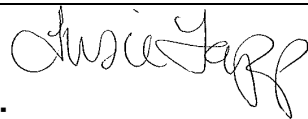
### **7.3 Council funded short breaks**

- available data (2017/18) shows that 324 people were in receipt of Council funded short breaks
- 89 of the 324 service users accessed respite via a direct payment and 59 also accessed a day service provision
- the number of hours of unpaid care to a partner, family member or other person over the age of 65 is projected to raise by 31% by 2030
- Buckinghamshire will continue to be a place of growth over the next five years. Alongside this future growth is the pressure of increasing financial constraints, which makes imperative the need to analyse, plan and deliver cost effective services, both now and in the future.

### **7.4 Implementation, Monitoring and Review**

The strategy will be overseen by Buckinghamshire County Council and the CCG as the two organisations which commission funded short breaks provision in Buckinghamshire. The strategy would run from 2018-2022, but would be reviewed annually by a multi-agency group.

Delivery of the new strategy will be monitored through both the County Council and CCG. This will be done by reviewing whether we have been able to achieve the objectives and outcomes set out in this strategy. We will use information from different sources to measure this, including feedback from individuals and their carers, information from our partners and information gathered as part of contract monitoring.

<b>Title of strategy / policy / service being assessed:</b>	<b>Short Breaks Strategy</b>												
<b>Contact Name and Telephone Number:</b>	<b>Adam Willison 01296 387691</b>												
<b>Date assessment completed:</b>	<b>April 2018</b>												
<b>Signature and name of Head of Service signing off this impact assessment and equalities improvement plan.</b>	<b>Name: Susie Yapp</b>												
													
	<b>Signature:</b> <b>Service: Joint Commissioning Service</b>												
<p>Good impact assessment can help us manage demand and be a more successful, efficient organisation.</p> <ul style="list-style-type: none"> <li>Understanding the impact of our actions will help us to deliver services fairly, target resources where they are most needed and avoid unintended negative impacts for residents, other parts of the council or other service providers.</li> <li>Communities with wide inequalities are less likely to self-help and more likely to be higher users of public sector services.</li> <li>Cohesive, resilient and integrated communities are able to cope better with economic and environmental crisis and more likely to be able to provide services, take over community assets or volunteer.</li> </ul> <p>Impact assessment also helps us meet our legal duties under the <b>Equality Act 2010, including the Public Sector Equality Duty</b>. The Act says people should not be discriminated against because of one or more relevant protected characteristic(s), when using, or seeking to use, any service provided publicly or privately, whether that service is paid for or not. Neither should they be discriminated against in employment, when seeking employment, or when engaged in occupations or activities related to work because of the relevant protected characteristic(s):</p> <table border="0"> <tr> <td>• Age (18+)</td> <td>• Disability</td> <td>• Gender Reassignment</td> </tr> <tr> <td>• Pregnancy &amp; maternity status</td> <td>• Race</td> <td>• Religion or belief</td> </tr> <tr> <td>• Sex</td> <td>• Sexual orientation</td> <td></td> </tr> <tr> <td>• Marriage and civil partnership (employment related only)</td> <td></td> <td></td> </tr> </table> <p><b>More detailed guidance has been produced to accompany this proforma see intranet under A to Z&gt;Community Cohesion and Equalities.</b></p>		• Age (18+)	• Disability	• Gender Reassignment	• Pregnancy & maternity status	• Race	• Religion or belief	• Sex	• Sexual orientation		• Marriage and civil partnership (employment related only)		
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• Pregnancy & maternity status	• Race	• Religion or belief											
• Sex	• Sexual orientation												
• Marriage and civil partnership (employment related only)													

## Section A. To Assess or Not to Assess

To determine whether an EIA is required, please read the questions below and indicate your answer by putting an X in the box to the right of the “Yes” or “No” at the end of each question.

Does the service affect the public or staff directly?	Yes	<input checked="" type="checkbox"/>	No	
Does it affect how other services are provided?	Yes	<input checked="" type="checkbox"/>	No	
Is there information e.g. survey data or complaints that suggests that it is affecting particular groups of people?	Yes	<input checked="" type="checkbox"/>	No	
Does it have employment implications?	Yes	<input checked="" type="checkbox"/>	No	

If you have answered “Yes” to one or more of the questions listed above, you will need to continue with a full equalities impact assessment (EIA).

However, if you have carried out an assessment of this strategy/policy or service in the past two years, for example, as part of the transformation programme, or there has been an external audit of the service, which has resulted in explicitly stated equalities outcomes, you will not need to continue with an in depth EIA. You will, instead, need to consider any gaps in relation to the groups identified under “Purpose” and agree actions/targets.

If you have answered “No” to all of the above the statements, you will not need to continue with a full EIA because it is not relevant to the strategy/policy or service.

Please send this document to Angie Sarchet, Manager, Community Engagement & Development Team, New County Offices or via email to [asarchet@buckscc.gov.uk](mailto:asarchet@buckscc.gov.uk). Ensure you do this prior to final sign off by the Head of Service to enable the challenge process to be applied effectively.

## Section B. Reviewing the design

Questions to consider	The Findings
<p>1. <b>Why is the strategy necessary?</b> What are the key aims and objectives? What outcomes is it designed to achieve and for whom?</p>	<p>A Short Breaks strategy is being developed as part the wider Transformation Programme for Adult Social Care; which sets out the case for change in our approach to supporting adults with care and support needs. We need to change our approach to create independence and self-reliance for our clients whilst focussing on achieving individual outcomes.</p> <p>The Transformation Programme has 3 service tiers:</p> <ol style="list-style-type: none"> <li>1. Living Independently - connecting with others to get the advice and information people need to stay independent</li> <li>2. Regaining Control - receiving short interventions to regain control where independence may have been lost</li> <li>3. Living with Support - where people need ongoing help.</li> </ol> <p>In line with this approach we also want to create more opportunities for vulnerable adults to build self-sustainable networks of support that connect them to the communities that they live in.</p> <p>Time away from home can develop people's independence, as this can be used to learn new skills, build up a wider support network and make new friends. It also means that carers have time to rest or focus on other things which improve their own emotional and physical health, so that the care they offer in a family setting can be sustained. At present short breaks are often seen in the context of overnight respite, but the aim of this strategy is to challenge and develop current thinking to widen access to short breaks situated in local communities near to where people live.</p> <p>Buckinghamshire County Council wants to ensure that it delivers</p>

	<p>services that are sustainable and value for money. This Strategy sets out how we will achieve this by ensuring that our available resources for short breaks are targeted at those who most need support, and that by developing an offer that is close to where people live, we can build on already established links within communities. This includes support offered by friends, neighbours, community organisers and the voluntary, community and faith sectors.</p> <p>The strategy takes account of relevant legislation regarding support for carers and is built on current data, forecast future data and best practice research. It has been developed collaboratively with partners in Children's Services and Health to ensure ways of working are aligned.</p> <p>For the provision of short breaks transformation of the service model means:</p> <ul style="list-style-type: none"> <li>• Each individual that requires access to short breaks support will be individually assessed.</li> <li>• The support needs will inform whether the individual requires the kind of specialist support and interventions provided within buildings based services or whether community based short break would prove a more suitable provision.</li> <li>• The offer of short breaks support will be made on the basis of both adult need and the level of family resilience.</li> <li>• The short breaks offer will be dependent on the above factors, rather than an allocation of nights/hours, ensuring parity of access and prioritisation of need.</li> <li>• In line with the Care Act 2014 and the strategic vision for</li> </ul>
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	Adult Social Care, provisions will be focussed on deliver defined service user outcomes, aiming to increase independence and self-efficacy.
<p>2. Consider your answers at question 1. <b>How have the needs of different groups of people, where relevant/appropriate, been taken into account?</b> What does needs assessment data tell you about who should be benefitting from the strategy/policy or using the service? What else do you know about people's needs or views? What information do you have from consultations/focus groups, national or local published research reports, satisfaction surveys, service monitoring data, benchmarking with other providers, demographic data or other information that has been used to formulate the design and delivery of the strategy/policy/ or service. Also refer to the council's "Research" information on the website.</p> <p>If you identify a gap in information, for example, about the needs of a particular group of people, include this as an action point in the equalities improvement plan.</p>	<p>During the development of the short breaks strategy consideration has been given to the local and national context of short breaks provision alongside the issues inherent with the current service provision in BCC.</p> <p>A further consultation and EIA is likely to be required on a redesign for the short breaks offer and when a new BCC short breaks policy is developed to ensure the views of service users and carers are heard and considered.</p> <p>There is no single source of data for adults in Buckinghamshire with disabilities and additional needs; therefore a range of national and local data sources have been used including:</p> <ul style="list-style-type: none"> <li>• Care Act 2014</li> <li>• Projecting Adult Needs and Service Information (PANSI) 2017</li> <li>• NHS Digital ASCOF 2016</li> <li>• Association of Directors for Adult Social Services (ADASS)</li> <li>• Buckinghamshire County Council's Strategic Plan 2017-2020</li> <li>• Buckinghamshire Strategic Vision for Carers 2016-2019</li> <li>• Buckinghamshire Joint Strategic Needs Assessment 2016 - 2020</li> <li>• Buckinghamshire Council's Adult Integrated System (AIS) data records</li> </ul>

