

Agenda

Cabinet

Date: Monday 10 September 2018

Time: 10.30 am

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

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5	Question Time This provides an opportunity for Members to ask questions to Cabinet Members	
6	Forward Plan for Cabinet and Cabinet Members For Cabinet to consider the Forward Plan	13 - 24
7	Cabinet Member Decisions To note progress with Cabinet Member Decisions	25 - 32
8	Select Committee Work Programme & Inquiry Work Programme For Cabinet to consider the Select Committee Work Programme	33 - 48
9	Children's Social Care Commissioner's Report The recommendation is that Cabinet: (a) NOTES the findings and recommendations from the Commissioner's review; and, (b) NOTES the revised direction issued by the Department for Education (DfE).	49 - 56
10	Children's Select Committee - Permanent Exclusions Inquiry The recommendation is that Cabinet: AGREE a number of recommendations as set out within the report.	57 - 110
11	Cultural Strategy The recommendation is that Cabinet: ENDORSE the new Cultural Strategy and support the development of a new Cultural Partnership for Buckinghamshire to oversee the delivery of the strategy.	111 - 124
12	Q1 2018/19 Performance Report The recommendation is that Cabinet: 1. Come to a view on how the organisation is performing 2. Take action to improve performance where necessary	125 - 184
13	Youth Justice Strategic Plan The recommendation is that Cabinet: Refer the 2018-19 Youth Justice Strategic Plan to full Council for approval	185 - 216

14 Buckinghamshire County Council's Contribution to the Director of Public Health Annual Report 217 - 226
The recommendation is that Cabinet:

- **NOTE** the contribution of the County Council to the 6 areas highlighted in the report.
- **NOTE** that a group of senior officers from all portfolios are meeting in September to consider how to implement the recommendations of the DPH Annual report in relation to the responsibilities of Buckinghamshire County Council.
- **SUPPORT** the principle that continuing to develop and co-ordinate the Council wide contribution to the recommendations in this Director of Public Health Annual Report, is considered as part of the development of the Buckinghamshire County Council Corporate Working Group.

15 Date of the Next Meeting
22 October 2018.

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

For further information please contact: 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: 9 July 2018

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

Time: 10.30 am to 11.56 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

OFFICERS IN ATTENDANCE

Ms R Bennett, Mr R Ambrose, Ms R Shimmin, Ms G Quinton, Dr J O'Grady, Mr T Vouyioukas, Ms M Edmonds and Ms L Forsythe

1 APOLOGIES FOR ABSENCE

There were none.

2 DECLARATIONS OF INTEREST

There were none.

3 MINUTES

RESOLVED: The minutes of the meeting held on 18 June 2018 were **AGREED** as an accurate record and signed by the Chairman.



4 HOT TOPICS

Cabinet's attention was brought to the following:

- **Deputy Leader and Cabinet Member for Transportation** informed Members that a Minister from the Transport department, Jessie Norman visited on Monday 2 July to view the work being done on the Greenway, a new cycle path between Waddesdon and Aylesbury
- **The Cabinet Member for Children's Services** highlighted the fantastic attendance at Silverstone for the recent Grand Prix. He also informed Members that contrary to some press coverage, the Early Help Review was still at the pre consultation stage and the consultation was due to start in October.
- **The Cabinet Member for Resources** informed Members that the former police headquarters had now been leased to a Japanese restaurant and it was hoped that it would be open before the end of the year.
- **The Cabinet Member for Health and Wellbeing** highlighted issues for Public Health and Highways with the recent very warm weather. The importance of hydration was highlighted and Mr Brown urged residents to check on their neighbours particularly the elderly and vulnerable.
- **The Leader** stated that he had jointly signed a letter with the president of ADEPT (The Association of Directors of Environment, Economy, Planning and Transport) to the Government on the topic of incineration tax. Mr Tett stated that it would be inappropriate to penalise those that had invested in energy from waste.

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 Q1 2018/19 FINANCE MONITORING REPORT

Mr Tett, introduced the report which outlined outturn for both Capital and revenue budgets. Mr Tett highlighted the pressures on budgets and the forecasting of a significant overspend at year end.

Particular pressures were in Adult Social Care and Children's Services and there were not sufficient contingencies to mitigate those pressures. Mr Tett also highlighted an underspend on Capital however stated that the correct budget had been allocated, just not yet in use and therefore could not be allocated anywhere else.

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

Revenue

- There was a forecast net overspend of £1.2m on revenue for the year, composed of a Portfolio overspend of £3.9m offset by an underspend of corporate costs of £2.8m.
- The two portfolios with the most significant forecast overspend were Children's Services (£1.9m) and Education and Skills (£1.3m). Explanations and mitigations for these overspends were contained in the report
- All Portfolios had been asked to review their budgets in order to bring them in line.

Capital

- Forecast net slippage was £4.6m, of which £2.8m was for Respite Care within the Health and Wellbeing portfolio. It was expected that some of that would be deferred into the following year.
- Overall net debt position had come down from £17m to £10m

Lin Hazell raised the point on Capital slippage and that it was combined into the Short Breaks consultation for disabled children and adults, so there would not be any movement on those figures until after the consultation and requirements are identified.

Mr Tett stated that he was determined to come in on budget as in future years and urged all portfolios along with Cabinet Members to review their budgets.

RESOLVED: Cabinet NOTED the report.

10 CULTURAL STRATEGY

The item was deferred to a future meeting.

11 DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT

Mr N Brown, Cabinet Member for Health and Wellbeing introduced the Director of Public Health Annual Report and highlighted the following:

- The Director of Public Health is required to produce an annual report
- The annual report was themed around how where we live impacts our health.
- The report highlights issues that needed to be considered by all key partners

Dr J O'Grady, Director of Public Health, attended the meeting and highlighted the following:

- The report aimed to stimulate conversations across partners and communities about how they could promote health and wellbeing through influencing both the physical and social environments.
- The report contained high level recommendations for all partners. The service were asking colleagues across the County Council to see consider how they could contribute to each of those recommendations.
- The report would also be taken to the Health and Wellbeing Board and be discussed with the Voluntary Sector.

Cabinet raised and discussed the following points:

- A recent visit to Bicester, a Healthy New Town, with new estates encouraging active lifestyles, activities and social interaction.
- A joint conference earlier in the year with Health highlighted issues around pollution and how the environment was a key issue.
- A Member suggested that he would like to see a political element within the report, ensuring Members were addressing problems within their areas to make the environment better.
- Mr Tett highlighted that air quality was a national issue and big changes were taking place across the country, for example new houses and lampposts to have electric car charge points.
- A Member highlighted some of the indicators in the report that were significantly lower than the Council's peers including low birth rate and employee sickness absence. Dr O'Grady informed Members of ongoing work to make improvements in those areas.
- A Member highlighted the data on overweight and obese children and asked how parents are engaged with. Dr O'Grady responded by stating through the promotion of healthy eating messages, health visitor advice and advice given to schools. The Council did commission services to help children lose weight and this was a whole family approach.
- Members discussed the need for the recommendations set out in the report to work alongside other reviews currently taking place across the organisation in order to have a joined up approach. There were concerns that separate reports were being produced that may not be aligned.

Mr Tett asked for the recommendations to be reviewed and to identify those that were a priority to the County Council. He highlighted the importance of a partnership approach with a view to understanding all contributions, their progress and impact. Dr O'Grady confirmed that

when presenting the report to partner organisations those specific conversations would take place.

Mr Tett requested a composite report compiled for each portfolio area outlining how each County Council service would contribute to the actions and the achievement of the recommendations and that the Health and Wellbeing Board would issue a similar challenge to partners. Mr Tett requested this report to come back to Cabinet at the September meeting.

ACTION: Dr O'Grady

Recommendation

Cabinet is requested to note and endorse the Director of Public Health Annual Report.

RESOLVED: Cabinet NOTED and ENDORSED the Director of Public Health Annual Report.

12 EDUCATION AND SKILLS STRATEGY

Mr M Appleyard, Cabinet Member for Education and Skills introduced the Strategy and highlighted the following:

- The strategy highlighted the key areas that needed to be addressed.
- Recognising that families had an enormous impact on the way children live their lives and that early help where needed was crucial.
- Outcomes were for all children and outside of academic success ensuring they had the skills for adult life.
- The Council were not yet measuring non-academic education but needed to look at how the Council could do that.
- Buckinghamshire were well provided for education and does well in national figures, however there were key areas that needed to be addressed.
- Mr Tett stated that the figures in the report were not accurate and would be updated.
- Mr Tett highlighted to residents that the Council were no longer the education authority due to the large number of schools that were now academies and were managed by the Regional Schools Commissioner on behalf of the Department for Education. Relationship with those schools that were not academies were not managed so stringently by the County Council due to changes in funding grants. The County Council role in school improvement had also changed significantly.

Mr T Vouyioukas, Executive Director for Children's Services and Mrs M Edmonds, Education Strategy Manager, attended the meeting. Mr Vouyioukas highlighted the following points:

- The role of the Local Authority had been changing for some time in its role as facilitator for School Improvement.
- 95% schools rated as good or outstanding (not 94% as stated in report). Within Early Years it is 97%
- Mr Vouyioukas referred to page 117 of the Strategy, third bullet relating to above national rate of inadequate schools, since the report had been produced further schools had been inspected and the Council were now at 1.3% compared to the national

average of 2%, the report would be updated. Mr Vouyioukas noted how proud and impressed he was by the calibre of the leadership within schools.

- The Strategy is designed on a schools led system and relied on schools working collaboratively and learning from each other.

Cabinet raised and discussed the following points:

- Discussions were had regarding the Council being a fully selective system and for clarification of this to be discussed outside of the meeting.
- The treatment of free schools to be the same as any other
- A Member asked about the County Council's relationship with the Regional Schools Commissioner, who was responsible for school improvement in academies. Mr Vouyioukas stated that the relationship with the commissioner in Buckinghamshire was successful, engaged and working well with the local authority. Mr Vouyioukas highlighted that as Executive for Children's Service it was also his responsibility as well as the Commissioners to make contact with any school where there was concerns about performance.
- Budget pressures on small rural schools were highlighted and a Member asked that as they were high achieving and popular with parents, could it be re-emphasised that it was policy not to close any of Buckinghamshire rural schools. Mr Vouyioukas confirmed that was correct.
- Questions were raised regarding University Technical Colleges (UTCs) and how they could add a diverse choice to the County. Mr Appleyard stated that they had some difficulty attracting children due to the starting age of 14 when students were already in secondary education elsewhere. Mr Vouyioukas stated that it was important to identify those students whose needs would better met by attending a UTC.
- Multi Academy Trusts (MATs) were also discussed and how resources could be better shared across them.
- High exclusion rates within the report were also raised and a Member asked if there was a benchmark for this. Mr Vouyioukas confirmed that the data in the report was based on 2015/16 figures and a national benchmark was available with t Buckinghamshire comparing favourably to South East partners. Mr Vouyioukas noted that exclusion was also the last resort.

Recommendation

That the Education and Skills Strategy be ratified by Cabinet.

RESOLVED: Cabinet RATIFIED the Education and Skills Strategy.

13 PARKING DELIVERY PLAN

Mr M Shaw, Deputy Leader and Cabinet Member for Transportation presented the Parking Delivery Plan and highlighted the following:

- The County Council were responsible for on-street parking with the District Council's responsible for off-street parking.
- The County Council parking account ran at a deficit, currently at £400k and needed to be at break even.
- The proposed plan included changes to replace the parking implementation plan which Cabinet were working on.
- The new plan was intended to make things clearer, quicker and more effective for residents.

Cabinet raised and discussed the following points:

- Members welcomed the new plan. Recognising the significant amount of work that had gone into the document which helped the process to be more comprehensible.
- Members felt residents should be encouraged within their area to make the best use of parking available.
- Commuter parking was also discussed and the need for a 'footpath and cycle routes' review to ensure they are fit for purpose and encourage commuters to use them.
- Blue badge enforcement and footway parking bans were discussed and a Member raised issues regarding short term parking (1 hour) and the need to retain this as free parking but to review how best to enforce.

Recommendation

That Cabinet approve and adopt the Parking Delivery Plan and the principles it contains as attached at Appendix One and summarised in Appendix Two.

RESOLVED: Cabinet APPROVED the Parking Delivery Plan.

14 DATE OF THE NEXT MEETING

10 September 2018.

**MARTIN TETT
LEADER OF THE COUNCIL**

CABINET/CABINET MEMBER FORWARD PLAN

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet 10 September 2018				
Buckinghamshire County Council Contribution to the Director of Public Health Annual Report	Follow-up from 9th July Cabinet meeting		Cabinet Member for Community Engagement and Public Health / Jane O'Grady	First notified 17/7/18
Children's 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 / Kelly Sutherland	First notified 22/2/18
Children's Social Care Commissioner's Report	For information		Cabinet Member for Children's Services / Tolis Vouyioukas	First notified 14/8/18
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
Q1 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18
Youth Justice Strategic Plan	Cabinet to agree the Youth Justice Strategic Plan		Cabinet Member for Children's Services / Aman Sekhon-Gill	First notified 19/2/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Cabinet 22 October 2018				
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
Child Obesity Inquiry report	For Cabinet to review the Child Obesity Inquiry report and recommendations from the Health & Adult Social Care Select Committee		Brian Roberts, Vice-Chairman / Liz Wheaton	First notified 9/5/18
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
Cabinet 12 November 2018				
Q2 2018/19 Finance Monitoring Report	Quarterly report		Cabinet Member for Resources / Richard Ambrose	First notified 20/4/18
Cabinet 10 December 2018				
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
Q2 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18
Cabinet 7 January 2019 Cabinet 4 February 2019 Cabinet 11 February 2019 Cabinet 4 March 2019				
Early Help Review	Decision on Early Help following public and partner consultation exercise.	All Electoral Divisions	Cabinet Member for Children's Services / Sara Turnbull	First notified 16/7/18
Cabinet 25 March 2019				
Q3 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18
Cabinet 15 April 2019 Cabinet 13 May 2019 Cabinet 10 June 2019				
Q4 2018/19 Performance Report	Quarterly report		Leader of the Council / Joanna Baschnonga	First notified 30/7/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
September 2018 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services</u>				
Cross-Regional Project Re-commissioning	To agree the participation of Buckinghamshire County Council in the re-commissioned Cross-Regional project which offers residential and education provision.		Cabinet Member for Children's Services / Matilda Moss	First notified 22/6/18
Early Help Review	Decision to go out to public and partner consultation on Early Help.	All Electoral Divisions	Cabinet Member for Children's Services / Sara Turnbull	First notified 16/7/18
<u>Cabinet Member for Children's Services and Cabinet Member for Health and Wellbeing</u>				
Market Position Statement for Housing and Accommodation Solutions for People with Care and Support Needs	A Market Position Statement (MPS) is a 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. This MPS focusses on the area of housing and accommodation solutions for people with care and support needs.		Cabinet Member for Children's Services, Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 17/7/18
Re-commissioning of All Age Carers Support Service	Current contracts for carers support for children, young people and adults are due to end in March 2019. A business case has written to set out options for re-commissioning.		Cabinet Member for Children's Services, Cabinet Member for Health and Wellbeing / John Everson	First notified 12/7/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<u>Cabinet Member for Community Engagement & Public Health</u>				
Adoption of IHRA Working Definition of Antisemitism	Buckinghamshire County Council to adopt IHRA (International Holocaust Remembrance Alliance) Working Definition of Antisemitism		Cabinet Member for Community Engagement and Public Health / Marco Dias	First notified 6/8/18
<u>Cabinet Member for Health and Wellbeing</u>				
Direct Payment Policy	Cabinet Member to agree the Direct Payment Policy		Cabinet Member for Health and Wellbeing / Marcia Smith	First notified 29/3/17
Memorandum of Understanding for the Buckinghamshire Integrated Care System	To agree the Memorandum of Understanding for 2018/19 between the Buckinghamshire Integrated Care System (of which the County Council is a member) and NHS England		Cabinet Member for Health and Wellbeing / Gillian Quinton	First notified 9/8/18
<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
Charging for pre-application drainage discussions	Charging for pre-application drainage discussions(revision of current rates), Strategic Flood Team		Cabinet Member for Planning and Environment / David Sutherland	First notified 13/8/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
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
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
Social Care in Prisons & War Pensions Scheme Disregard Grant Allocations	To seek authority for the transfer of these unring-fenced grant allocations to Health & Wellbeing		Cabinet Member for Resources / Adrian Isaacs	First notified 13/7/18
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 / Jamie Hollis	First notified 6/4/17

Item	Description	Local Members	Member(s) / Contact Officer	Comments
<u>Deputy Leader and Cabinet Member for Transportation</u>				
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
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
Buckingham - Winslow Cycleway Extension Scheme (Phase 2)	To seek approval for the implementation of the Buckingham to Winslow cycleway extension scheme (phase 2)	Buckingham West	Deputy Leader & Cabinet Member for Transportation / Ian McGowan	First notified 9/7/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
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
<u>Deputy Leader and Cabinet Member for Transportation and Cabinet Member for Resources</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
October 2018 Cabinet Member Decisions				
<u>Cabinet Member for Children's Services and Cabinet Member for Health and Wellbeing</u>				
Market Position Statement for Technology – enabling people to stay connected and stay independent	A Market Position Statement (MPS) is a 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. This MPS focusses on potential technology solutions to enable people to stay connected and independent.	All Electoral Divisions	Cabinet Member for Children's Services, Cabinet Member for Health and Wellbeing / Jane Bowie	First notified 17/7/18
<u>Cabinet Member for Health and Wellbeing</u>				
Adult Social Care Quality Assurance Framework	The framework sets out the Council's approach to practice and practice improvement within adult social care		Cabinet Member for Health and Wellbeing / Jenny McAteer	First notified 22/8/18

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Short Breaks	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
<u>Cabinet Member for Planning and Environment</u>				
Rights of Way Improvement Plan 2008-2018 Planning Policy	The Council's current ROWIP is set to expire in 2018 and as an interim measure, there is a need to have a Planning Policy in place to inform the development process.		Cabinet Member for Planning and Environment / Claire Hudson	First notified 16/8/18
November 2018 Cabinet Member Decisions				
<u>Cabinet Member for Education and Skills</u>				
Dagnall Church of England School	A proposal that 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 and then to build up over a number of years.	Ivinghoe	Cabinet Member for Education and Skills / Andrew Tusting	First notified 28/2/17

Item	Description	Local Members	Member(s) / Contact Officer	Comments
Denham Village Infant School	<p>The Local Authority and governing board are consulting the local community on a proposal that 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.</p>	Denham	Cabinet Member for Education and Skills / Andrew Tusting	First notified 19/10/17

Item	Description	Local Members	Member(s) / Contact Officer	Comments
School Competition: Kingsbrook School, Aylesbury	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. The LA has sent details of the Competition to the DfE, RSC, a number of Multi Academy Trusts and all Buckinghamshire schools and Academies. 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. It is anticipated that the final decision will not be made known to the LA until December 2018. The LA will then work with the successful bidder to manage the build project and the opening of the school.	Aston Clinton & Bierton	Cabinet Member for Education and Skills / Sarah Callaghan	First notified 30/5/18
<u>Cabinet Member for Education and Skills and Cabinet Member for Resources</u>				
Capital Grant – Healthy Pupils Capital Funding	Cabinet Members are required to consider the options for expenditure of the new Healthy Pupils Capital Funding and to decide how they wish the funding to be allocated.		Cabinet Member for Education and Skills, Cabinet Member for Resources / Paula Campbell-Balcombe	First notified 11/7/18
March 2019 Cabinet Member Decisions				
<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

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

- 2 decisions have been published but not yet taken
- 20 decisions have been taken
- 19 decisions on the forward plan are pending for September

DECISIONS TAKEN

Cabinet Member for Children's Services

10 Aug 2018

CS07.18 - Post 16 Supported Living (Decision taken)

The Cabinet Member

- 1** **AGREED** to the commissioning of Supported Living Accommodation through a number of small block contracts (36 beds in total) for a term of 3 years (with the option to extend for a further 1 + 1 years) by means of an open tender process, with services to commence operation on 1st February 2019.
- 2** **DELEGATED** to the Executive Director of Children's Services the authority to take a decision on the contract award following the procurement process, which will be carried out as per the full Business Case and in line with the Local Authority's procurement and commissioning requirements.

Cabinet Member for Children's Services and Cabinet Member for Resources

13 Jul 2018

CS06.18 - Children's Homes – Local Provision (Decision taken)

The Cabinet Members:

APPROVED release of £850k within the £2m capital programme agreed by Cabinet in April 2017 for the purchase and renovation (if required) of a property to be used as a children's home within south Buckinghamshire and to the funding of this project by prudential borrowing.

APPROVED release of the remaining £826k of capital within the £2m capital programme agreed by Cabinet in April 2017 and supplemented by the capital receipt resulting from the resale of the Westfields site for the purchase and renovation (if required) of a second property to be used as an additional children's home within south Buckinghamshire and to the funding of this project by prudential borrowing

DELEGATED AUTHORITY to the Executive Director for Children's services and the Executive Director of Resources in consultation with the Cabinet Member for Resources and the Cabinet Member for Children's Services and also the relevant local members to agree the purchase of both additional properties up to the total value of £1676k and within the criteria set out in confidential appendix 2.

Cabinet Member for Community Engagement and Public Health

27 Jul 2018

CE05.18 - Domestic Abuse Strategy 2018-2021 (Decision taken)

The Cabinet member AGREED:

- | 1) To support the Domestic Abuse Strategy 2018-2021

Cabinet Member for Education and Skills

16 Aug 2018

ED05.18 - Consultation by John Hampden School, Wendover (Decision taken)

The Cabinet Member:

AGREED that as the governing board has followed the statutory guidance set down by the Department for Education for changes in status, the Cabinet Member for Education and Skills agreed to John Hampden Infant School changing its age range from 1 January 2019 to admit 3 year old children. The school's current age range is 4-7 and if the proposal is agreed it will become 3-7 years of age

Cabinet Member for Education and Skills and Cabinet Member for Resources

13 Aug 2018

ED04.18 - Allocation of grant for Supported Internships (Decision taken)

The Cabinet Members AGREED:

- 1. To ring-fence the supported internships grant to the Education and Skills Portfolio.
- 2. To allow any unspent balances of the above grant to be carried forward to 2019/20 using the Education and Skills Portfolio's ring-fenced reserve.

Cabinet Member for Education and Skills and Deputy Leader & Cabinet Member for Transportation

10 Aug 2018

T17.18 - Getting to School Strategy (Sustainable Modes of Travel Strategy) (Decision taken)

The Cabinet Members:

AGREED to adopt the Sustainable Mode of Travel to School (to be also known as the 'Getting to School Strategy' (Appendix 1) for the period to 2036 (over the life of LTP4).

The Strategy is a live document and will be updated each academic year as necessary.

Cabinet Member for Health and Wellbeing

31 Jul 2018

HW06.18 - Choice and Top-Up Policy (Decision taken)

The Cabinet Member:

APPROVED the revised Choice and Top Up policy which incorporates the changes outlined in section B of the report

22 Aug 2018

HW08.18 - Commissioning of engagement provider (Decision taken)

The Cabinet Member:

APPROVED the decision to commission a single provider to deliver an Engagement Service to support service users and carers to engage with the Integrated Commissioning Team. The contract will be offered for a period of 12 months to allow for analysis re potential alignment with other Adult Social Care contracts. The new single provider contract will commence on 1st November 2018 and will encompass all current provider activities.

The new provider will deliver a revised Partnership Board model.

Delegated Officer Decision following evaluation.

Cabinet Member for Health and Wellbeing and Cabinet Member for Children's Services

1 Aug 2018

HW07.18 - Market Position Statement (Decision taken)

The Cabinet Members:

AGREED to publish Buckinghamshire's Health and Social Care Market Position Statement 2018-2022, the theme of which is 'Prevention, Early Help and supporting people at a community level'.

Deputy Leader & Cabinet Member for Transportation

3 Jul 2018

T12.18 - Roberts Lane, Chalfont St Peter - Prohibition Of Motor Vehicles (Decision taken)

The Deputy Leader and Cabinet Member for Transportation;

- 2) Overruled the objections, as detailed in this report
- 3) **APPROVED** the making of the Traffic Regulation Order as for Prohibition of Motor Vehicles on Roberts Lane, Chalfont St Peter.
- 4) Instructed TfB to inform the responders to the statutory consultation of the decision and implement the traffic regulation order and associated works.

12 Jul 2018

T13.18 - Highways Development Management Guidance (Decision taken)

The Cabinet Member for Transportation agreed Buckinghamshire County Council's Highways Development Management Guidance as a supporting document to the Local Transport Plan 4.

The Cabinet Member for Transportation agreed that the approval of any minor amendments to the guidance would be delegated to the Director of Growth & Strategy in consultation with the Cabinet Member for Transportation.

18 Jul 2018

T14.18 - Fleet Trading Account Budget 2018-19 (Decision taken)

The Cabinet Member:

AGREED the Fleet Trading Account budget for the financial year 2018-19 in line with current Financial Regulations. Section B12

31 Jul 2018

T16.18 - Appointments to Outside Bodies 2018/19 (Decision taken)

The Deputy Leader:

APPROVED the list of appointments to outside bodies 2018/19 as set out in Appendix 1 of the report

14 Aug 2018

T18.18 - Gerrards Cross Waiting Restrictions (Decision taken)

The Cabinet Member:

a. **AUTHORISED** the Executive Director for Transport, Economy and Environment to make the Traffic Regulation Order for the scheme outlined in this report. Noting that it is different to the one that was advertised as part of the Statutory Consultation process.

b **AUTHORISED**, having considered the objections and feedback, that the Traffic Regulation Order (TRO) be made as advertised at Statutory Consultation in February – March 2018 with the following minor amendments:

- Woodlands (Plans W 23, W 24, X 24) Not to proceed with the proposed No waiting Mon-Fri 11am to 1pm & Mon-Fri 1pm to 3 pm waiting restrictions (Plan W 24), the No waiting at any time and the disabled parking bay will proceed as advertised.
- Ethorpe Crescent (Plan V 22) amend return period from 1 hour to 2 hours.
- South Park Crescent (Plan V 21) amend return period from 1 hour to 4 hours.

c. **AGREED** that responders to the Statutory Consultation be informed of the Deputy Leader & Cabinet Member for Transportation Decision

15 Aug 2018

T19.18 - Marlow Town Centre waiting, loading and parking review (Decision taken)

The Cabinet Member:

RATIFIED the officers decision NOT to implement the proposed waiting, loading and parking as detailed in Appendix 6 - Maps

16 Aug 2018

T21.18 - A4146 Stoke Hammond & Linslade Western Bypass - Surfacing Material (Decision taken)

The Cabinet Member:

AGREED to the surfacing of the A4146 Stoke Hammond and Linslade Western Bypass with Hot Rolled Asphalt and chippings

16 Aug 2018

T20.18 - Chalfont St Peter Waiting Restrictions (Decision taken)

The Cabinet Member:

a. **AUTHORISED** the Executive Director Transport, Economy, Environment to make the Traffic Regulation Order for the scheme outlined in this report.

b **AGREED** that the Traffic Regulation Order (TRO) be made as advertised at Statutory Consultation in February – March 2018

c. **AGREED** that responders to the Statutory Consultation be informed of the Deputy Leader & Cabinet Member for Transportation Decision

22 Aug 2018

T22.18 - Chepping Wye Valley Waiting Restrictions (Decision taken)

The Cabinet Member:

- a. **AUTHORISED** the Executive Director for Transport, Economy, Environment to make the Traffic Regulation Order for the scheme outlined in this report. Noting that it is different to the one that was advertised as a part of the Statutory Consultation process.
- b. **AGREED** that the Traffic Regulation Order be made as advertised at Statutory Consultation but with the following amendments:
 - 5) reduction in length of double yellow line markings (No waiting at any time) restriction along Waterside (junction with Wycombe Lane remains protected) (plan AL 83)
 - 6) removal of double yellow line (No waiting at any time) restriction along Thames Close, Bourne End (plan AH 92)
 - 7) reduction in lengths of double yellow line (No waiting at any time) along Rose Avenue and Hawthorn Crescent, junctions remain protected (plans AH 60, AI 60, AI 62)
- c. **AGREED** that responders to the Statutory Consultation be informed of the Deputy Leader & Cabinet Member for Transportation Decision

3 Sep 2018

T23.18 - Asheridge Road, Chesham - Waiting Restrictions (Decision taken)

The Cabinet Member:

- a. **AUTHORISED** the Executive Director Transport, Economy, and Environment to make the Traffic Regulation Order for the scheme of reduced length to the one as advertised at Statutory Consultation (“the Amended Scheme”) (see Appendix D). The Amended Scheme will allow for additional space for parking on Asheridge Road whilst maintaining junction protection for Ash Grove.
- b. **AGREED** that the Executive Director of Transport, Economy, Environment Business Unit review the Objections and Feedback received at Statutory Consultation
- c. **AGREED** that responders to the Statutory Consultation be informed of the Deputy Leader & Cabinet Member for Transportation Decision.

Leader of the Council

25 Jul 2018

T15.18 - Commissioning of construction – A355 Improvements Project (Decision taken)

The Leader

APPROVED the commissioning of Balfour Beatty through the Scape Framework to construct the A355 Improvements Project.

AGREED to delegate authority to the Head of Highways Infrastructure Projects for any further design changes in consultation with the Cabinet Member for Transportation and the Local Member.

DECISIONS TO BE TAKEN

Cabinet Member for Resources

15 Aug 2018

R05.18 - Social Care in Prisons & War Pensions Scheme Disregard Grant Allocations (Decision to be Taken)

Recommendation

It is recommended that:

- The Social Care in Prisons grant allocation of £80,080 and War Pension Scheme Disregard grant of £56,650 be added to the Adult Social Care 2018/19 budget.
- The Social Care in Prisons grant allocations and War Pension Scheme Disregard grant allocations, received in future years, be added to the Adult Social Care budgets

24 Aug 2018

R06.18 - Data Protection Policy (Decision to be taken)

Recommendation

- **To agree the Overarching Data Protection Policy (2018).**
- 1. **The purpose of the Data Protection Policy is to ensure compliance across the Council with the requirements of the relevant Data Protection legislation, in relation to the legal obligations controlling the Council's responsibilities and actions, most specifically:**
 - **General Data Protection Regulation (GDPR) 2018**
 - **Data Protection Act 2018**
 - **Human Rights Act 1998**
 - **Common Law Duty of Confidentiality**
 - **Privacy & Electronic Communication Regulations 2005**
 - **Freedom of Information Act 2000**
 - **Access to Health Records 1990**
 - **ICO Codes of Practice**
 - **Professional Codes of Conduct**

The Policy applies to all areas of the Council, and all employees of the Council, including individuals employed by a third party, by external contractors, as voluntary workers, as students, as locums or as agency staff and elected Members.

The Council acts as Data Controller for all personal information processed as part of its business function, and occasionally as a Data Processor.

All Council employees and parties processing personal data for and on behalf of the Council must adhere to the Policy and must seek to prevent improper or unlawful disclosure of information collected, processed and stored by the Council (including service user, business, administrative, research, professional and staff information).

This will be done by complying with the standards and guidance in the overarching Policy.