- Adult Social Care Business Intelligence and Insight Team
- Adult Social Care Operational Teams
- Other local authorities



Questions to consider	The Findings
<p>3. <b>Are other organisations responsible for delivering the strategy?</b>            If yes, how have you incorporated the council's cohesion and equalities priorities into the procurement process or contractual arrangements? How is compliance monitored? What steps have you taken to reduce the council's legal liability where services are being delivered on our behalf? If not relevant, go on to question 4.</p>	<p>In line with the strategic aim of providing a greater number of universal, community based short breaks provisions a wider range of externally contracted suppliers will be necessary.</p> <p>Should our strategy be delivered externally of BCC, rigorous and proportionate contract monitoring will be undertaken to ensure compliance to our cohesion and equalities priorities are maintained.            Their staff will be required to receive appropriate training to ensure they were fully aware of what is expected and needed to provide the best service possible to the clients.</p> <p>Any subsequent commissioning and procurement decisions resulting from this new strategy will be scrutinised through further EIAs.</p>
<p><b>Section C. Reviewing the implementation/delivery</b></p>	
<p>4. <b>Does the strategy need to be communicated to the public/our employees or does accessing the service depend on information being communicated to the public?</b> If yes, how will this be achieved? Consider the information we already have about how our residents prefer us to communicate with them and consider the ways that different groups of people generally find out information. How do you or how will you ensure that communication is appropriate to meet the different communication needs of different groups of people? If not relevant, go to question</p>	<p>We will consult on the strategy and engage carers, parents and staff using a number of formats – email, letter, face-to-face and by phone. TalkBack will be involved to ensure communication and support is available to those with a learning disability.</p> <p>The creation and implementation of the strategy relating to short breaks will be discussed and communicated through partnership boards and also engagement groups facilitated by our engagement partners where appropriate.</p> <p>Service users will be contacted with letters and easy read documents at the start of the process. The parent/ carers will be been engaged throughout any consultation process with the clients being engaged in a more subtle way around what they like about</p>

	<p>their services and is being undertaken by Talkback.</p> <p>We have worked with the Council and Buckinghamshire CCG communications team to ensure that the strategy is written clearly and will be accessible to different stakeholder groups. We will continue to refine the language and presentation based on feedback we receive during the consultation process. Once the strategy has been agreed it will be made available on the BCC website.</p> <p>We also need to ensure that the Council provides clear and easy to understand information on the short breaks offer, how to access short breaks and any eligibility criteria.</p> <p>As well as this information being available for families to access directly, we will need to ensure that Social Workers and other professionals working with disabled adults and their families know where to find this information and are able to use it to inform their discussion with families.</p>
<p><b>5. Is delivery of the strategy dependent upon particular buildings, open space or mode of transport being used by the public?</b> If yes, what facilities and transport access arrangements have been put in place to ensure that the needs of different groups of people have been addressed? See the EIA guidance notes for suggested issues that you need to think about. If not relevant, go to question</p>	<p>The strategy sets out our approach to providing short breaks and this will be a broad menu of options which will depend on the assessed needs of the service user. The EIA of the policy and service model will address this issue</p> <p>Our current short breaks services are heavily dependent on residential respite. One of the aims of the strategy it to widen the choice that families have for different types of specialist support including support provided in their own home. This means that over time we want to reduce the dependency we have on buildings based provision. Achieving this will also help us to achieve more with the money we have. However, it will be important that residential short breaks continue to be available for adults who have been assessed as needing this level of specialist support, and where this will achieve the best outcomes for the individual</p>

and their family. It is important that we continue to work closely with users and families to ensure that they understand how their needs are being assessed, and that they are supported to access short breaks provision that will help achieve the right outcomes for the user and their family.

Families have also told us that transport is a key issue. Current access to residential short breaks through buildings based provision can mean some families have long journeys to access support. Our targeted short breaks are also not located across all areas of the county which will make access for some families more difficult. The shifts proposed in the short breaks strategy will mean that we seek to widen the choice and flexibility available to families, including supporting children to access local opportunities where possible. This has the potential to improve some of the current challenges in relation to journey times and access but is something we will need to monitor as the new service is developed.

Questions to consider	The Findings
<p>6. <b>Review any processes people need to go through to be able to benefit from the strategy.</b> For example criteria that are applied to determine eligibility for receiving the service and the completion of forms. Do these processes/criteria effectively prevent groups of people of people from using the service or benefiting from the strategy/policy?</p> <p>(Ideally you should be aiming to only keep those processes and criteria that are essential to implementation/delivery, for example, because they are a legal requirement.)</p>	<p>For all service users there would be a review of assessed needs which will include involving IMPCA and independent advocacy as appropriate.</p> <p>Reviews will follow our policies and gather the appropriate information around faith, food requirements, medicine management, staff training etc. so that we are looking after the best interests of the clients and the best practice of the service.</p>
<p>7. <b>What particular skills and knowledge will relevant staff need</b> to ensure that the strategy/policy is properly implemented or that the service is delivered appropriately to meet people's individual needs?</p>	<p>Social work staff will need to work within the new asset based approach to identifying and meeting needs for people – this will focus on what someone can do as opposed to what they are unable to do. The short breaks offer which will be developed in line with the strategy will need to be fully understood by operational staff. Advocacy and IMPCA staff also need to have the right skills to communicate our new strategy and work with service users, families and carers.</p>
<p><b>Section D. Assessing for differential impact and discrimination</b></p>	
<p>Consider the answers given in questions 1 through to 7 and assess whether the strategy/policy or service results, or could result, in</p>	<p>All service users of short breaks are considered to be vulnerable adults some of whom have disabilities and/or complex needs. The proposed strategy will set out our approach and relate to</p>

differential impacts on particular groups of people. **Essentially you are looking to identify and deal with any actual or potential unfairness, disadvantage or discrimination.** (See the guidance notes for a more detailed explanation.)

If you consider that there is a differential impact, or the potential for a differential impact, you will need to assess whether this constitutes discrimination (i.e. detrimental to a group or particular groups of people) and whether the impact is justifiable as a proportionate means of achieving a legitimate business aim. You are required to give your reasons for this.

assessed needs and this will not have a differential impact within this cohort eligible service users. The strategy is also designed to set out our approach in meeting the needs of carers.

The strategy proposes a set of key principles that provide us with an opportunity to increase the flexibility and choice families have in relation to short breaks. The intention is to achieve good outcomes for disabled adults and their families and to ensure that access to short breaks is fair and transparent. We also want to manage demand better across our system, as our current provision is not always meeting need in the right way.

To inform the development of our key principles we have used feedback from local and national data, national research and feedback from disabled adults and their families. The 6 week consultation on our strategy will be a further opportunity to check with families and other stakeholders that we have a shared vision and ambition from our short breaks offer.

If you have identified a differential impact that constitutes illegal discrimination, you are required to take action to remedy this immediately.

If you have identified a differential impact that is justifiable or legitimate, you may need to consider what actions are necessary to mitigate its affect on particular groups of people. This arises out of the duty to promote good relations between people of different groups and is in keeping with the Council's approach to "Strong & Cohesive Communities in Bucks".

**Ensure that these actions are listed in the attached equalities improvement plan.**

If you do not have the authority to take the action required, you will need to alert the relevant service manager to your findings.

## Section E. Ensuring continuous improvement

Questions to consider	The Findings
<p><b>9. What measures will you be using to monitor the impact of the strategy over the next three years?</b></p> <p>The council is committed to mainstreaming equalities, ensuring that it is integrated into our performance management frameworks and subject to continuous improvement through performance monitoring. We also have legal duties to ensure we are not discriminating against groups of people in the provision of goods, services and facilities or in our role as an employer.</p> <p>You should only expect to carry out an equalities impact assessment every three years (unless you are introducing a significant change in the interim). You will, therefore, need to have information systems in place that will enable you to analyse and interpret information to:</p> <ul style="list-style-type: none"> <li>• Show the numbers of particular groups using the services and what outcomes they experience</li> <li>• Show under-use of a service by an equalities group</li> <li>• Show over-use by an equalities group</li> <li>• Reveal discrimination</li> <li>• Demonstrate that services are not discriminatory</li> <li>• Measure the effectiveness of service changes</li> <li>• Identify the need for new or changed services</li> </ul> <p>Please refer to the council's equalities monitoring guidance (see intranet) or contact the Research Team to decide what type of monitoring is appropriate and what information you will need to gather.</p> <p>Also consider whether you need have some targeted actions with particular groups of people to address the issues identified above.  <b>Please ensure that these are listed in the attached equalities improvement plan.</b></p>	<p>The impact of the strategy will routinely be considered at periodic intervals. Mechanisms will include feedback from service users and carers/ parents to measure levels of customer satisfaction and to ensure that the strategy is meeting their needs. Following the adoption of the strategy, a policy and service model will be developed and a further EIAs undertaken at this time. This may highlight any unforeseen impact of the Strategy.</p>

<b>Section F. Opportunities for community cohesion or promoting good relations between different groups of people</b>	
<p>Community cohesion and equalities are priorities for Buckinghamshire County Council.</p> <p>Community cohesion is the outcome of understanding and respect between different communities and a sense of identification with a wider community. In essence it's about promoting a sense of connection, trust and belonging both within geographical communities and across groups of people. It is at risk where illegal discrimination exists, or is perceived to exist, when stereotypes and disinformation go unchallenged and where lack of knowledge about, or experience of, different groups of people leads to fearfulness and segregation.</p> <p>Equalities in Buckinghamshire are at risk when we fail in our duty to provide an appropriate and professional service that takes account of the different needs of groups of people as a consequence of their colour, culture and ethnic origin, gender, disability, age, religion/belief or sexual orientation or as a result of living in a rural community, lower socio economic group or being a new group to this country and/or county (migrant worker, refugee or asylum seeker).</p>	
Questions to consider	The Findings
<p><b>10. Consider what opportunities and risks to the Council's community cohesion and equalities priorities could arise, for example:</b></p> <p>(a) Are there ways in which your service could bring different groups of people together, for example to develop future provision through consultation exercises?</p> <p>(b) Are there ways in which existing groups could interact with the service, for example, as part of ongoing monitoring of service provision?</p> <p>(c) Could the way you provide the service bring different groups of people together to use the service?</p>	<p>The strategy sets out our approach to meeting the needs of Buckinghamshire residents with very specific needs.</p> <p>The consultation process will provide the opportunity for directly relevant groups (special interest groups, parents, carers and clients) to influence the strategy and influence our future plans</p> <p>The strengthening of community based support could have the benefit of bringing together local communities to better understand and support individuals with care and support needs, however, this is not the primary aim of the project which is to ensure the parity and appropriateness of outcome based short breaks provision across the county.</p>

<p>(d) Does the way in which your service is provided have the potential to lead to resentment between different groups of people? How can you compensate for perceptions of preferential or differential treatment? Consider the role, or potential role, of the media and extremist groups when formulating your communication actions.</p> <p>(e) If the improvement plan identifies addressing a gap in the service for a particular group of people, have you also addressed the potential for perceptions of preferential treatment for the group? How will you ensure that people will understand the need for the actions proposed as a result of this impact assessment?</p> <p><b>Ensure that the actions you identify are put into the attached equalities improvement plan.</b></p>	<p>We will continue to engage with specific advocacy and engagement groups e.g. Talkback to feedback on the impact of the strategy on individuals. We will continue to use forums such as Partnership Boards, which brings users and carers together to give their views on the service and inform future service development.</p>
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## EQUALITIES IMPROVEMENT PLAN

Please list all the equalities actions and targets that result from the Equalities Impact Assessment (continue on separate sheets as necessary). These also need to be integrated into the relevant service plan for mainstreaming and performance management purposes.

Equalities Targets/Actions	Officer responsible	By when
Run 6 week consultation on draft Short Breaks Strategy. To include targeted work with disabled adults and their families.	Commissioning Manager (Adam Willison)	End July 2018
Adapt strategy, develop Short Breaks Policy and proposed service models.	Commissioning Manager (Adam Willison)	August 2018
Run 3 month public consultation on Short Breaks Policy and proposed service models.	Commissioning Manager (Adam Willison)	November 2018 (assumes CM decision rather than Cabinet Decision earlier than 10/09/18)

Once the challenge process has been completed, please return the agreed Equalities Impact Assessment Form (signed by your Head of Service) and equalities improvement plan, to Angie Sarchet, Manager, Community Engagement & Development Team via email to [asarchet@buckscc.gov.uk](mailto:asarchet@buckscc.gov.uk).



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<b>Title of strategy / policy / service being assessed:</b>	<b>Buckinghamshire Children's Short Break Strategy 2018 – 2022 and Recommissioning Activity</b>			
<b>Contact Name and Telephone Number:</b>	<b>Alison Byrne, Commissioner, 01296 383937</b>			
<b>Date assessment completed:</b>	<b>30.01.2018</b>			
<b>Signature and name of Head of Service signing off this impact assessment and equalities improvement plan.</b>	<b>Name:</b>			
	<b>Signature:</b>			
	<b>Service:</b>			
<p>Good impact assessment can help us manage demand and be a more successful, efficient organisation.</p> <ul style="list-style-type: none"> <li>• Understanding the impact of our actions will help us to deliver services fairly, target resources where they are most needed and avoid unintended negative impacts for residents, other parts of the council or other service providers.</li> <li>• Communities with wide inequalities are less likely to self-help and more likely to be higher users of public sector services.</li> <li>• Cohesive, resilient and integrated communities are able to cope better with economic and environmental crisis and more likely to be able to provide services, take over community assets or volunteer.</li> </ul> <p>Impact assessment also helps us meet our legal duties under the <b>Equality Act 2010, including the Public Sector Equality Duty</b>. The Act says people should not be discriminated against because of one or more relevant protected characteristic(s), when using, or seeking to use, any service provided publicly or privately, whether that service is paid for or not. Neither should they be discriminated against in employment, when seeking employment, or when engaged in occupations or activities related to work because of the relevant protected characteristic(s):</p> <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• Age (18+)</li> <li>• Pregnancy &amp; maternity status</li> <li>• Sex</li> <li>• Marriage and civil partnership (employment related only)</li> </ul> </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• Disability</li> <li>• Race</li> <li>• Sexual orientation</li> </ul> </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• Gender Reassignment</li> <li>• Religion or belief</li> </ul> </td> </tr> </table>		<ul style="list-style-type: none"> <li>• Age (18+)</li> <li>• Pregnancy &amp; maternity status</li> <li>• Sex</li> <li>• Marriage and civil partnership (employment related only)</li> </ul>	<ul style="list-style-type: none"> <li>• Disability</li> <li>• Race</li> <li>• Sexual orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Gender Reassignment</li> <li>• Religion or belief</li> </ul>
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<p><b>More detailed guidance has been produced to accompany this proforma see intranet under A to Z&gt;Community Cohesion and Equalities.</b></p>				

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**Section A. To Assess or Not to Assess**

To determine whether an EIA is required, please read the questions below and indicate your answer by putting an X in the box to the right of the “Yes” or “No” at the end of each question.

Does the service affect the public or staff directly?

Yes

X

No

Does it affect how other services are provided?

Yes

X

No

Is there information e.g. survey data or complaints that suggests that it is affecting particular groups of people?

Yes

X

No

Does it have employment implications?

Yes

No

X

If you have answered “Yes” to one or more of the questions listed above, you will need to continue with a full equalities impact assessment (EIA).

However, if you have carried out an assessment of this strategy/policy or service in the past two years, for example, as part of the transformation programme, or there has been an external audit of the service, which has resulted in explicitly stated equalities outcomes, you will not need to continue with an in depth EIA. You will, instead, need to consider any gaps in relation to the groups identified under “Purpose” and agree actions/targets.