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

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

Date	Topic	Description and purpose	Lead Service Officer	Attendees
13 Nov 2018	Budget Scrutiny 2019 - Scoping	The Committee will consider and agree the draft inquiry scope for the 2019 Budget Scrutiny Inquiry.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members
13 Nov 2018	Business Rates Retention - Change Implications	Members will review the changes to business rates retention and how these will impact the Council and small businesses in Buckinghamshire.	Richard Ambrose, Director of Finance & Procurement	John Chilver, Cabinet Member for Resources Richard Ambrose, Director of Finance & Procurement Matthew Strevens, Corporate Finance Business Partner
13 Nov 2018	New Technology Strategy	Members will have the opportunity to review and examine the new Technology Strategy.	Balvinder Heran, Joint Strategic Director – Information Assets and Digital Development	To be confirmed.
13 Nov 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members
11 Dec 2018	Private Budget Briefing for FPR Select Committee	This will be a private briefing for Members ahead of the 2019 Budget Scrutiny Inquiry.	Richard Ambrose, Director of Finance & Procurement	Richard Ambrose, Director of Finance & Procurement Committee Members Chairmen of all Select Committees

Date	Topic	Description and purpose	Lead Service Officer	Attendees
11 Dec 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Fazeelat Bashir, Committee & Governance Advisor	Committee Members

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Children's Select Committee				
2 Oct 2018	Children's Services Update	For the Committee to receive an update on the progress of the Ofsted Improvement Plan and other key developments within the Service.	Tolis Vouyioukas, Executive Director Children's Services	
2 Oct 2018	Review of Performance Report - Q1 2018-19	For the Committee to review any areas of underperformance.	Kelly Sutherland, Committee and Governance Manager	Mr Warren Whyte, Cabinet Member Children's Services Mr Mike Appleyard, Cabinet Member Education & Skills Mr Tolis Vouyioukas, Executive Director Children's Services
2 Oct 2018	Voice of the Child and Young Person Inquiry - Progress on Implementation of Recommendations 18 months on	For the Committee to receive an update on progress regarding implementation of Recommendation 4 of its 2016 Inquiry Report; that a specific Voice of the Child and Young Person website hub is developed.	James Fowler, Acting Youth Service Manager, Tolis Vouyioukas, Executive Director Children's Services	Warren Whyte, Cabinet Member Children's Services Tolis Vouyioukas, Executive Director Children's Services James Fowler, Acting Youth Service Manager
27 Nov 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Kelly Sutherland, Committee and Governance Manager	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
15 Jan 2019	Work Programme Update	For Members to consider the Committee's forward Work Programme.	Kelly Sutherland, Committee and Governance Manager	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
Health & Adult Social Care Select Committee				
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	Noel Brown, Cabinet Member for Community Engagement and Public Health 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.	Clare Capjon, BU Improvement Manager	Lin Hazell, Cabinet Member for Health & Wellbeing Gill Quinton, Executive Director
2 Oct 2018	Work Programme Update	For Members to discuss the Committee's work programme.	Liz Wheaton, Committee and Governance Adviser	

Date	Topic	Description and purpose	Lead Service Officer	Attendees
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 Lou Patten, Accountable Officer, Clinical Commissioning Group 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	Lin Hazell, Cabinet Member for Health & Wellbeing 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
Transport. Environment & Communities Select Committee				
25 Sep 2018	Street Lighting	Members will review the Council's current policy, approach and performance in relation to street and footway lighting, with a focus on the fixing of defects.	Mark Averill, Head Of Highways (client)	Mark Shaw, Cabinet Member for Transportation Mark Averill, Head of Highways (Client) David Stewart, Operations and Schemes Manager Phil Lain, Street Lighting Manager (TfB).
25 Sep 2018	Sustainable School Travel Inquiry: 12 Month Recommendation Review	The Committee will review and assess the progress towards the recommendations made within the inquiry report, as agreed by Cabinet in April 2017.	Joan Hancox, Head of Transport Strategy, James Silvester, Lead Growth and Strategy Officer	Mark Shaw, Cabinet Member for Transportation Joan Hancox, Head of Transport Strategy James Silvester, Lead Growth and Strategy Kathryn Newton, School Travel Planning Officer

Date	Topic	Description and purpose	Lead Service Officer	Attendees
6 Nov 2018	Gully Cleaning and Drainage System Maintenance	As a result of Member concerns raised in previous meetings, Members will review the council's current policy and approach to gully cleansing and drainage maintenance, through the Transport for Bucks contract. They will examine the current performance, risks and opportunities, with a view to identifying key areas of challenge and possible improvements.	Mark Averill, Head Of Highways (client)	Mark Shaw, Cabinet Member for Transportation Mark Averill, Head of Highways (Client) David Stewart, Operations and Schemes Manager
6 Nov 2018	Modern Slavery Inquiry: 6 Month Recommendation Progress Review	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
6 Nov 2018	Oxford to Cambridge Expressway	(To be confirmed). Members will review the latest updates and developments on the Oxford to Cambridge Expressway, focussing on the implications for the county and the role of the county council.	Joan Hancox, Head of Transport Strategy	Martin Tett, Leader Joan Hancox, Head of Transport Strategy Jo Morphet, Transport Strategy Lead Officer Abigail Nichols, Senior Strategy Transport Officer

Date	Topic	Description and purpose	Lead Service Officer	Attendees
22 Jan 2019	DEFRA: 25 Year Environmental Plan	Members will examine the implications of the DEFRA 25 Year Environmental Plan for the council, its services and the county.	David Sutherland, Sustainability Service Business Manager	Bill Chapple, Cabinet Member for Planning and Environment David Sutherland, Head of Planning and Environment Nicola Thomas, Natural Environment Partnership Manager
22 Jan 2019	Is the Council Ready for Growth Inquiry: 12 Month Recommendation Monitoring	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
5 Mar 2019	Communities Annual Business Unit Plan	Members will examine the key areas of priority, challenge and opportunities within the business unit and its services for the year ahead. Members will be able to use the discussion to help identify areas of focus for the Committees' annual work programme.	Jane O'Grady, Director of Public Health	Noel Brown, Cabinet Member for Community Engagement and Public Health Gillian Quinton, Executive Director for Communities and Adult Social Care Jane O' Grady, Community Services Director

Date	Topic	Description and purpose	Lead Service Officer	Attendees
5 Mar 2019	Safer Stronger Bucks Partnership Plan	As the dedicated Crime and Disorder Committee, Members will undertake the annual review of the draft priorities within the partnership community safety plan. Members will identify community safety topics for inclusion within the Committees' annual work programme.	Faye Blunstone, Community Safety Co-Ordinator	Noel Brown, Cabinet Member for Community Engagement and Public Health Nigel Sims, Head of Strategic Commissioning Faye Blunstone, Community Safety Coordinator
5 Mar 2019	TEE Annual Business Unit Plan	Members will examine the key areas of priority, challenge and opportunities within the business unit and its services for the year ahead. Members will be able to use the discussion to help identify areas of focus for the Committees' annual work programme.	Neil Gibson, TEE Executive Director	Martin Tett, Leader Bill Chapple, Cabinet Member for Planning and Environment Mark Shaw, Cabinet Member for Transportation Neil Gibson, Executive Director Gill Harding, Director Commercial Development Martin Dickman, Director Environment Services Rob Smith, Director Growth and Strategy

SCRUTINY INQUIRY WORK PROGRAMME – OVERVIEW OF SELECT COMMITTEE LIVE INQUIRIES

Inquiry Title	Inquiry Chairman	Lead Officer	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18
Budget Scrutiny 2019	David Watson	Fazeelat Bashir						
Planning for Effective Leadership	David Watson	Marco Dias						
Reducing Permanent Exclusions	Dev Dhillon	Kelly Sutherland						
Childhood Obesity	Brian Roberts	Liz Wheaton						



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. Last updated August 2018.

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Report to Cabinet

Title:	Children's Social Care Commissioner's Report
Date:	Monday 10 th September 2018
Date can be implemented:	Tuesday 18 th September 2018
Author:	Cabinet Member for Children's Services
Contact officer:	Tolis Vouyioukas – 01296 382603
Local members affected:	(All Electoral Divisions);
Portfolio areas affected:	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 formally report to Cabinet the findings from the Commissioner-led review of Children's Services. His recommendation that the County Council retains its Children's Services was accepted by the Department for Education (DfE) and as a result, a revised statutory direction was issued on 12 July 2018.

Recommendation

The recommendation is that Cabinet:

- (a) **Notes the findings and recommendations from the Commissioner's review; and,**
- (b) **Notes the revised direction issued by the Department for Education (DfE).**

A. Narrative setting out the reasons for the decision

Background

1. Following the previous 'inadequate' Ofsted inspection judgement in 2014, Ofsted re-inspected Children's Services in November 2017 in line with the single inspection framework. The re-inspection found that the overall judgement of Children's Services

remained inadequate. The most recent Ofsted inspection report was published on Monday 29th January 2018.

2. On 5th March 2018, the Department for Education (DfE) issued a Statutory Direction to Buckinghamshire County Council and appointed a Children's Commissioner to:

'...undertake a review as to whether the most effective way of securing and sustaining improvement in Buckinghamshire is to remove the control of children's social care from the Council for a period of time'.

The DfE appointed John Coughlan CBE, the Chief Executive of Hampshire County Council, to be the Children's Commissioner.

Commissioner-led Review Methodology

3. Throughout the course of his review and evaluation, the Commissioner and his team met and consulted with a wide range of stakeholders. This included:
 - the political leadership and some key opposition elected members,
 - members of the Corporate Management Team,
 - the Chief Executive and Director of Children's Services, together and separately on a number of occasions,
 - the previous independent Chair of the Improvement Board,
 - the Independent Chair of the Safeguarding Board,
 - members of the largely new senior leadership team (SLT) for Children's Services
 - a significant number of front line managers, practitioners and specialist staff (including those who are based at the three area offices in Aylesbury, Amersham and High Wycombe),
 - the Principal Social Worker,
 - various corporate support managers,
 - representatives from key partner agencies including police, health, schools and district councils, and
 - some community engagement.
4. The team also reviewed performance information and quality assurance systems in order to triangulate the evidence received in interviews alongside the most recent Ofsted inspection findings.
5. Hampshire's managers assisted with some individual case audits and spent additional time reviewing the performance of the Multi-Agency Safeguarding Hub (MASH) given the key role it plays in responding to safeguarding concerns about children and young people.

Commissioner-led Review Findings

6. The Commissioner has outlined a number of key findings which are summarised below. In addition, the full review and recommendations including service level details are included as an appendix to this report.
7. Since the 'inadequate' judgement in 2014, Ofsted acknowledged that some progress had been made. This included the stronger focus the political leadership had placed on Children's Services. Overall, however, the progress the service had made was partial and limited in its impact on outcomes.
8. Buckinghamshire County Council, through the joint endeavours of the Chief Executive, Director of Children's Services and a complete new leadership team, have now started to

make substantial inroads in relation to performance and leadership issues. The stable, permanent Senior Leadership Team is referred to as being 'exceptionally strong in Buckinghamshire' with 'the capacity to lead children's services to high levels of performance over time'.

9. Analysis by the Commissioner strongly endorses the current direction of travel of the authority and any further support and interventions should be designed to work with the grain of the new leadership.
10. There is a significant amount of work to be done to establish, normalise and sustain good social work and child care practice across the organisation. The Commissioner has suggested that it is reasonable to expect this process will take a minimum of three years of sustained and determined effort with a relentless focus on good practice standards by all concerned.
11. The Commissioner noted some contested evidence of a previously oppressive management culture that needs to be addressed whilst retaining the need to have managerial control.
12. The Commissioner noted that senior managers appear to understand 'the importance of visibility, especially in an organisation in which this has not been prized hitherto. Good early progress is being made but unquestionably this engagement needs to be made more systematic and then sustained relentlessly'.
13. The new optimism is not universally shared by all staff. It will also be tested when practitioners are repeatedly challenged about their own practice and their own accountability. It is not unusual that there is a degree of comfort for some in this crisis and there will be different forms of resistance to change (which is what improvement is). The High Wycombe office environment in particular does not enhance effective team working and breeds a strong sense of professional exclusion.
14. The Commissioner and his team met with members of the Solutions Group of front line managers which has been established to communicate concerns and ideas to senior managers. They found that the people they met were impressive and passionate about the authority and their work. This form of systematic engagement needs to be built on.
15. The single most important place for support and intervention is at the level of team managers. This tier will be instrumental to the improvement of front line work and developing a culture where staff know what good practice looks like.
16. There is not yet, understandably, a unified vision for transformation that people could identify with. Senior Managers understand this and are developing plans for more widespread transformation including modernising working methods.
17. Members of staff have talked, unprompted, about the strength of the training offer, IT support and (especially managers) the quality of HR support. There remains more to do in directing the corporate strength towards better co-ordination of business support, commissioning and performance information but the council starts from a strong place under the current leadership.
18. Buckinghamshire has demonstrated that it now has considerable corporate capacity to effect change. Its response since the inspection was published in January 2018 has been decisive, swift and effective although it will be some time before the impact shows in social work practice and in the culture change required. The new leadership team has a strong grasp of what is required and 'what good looks like'.

Local Government Reorganisation

19. As part of his review, the Commissioner carefully considered the impact for Children's Services of Local Government Reorganisation (LGR). In doing so, the Commissioner discussed the issue with the Chief Executive and the Leader of Buckinghamshire County Council and also met with representatives of the four Buckinghamshire District Councils.
20. Immediately prior to the latest Ofsted judgement, the former Secretary of State issued a minded to decision indicating support for a proposal by Buckinghamshire County Council for a unitary council. A proposal which substantially pre-dated the second Ofsted inspection.
21. The Commissioner considered as part of his review, the District Councils' concerns "against a path to a unitary county in that the challenge of the transition to that unitary model would be bound to impede the children's improvement journey which has already been failed by the County Council once".
22. He also noted that the Districts were keen to stress the priority that should be given to children's welfare over LGR and that if nothing else, any decision about LGR should be abandoned at least until such time as the children's improvement was safely delivered. They argue these are two major organisational transformational journeys which should not be managed concurrently but at best consecutively.
23. The following information is taken directly from the Commissioner's report:
 - a) Single tier local government is significantly cheaper to deliver than two-tier, and the costs of two-tier become increasingly difficult to defend at any level in the face of the ongoing and unprecedented pressures on local government finance.
 - b) That financial point is exacerbated in children's services by the financial crisis facing the services nationally.
 - c) Different counties are at differing stages with regard to their capacity or readiness to enter into a unitary debate and undoubtedly the costs and disruption of the argument locally need to be born in mind. That is, do the costs and pain of reorganisation outweigh the arguable local benefit.
 - d) The process of disaggregating existing services in order to achieve LGR is far more expensive and disruptive than the process of aggregating. That is, it is better and more cost-effective to build up services than to dismantle them. This point applies particularly in the more sensitive and risk based services such as children's where there is 'frankly, a great deal to lose'.
 - e) It is increasingly the case for various reasons that children's services can be made to be more effective, stable and sustainable at larger rather than smaller scale; it is also clear that when authorities do fail at children's services, the smaller they are the harder it is for them to recover from that position.
 - f) With the best of will, district councils have no direct experience of running children's services and necessarily have highly limited concepts of the scale and challenges involved.
 - g) It is right to ensure that any LGR process should not be allowed to impede the children's services improvement journey.
 - h) I am satisfied in the event of LGR proceeding, it could be achieved with careful management.

- i) If LGR is to proceed, a fire wall could be placed around the existing Children's Services Department so that the staff, services and systems are not disrupted by any corporate organisational change. This is easy to achieve, irrespective of any decision about the disestablishment or otherwise of all pre-existing organisations in the event of any LGR decision.
- j) I need to make the strongest possible case against any LGR proposal which would break-up (disaggregate) the existing children's services structures in Buckinghamshire. An uninformed external perspective might assume that there is little to lose from the disruption of a twice-failing children's services authority. I could not disagree more strongly. In particular, the progress Buckinghamshire has made in the past year, spanning the second Ofsted judgement, is very strong. The leadership core, politically and especially from Chief Executive and DCS down, is now exceptional and is on track not just to achieve recovery but to establish a high performing service in time. A two-unitary proposal would not be able to replicate or duplicate this capacity and its disruption would take back the improvement journey by at least two years. That would pose a direct risk to vulnerable children in the county which I certainly would not wish to be associated with. I cannot make this point strongly enough.
- k) The notion of disaggregating into a two council model and then adding other areas from outside of the county is not defensible or sustainable in my view.
- l) The same point largely applies to any model which suggests we could retain a single children's services organisation (perhaps as a trust) and it could be commissioned by two new unitary councils

24. The Commissioner concludes that, if preferred, it should be manageable, though challenging, to move to a unitary council model through LGR while simultaneously progressing the children's services improvement. The latter should certainly not be presented necessarily as an impediment to the former. Status quo in LGR terms would clearly remove this perceived dilemma – but status quo may not address the obvious other current local challenges that have prompted LGR and the minded to decision.

25. He also argues that whatever happens, any decision which seeks to disaggregate or disrupt the existing children's services construct, as it now rapidly moves forward, would be retrograde and high risk and is categorically not supported. Whether it be within a single or two-tier arrangement, a single council for the County of Buckinghamshire accountable for the entirety of its children's services, is by far the safest option for children and, especially in the light of the current progress, has the best and most rapid chances of achieving sustainable high performance.

Commissioner Recommendations

26. The Commissioner, having fully reviewed Children's Services in Buckinghamshire, made a series of recommendations to the DfE. They are as follows:

- a) There should be no alternative delivery model in Buckinghamshire.
- b) The current direction of travel of improvement planning under internal leadership should be endorsed.
- c) Some external support should be commissioned, possibly under the joint brokerage of the local authority and DfE. The focus of that work will be to provide external oversight and monitoring of the delivery of the improvement plan.

- d) A primacy should be placed on the support and development of front line managers and staff, balancing a firm application of consistent high standards with a systematic range of mechanisms, to ensure those managers and staff are closely involved in and own the improvement process.
- e) The children's improvement process does not need to be an impediment to LGR if the minded to decision is progressed. However, there are two firm caveats: the leadership and workforce in children's services should be formally and clearly protected from any organisational upheaval that might emanate from LGR; and no form of LGR should be undertaken which splits either the commissioning or delivery of children's services in Buckinghamshire.
- f) It should be generally recognised internally and externally that the timeline to establishing embedded and sustained effective services is likely to be a minimum of three years.