If you have answered “No” to all of the above the statements, you will not need to continue with a full EIA because it is not relevant to the strategy/policy or service.

Please send this document to Angie Sarchet, Manager, Community Engagement & Development Team, New County Offices or via email to [asarchet@buckscc.gov.uk](mailto:asarchet@buckscc.gov.uk). Ensure you do this prior to final sign off by the Head of Service to enable the challenge process to be applied effectively.

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**Section B. Reviewing the design**

Questions to consider	The Findings
<p>197</p> <p><b>1. Why is the strategy/policy or service necessary?</b> What are the key aims and objectives? What outcomes is it designed to achieve and for whom?</p>	<p><b>Legal Framework for Short Breaks:</b>  Legal duties in relation to short breaks include both duties owed to individual children and families in relation to assessment and care planning and wider commissioning obligations on local authorities. The appendices to the Short Breaks Strategy set out the full legal framework for short breaks. The Breaks for Carers of Disabled Children Regulations (2011) is the key legislation in this respect. The Regulations require local authorities to not only provide crisis care, but to provide short breaks that help parents / carers care more effectively for their disabled children. Short breaks should also enable family carers to study or undertake leisure activities, meet the needs of other children or carry out household tasks (Regulation 3)</p> <p>The Regulations also require local authorities to provide a range of services ‘sufficient to assist carers to continue to provide care or to do so more effectively’. This ‘sufficiency duty’ means local authorities must know the number of disabled children in their area and their level of need for short breaks, as well as the level of service available to meet that need, and exercise their judgement about whether provision is sufficient (Regulation 4).</p> <p>Local authorities must also publish a ‘Short Breaks services statement’ setting out the range of services provided, any eligibility criteria and (importantly) ‘how the range of services is designed to meet the needs of carers in [the] area’. The statement must now be published on the website for the ‘local offer’ introduced under section 30 of the Children and Families Act 2014 (Regulation 5).</p> <p>The Short Breaks Duty does not create an individual right to short breaks for disabled children and their families. An individual right to short breaks is established under the Chronically Sick and Disabled Persons Act 1970, when they are assessed as necessary to meet that child’s needs.</p> <p><b>Strategy and Recommissioning of Short Breaks</b>  To meet these statutory duties and to improve outcomes for disabled children, young people and their families, Buckinghamshire County Council (BCC) and the Buckinghamshire Clinical Commissioning Groups (CCGs) commission a range of short breaks provision for disabled children and young people</p>

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within the county. The current provision is delivered across a number of contracts and includes community short breaks (commissioned by BCC) and residential short breaks (jointly commissioned with the CCGs). Existing contracts are due to expire at the end of September 2018 with plans currently being developed to recommission the offer.

To frame the recommissioning of the service, a Short Breaks Strategy has been drafted. This sets out our ambition for short breaks and proposes some shifts in the way we deliver our short breaks offer.

**Why do we need to change the way we provide our short breaks?**

The Strategy seeks to respond to the following challenges:

- Our current service is generally valued by families but lacks flexibility and choice in terms of how and where families access support. For example:
  - We don't have enough choice for children who need specialist support because our current offer relies heavily on buildings-based residential respite. We need to make sure this option continues to be available to those who need it, but also want to provide other choices to these families such as increased access to domiciliary care. This could help families to access support and respite whilst enabling the child to remain in the family home.
  - We want to do more to help children access support within their local community. This will help children to make friends and support the development of natural networks of support for parents.
  - We want to do more to support disabled children to access universal provision (for example youth clubs, brownies, scouts) where this is possible. At present, the short break offer keeps children with disabilities separate and does not promote support which enables inclusion or provision where children with and without disabilities can interact with each other. We will need to facilitate this type of access by understanding the training and support needs of universal service providers.
- We sometimes find it difficult to meet levels of demand within our residential short breaks service, but at the same time our community based provision is not always full. We need to look at how we provide a better range of options across the spectrum of need and in locations across the county; so that families can have timely access to support that meets their level of need.
- Benchmarking with other authorities indicates that comparatively our provision is expensive. At a time when there are continued pressures on the resources available for public services, we must think differently about our offer to make sure that we are able to support children and families in a way that meets their needs. This is particularly important as data shows that demand for short breaks is likely

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to increase in the future and we know that in some areas of the service we are already finding it difficult to meet demand.

**What outcomes do we want to achieve?**

The draft Short Breaks strategy sets out our ambition for our short breaks offer. Following the implementation of the strategy and recommissioning of the short breaks offer, the outcomes we would want to achieve are:

Children and young people will say that:

- I have different options available to me in choosing the type, location and time of short break that I would like to do
- The short break has helped me to become more independent by teaching me skills that can help me in school, building relationships, travelling independently and using own money
- My experience of the short break is positive because my voice was listened to and I helped to influence planning and the way the service was designed
- My short breaks are helping me to reach my full potential by developing new friendships, skills, self-confidence and links to other activities
- Short breaks have focused on my strengths and what I could do rather than my difficulties or disabilities.

Parents and carers will say that:

- I am well informed about what short breaks are available and how to access them
- There is choice across the type, time and location of the short breaks available
- I receive clear communication from providers to inform my family's choices
- I feel more resilient and able to deal with caring responsibilities because my child attends a short break
- My child receives a quality short break and they are being cared for by trained, professional staff in a safe environment.

Local Authority and Clinical Commissioning Group:

- The Local Authority is meeting its statutory duties in relation to the provision of short breaks
- Our short breaks offer provides support which is of high quality, value for money and allows us to make the best use of available resources
- We have good evidence that our short breaks offer is achieving positive outcomes for children and

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	families.
<p>2. Consider your answers at question 1. <b>How have the needs of different groups of people, where relevant/appropriate, been taken into account?</b> What does needs assessment data tell you about who should be benefitting from the strategy/policy or using the service? What else do you know about people's needs or views? What information do you have from consultations/focus groups, national or local published research reports, satisfaction surveys, service monitoring data, benchmarking with other providers, demographic data or other information that has been used to formulate the design and delivery of the strategy/policy/ or service. Also refer to the council's "Research" information on the website.</p> <p>If you identify a gap in information, for example, about the needs of a particular group of people, include this as an action point in the equalities improvement plan.</p>	<p>A needs assessment has been undertaken for all disabled children in Buckinghamshire and took account of local and national data. As part of this our service data has been benchmarked against a variety of other local authorities. This needs assessment has informed the development of our draft Short Breaks Strategy and is summarised in the appendices to the strategy. Key headlines are also provided here.</p> <p><b>National Data</b></p> <p>Various sources estimate the number of disabled children to be from 6% - 8%. For Buckinghamshire this would mean an estimated 8,280 - 10,720 disabled children based on estimated child population (aged 0 - 19 years) for 2018 of 134,000.</p> <p>Disabled children aged 0-16 are the fastest growing group among the population of disabled people - Disability in the United Kingdom Facts and Figures - Papworth Trust (2016)</p> <p><b>Our population of disabled children and young people</b></p> <p>There is no single source of information on the number of disabled children and young people in Buckinghamshire. Headlines from key data sources are provided below (data analysed includes the 2011 Census, the Joint Strategic Needs Assessment 2016-20, information held by Buckinghamshire County Council on disabled children, and take up of Disability Living Allowance)</p> <ul style="list-style-type: none"> <li>• 3,609/ 3.1% Buckinghamshire children have a Statement of Special Educational Need (SEN) or Education, Health and Care Plans (EHCP) compared to 2.8% nationally. (Source BCC SEN data summary Summer Term 2017). Across this group, children will have a range of needs, including children who would be able to access universal provision, through to those needing more targeted and specialist support.</li> <li>• There are 2,905 Buckinghamshire children aged 0 - 16 years in receipt of Disability Living Allowance (Dept. Work &amp; Pensions, 2017). The number of children and young people receiving this welfare benefit has been increasing year on year, with the largest rise in the Aylesbury Vale area. This population is one indicator of how many disabled children and young people may be eligible for short breaks across Buckinghamshire, and potential eligibility has risen by 21.3% to 2,905 since 2012. Again, across this group there will be a wide range of needs.</li> <li>• As of 31/08/17 there are 975 children and young people registered on the Buckinghamshire County Council Disabled Children's Register(pinpoint database).</li> </ul>



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As of 30/06/17 there were 594 disabled children and young people being supported by the Children with Disabilities Team within Children's Social Care (Source BCC). This is the group of children that is likely to need access to targeted and specialist short breaks.

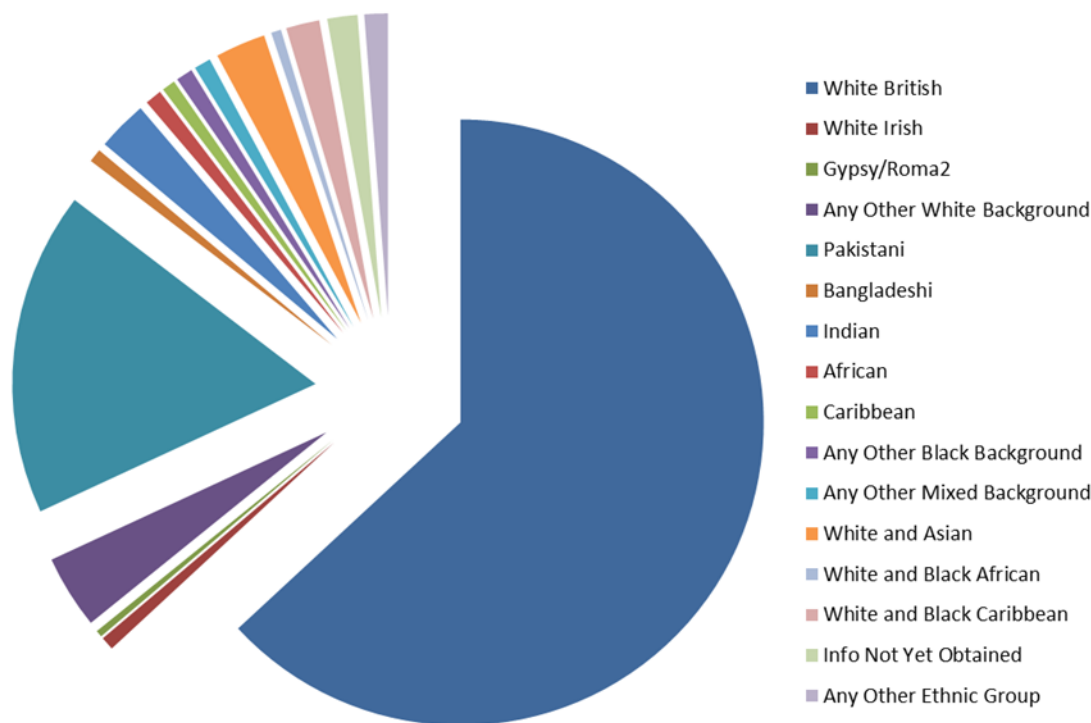
Gender Data Taken from Above Sources:

- In line with national data, there are a greater number of male pupils with statements/EHCPs' compared to female pupils. Data shows that in Buckinghamshire, boys are over 2½ times more likely to have a statement of SEN/EHCP than girls. 72% of the pupils with statements of SEN/EHCPs' are male (2612) while they account for 51% of the whole school population (Jan 17). This is reflected nationally with 4.0% of boys and 1.6% of girls having a statement of SEN.
- From Pinpoint Database - 659 children are male and 316 are female (this is consistent with national data from Thomas Coram Research Unit of 70% / 30% split and local SEN data).
- 91% of children registered on the Pinpoint Database have a female primary carer. This is higher than the national data on carers, which suggest 65% of women are parent carers of disabled children.
- 66% of the Children with Disabilities caseload is male, which is consistent with demographic data from SEND and national data.

Ethnicity Data Taken from Above Sources:

- From Pinpoint Database - 57% of children are recorded as White British, with the largest next group being 6% Pakistani. As nearly 28% have no recorded ethnicity category we cannot assess whether these % are what would be expected for differing ethnic groups, which we would expect to be demographically higher.
- 66% of the Children with Disabilities caseload has a White British Background. The next largest group is Pakistani, which is 17% (which is in line with what we might expect demographically:

**Ethnicity Breakdown (number) - Children with  
Disability Social Work Team (CWD) Caseload Q4  
2017/18 (Total 576)**



Siblings Data Taken from above Sources:

- Taken from the Pinpoint Database - 80% of registered children have siblings

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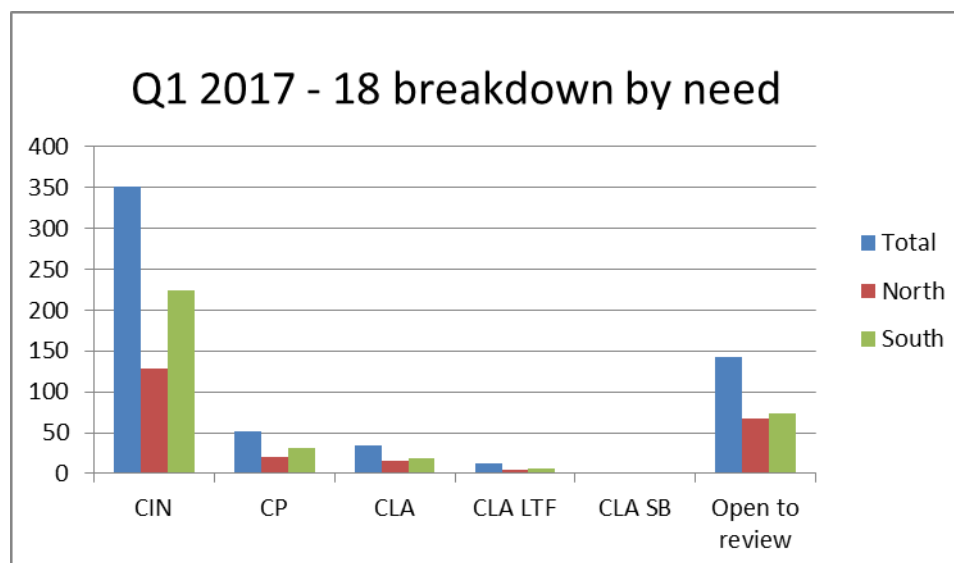
- 25% of the Children with Disabilities caseload is siblings of disabled children and young people. This is not the total % of caseload children having siblings, which is higher but the number of siblings that require their own social work intervention/Plan.

Needs Data taken from Above Sources:

- Pinpoint Database records disability categories (these are not unique child numbers, many have more than one type of need recorded:
  - ❖ 25% of children and young people are recorded as having a physical disability, of which 18% are recorded as having a severe physical disability
  - ❖ 54% of children and young people are recorded as having a learning disability, of which 14% are recorded as having a severe learning disability
  - ❖ 47% of children and young people are recorded as having Autism Spectrum Disorder
  - ❖ 10% of children and young people are recorded as having Aspergers Syndrome
  - ❖ 24% of children and young people are recorded as having Attention Deficit Disorder
  - ❖ 11% of children and young people are recorded as having a visual impairment
  - ❖ 8% of children and young people are recorded as having a hearing impairment
  - ❖ 2% of children and young people are recorded as having a brain injury
  - ❖ 40% of children and young people are recorded as having behavioural issues
  - ❖ 7% of children and young people are recorded as having epilepsy
  - ❖ 10% of children and young people are recorded as having no formal diagnosis
- Records of Children with Disabilities caseload are not reported on by types of disability but on the

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type of Plan a child and family has:



Key: CIN - Child in Need

CP - Child Protection

CLA - Child Looked After

CLA LTF - Child Looked After Long Term Fostering

CLA SB - Child Looked After (Short Breaks being provided under Section 20 of the Children Act 1989)

Open to Review - allocated to a Child and Family Worker and subject to 60 days reviews.

- Local Data on Rurality:

Breakdown of all pupil numbers in Bucks state-funded schools from the October 2016 school census compared with pupil numbers in special schools

	% All Pupil Numbers in Bucks State-funded Schools	% Pupil Numbers in Bucks Special Schools from
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	from October 2016 School Census	October 2016 School Census
Urban major conurbation	1%	0.6%
Urban city or town	71.8%	73.7%
Rural town and fringe	16%	15.7%
Rural village and dispersed	11.2%	9.9%
ALL PUPILS - Number	83,043	1,277

The % of pupils in special schools who live in urban city or town is nearly 2% higher than for all pupils. One explanation for this may be that more families choose to live in urban areas as they would expect to get more services available to them than in a rural location.