Revised Statutory Direction

27. On 12 July 2018, the DfE issued a revised statutory direction that Buckinghamshire County Council will retain its Children's Services.

28. In determining the revised direction, the Secretary of State considered:

- a) Ofsted's inspection report of 29 January 2018, which found that children's social care services are 'inadequate'.
- b) The Commissioner's report of 4 June 2018, which concluded there was no valid reason for the introduction of an Alternative Delivery Model in Buckinghamshire; and his recommendation that Buckinghamshire has some form of external support and challenge to oversee and monitor the delivery of the improvement plan.

29. The Secretary of State has appointed Hampshire County Council, as the Council's improvement advisers. The Council is required to co-operate with Hampshire County Council and to comply with any instructions of Hampshire County Council in relation to the improvement of the Council's exercise of its children's social care services functions.

30. Hampshire County Council is expected to support the Council's improvement programme on those areas of practice that Ofsted has judged to be inadequate. It shall in particular:

- a) Chair Buckinghamshire's Children's Services Improvement Board ('the Improvement Board');
- b) Ensure that the Council:
 - Continues the implementation of a robust improvement plan which spans children's social care services, and includes clear and specific actions that reflect the journey of the child and which address all recommendations made in the Ofsted report;
 - Implements a revised early help offer that links more closely with social care activity and an improved multi-agency safeguarding hub;
 - Invests specifically in leadership and management development for the senior leadership team and team managers;
 - Continues to embed a new organisational culture that supports social work practice;
 - Creates an effective performance and audit framework;
 - Reviews the role and impact of Child Protection Conference Chairs and Independent Reviewing Officers;

- Develops a fully-realised transformation plan that sets out a vision for how the service will deliver high-quality social work and related services.
- c) Provide leadership, support and practice advice in line with priorities agreed with the Council and set out in the Commissioner’s report and areas of weakness identified by the Ofsted report;
- d) Provide where appropriate direction, monitoring, and coaching to the children’s services senior team to secure the necessary improvements and to build on their capabilities;
- e) Provide regular reports to the Department for Education that assess improvements in Buckinghamshire by reference to the Ofsted report. These reports may cover but are not exclusive to practice; performance; culture; leadership, management and governance; management oversight; early help; and local multi-agency arrangements.

Conclusion

31. The direction issued by the DfE will remain in force until it is revoked by the Secretary of State.

32. We will work closely with colleagues from Hampshire County Council and utilise their expertise and support to improve outcomes for children, young people and families.

B. Other options available, and their pros and cons

N/A

C. Resource implications

Any future resources required will be considered as part of the Medium Term Financial Plan process.

D. Value for Money (VfM) Self-Assessment

It is important to allocate resources to address the top priorities and ensure that we achieve the outcomes required to secure improvements as identified in both the Ofsted report (29th January 2018) and the recent Commissioner-led review.

E. Legal implications

The local authority must carry out its statutory obligations in respect of safeguarding Children and Young People, as set out in the Children Act 2004, Children and Social Work Act 2017 and in ‘Working Together to Safeguard Children’.

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

N/A

Background Papers

Appendix 1: [Commissioner's Report to the DfE regarding Children's Services in Buckinghamshire](#)

Appendix 2: [Revised direction issued to Buckinghamshire County Council](#)

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer 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 Friday 7th September 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Report to Cabinet

Title:	Children's Select Committee - Permanent Exclusions Inquiry
Date:	Monday 10 September 2018
Date can be implemented:	Tuesday 18 September 2018
Author:	Dev Dhillon
Contact officer:	Kelly Sutherland, Committee & Governance Manager

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

Summary

In 2015/16 permanent exclusions in Buckinghamshire primary and secondary schools increased by 100% on the previous academic year, with a further increase of 6% in 2016/17. Department for Education (DfE) data for 2015/16 showed Buckinghamshire as one of the highest permanently excluding authorities in England.

The Children's Services Select Committee agreed to undertake an Inquiry into this issue as members wanted to understand the reasons underlying the significant increase in the number of pupils being permanently excluded and to investigate what support was available to pupils and their parents/carers in this situation. The Committee also hoped to identify good practice in reducing and preventing permanent exclusions.

The Inquiry Team visited schools and professionals across Buckinghamshire. They conducted interviews with head teachers and inclusion staff in secondary and primary schools, the primary and secondary Pupil Referral Units and met families affected by permanent exclusion. They also met senior officers from Children's and Education Services.

The Inquiry Team found evidence of a strong commitment from both head teachers and Council officers alike to reduce the number of permanent exclusions and it was noted that the indicative permanent exclusion rate for 2017/18 was reducing. The attached report (Appendix 1) details the Committee's key findings and recommendations. It is hoped that the following recommendations will support the work already being undertaken by the Council, Schools and other partners and drive further improvements.

Recommendation

1: That Early Help representation should be part of the Bucks Inclusion Hub to ensure families and pupils experiencing difficulties or needing access to additional services get the early help they need

2: That:

- a) a series of workshops 'Towards Better Behaviour, Sharing Best Practice' should be offered on selected INSET days during the academic year 2018/19, to be attended by all head teachers, their INCOs/SENCOs and chairs of governors with the possibility of rolling out the programme on a wider basis; and**
- b) senior leadership teams across all schools in Buckinghamshire should be strongly encouraged to attend BCC-commissioned behaviour training (for example, Behaviour Network Meetings) and to include low-level disruptive behaviour training as a standard element in their school.**

3: That:

- a) BCC guidance and toolkit templates should be reviewed immediately if there are any changes to national guidance or legal advice. Any changes should be made within 5 working days at a minimum and communicated to head teachers and governors within the same time period; and**
- b) the toolkit should be removed from the schools website when amendments are being uploaded to ensure version control integrity and prevent out of date material being used by schools.**

4: That, through the Side by Side project, the BCC SEN Team facilitates and supports schools in setting up regular SEN audits using a system-led model to ensure that their policies and procedures are compliant with legislation and regulations and in line with current best practice.

5: That Education Service officers:

- a) more effectively promote and signpost guidance to schools to help them to identify, within statutory requirements, how much information and evidence to include on Education Health and Care Plan forms ; and**
- b) review communications to head teachers concerning alternative provision opportunities through the SEND Local Offer to ensure all avenues are being explored when pupils are in imminent danger of being permanently excluded.**

6: That, as part of the review of the outcomes of SENDIAN pilot, the Education Service should also review the impact and value of a 'named' Educational Psychologist for schools and explore ways in which mixed primary and secondary school clusters could be set up to achieve this objective where budgets allow.

7: That, as part of its work on the Inclusion Hub, officers should facilitate formal locally-based networks of head teachers to support each other on permanent exclusion issues.

8: That the BCC website is further strengthened to make it more user-friendly for parents. This should include: a link to a permanent exclusion Q&A format or leaflet for parents whose child has been permanently excluded; and signposting to a range of advocacy services to help parents negotiate the permanent exclusion process, an approach which is favoured by other local authorities.

A. Narrative setting out the reasons for the decision

Please see Appendix 1 for the full Inquiry report.

B. Other options available, and their pros and cons

See report attached.

C. Resource implications

The resource implications of all recommendations are to be considered as part of Cabinet's response to the Inquiry Report.

D. Value for Money (VfM) Self Assessment

See above

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

Cabinet's response to the recommendations will be published.

J. Progress Monitoring

Where recommendations are agreed by Cabinet, the lead officer for each recommendation will be asked to provide a written progress update to the lead Cabinet Member. The Cabinet Member and relevant officers will be invited to the Select Committee to follow-up on the progress of the recommendations at 6 & 12 months.

K. Review

See above

Background Papers

Minutes of meeting of Children's Select Committee 5th Dec 2017

<https://democracy.buckscc.gov.uk/documents/g9304/Public%20minutes%2005th-Dec-2017%2010.30%20Childrens%20Select%20Committee.pdf?T=11>

Minutes of meeting of Children's Select Committee 10th July 2018

<https://democracy.buckscc.gov.uk/documents/g9765/Printed%20minutes%2010th-Jul-2018%2010.30%20Childrens%20Select%20Committee.pdf?T=1>

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer 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 Friday 7 September. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Report to Cabinet

Working Together to Reduce the Number of Permanent Exclusions from School

A Report of the Children's Select Committee

Contact Officer: Kelly Sutherland
Committee & Governance Adviser





From the Inquiry Chairman

On behalf of the Inquiry Team and the wider Children's Select Committee I would like to pass on our thanks to all those who gave up their time to meet with us to discuss the very important issue of permanent exclusions in schools.

Permanent exclusion from school is a traumatic and distressing experience for children, their families and the dedicated professionals working with them. It affects life chances in the most fundamental ways; children have worse long term outcomes than their peers, are more likely to develop mental health issues and to become involved in the criminal justice system.

During our Inquiry we have been impressed with the work that is already being done in our schools and the Council to avoid permanent exclusions. The recommendations in this Report are designed to support that work, to ensure that the numbers of permanent exclusions in Bucks are reduced further over the coming years.

Dev Dhillon – Chairman – Children's Select Committee

Purpose of Cabinet Report

To seek the agreement of Cabinet for the Children’s Social Care & Learning Select Committee ‘s Working Together to Avoid Permanent Exclusions in Schools Report and Recommendations

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Inquiry Scope and Purpose

In 2015/16 permanent exclusions in Buckinghamshire primary and secondary schools increased by 100% on the previous academic year, with a further increase of 6% in 2016/17. Department for Education data for 2015/16 showed Buckinghamshire as one of the highest permanently excluding authorities in England. The Committee was therefore keen to:

- understand the reasons for the increase in permanent exclusions
- assess the impact on the pupil referral units and special schools
- judge the effectiveness of the Council's partnership working in reducing permanent exclusions
- identify good practice in preventing and reducing permanent exclusions and share with others
- understand the funding available to help reduce permanent exclusions
- ensure government guidance and legislation on permanent exclusions is being rigorously followed
- Inquiry Scope agreed on 5th December 2017 – see Appendix A

Out of Scope: fixed term exclusions were not considered.

Inquiry Scope and Purpose: Methodology

The Inquiry Team



Dev Dhillon
Chairman



Isobel Darby



Gareth Williams

Evidence was gathered via:

- **Desktop research:** Including a review of Business intelligence data, national and local good practice and school protocols and procedures on exclusions
- **Visits and meetings:** Between February and April 2018 the Inquiry Team visited schools and professionals across Buckinghamshire. They conducted interviews with head teachers and inclusion staff in secondary and primary schools, the primary and secondary Pupil Referral Units and met families affected by permanent exclusion. They also met senior officers from Children's and Education Services
- **Observation:** Members of the Inquiry Team observed a Fair Access Board meeting at Aspire Secondary Pupil Referral Unit

National and Local Context

Avoiding permanent exclusion – why does it matter?

Permanent exclusion from school is damaging to the pupils and distressing for parents and carers. In a significant number of cases these are families with a range of additional needs already. Permanent exclusion from school is a further hurdle which increases the burden on families who may not be coping well, resulting in longer term calls on public services.

In October 2017, The Institute of Public Policy Research's report: ['Making The Difference'](#) found that:

- Each day 35 children in England are permanently excluded
- Each of these children goes on to cost around £370,000 over their life time, due to poorer outcomes
- The excluded children in any cohort therefore cost around £2.1 billion
- It is the most vulnerable children who are likely to be excluded. 1 in 2 has a recognised mental health need. They are four times more likely to be from the poorest families, three times more likely to be interacting with social services and ten times more likely to have a mental health problem.

National and Local Context: the Role of the County Council

As a local authority, Buckinghamshire County Council is responsible for the performance and activities of maintained schools only.

Buckinghamshire academies, faith and free schools are autonomous, funded directly by central government and are independent of local authority control.

Comparative 2014-15 and 2015-16 statistics for national, regional and local permanent exclusion rates are attached at [Appendix B](#) to this Report.

During the course of this Inquiry the Prime Minister announced on 16 March 2018 [a review of school exclusion](#) led by Edward Timpson CBE. A call for evidence formed part of this review with a report expected by the end of 2018. The recommendations in this Inquiry Report have therefore focused on the improvements the Committee considers the Council can make now; any future proposals by central government will be addressed by the Committee as part of its ongoing scrutiny work.

National and Local Context

Legislation and Departmental Guidance

The Department for Education (DfE) guidance on Exclusion from maintained schools, Academies and pupil referral units in England, on which Buckinghamshire County Council's advice to schools and practice is based, relates to:

- The Education Act 2002, as amended by the Education Act 2011;
- The Education and Inspections Act 2006;
- The Education (Provision of Full-Time Education for Excluded Pupils) (England) Regulations 2007 (as amended, 2014); and
- The School Discipline (Pupil Exclusions and Reviews) (England) Regulations 2012.

What our witnesses said

No head teacher wants to permanently exclude a pupil – it should be very much the last resort

Upskilling of school staff is needed along with 'behaviour buy-in' by some head teachers and senior leadership teams

We need support to keep pupils with mental health difficulties in school wherever possible so we can maintain structure, routine and key educational and social relationships as part of their recovery to good mental health

We would like the Education Service to be more proactive in sharing good practice information. Transfer of good practice knowledge and skills is a critical factor in reducing low-level disruptive behaviour issues in the classroom

The EHCP process is incredibly difficult and takes hours of work. Templates are infuriating and not intuitive

Early intervention is key with both pupils and parents. We are seeing an increasing number of cases where an EHCP or intervention should have been done at primary level; by the time pupils get to Year 7 behaviour is learnt and so much more difficult to address

The wait for CAMHS is far too long – when you need them, you need them

As parents we felt the support we received from SENDIAS was brilliant but their involvement was too late in the process. We needed some help with information about permanent exclusions before it happened – this should be accessible on the Bucks website

Summary of Findings

Strengths

- ✓ All head teachers and Council officers committed to reducing permanent exclusions across Bucks
- ✓ A strategic approach to inclusion through the Bucks Inclusion Hub
- ✓ Primary and Secondary PRUs offer training support to schools
- ✓ Face-to-face contact between Council staff and parents of children and young people who have been permanently excluded

Weaknesses

- ✗ No Early Help representation on Inclusion Hub
- ✗ Poor uptake of behaviour management training opportunities by schools
- ✗ Accessibility of information on the BCC external website
- ✗ Time-consuming referral processes are not flexible enough to help children in crisis avoid permanent exclusions

Summary of recommendations

Recommendation	Focus
1	Early Help representation on Bucks Inclusion Hub
2	Collaborative work to raise the profile of managing low level disruptive behaviour within Bucks schools
3	Ensuring schools have up to date information on the Bucks Permanent Exclusions Toolkit
4	Support and facilitation from the Education Service to help schools embed a system-led model of SEN audits
5	More Effective promotion and signposting of Education Health Care Plan guidance and alternative provision
6	Review of the impact of the Educational Psychology Service and consideration of local clusters
7	Formation of formal locally-based networks of head teachers to support each other on permanent exclusions
8	Accessibility of information on the Bucks CC website for parents and families

THE DETAIL

WORKING TOGETHER TO AVOID PERMANENT EXCLUSIONS IN SCHOOLS

Findings, Conclusions and Recommendations

1. Early Help and Tackling Exclusions

Findings

- Bucks Children's Services set up an Inclusion Hub Project in late 2017 which manages a range of work strands to improve outcomes for children with special educational needs
- The Inclusion Hub does not currently have Early Help representation
- The 2017 IPPR Report 'Making a Difference' found that 'excluded pupils are likely to have complex needs, where different vulnerabilities intersect and compound one another.'
- Early intervention and building family resilience was regarded by all witnesses we spoke to as being a key component in avoiding permanent exclusion

1. Early Help and Tackling Exclusions

Conclusion

Early Help is a fundamental part of the jigsaw in supporting families and children who are experiencing difficulties at school and at risk of permanent exclusion. The Inclusion Hub Project should therefore have Early Help representation to support its work

Recommendation 1

It is recommended that Early Help representation should be part of the Bucks Inclusion Hub to ensure families and pupils experiencing difficulties or needing access to additional services get the early help they need

2. Preventing Exclusions – Behaviour Management

Findings

- DfE figures report, and Bucks head teachers' evidence confirms, that the majority of permanent exclusions from school are as a result of persistent disruptive behaviour
- Behaviour Network Meetings, a free source of training for Bucks schools commissioned by the Council, are poorly attended, particularly at primary senior leadership level, despite encouragement from officers and the Primary PRU who deliver this training
- Data for 2015/16 shows that permanent exclusions at secondary level in Bucks schools represented 0.25 of the school population compared with 0.05 for primary schools
- Witnesses from secondary schools reported that in the vast majority of cases disruptive behaviour in the classroom is ingrained by the time a child reaches Year 7 and is therefore far more difficult and resource-intensive to address

2. Preventing Exclusions – Behaviour Management

Conclusions

- Managing behaviour in schools is a key factor in avoiding permanent exclusions and staff training should be given the highest priority across the Bucks school estate with good practice shared between practitioners.
- A higher profile should be given to the importance of managing low-level disruptive behaviour in Bucks schools by the Council in collaboration with the Regional Schools Commissioner

Recommendation 2

It is recommended that:

- a. a series of workshops 'Towards Better Behaviour, Sharing Best Practice' should be offered on selected INSET days during the academic year 2018/19, to be attended by all head teachers, their INCOs/SENCOs and chairs of governors with the possibility of rolling out the programme on a wider basis; and
- b. senior leadership teams across all schools in Buckinghamshire should be strongly encouraged to attend BCC-commissioned behaviour training (for example, Behaviour Network Meetings) and to include low-level disruptive behaviour training as a standard element in their school.