**Current usage of short breaks services**

Service	Level (specialist, targeted or universal)	Numbers Accessing
Residential Short Breaks (Grove, Merryfields, Kite Ridge / The Vines)	Level 3 – Specialist access through Child & Family Assessment	67 plus a waiting list of 5
Domiciliary Care	Level 3 – Specialist access through Child & Family Assessment	77
Community Childminding	Level 3 – Specialist access through Child & Family Assessment	14
Direct Payments	Level 3 – Specialist access through Child & Family Assessment	113
Befriending	Level 3 – Specialist access through Child & Family Assessment	4
Fostering short breaks	Level 3 – Specialist access through Child & Family Assessment	14
Community Short Breaks for Disabled children and young people aged 0 - 19	Level 2 – Targeted (no child and family assessment required)	400

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	Range of Small Voluntary Organisations Providing Short Breaks	Level 2 – Targeted (no child and family assessment required)	350+
	<p>Some children and young people attend more than one short break service. There are approximately 600 unique children and young people attending our short breaks services.</p> <p>23 children and young people access over 75 nights per year in the service (this is the level that consideration is given in regards to becoming a Looked After Child under Section 20 of the Children's Act 1989). At the same time, the majority of children accessing residential respite have no recorded support at home, so the care package is being provided solely through residential respite.</p> <p>Chart to Show % and Number Breakdown of Disability of Children and Young People Accessing Short Breaks 2016/17</p> <p><b>Key messages from this data are:</b></p> <ul style="list-style-type: none"> <li>• We have seen an increasing number of children with disabilities who may need access to short breaks.</li> <li>• There are opportunities to look providing wider options for children who need access to specialist support, including better access to support in the home (for example domiciliary care).</li> <li>• There are opportunities to diversify our range of support options and to increase access and usage of some options that are currently under-used (for example befriending and fostering short breaks).</li> <li>• There are opportunities to include access to universal provision within our offer, which might help us to reach a wider number of families and ensure we are providing targeted and specialist support to those children and families who are not able to access universal provision with support.</li> </ul> <p><b>What does national research tell us?</b></p> <p>National research shows that quality short breaks can improve life chances for disabled children and young people by helping them and their families to achieve the following:</p> <ul style="list-style-type: none"> <li>• Better established peer groups and friendships</li> <li>• Increased enjoyment and achievement</li> <li>• New and improved skills and abilities that support transition into adulthood</li> </ul>		

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- Improved connections with local community
- Improved physical health
- Improved emotional health and well-being
- More sustainable caring arrangements
- Improved communication, confidence and self-esteem
- Increased knowledge about where to access advice and support when they need it most
- Improved quality of family life
- Increased co-production, choice and control

There is a body of research in this respect. However, key research includes Every Disabled Child Matters, [‘Short Breaks in 2015: An Uncertain Future’](#). This found that.

- 76% of parent carers experience stress or depression and 72% suffer from lack of sleep.
- 80% of parent carers of children with learning disabilities say they have reached or are close to reaching ‘breaking point’; a moment of emotional, psychological or mental crisis where they feel they can no longer cope with their caring responsibilities.
- There is a direct relationship between the level and range of short breaks **and** ‘lower levels of psychological distress, higher levels of life satisfaction and better health’ **and**
- Short breaks have a direct positive impact on the disabled children and young people that benefit from them, leading to improved confidence and independence.

This research gives us some important drivers for providing a short breaks offer that meets the needs of families, and provides some possible outcomes against which to measure our recommissioned service. We have taken account of this research in developing our Short Breaks Strategy.

**What have children, young people and families told us?**

As part of our current commissioned services we regularly collect the view of parents, carers and of children and young people who use our services. This forms a key part of current contract monitoring arrangements. Our main provider, Action for Children, also facilitate a Short Breaks Parent Advisory Group (PAG). This meets regularly, and is facilitated by FACT Bucks our local Parent Forum. This PAG covers residential, community and early years short breaks managed by Action for Children and provides a way for families to give their views and influence service delivery.

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Key messages from parent and family feedback (collected as part of contract monitoring arrangements) is that overall:

- Our short breaks help parents and carers to cope, make their life a bit easier, help them to be less isolated and help them continue to care for their child
- Our short breaks have a positive impact for disabled children including increasing confidence, self-esteem, improving communication and building friendships.
- Our short breaks can help improve the relationship between parents / carers and their children
- Our short breaks are high quality

Whilst overall feedback tells us that the services are valued, feedback and complaints to the Local Authority and the provider, also indicates that families can find it difficult to manage if they need to wait to access residential provision or if there are changes to the support that they receive.

This feedback has continued to inform our overall approach. However, a range of specific engagement activities were also held for disabled children and their parents / carers through August and September 2017 to inform the draft Short Breaks Strategy. The Disabled Children and Young People Participation Officer carried out visits to short break services to seek views and feedback in regards to short breaks. This involved meeting disabled children and young people with a wide range of needs, including those with profound and multiple learning disability and those whose behaviour can be challenging. The majority of the children and young people were non-verbal, so engagement was done with communications aids such as pictures and observation. Parent engagement sessions were co-facilitated by the short breaks commissioner and the FACT Bucks parent representative. Four sessions took place across the county during September 2017 and although small numbers of parents/carers were able to attend the sessions, there were additional responses in writing. Detailed feedback reports were produced and shared with the short breaks strategy group in order to inform the drafting of the strategy. The key headlines from the engagement are included in the strategy with more detailed feedback included in the appendices. Key messages from this engagement were:

**What works well and what else could we try?**

- Familiarity of staff is key factor for enjoyment for children and young people attending services
- Families generally want more support, not less
- Youth club provision works well as it is young person led and young people want to try and access more universal activities



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- Children and young people enjoy activities where the staff member is able to use their 'talents' e.g. drama, magic
- Short breaks residential homes have a safe and warm homely environment
- Parents would like more use of special schools as venues and more support during summer holidays
- Parents are generally willing to pay more for activities
- There is a lack of availability of other childminding, clubs, sports activities etc. suitable for children and young people with greater special needs

**What impact do short breaks services have for families?**

- There are positive and improved outcomes for children and young people attending short break services
- Both children and young people and their families rely on these services
- Parents and carers really value the time they get from short breaks
- Parents and carers feel that short breaks have a positive impact on their own health
- Parents and carers fed back that opportunities offered through short breaks allow their child to try new activities, improve confidence, self-esteem, self-help skills and make friends

**What are families worried or unsure about?**

- Potential cuts to services and fears about being able to cope
- Specifically in relation to residential short breaks, parents and carers expressed concern that they were in crisis before they got this support
- There was a lack of understanding of eligibility criteria for short breaks
- There is still lack of knowledge about short breaks and about the Local Offer
- Fear that alternative short breaks would not be available to purchase with a Direct Payment
- Transport is an issue for many so can restrict choice of activities

This feedback has directly shaped the principles in the draft strategy. We are now planning a 3 month consultation period for the strategy which will allow for further engagement with parents, careers, children, young people and other stakeholders. This will allow us to check the ambition and principles set out in the draft strategy and make further refinements where necessary. It will also provide an opportunity for us to continue to engage with parents and carers about their worries and concerns and how these will be addressed under the recommissioned service.

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	<p>As the new service is developed, we want to ensure that parent engagement and co-production are key features of our offer. This, alongside strong contract monitoring arrangements will need to be used to check that our offer is meeting the needs of children, young people and their families.</p>
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Questions to consider	The Findings
<p>3. <b>Are other organisations responsible for delivering the strategy/policy or service?</b> If yes, how have you incorporated the council's cohesion and equalities priorities into the procurement process or contractual arrangements? How is compliance monitored? What steps have you taken to reduce the council's legal liability where services are being delivered on our behalf? If not relevant, go on to question 4.</p>	<p>This is a joint draft strategy written with input from BCC and its partners Aylesbury Vale Clinical Commissioning Group (CCG), Chiltern CCG and Families and Carers Together in Buckinghamshire (FACT Bucks - our Parent Carer Forum).</p> <p>Our short breaks services are delivered through both commissioned and in house services. For commissioned services, there are standard clauses in all contracts which relate to the council's cohesion and equalities duties and this would be checked as part of routine contract monitoring arrangements.</p> <p>Our recommissioning activity provides an opportunity to review and strengthen the way cohesion and equalities priorities are embedded within the service specification and the ongoing contract monitoring arrangements. In particular, some of the shifts proposed in the future model for short breaks, will provide improved opportunities to support community cohesion and equalities. For example, our ambition to increase access for disabled children and young people to universal provision, and to support which is in their local community. This will help disabled children and young people to access activities alongside their peers, to make new friends and to develop stronger local support networks for parents.</p>
<b>Section C. Reviewing the implementation/delivery</b>	
<p>4. <b>Does the strategy/policy need to be communicated to the public/our employees or does accessing the service depend on information being communicated to the public?</b> If yes, how will this be achieved? Consider the information we already have about how our residents prefer</p>	<p>It is proposed that the draft strategy will be subject to a 12-week public consultation starting in March 2018. The consultation will be on-line but will also be postal for anyone without internet access. Specific parent and carer engagement sessions are planned, and children and young people engagement sessions will also take place, supported by the Children and Young People Participation Team. A separate consultation strategy has been written and sets out appropriate engagement plans for different stakeholder groups.</p> <p>We have worked with the Local Authority and CCG communications team to ensure that the strategy is written clearly and will be accessible to different stakeholder groups. We will continue to refine the language and presentation based on feedback we receive during the consultation process. Once the strategy has been agreed it will be made available on the BCC website and the Local Offer.</p>

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<p>us to communicate with them and consider the ways that different groups of people generally find out information. How do you or how will you ensure that communication is appropriate to meet the different communication needs of different groups of people? If not relevant, go to question 5.</p>	<p>We also need to ensure that the Local Authority provides clear and easy to understand information on the short breaks offer, how to access short breaks and any eligibility criteria. This will be done using the Local Offer on the Buckinghamshire Family Information Service (BFIS) website <a href="http://www.bucksfamilyinfo.org">www.bucksfamilyinfo.org</a>. As well as this information being available for families to access directly, we will need to ensure that Social Workers and other professionals working with disabled children and their families know where to find this information and are able to use it to inform their discussion with families.</p> <p>We will work with FACT Bucks (Our parent and carer engagement form) to ensure the information we provide is easily accessible.</p>
<p>212</p> <p>5. <b>Is delivery of the strategy/policy or service dependent upon particular buildings, open space or mode of transport being used by the public?</b> If yes, what facilities and transport access arrangements have been put in place to ensure that the needs of different groups of people have been addressed? See the EIA guidance notes for suggested issues that you need to think about. If not relevant, go to question 6.</p>	<p>Our current short breaks services are heavily dependent on residential respite provided through two buildings (The Grove and Merryfields). One of the aims of the strategy is to widen the choice that families have for different types of specialist support including support provided in their own home. This means that over time we want to reduce the dependency we have on buildings based provision. Achieving this will also help us to achieve more with the money we have. However, it will be important that residential short breaks continue to be available for children who have been assessed as needing this level of specialist support, and where this will achieve the best outcomes for the child and their family. Feedback from families (see above) indicated that reduced access to provision is one of the things they are worried about. It will therefore be important that we continue to work closely with families to ensure that they understand how their needs are being assessed, and that they are supported to access short breaks provision that will help achieve the right outcomes for their family.</p> <p>Families have also told us that transport is a key issue. Current access to residential short breaks through buildings based provision can mean some families have long journeys to access support. Our targeted short breaks are also not located across all areas of the county which will make access for some families more difficult. The shifts proposed in the short breaks strategy will mean that we seek to widen the choice and flexibility available to families, including supporting children to access local opportunities where possible. This has the potential to improve some of the current challenges in relation to journey times and access but is something we will need to monitor as the new service is developed.</p>

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Questions to consider	The Findings
<p>6. <b>Review any processes people need to go through to be able to use the service or to benefit from the strategy/policy.</b> For example criteria that are applied to determine eligibility for receiving the service and the completion of forms. Do these processes/criteria effectively prevent groups of people of people from using the service or benefiting from the strategy/policy?</p> <p>(Ideally you should be aiming to only keep those processes and criteria that are essential to implementation/delivery, for example, because they are a legal requirement.)</p>	<p>Currently some of our short breaks services are accessed via a child and family assessment. Others can be accessed without any kind of assessment (see table above). Our strategy proposes that in the future this model will continue. However, one of the things parents and carers tell us is that they are confused about the eligibility criteria for short breaks. This is something we want to change.</p> <p>We also need to make sure that when social workers and other professionals assess the level of need that children and families have for short breaks that they do this consistently. This will help us to make sure that access is fair.</p> <p>To try and assist with these two points, we will develop and test a resource allocation system (RAS). This will set out some clear criteria to help parents and carers understand the eligibility criteria for short breaks. It will also help professionals to consistently identify levels of need. It will important that this RAS is tested thoroughly before it is agreed and that parents and families are involved in this testing process.</p> <p>The allocation of specialist short breaks is agreed through a panel process. To ensure fair and consistent access to short breaks that meet the needs of children and families, we will need to ensure that decision making through these panel processes is robust and that the packages of support received by children are regularly reviewed. There are already plans in place to ensure that this is kept under review and continued improvements are made where necessary.</p>
<p>7. <b>What particular skills and knowledge will relevant staff need</b> to ensure that the strategy/policy is properly implemented or that the service is delivered appropriately to meet people's individual needs?</p>	<p>As we start the recommissioning process we will need to ensure that the tender process and service specifications are clear on the skill, knowledge and training requirements for staff working in commissioned services. This will then need to be monitored through robust contract monitoring arrangements. These elements are already a key part of our usual practice, but recommissioning provides a good opportunity to review and identify opportunities for improved practice.</p> <p>The draft short breaks strategy proposes a shift in our current delivery model, in particular widening the access the disabled children and young people have to universal settings and activities. This will</p>

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	<p>require us to work with universal settings to understand any additional training and support needs that would facilitate this access. Achieving this will need to be a key consideration in the tender process, specification and ongoing monitoring of the new contract.</p>
<p><b>Section D. Assessing for differential impact and discrimination</b></p>	
<p>Consider the answers given in questions 1 through to 7 and assess whether the strategy/policy or service results, or could result, in differential impacts on particular groups of people. <b>Essentially you are looking to identify and deal with any actual or potential unfairness, disadvantage or discrimination.</b> (See the guidance notes for a more detailed explanation.)</p> <p>If you consider that there is a differential impact, or the potential for a differential impact, you will need to assess whether this constitutes discrimination (i.e. detrimental to a group or particular groups of people) and whether the impact is justifiable as a proportionate means of achieving a legitimate business aim. You are required to give your reasons for this.</p>	<p>The strategy proposes a set of key principles that provide us with an opportunity to increase the flexibility and choice families have in relation to short breaks. The intention is to achieve good outcomes for disabled children and young people and their families and to ensure that access to short breaks is fair and transparent. We also want to manage demand better across our system, as our current provision is not always meeting need in the right way.</p> <p>To inform the development of our key principles we have used feedback from local and national data, national research and feedback from disabled children, young people and their families. The 6 week consultation on our strategy will be a further opportunity to check with families and other stakeholders that we have a shared vision and ambition from our short breaks offer.</p> <p>The shift in delivery will mean change to the way that some families access their short breaks. Whilst this is intended to improve access and achieve agreed outcomes for children and families, families tell us that they can find change difficult. Therefore moving forward it will be important that:</p> <ul style="list-style-type: none"> <li>• We continue to engage with families and will carry out a further 3 month consultation to inform the development of our Business Case, preferred service delivery model and review of our Buckinghamshire Short Breaks Statement. We develop strong service specifications and have robust contract monitoring arrangements in place to check that our new services are delivering the right outcomes for children and families. This must include continued engagement with and feedback from children and families themselves and from other professionals working with disabled children and their families.</li> <li>• We develop a Resource Allocation System (RAS) that supports greater fairness and transparency in the allocation of resources with engagement and feedback from children and families.</li> </ul>

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If you have identified a differential impact that constitutes illegal discrimination, you are required to take action to remedy this immediately.

If you have identified a differential impact that is justifiable or legitimate, you may need to consider what actions are necessary to mitigate its affect on particular groups of people. This arises out of the duty to promote good relations between people of different groups and is in keeping with the Council's approach to "Strong & Cohesive Communities in Bucks".

**Ensure that these actions are listed in the attached equalities improvement plan.**

If you do not have the authority to take the action required, you will need to alert the relevant service manager to your findings.