3. Permanent Exclusion Guidance - Support to Schools

Findings

- Head teachers we spoke to all reported having concerns about accessing the most up to date version of the Permanent Exclusion Toolkit and that communications from officers were too slow
- Concerns were expressed that using the wrong template letters during the permanent exclusion process could, and had, resulted in decisions to exclude being overturned at the Independent Review Panel (IRP) stage
- A parent witness confirmed that in their case the IRP had found in their favour due to procedural errors as the school had used an outdated template letter
- Education Service officers confirmed the Toolkit was up to date and was available to head teachers on the Bucks Schools Website; head teachers should be discouraged from saving previous versions of the Toolkit which could be resulting in old templates being used

3. Permanent Exclusion Guidance - Support to Schools

Conclusion

An apparent lack of confidence in the Permanent Exclusions Toolkit and communication from officers should be addressed by setting clear targets and procedures for officers when any amendments, particularly to templates, are made

Recommendation 3

It is recommended that:

- a. BCC guidance and toolkit templates should be reviewed immediately if there are any changes to national guidance or legal advice. Any changes should be made within 5 working days at a minimum and communicated to head teachers and governors within the same time period; and
- b. the toolkit should be removed from the schools website when amendments are being uploaded to ensure version control integrity and prevent out of date material being used by schools

4. SEN Audits - Support to Schools

Findings

- Head teachers told the Inquiry Team that a periodic SEN 'health check' would be very helpful to them in formulating and updating their inclusion and behaviour policies and would ensure they were operating in line with accepted current best practice. This would also support them to avoid permanent exclusions as best practice would be in place
- The Bucks SEN team or Pupil Referral Unit staff have the professional experience and knowledge to be able to carry out this exercise, which could be similar to schools' use of external professionals to conduct mock Ofsted inspections
- Children's Services officers agreed that regular audits by schools of their SEN practice and behaviour and inclusion policies was desirable as part of the gold standard approach to avoiding permanent exclusions of this vulnerable group of pupils

4. SEN Audits - Support to Schools

Conclusion

Best practice, along with training and what 'good' and 'outstanding' look like are key elements in avoiding permanent exclusions. SEN 'health checks' should therefore be part of the gold standard approach by schools to avoiding permanent exclusions

Recommendation 4

It is recommended that, through the Side by Side project, the BCC SEN Team facilitates and supports schools in setting up regular SEN audits using a system-led model to ensure that their policies and procedures are compliant with legislation and regulations and in line with current best practice

5. EHC Plan Process - Guidance Support to Schools

Findings

- Witnesses reported that the Education Health and Care Plan (EHCP) process was cumbersome, describing it as infuriating and not intuitive
- There was unanimous agreement by professionals that obtaining evidence of need could take as long as 6 months
- In 2015/16, 16 children admitted to Bucks Special Schools had been permanently excluded from school prior to admission
- A threshold guidance document was suggested by witnesses to enable head teachers gauge how much information is required to evidence need
- Head teachers we spoke to strongly believed that needs should trump resources - problems spiral quickly and fast track option running alongside the EHCP process should be available to avoid permanent exclusion
- Education officers confirmed that schools can bid for High Needs Block Funding to assist with crisis management during the EHCP process

5. EHC Plan Process - Guidance Support to Schools

Conclusion

Processes should be flexible enough to deal with unexpected or unanticipated deterioration. Permanent exclusion should not be an inevitable outcome solely due to a lack of resources or a time-consuming form-filling process

Recommendation 5

It is recommended that Education Service officers:

- a. more effectively promote and signpost guidance to schools to help them to identify, within statutory requirements, how much information and evidence to include on Education Health and Care Plan forms ; and
- b. review communications to head teachers concerning alternative provision opportunities through the SEND Local Offer to ensure all avenues are being explored when pupils are in imminent danger of being permanently excluded

6. Educational Psychology Service Support to Schools

Findings

- Pressure on the Educational Psychology Service caused by the diversion of resources to convert Statements of Special Education Needs into EHC Plans resulted in the Link Educational Psychology Service being withdrawn in 2016
- Link Educational Psychologists had historically been allocated to designated schools and therefore understand the context of school, children, parents and extended family
- All professional witnesses, including those from the Educational Psychology Service, commented that they believed the withdrawal of Link Educational Psychologists had been to the detriment of pupils and families
- To replicate this service schools had resorted to buying-in private Educational Psychologist services putting further pressure on their budgets

6. Educational Psychology Service Support to Schools

Conclusions

- The Link Educational Psychologist model is more likely to help avoid permanent exclusion and speed up the EHCP process
- A proactive approach would help avoid permanent exclusions as schools would have an Educational Psychologist who understood the context and demographic of the school, children, parents and extended families

Recommendation 6

It is recommended that, as part of the review of the outcomes of SENDIAN pilot, the Education Service should also review the impact and value of a 'named' Educational Psychologist for schools and explore ways in which mixed primary and secondary school clusters could be set up to achieve this objective where budgets allow

7. Support to Head Teachers

Findings

- Bucks permanent exclusion data and evidence from witnesses, including those who had recently taken up post as a Bucks head teacher, shows that spikes occur in permanent exclusions when a new head teacher is appointed
- Bucks has a relatively high turnover in head teachers. Figures from the Education Service show that in 2015/16 there were 37 new heads, in 2016/17 that dropped slightly to 34 but so far in 2017/18 figures show 51 changes in head teachers
- All secondary head teachers we spoke to agreed that having named professionals in local clusters would benefit new to Bucks or new to the role heads who do not have a network to draw on and could mitigate the 'new broom' effect which results in spikes in permanent exclusions

7. Support to Head Teachers

Conclusions

- Formally facilitated networks of head teachers would be a better and more transparent option than informal arrangements, particularly for those new to the role of head or new to Bucks.
- The Bucks Side By Side Project, which shares good practice between schools, could be a suitable vehicle for implementation of these networks
- Members also felt that another option could be for BCC to consider using external voluntary expertise if necessary to facilitate the networks

Recommendation 7

It is recommended that, as part of its work on the Inclusion Hub, officers should facilitate formal locally-based networks of head teachers to support each other on permanent exclusion issues

8. Permanent Exclusion Guidance - Support to Parents

Findings

- Members of the Inquiry Team found that the accessibility of information about permanent exclusions on Bucks website could be improved. BCC website information is brief and not as user-friendly as some other local authorities which we checked for comparison
- We felt the website would be difficult to negotiate for those who struggle with processing information and some references to links did not appear to work. In addition, the website does not signpost to a range of advocacy services
- Officers confirmed that all parents with permanently excluded children receive a home visit to explain the process and are given a variety of hard-copy information, including an explanatory letter, Q&A and a SENDIAS leaflet

8. Permanent Exclusion Guidance - Support to Parents

Conclusion

Face to face contact between parents and Council officers was good but this should be supported by a website that is accessible to all and signposts parents and carers to a range of advocacy services

Recommendation 8

It is recommended that the BCC website is further strengthened to make it more user-friendly for parents. This should include:

- a link to a permanent exclusion Q&A format or leaflet for parents whose child has been permanently excluded; and
- signposting to a range of advocacy services to help parents negotiate the permanent exclusion process, an approach which is favoured by other local authorities

Other Findings

There are no specific recommendations to make around the following and not all were directly in scope. However, during its evidence gathering the Inquiry Team identified the following issues for the Children's Services and are therefore keen to highlight them. The Committee will use the findings to inform potential work items.

Other Findings – Independent Review Panels (IRPs)

The Inquiry Team were very concerned to be given, from every head teacher they spoke to, examples illustrating a lack of professional courtesy by Independent Review Panel Members and Clerks to schools representatives during and after IRP hearings. As the Panels are the responsibility of the Department for Education (DfE) any additional training needs for IRP members cannot be addressed by Council officers. However, it is noted that additional professional standards training could be included as part of the regular barrister-led two year DfE training for IRP members and the Inquiry Team therefore hopes that this evidence is fed back to central government contacts.

Other Findings – Head teacher engagement outside the Buckinghamshire Association of Secondary Head teachers (BASH) forum

The Inquiry Team were told by all head teachers they met that they would value the setting up of smaller groups as the needs of permanently excluded pupils in the non-selective and selective sectors can be very different and more difficult to discuss in detail in a larger forum. Building on the current work of the Inclusion Hub, BASH heads should be encouraged to have conversations about setting up smaller forums, particularly in relation to alternative provision and common issues on permanent exclusions.

Other Findings – Children & Adolescent Mental Health Service (CAMHS)

As part of the Inclusion Hub work focusing on CAMHS/Paediatric case allocations, response times by CAMHS officers should be raised. The Inquiry Team found that delays are leaving vulnerable children and young people with unmet needs for far too long. Head teachers also reported that less straightforward cases where complex needs had already been identified by experienced school staff were more likely to be rejected at first referral. Schools were being passed between CAMHS and Paediatric Services with neither service agreeing to accept the referral. This created a significant time lag (in some cases over a year) in securing help for children presenting with mental health and other complex needs.

Other Findings – Educational Psychology Service

The Educational Psychology Service (EPS) had previously operated a trading function. Due to pressures on the Service relating to the conversion of Statements of Special Educational Needs to Education Health Care Plans this work had been paused. In discussions with EPS officers the Inquiry Team identified an appetite to resume the trading function as soon as staff resources allow, as the income generated could then be ploughed back into further Educational Psychology support.

Next Steps

- The Draft Inquiry Report will be discussed and agreed by the Children's Select Committee on 10 July 2018
- The Final Report and Recommendations will be presented to Buckinghamshire County Council Cabinet on 10 September 2018; and
- Six month and 12 month reviews will be undertaken by the Committee to check progress against implementation of the Report's 8 recommendations.

Buckinghamshire County Council Children's Select Committee Working Together to Avoid Permanent Exclusions in Schools

Appendices

Appendix A

Inquiry Scoping Document and link to Children's Social Care and Learning Select Committee Meeting Minutes 5th December 2017

Appendix B

Comparative national, regional and local statistics on permanent exclusions, 2014-15 and 2015-16 broken down into SEN Status, Income Deprivation, Ethnicity, Free School Meal Eligibility and Gender

Buckinghamshire County Council Children's Select Committee Working Together to Avoid Permanent Exclusions in Schools

Appendix A

Inquiry Scoping Document – see attached appendix 2

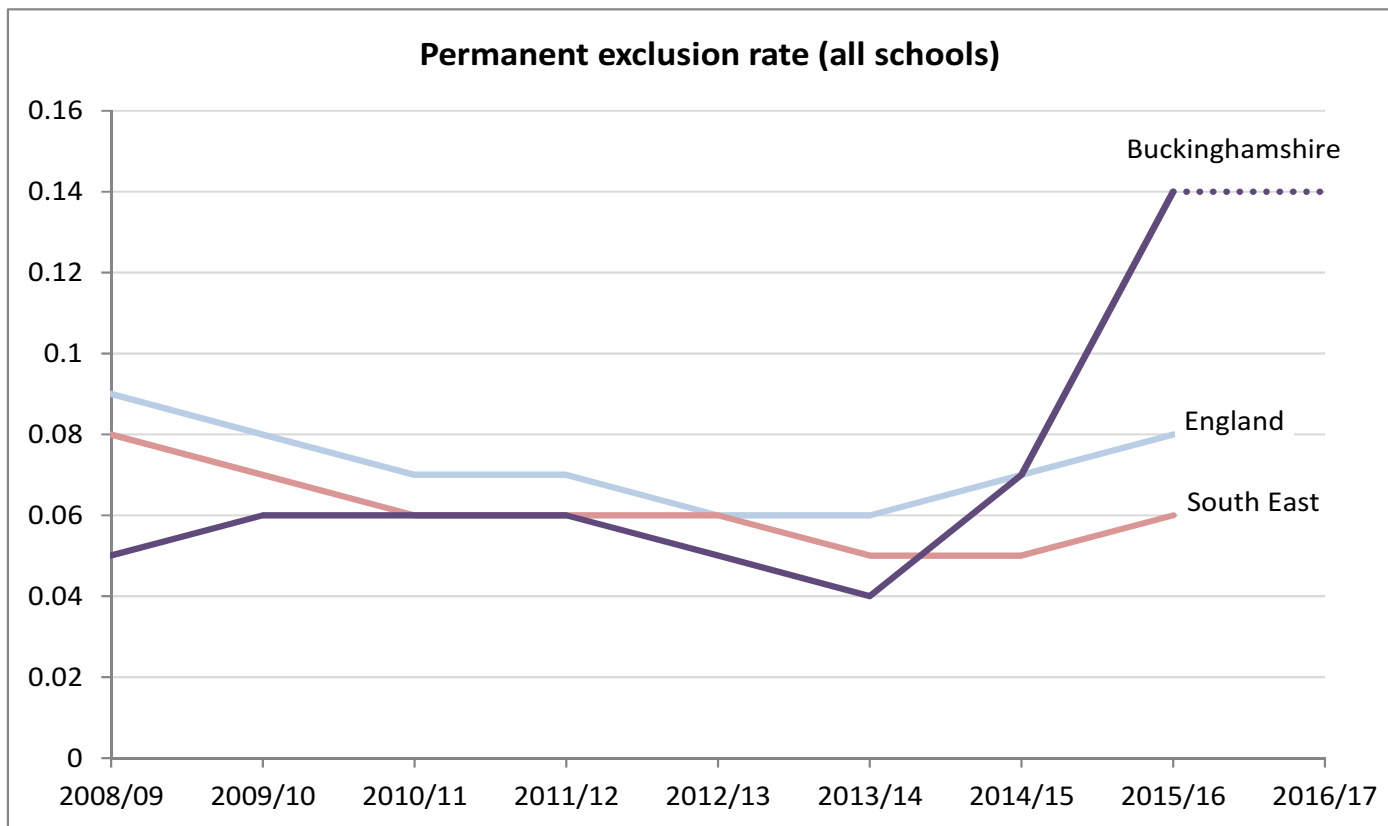
Link to Children's Social Care and Learning Select Committee Meeting
Minutes 5th December 2017

<https://democracy.buckscc.gov.uk/ieListDocuments.aspx?CId=788&MId=9304&Ver=4>

Background: National and Local Context Overview

What the Permanent Exclusion statistics tell us

- Increase in permanent exclusions rate across England, the South East and Buckinghamshire in 2014/15 and 2015/16 (source DfE)
- The rate for 2016/17 has stabilised
- The indicative rate for Buckinghamshire in 2017/18 shows further improvements with a 35% decrease in permanent exclusions



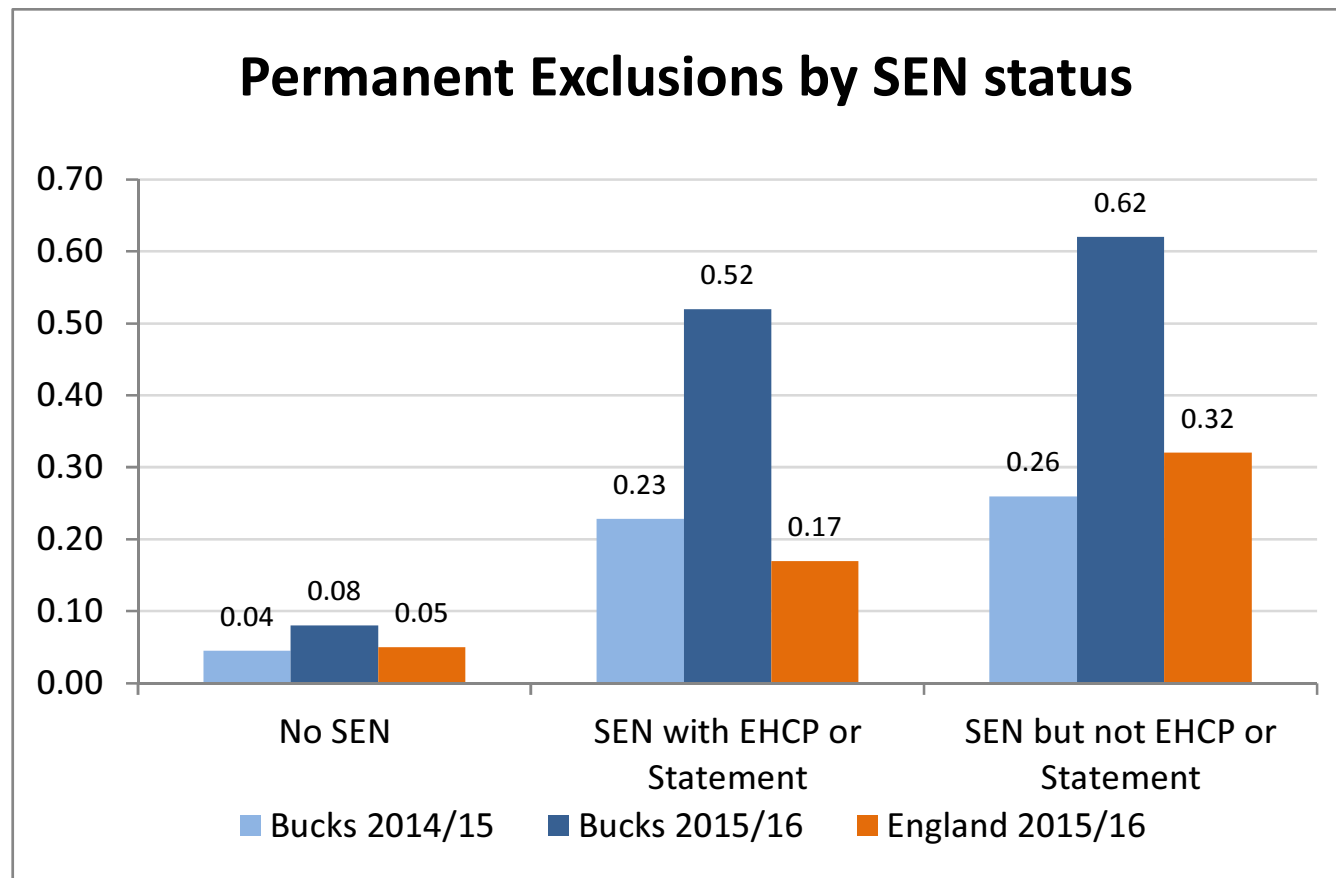
Permanent Exclusions – contextual data

- Exclusion rates can be variable from year to year due to small numbers involved
- E.g. rate for black pupils in Bucks schools up by 0.25 but is only an increase of 5 pupils
- Permanent exclusions remain a very small proportion of school population

		2014/15			2015/16					
		Buckinghamshire			Buckinghamshire			England		
		Headcount	Perm Excl	Permanent Exclusion rate	Headcount	Perm Excl	Permanent Exclusion rate	Headcount	Perm Excl	Permanent Exclusion rate
SEN	No SEN	71,115	32	0.04	73,295	62	0.08	6,783,320	3405	0.05
	SEN with EHCP/Statement	2,632	6	0.23	2,706	14	0.52	221,225	370	0.17
	SEN but not EHCP/Statement	6,942	18	0.26	6,503	40	0.62	911,685	2915	0.32
Ethnicity	White	53,520	31	0.06	53,668	67	0.12	5,245,420	5055	0.1
	Mixed	4,508	13	0.29	4,753	19	0.4	362,575	520	0.14
	Asian	11,065	6	0.05	11,761	17	0.14	726,265	315	0.04
	Black	1,766	3	0.17	1,900	8	0.42	388,520	540	0.14
Free School Meals	FSM eligible	5,118	19	0.37	4,998	31	0.62	1,132,065	2835	0.25
	FSM not eligible	75,571	37	0.05	77,506	85	0.11	6,784,165	3850	0.06
Gender	Female	39,318	9	0.02	40,267	13	0.03	3,881,975	1460	0.04
	Male	41,371	47	0.11	42,237	103	0.24	4,034,250	5225	0.13

Permanent Exclusion rate by SEN status

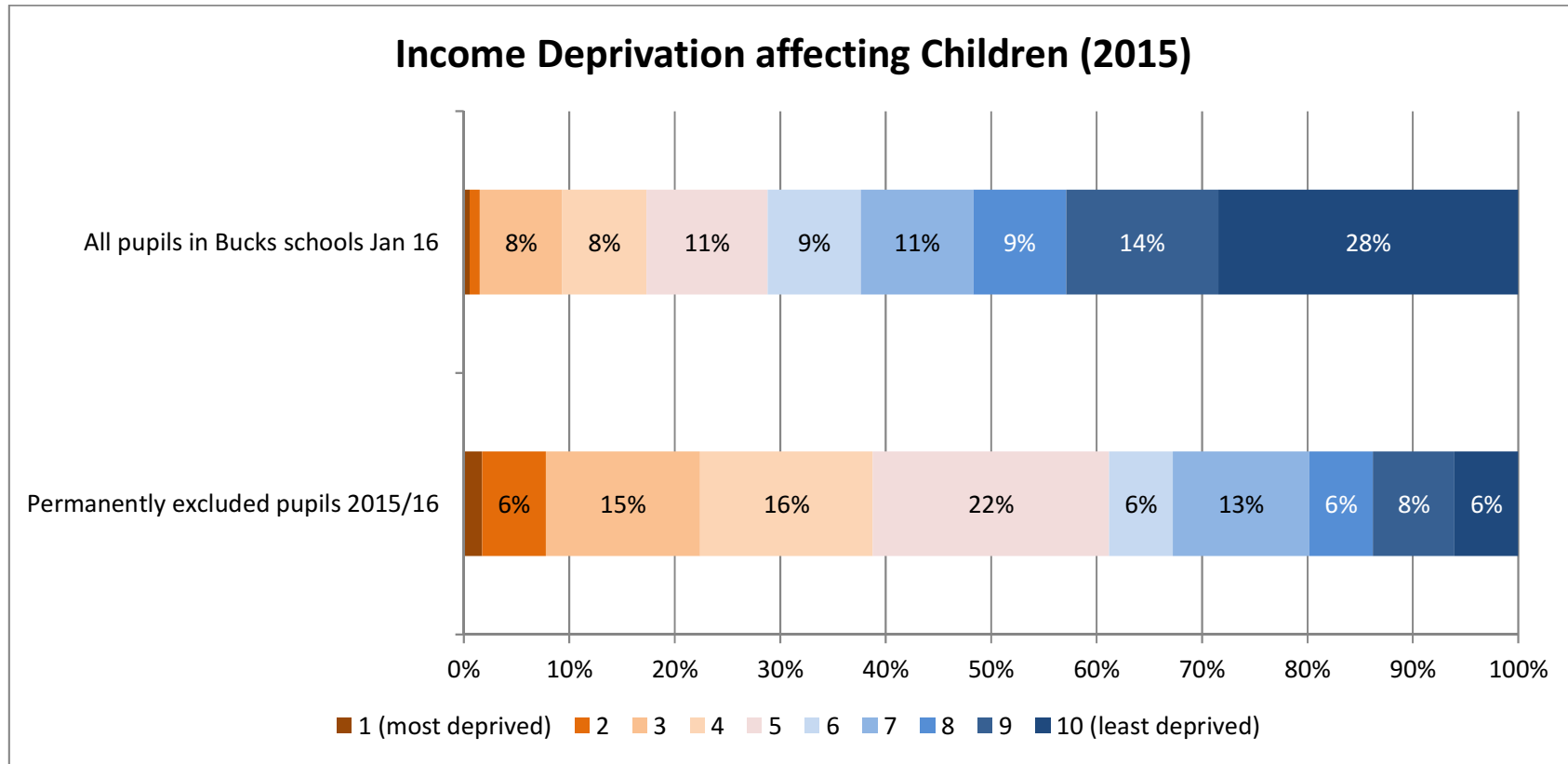
- SEN children are more likely to be permanently excluded
- Children with SEN but do not have an EHCP are more likely to be excluded than those with an EHCP



Permanent Exclusions and Income Deprivation

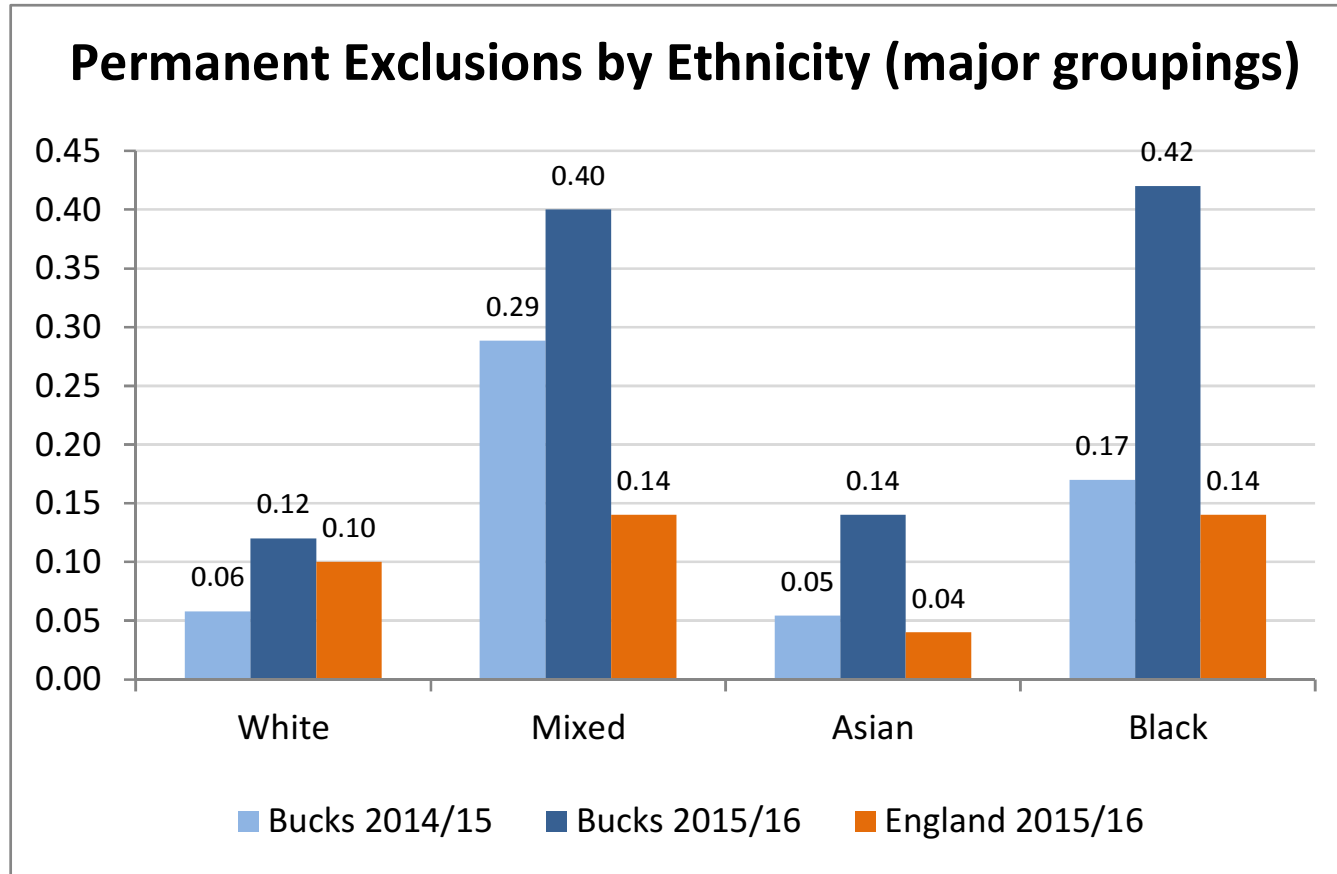
- Permanently excluded pupils are more likely to live in areas of higher deprivation
- Areas of higher deprivation are more prominent in towns and cities
- 40 out of 116 permanent exclusions live in Aylesbury Town
- 28 out of 116 live in High Wycombe

101



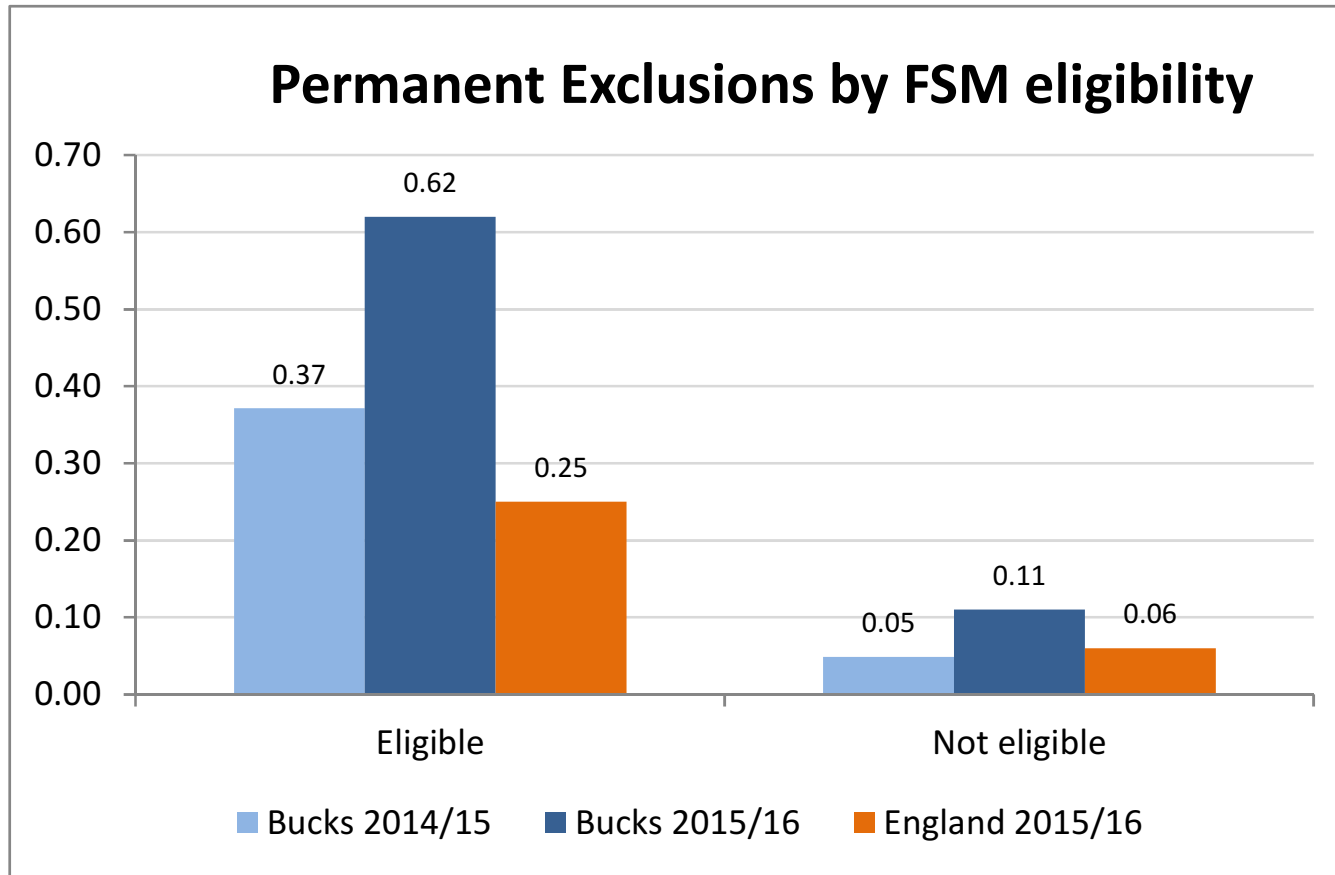
Permanent Exclusion rate by Ethnicity

- Trends vary across different ethnic groups but numbers are very small so should be treated with caution