**Section E. Ensuring continuous improvement**

Questions to consider	The Findings
<p><b>9. What measures will you be using to monitor the impact of the strategy/policy or service over the next three years?</b></p> <p>The council is committed to mainstreaming equalities, ensuring that it is integrated into our performance management frameworks and subject to continuous improvement through performance monitoring. We also have legal duties to ensure we are not discriminating against groups of people in the provision of goods, services and facilities or in our role as an employer.</p> <p>You should only expect to carry out an equalities impact assessment every three years (unless you are introducing a significant change in the interim). You will, therefore, need to have information systems in place that will enable you to analyse and interpret information to:</p>	<p>The new services will be subject to rigorous monitoring arrangements. We will be taking an outcomes based approach so that we can understand the difference the service is making for children, young people and their families. We will need to ensure that our contract monitoring arrangements are robust and that the right data is collected, and analysed to assess whether there is any discrimination in the way the service is delivered. Where necessary advice will be sought from the Council's equalities lead to support with this process.</p> <p>Strong engagement with families and co-production will be key principles of the new service so that children, young people and families can tell us directly what they think of the service, and can help us continue to develop the offer.</p>

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- Show the numbers of particular groups using the services and what outcomes they experience
- Show under-use of a service by an equalities group
- Show over-use by an equalities group
- Reveal discrimination
- Demonstrate that services are not discriminatory
- Measure the effectiveness of service changes
- Identify the need for new or changed services

Please refer to the council's equalities monitoring guidance (see intranet) or contact the Research Team to decide what type of monitoring is appropriate and what information you will need to gather.

Also consider whether you need have some targeted actions with particular groups of people to address the issues identified above.

**Please ensure that these are listed in the attached equalities improvement plan.**

## **Section F. Opportunities for community cohesion or promoting good relations between different groups of people**

Community cohesion and equalities are priorities for Buckinghamshire County Council.

Community cohesion is the outcome of understanding and respect between different communities and a sense of identification with a wider community. In essence it's about promoting a sense of connection, trust and belonging both within geographical communities and across groups of people. It is at risk where illegal discrimination exists, or is perceived to exist, when stereotypes and disinformation go unchallenged and where lack of knowledge about, or experience of, different groups of people leads to fearfulness and segregation.

Equalities in Buckinghamshire are at risk when we fail in our duty to provide an appropriate and professional service that takes account of the different needs of groups of people as a consequence of their colour, culture and ethnic origin, gender, disability, age, religion/belief or sexual orientation or as a result of living in a rural community, lower socio economic group or being a new group to this country and/or county (migrant worker, refugee or asylum seeker).



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Questions to consider	The Findings
<p>10. <b>Consider what opportunities and risks to the Council's community cohesion and equalities priorities could arise</b>, for example:</p> <p><b>Ensure that the actions you identify are put into the attached equalities improvement plan.</b></p>	<p>(a) Are there ways in which your service could bring different groups of people together, for example to develop future provision through consultation exercises?</p> <p>and</p> <p>(b) Are there ways in which existing groups could interact with the service, for example, as part of ongoing monitoring of service provision?</p> <p>We will continue to engage with FACT Bucks (our parent and carer engagement group) to monitor the recommissioned services. This will include continued use our PAG, which does bring parents together to give their views on the service and inform future service development. We will also ensure that children and families have different ways to tell us what they think of the services they access. For example, through attending forums, answering surveys / questionnaires, and engaging with the provider about the outcomes being achieved for their children. As with the current service, different mechanisms will be needed to capture the views of children. For example, for non-verbal children methods such as observation will continue to be used.</p> <p>(c) Could the way you provide the service bring different groups of people together to use the service?</p> <p>Our future offer will do more to support disabled children to access universal provision where this is possible. At present, the short break offer keeps children with disabilities separate and does not promote support which enables inclusion or provision where children with and without disabilities can interact with each other. We understand that this option will not be appropriate for all disabled children and that we will need to facilitate this type of access by understanding the training and support needs of</p>

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<p>universal service providers.</p> <p>(d) Does the way in which your service is provided have the potential to lead to resentment between different groups of people? How can you compensate for perceptions of preferential or differential treatment? Consider the role, or potential role, of the media and extremist groups when formulating your communication actions.</p> <p>Parents and carers currently tell us that they are confused by the eligibility criteria for short breaks. A key feature of the short breaks strategy and our recommissioned service will therefore be ensuring that access is fair and transparent and that eligibility criteria are understood. This EIA sets out the different ways in which this will be achieved including testing a new resource allocation system, supporting robust decision making about the packages of support that families receive, and providing clear information as part of our Local Officer. It will be important that we engage with families to check that we are achieving fair and transparent access. This will be done as part of routine commissioning arrangements using methods outlined throughout this document.</p> <p>(e) If the improvement plan identifies addressing a gap in the service for a particular group of people, have you also addressed the potential for perceptions of preferential treatment for the group? How will you ensure that people will understand the need for the actions proposed as a result of this impact assessment?</p> <p>Our strategy proposes that access to short breaks should be based on level of need. Clear and transparent eligibility criteria will support this. Again, it will be important that we monitor this to ensure we are achieving this aim.</p>
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## EQUALITIES IMPROVEMENT PLAN

Please list all the equalities actions and targets that result from the Equalities Impact Assessment (continue on separate sheets as necessary). These also need to be integrated into the relevant service plan for mainstreaming and performance management purposes.

Equalities Targets/Actions	Officer responsible	By when
Run 6 week consultation on draft Short Breaks Strategy. To include targeted work with disabled children and their families.	Commissioning Manager (Alison Byrne)	End July 2018
Adapt strategy, develop business case for short breaks recommissioning and review Short Breaks Statement.	Commissioning Manager (Alison Byrne)	August 2018
Run 3 month public consultation on business case, service model and Short Breaks Statement from 13/08/18	Commissioning Manager (Alison Byrne)	November 2018 (assumes CM decision rather than Cabinet Decision earlier than 10/09/18)
Update business case, service model, Short Breaks Statement and EIA based on feedback from consultation and to reflect final service specification for new short breaks offer.	Commissioning Manager (Alison Byrne)	November 2018
Commission new services in line with the vision of the strategy, including the following specific factors that were raised as part of this EIA: <ul style="list-style-type: none"> <li>• Outcomes focus</li> <li>• Strong contract monitoring arrangements</li> <li>• Engagement and co-production with children and families are embedded – including as part of routine contract monitoring</li> <li>• Training, skill and knowledge requirement for staff delivering short breaks, including within universal services.</li> <li>• Review of equalities information that is collected from the provider in relation to service usage</li> <li>• Review the way community cohesion and equalities are included as part of the contract tender, and seek opportunities for this to be embedded as part of routine monitoring processes.</li> </ul>	Commissioning Manager (Alison Byrne)	<ul style="list-style-type: none"> <li>• Specification November 2018</li> <li>• Tender for recommissioned service out December 2018</li> <li>• Contract evaluation and award to take place to allow for new service to start in June 2019</li> </ul>

Equalities Targets/Actions	Officer responsible	By when
These elements will help us to ensure the quality of our service but also allow us to check that the vision set out in the Short Breaks Strategy is being achieved.		
Continue to review effectiveness of decision making and review processes through Resource and Complex Needs Panel.	Service Director – Children's Social Care	<ul style="list-style-type: none"> <li>Continued review through each panel meeting with more formal review scheduled for September 2018.</li> </ul>
Develop and pilot Resource Allocation System (RAS) to ensure clear and fair access to short breaks and to support consistent assessment of need. To include engagement with parents as part of the development and pilot phase.	RAS Task and finish group	<ul style="list-style-type: none"> <li>Develop draft by September 2018</li> <li>Pilot September – December 2018</li> </ul>
Review and update information on Local Offer to reflect agreed Short Breaks Strategy and recommissioned offer. This should include testing with families to ensure the information is accessible.	Alison Byrne	June 2019
Devise plan for embedding knowledge of our offer across relevant frontline teams (including Bucks Family Information Service, Social Workers etc). This should include a communications campaign to coincide with the launch of the new service but also look for longer term methods for embedding knowledge.	Short Breaks Strategy Group	June 2019
Capture data related to equalities (needs, gender of CYP and carer, siblings, age, ethnicity and rurality) to ensure the new short breaks service does not disadvantage any specific group accessing short breaks.	Rona Hopwood	

Once the challenge process has been completed, please return the agreed Equalities Impact Assessment Form (signed by your Head of Service) and equalities improvement plan, to Angie Sarchet, Manager, Community Engagement & Development Team via email to [asarchet@buckscc.gov.uk](mailto:asarchet@buckscc.gov.uk).