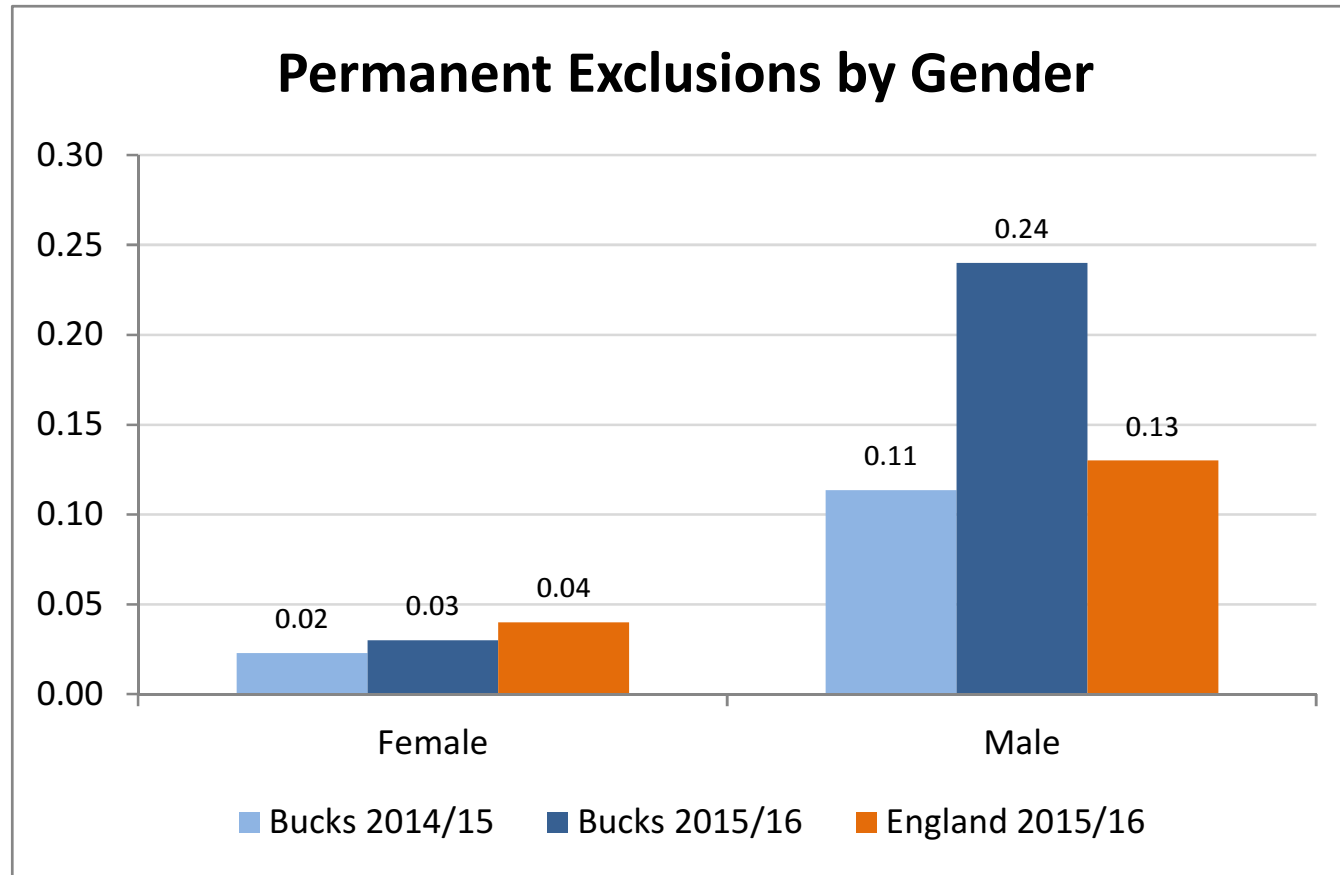
Permanent Exclusion rate by Free School Meal eligibility

- Children eligible for Free School Meals are more likely to be permanently excluded than non-eligible children.



Permanent Exclusion rate by Gender

- Boys are more likely to be permanently excluded than girls



Children's Social Care and Learning Select Committee.

Inquiry Scope

Title	Working Together to Reduce the Number of Permanent Exclusions from School
Signed-off by	The Children's Social Care and Learning Select Committee
	Head of Member Services (Statutory Scrutiny Officer)
Author	Kevin Wright – Committee and Governance Adviser
Date	5 th December 2017
Inquiry Group Membership	Cllr Dev Dhillon, Cllr Isobel Darby and Cllr Gareth Williams
Member Services Resource	Member Services will provide the following officer support: <ul style="list-style-type: none"> • Sara Turnbull - Head of Member Services – Report Quality Assurance • Kelly Sutherland - Committee & Governance Manager – Project oversight • Kevin Wright - Committee & Governance Adviser – Policy Lead & project management • Committee Assistant – Administrative support (as needed)
Lead Cabinet Member	• Mike Appleyard, Cabinet Member for Education & Skills
Lead Service Officer	• Sarah Callaghan – Director of Education
Executive Director	• Tolis Vouyioukas – Executive Director of Children's Services.
What is the problem that is trying to be solved?	<p>During the past two school years there has been a disproportionately large increase in permanent exclusions from both secondary and primary schools in Buckinghamshire.</p> <p>The Committee is keen to judge the effectiveness of the Council's current partnership working with schools, alternative providers and wider service providers in reducing the increase in permanent exclusions to average levels or below.</p>
What will not be considered	Fixed period exclusions
Is this topic within the remit of the Select Committee?	Yes. The Committee has the authority to scrutinise all issues in relation to schools, the Bucks Learning Trust, quality standards and performance in education.
What are the inquiry objectives	<ul style="list-style-type: none"> • To understand the reasons for the increase in permanent exclusions. • To assess the impact on the pupil referral units and special schools • To judge the effectiveness of the Council's partnership working in reducing permanent exclusions. • To identify good practice in preventing and reducing permanent exclusions and share with others. • To understand the funding available to help reduce permanent exclusions. • To ensure government guidance and legislation on permanent exclusions is being rigorously followed.
What are the key lines of enquiry/issues to investigate/evidence needed.	<p>Strategy</p> <ul style="list-style-type: none"> • The overarching strategic approach to the issue including prevention work • The impact of changing government educational policy and financing including the change to Progress 8 assessment on permanent exclusions

	<p>Identifying the Issues</p> <ul style="list-style-type: none"> • The reasons for the increased numbers of permanent exclusions • Whether the increase in permanent exclusions is spread evenly across all Bucks schools or centred on a limited number • Which cohorts of pupils are permanently excluded • The reasons for the high percentage of primary schools exclusions of Special Educational Needs and Disabilities (SEND) pupils. <p>Working in Partnership</p> <ul style="list-style-type: none"> • How effective are the processes and procedures aimed at preventing permanent exclusions being used by schools. • Identifying examples of good practice that Buckinghamshire’s schools are using to prevent permanent exclusions • Leverage that the local authority currently has with schools and other partners to prevent permanent exclusions and using these effectively. • The work and performance of the Pupil Referral Units (PRU)
<p>Is the topic of relevance to the work of BCC?</p>	<p>Yes. The Council has legal obligations in respect of dealing with permanent exclusions.</p> <p>The Department for Education (DfE) guidance on Exclusion from maintained schools, Academies and pupil referral units in England on which the Council’s advice to schools and practice is based relates to:</p> <ul style="list-style-type: none"> • The Education Act 2002, as amended by the Education Act 2011; • The School Discipline (Pupil Exclusions and Reviews) (England) Regulations 2012; • The Education and Inspections Act 2006; • The Education (Provision of Full-Time Education for Excluded pupils) (England) Regulations 2007. <p>Permanent exclusions from both primary and secondary school increased by 100% in 2015/16 from the previous year with a further increase of 6% in 2016/17.</p> <p>Children who are permanently excluded from schools have worse long term outcomes than their peers, their educational achievements suffer, they are more likely to develop mental health issues and become involved in the criminal justice system. A survey of 15 to 18 year olds held in custody reported that 90% of the young men and 75% of the young women had been excluded from school. In additions, there is a significant difference in the cost between educating pupils in mainstream schools, special schools and Pupil Referral Units (PRU’s). In 2007 New Philanthropy Capital estimated the aggregate lifetime cost of permanent exclusions from school to be £650 million.¹</p> <p>Permanent exclusion from school is damaging to the pupils and distressing for the parents and carers. In some cases, these are families with a range of problems already and the exclusion from school is a further difficulty. There are also dangers in increasing the burden on families not coping well, and the result may be longer term calls on public services.²</p>

¹ Children’s Services report to Buckinghamshire County Council Children’s Social Care and Learning Select Committee January 2017

² New Policy Institute: Second Chances – Exclusions From School and Equality of Opportunity.
http://www.npi.org.uk/files/3213/7545/1331/schools_exclusion.pdf

<p>What work is underway already on this issue?</p>	<p>The Service has done some work in analysing data to understand the reasons for permanent exclusions in primary schools</p> <p>The Service has held interviews with other Local Authorities, Head Teachers, Special Educational Needs Co-coordinators (SENCOs) the PRU and Education Officers within the Council – again focussing on Primary Schools.</p> <p>A Buckinghamshire Inclusive Education Working Party has been set up consisting of Primary and Secondary PRU Head Teachers, Grammar, Upper and Primary Head Teachers; Local Authority lead Officers from the SEN Department, Education Psychology, Education Entitlement and Commissioning.</p> <p>A SEND/Exclusions pilot is to be launched during the Autumn. It will be a multi-professional approach given funding to support children to remain in schools with a default position of “not to exclude”</p>
<p>Are there any key changes that might impact on this issue?</p>	<p>Potential changes to the Buckinghamshire Learning Trust contract Educational Psychology Service Pilots Early Help Review Changes to central government budget allocations</p>
<p>What are the key timing considerations?</p>	<p>Need to avoid school holidays when gathering evidence. Other Select Committee Inquiry evidence gathering during Autumn/Winter</p>
<p>Who are the key stakeholders & decision-makers?</p>	<ul style="list-style-type: none"> • Buckinghamshire children and young people and their families affected by permanent exclusions • Senior management / leadership team Children’s Services • Commissioners of support services for excluded children • School head teachers • Teacher • Pupil Referral Unit Head Teachers and staff • Special Schools • Specialist Teachers • Bucks Learning Trust • Exclusion and re-integration team • Educational Psychology Service • Special Educational Needs and Disabilities Service • Inclusive Education Working Party • Prevention and Support Panel
<p>What media /communications support do you want?</p>	<ul style="list-style-type: none"> • Press release to let the public know that the inquiry is taking place including call for evidence around a small no. of key questions. • Press release post report publication and potential video report if possible. • Publicise on social media

Evidence-gathering Methodology

What types of methods of evidence-gathering will you use?

List them here e.g.

- Desktop research
 - Business Intelligence Data
 - National and peer group good practice
 - School Protocols/Procedures on exclusions
- Interviews and visits
 - Head Teachers (Secondary and Primary Schools)
 - Teachers and Staff and Pupil Referral Units
 - Children's Services Senior Management
 - Educational Entitlement Team
 - Inclusive Education Working Party
 - Prevention and Support Panel
 - Families and young people affected by permanent exclusion
 - Children's and young people's advocates or groups
 - Attend workshops/meetings that have already been set up focussing on exclusions.

How will you involve service-users and the public in this inquiry?

- Speak to families and young people affected by permanent exclusions.

Assessment Methodology

Gather and triangulating evidence from stakeholders shown above and then make an assessment against a key list of criteria to identify what good or successful would look like identifying areas for improvement. (See attached list at appendix 1)

Outline Inquiry Project Plan

Stage	Key Activity	Dates
Scoping	Inquiry Outline Agreed by Select Committee Planning Workshop	Dec
Evidence-gathering	Evidence-gathering phase - List key events	Dec-Mar
	Final Evidence Session – fact finding complete	Feb/Mar
Developing Recommendations	Inquiry Group/Select Committee meeting – Key Findings Report & Possible Areas of Recommendations considered	Mar
	Testing & developing recommendations with stakeholders	Mar
Reporting	Final Inquiry Group report with recommendations completed (signed-off by SC Chairman)	Mar/Apr
	Report published for Select Committee	Apr
	Select Committee agrees report to go forward to decision-makers	Apr/May
	Cabinet/Partner considers recommendations	May

See appendix 1 for draft assessment criteria and what good/success might look like.

Inquiry: Working Together to Reduce the Number of Permanent Exclusions from School

Assessment Criteria.

Evidence shows that the Council is working well with partners to reduce the number of permanent exclusions from school.

- There is pro-active work being undertaken on preventing children and young people being permanently excluded which starts at an early stage.
- A “whole system” (i.e. partners and services within an organisation working together in a coherent way) strategic, consistent approach used to support children, young people and their families to prevent permanent exclusions.
- Policies in place in areas such as anti-bullying, inclusion, behaviour and mental health & wellbeing are well used, known about and are effective.
- Staff are supported in their development, learning and awareness in respect of early intervention and managing children and young people’s health and wellbeing needs, including dealing with challenging behaviour.

What will good / success look like?

- There is a strategic partnership approach in dealing with permanent exclusions centred on the child and young person and their family.
- There is a vision promoted by Councillors to schools setting out expectations with regards inclusivity and permanent exclusions.
- There is a clear plan for reducing the number of permanent exclusions over the next 3 years to ensure underlying causes are addressed.
- The Council provides effective support, training and communication to school governors
- Good practice in preventing permanent exclusions is shared with all schools.
- School Governors are providing robust challenge of permanent exclusions decisions
- Early intervention and help is successful in reducing the need for permanent exclusions
- Innovative ways are tried and used to reduce permanent exclusions and these are shared amongst partners
- Alternative provision for educating those excluded is quality assessed and providers and their staff receive child protection training.
- There is consistency of practice in dealing with permanent exclusions across Bucks’ schools
- Staff are well trained and are confident in dealing with behavioural issues and being able to intervene and support early
- School staff are confident in referring effectively to external services including mental health services.
- Consistent support for young people at risk of permanent exclusion is provided when transitioning from primary to secondary school.
- All partners have a good understanding of the numbers of permanent exclusions
- Additional funding is used effectively by schools to support pupils with additional needs focused on reducing permanent exclusions.
- Information for families of excluded children is accessible and easy to understand for all residents and includes information on preventing permanent exclusion.
- Funding available for schools for pupils to support those at risk of exclusion is used effectively to reduce permanent exclusions.

Report to Cabinet

Title:	Cultural Strategy
Date:	Monday 10 September 2018
Date can be implemented:	Tuesday 18 September 2018
Author:	Cabinet Member for Community Engagement and Public Health
Contact officer:	Ruth Page 01296 383009
Local members affected:	All
Portfolio areas affected:	Communities, Health and Adult Social Care.

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

Summary

The county of Buckinghamshire has a significant and substantial cultural heritage. In particular our many and varied historic houses and heritage sites are amongst our most significant cultural assets. We have a significant number of National Trust properties including the sumptuous Rothschild chateau at Waddesdon, Prime Minister Disraeli's country retreat at Hughenden and the magnificent landscape gardens at Stowe. Together with our strong tradition of innovation and excellence in sports and recognition as the birthplace of the Paralympic movement, and our strong literary heritage including John Milton and Roald Dahl, the county has much to offer.

However, our assets are dispersed and not well connected, which means that Buckinghamshire is not currently maximising the economic potential that its culture offers. There are a number of challenges which need to be addressed including the need to build better links and networking, develop the county's hotel and accommodation offer and improve accessibility, including sustainable transport.

By developing a more cohesive approach to the cultural heritage of Buckinghamshire, the potential economic and wellbeing benefits of the cultural sector could be maximised.

As part of its duty to promote the economic and social wellbeing of Buckinghamshire, and recognising the exciting opportunity to strengthen this area of the economy, the County Council has worked with organisations within the cultural sector to develop a Cultural Strategy for the county (Appendix A). The strategy has been created through detailed discussions and

engagement, including a successful multi-agency event, and aims to contribute to the following outcomes for the county:

- A thriving economy and the development of high quality jobs
- Equality of access to cultural activities and opportunities
- Improved health and wellbeing of the population
- Re-vitalised heritage and transformed places

Through engagement work, a stronger cultural partnership has emerged which will champion the strategy on behalf of Buckinghamshire. The Council has been a facilitator in the process and the strategy will be owned and delivered by a partnership of cultural sector organisations.

Having a strong, sector-led partnership will benefit the county's economy by opening access to a wide range of funding opportunities and will increase visitors to the county by raising awareness of Buckinghamshire's cultural heritage.

Recommendation

Cabinet is asked to endorse the new Cultural Strategy and support the development of a new Cultural Partnership for Buckinghamshire to oversee the delivery of the strategy.

1. Narrative setting out the reasons for the decision

The county of Buckinghamshire has a significant heritage in terms of built and natural environment, sports and literature. However, Buckinghamshire does not currently have a Cultural Strategy which means that current provision of culture, leisure and tourism is fragmented across the county. The new Cultural Strategy will:

- articulate a shared ambition and priorities
- provide a vehicle that drives collaboration
- help cultural organisations and creative practitioners increase visibility, reach and engagement
- help build capacity and enhance the sustainability of our cultural sector
- increase inward investment, with culture increasing the attractiveness of the county
- ensure culture enhances the quality of all our places – from reinvigorated town centres to major new housing developments; from our rural landscapes to our villages.

There is an opportunity to develop a stronger partnership approach to culture which will result in greater impact and will potentially open up access to a wide range of funding opportunities. Arts organisations, heritage organisations, education, local authorities and national agencies such as the Arts Council could all work together more effectively to enrich quality of life.

In addition, culture, heritage and sport have the potential to make a significant contribution to the Council's wider Strategic Plan priorities and the development of a new Cultural Strategy brings a multitude of opportunities, for example a re-imagined library service providing local digital hubs and cultural spaces.

2. Other options available, and their pros and cons

The alternative option is not to develop a Cultural Strategy for Buckinghamshire. However this would risk the opportunities provided by the sector, particularly its potential contribution to Buckinghamshire's economy.

3. Resource implications

There are currently budgets for Museum, Libraries and Archives, but no budget for cultural development. Funding opportunities for the partnership locally, regionally and nationally are currently being explored and 'Task and Finish' groups would be set up to fund-raise for specific projects.

As much as increasing inward investment, the strategy would enable increased partnership working and collaboration across organisations in Buckinghamshire.

4. Value for Money (VfM) Self Assessment

The Cultural Strategy would be led and delivered by a partnership of cultural sector organisations and there are no financial implications for the County Council.

5. Legal implications

The County Council has facilitated the development of the Cultural Strategy under powers to promote the economic, social and environmental wellbeing of an area through the Local Government Act 2000.

6. Property implications

There are no property implications

7. Other implications/issues

N/a

8. Feedback from consultation, Local Area Forums and Local Member views

In early 2018 a summary of the draft strategy and the opportunity for input and feedback was offered to all Local Area Forums, either through information in their agenda pack or distribution to Members. As a result of the offer presentations were made to two Forums, Amersham and High Wycombe. At the meetings, local priorities for culture and desired outcomes from the strategy were identified.

Initial consultation with cultural sector organisations has been through fourteen one-to-one in depth discussions with key stakeholders. The stakeholders were identified through consideration of the cultural strengths of our County and the desired outcomes for the strategy. The discussions resulted in qualitative evidence of sector strengths and opportunities.

In addition, a successful cultural strategy workshop was held at Pinewood Studios in May with over 60 delegates attending from education, tourism, economy, green environment, and health and wellbeing as well as the cultural and creative sector.

Outputs from the consultation activity included overall endorsement of the draft strategy and its aims and outcomes, as well as some further suggestions for enhancement.

Comments from members on earlier drafts have also been taken into consideration.

9. Communication issues

In order to deliver on the agreed outcomes of the strategy, a long term partnership approach needs to be adopted. The strategy will be owned by the cultural sector, as a result of being developed in conjunction with the sector. Integral to the work developing the Cultural Strategy is the development of a new Cultural Partnership for Buckinghamshire and all stages of the ongoing work will continue to be communicated with our stakeholders.

10. Progress Monitoring

Delivery of the strategy will be monitored by the Partnership as it will be sector led.

11. Review

N/a

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer 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 Friday 7 September 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Our communities; our heritage; our shared future

Buckinghamshire Cultural Strategy

I. Introduction: Buckinghamshire Culture

Culture plays a vital role for Buckinghamshire: contributing to distinctive communities and places, enhancing our quality of life and wellbeing, enhancing our tourism offer and contributing in many significant ways to our economy.

Buckinghamshire has an enormous breadth of cultural offering: our heritage and history; our built and natural environments; and our contemporary cultural lives, activities and the amenities that support them. Unique elements which contribute to the cultural mix of Buckinghamshire include the Chiltern Hills, National Trust properties such as Waddesdon Manor, country parks such as Langley Park, as well as the County Museum and internationally renowned facilities such as the film studios at Pinewood and the motor racing circuit at Silverstone. We have a unique selling point as the birthplace of the Paralympic movement. Culture is also a vital component of our creative industries: providing talent, ideas and innovation. Plus, we have many artists, crafts makers and creative businesses. **The rich mix that Buckinghamshire has to offer to residents, visitors and investors is worth celebrating.**

This Cultural Strategy is the culmination of a period of critical discussion which has provided a set of fresh perspectives on the role culture can play in shaping Buckinghamshire. It is commissioned by Buckinghamshire County Council through a new Cultural Partnership which brings together some of the leading organisations and voices for culture in Buckinghamshire. It recognises the valuable contribution culture already makes to the county but also the potential for far wider engagement that would deliver a better future for all and thus ensure culture sits at the heart of approaches to economic development, new housing and communities, education and skills.

Buckinghamshire – a County of Culture: We want to make Buckinghamshire an even more dynamic, distinctive and enjoyable place to be, using culture to address the county's social and economic challenges and to build from its real strengths. For the purposes of this strategy we are defining culture in its widest sense, embracing: our lives, identities and communities; heritage; museums, galleries, cinemas, music, theatres, libraries, festivals and events; practice and industry.

The Challenges We Face: Buckinghamshire has so many qualities for which culture plays a starring role: our built and natural heritage, rural arts and crafts, growing creative industries, and strong voluntary sector - to name just a few. However, we need to work much harder and more collaboratively if culture is to make the difference it can. Our attractions and places of historical and cultural interest are widely dispersed and sustainable and accessible transport and accommodation options need to be explored. We need to build lasting partnerships which put culture at the heart of the economic development and growth agenda - to ensure we future-proof the economy and develop high quality places through new housing-led growth. We need to do much more to reach and engage everyone across the county with the same degree of impact; being fully inclusive, reflecting the county's diversity of perspectives, ideas, skills and aspirations; and securing sufficient levels of financial investment to attend to the inequality of opportunity that our residents face.

The Opportunities We Can Embrace: Parts of Buckinghamshire are fast-changing - demographically, economically and culturally. Local plans across the county indicate that approximately 50,000 new homes will be built over the next 15-20 years. These developments - including Aylesbury Garden Town, the Oxford/Cambridge Arc and new transport infrastructure - need to be recognised as cultural opportunities. It is crucial that cultural opportunities are developed alongside the new communities to maintain a high quality of life for Buckinghamshire residents both now and in the future. We also have an opportunity in Buckinghamshire to revitalise our historic town centres by enhancing their role as hubs for cultural activity as part of a wider and richer mix of uses. In addition, our creative industries can be a catalyst for economic growth which in turn enhances the innovation capacity of our cultural sector. With the Government's new Sector deal for the Creative Industries, Buckinghamshire can play a much more pronounced role, complementing London's position as a global creative city.

So, what is the purpose of this Cultural Strategy?

Partners in Buckinghamshire need to take every opportunity to ensure the county champions culture as a key way to improve quality of life, enhance wellbeing, and deliver sustainable and inclusive economic growth. A joined-up cultural offer that has participation from across both the public and private sectors, with strong leadership and a clear 'ask', is essential.

To ensure culture is a headline agenda for Buckinghamshire, a new Cultural Partnership Group has been established. This Group will use this outline Strategy and build on its aims and priorities. It will work closely with partners across the county to build on the County's strengths and attend to its challenges. It will be tasked with shaping a smarter, more coherent and innovative approach to culture, maximising potential investment and the returns this brings.

Senior-level participation from key strategic partners will be key - bringing together the county and district councils, universities, health, Buckinghamshire and Thames Valley Local Enterprise Partnership (LEP), The Rothschild Foundation, and a sample of key cultural organisations.

Overall, this Cultural Partnership will activate the Strategy and make connections and seek new types of commitment to ensure Buckinghamshire builds from rather than holds back from its considerable cultural strengths:

- To articulate a shared ambition and priorities
- To provide a vehicle that drives collaboration
- To help cultural organisations and creative practitioners increase visibility, reach and engagement
- To help build capacity and enhance the sustainability of our cultural sector
- To increase inward investment, with culture increasing the attractiveness of the county
- To ensure culture enhances the quality of all our places – from reinvigorated town centres to major new housing developments; from our rural landscapes to our villages.

2. Vision and Aims

Our vision is to celebrate our identity and increase opportunity.

To use culture to make Buckinghamshire a creative and exciting place to live, study, visit and do business.

We aim to protect and promote our cultural and artistic heritage and help communities to grow.

Why Culture Matters

Culture improves the quality of life for Buckinghamshire people, offering participation in activities that go far beyond what traditionally might be recognised as ‘the arts’. It provides access to ideas, to community, to fun and to employment. It helps to bring confidence, cohesion, health and wellbeing.

Culture is a catalyst for economic diversification and growth; for talent attraction and retention; for inward investment and tourism; and for innovation and competitiveness.

So, what do we mean by culture?

Culture is our lives, identities and communities. It is the way we see ourselves and our place in the world. It is where we live, who we are and how we learn. It is how we express ourselves – from music to sport.

Culture is heritage. It is our memories and stories and possessions and artefacts. It is the built and natural landscape.

Culture is industry. It is the economic value generated by culture in terms of jobs and revenue. It is the added value – to innovation, productivity and brand. It is the creative and digital businesses and the design, production and trade of intellectual property. It is tourism and retail and the competitiveness of the wider economy.

Culture is museums, galleries, cinemas, music venues, theatres, libraries, festivals and events. It is how we record, collect, curate and present our identities and how we understand others’ identities. It is how we preserve and bring to life our stories.

Culture is practice. It is the applied imagination of artists, writers and performers. It is the act of making – ideas, text, code, objects, paintings, sound and vision. It is performance and active participation.

The Case for Culture

“Culture is integral to the identity of local areas up and down the country and has the potential to transform a place” The Culture White Paper, DCMS, March 2016.

“There is a need to fashion proactively investment strategies and interventions that are more responsive to local need and demand, to talent from across the country, and to natural organic growth in the creative vibrancy of our town and cities.” Enriching Britain: Culture, Creativity and Growth The 2015 Report by the Warwick Commission on the Future of Cultural Value.

The Value Proposition for Culture

Social, Health and Wellbeing

Participation in the arts can contribute to community cohesion, reduce social exclusion and isolation, and make communities feel safer and stronger (Arts Council England 2014)

“A quality cultural and creative education allows people to develop rich expressive lives, and it is essential to the flourishing of the UK’s cultural and creative identity and the Cultural and Creative Industries that this opportunity is not limited to the socially advantaged and the privately educated. This is a fairness, equity and economic imperative” (Warwick Commission 2015).

Seventy-six per cent of older people say art and culture is important in making them feel happy; 57 per cent say art and culture is important in helping them meet other people; and 60 per cent say it is important in encouraging them to get out and about (Arts Council England 2014)

Arts and cultural intervention can have a positive impact on specific health conditions such as dementia, Parkinson’s and depression (Arts Council England, 2014)

Engagement in structured art and culture improves the cognitive abilities of children and young people (Arts Council England, 2014)

People who had attended a cultural place or event in the previous 12 months were almost 60 per cent more likely to report good health compared to those who had not (Arts Council England 2014)

Economic Growth and Prosperity

Nationally, the creative industries are the fastest growing sector of the economy. The sector has created jobs five times faster than the overall economy since 2010. (Arts Council England, 2015)

In 2016, there were around 284,000 Cultural and Creative Industries businesses in the UK - over one in ten of the total number of businesses in the country, generating £91.8 billion for the UK economy in GVA and supporting over 3 million jobs. The geographic distribution of such businesses is dominated by London, and the South East, with strong concentrations in the M4 and M40 corridors.

The Government estimates that by 2023 the sector will create 600,000 new jobs and that GVA will increase from £91.8 billion to £150 billion.

3. Building from our Cultural Strengths

In Bucks we have several key areas of strength that we can build from. These include:

Literary Heritage

Buckinghamshire has a rich history as a place of writing, reflection and imaginative story-telling. For example, John Milton finished Paradise Lost in his cottage (now a museum) in Chalfont St. Giles and world-famous children’s author Roald Dahl lived in Great Missenden for many years and wrote many of his best-selling books from a ‘writing hut’ in his garden. Children’s author Enid Blyton and fantasy

writer Terry Pratchett are also both former Bucks residents. For many years, every summer in Aylesbury, a Roald Dahl Festival has been held, celebrating the work of this local author, including a giant puppet parade featuring local school children and artists, attracting thousands of visitors. Recently the festival has grown as Whizz Fizz to become a wider celebration of children's literature, keeping the parade and fun activities but also including other contemporary authors delivering workshops.

In Buckinghamshire, we can do more to celebrate our literary heritage and provide accessible itineraries for visitors. We can also inspire our young people to become brilliant story-tellers, enhancing literacy and confidence. Plus, we can support a new generation of writers, film-makers, games developers and other types of story-tellers to establish Buckinghamshire as a county of contemporary literature.

Sports Heritage

Buckinghamshire is a county with a strong tradition of innovation and excellence in sports. It is the home of Silverstone, the purpose built rowing lake at Dorney, and Wycombe Wanderers - a football club with a strong community tradition. Buckinghamshire is also widely recognised as the birthplace of the Paralympic movement. Sir Ludwig Guttmann organised the first 'Stoke Mandeville Games'; the forerunner of today's Paralympic Games to coincide with the start of the London Olympics in 1948. The revolutionary treatments at Stoke Mandeville Hospital introduced sport as rehabilitation and an exciting movement was born. To coincide with London 2012, a Cultural Olympiad project was delivered by Bucks County Council celebrating our unique heritage. Buckinghamshire County Council is one of the founding partners of the National Paralympic Heritage Trust, a charitable trust which has been set up to protect and celebrate British Paralympic Heritage. Through an agreement with the International Paralympic Committee, this heritage is recognised at the start of each Summer and Winter Paralympics as the Paralympic Heritage Flame starts its relay at Stoke Mandeville Stadium with a celebratory festival televised by Channel 4 News.

In Buckinghamshire, we can build from this tradition of innovation and excellence. For example, inspired by the Paralympic Movement, we can become the UK's most accessible county for cultural participation. We can embrace digital technology and our cultural assets to increase the legibility of our cultural offer and grow a more immersive and interactive programmed of cultural experiences.

Our Places of Historical and Cultural Interest

Buckinghamshire has a huge variety of attractions and places of historical and cultural interest, and our proximity to London provides a major opportunity to build the audience for our culture. We have a significant number of National Trust properties with some of the finest country houses and formal gardens in this region: the sumptuous Rothschild chateau at Waddesdon, Prime Minister Disraeli's country retreat at Hughenden Manor, the most magnificent landscape garden in Britain at Stowe. We have a great County Museum in Aylesbury (now a National Portfolio Organisation for Arts Council England); the second longest-running visual arts open studios event in the country (Bucks Art Weeks); one of the UK's largest arts centres (Queens Park Arts Centre) and outdoor activities available include climbing the high ropes or mountain biking in Wendover Woods and seeing the cherry blossom and bluebells, mountain biking at Aston Hill, kayaking on the Thames or competing on the Olympic rowing course at Dorney Lake. Nowhere is very far from a country pub with fresh, contemporary food, ales from a family brewery and wine from the county's award-winning vineyards. Bucks is Britain's most filmed county, and home to Pinewood Studios. Its villages have witnessed countless gruesome Midsomer Murders. Many of the larger towns throughout the

county offer theatres, galleries and museums, with a range of arts, crafts and studios open to the public. There's a great range of summer festivals including Penn Fest music festival and Feast Food Festival at Waddesdon.

In Buckinghamshire, we have a wide-ranging and high quality cultural offer, but we can do more to connect it. We can develop a more coherent programme of activities and map of attractions; we can work harder to share knowledge and jointly promote activities; and we need to make our cultural landscape more accessible and participatory. We can develop our accommodation offer to encourage more leisure overnight stays in the county.

Areas of Outstanding Natural Beauty

Buckinghamshire has some fine and varied countryside. The Chilterns are known for their rolling hills, wooded green valleys and chalk downland meadows. 324 square miles of superb scenery offer opportunities for walking, cycling, water sports and canals, wildlife-watching and camping. The Chilterns are quick to reach by train or by car, and easy to explore with boots, buggies, bikes or boats. The Chiltern Way is a circular walking route of around 125 miles km, and the Chilterns Cycleway is a 170-mile circular cycle route - both taking in some of the finest scenery in the country. A new walking festival has launched featuring a host of locations, landscapes and lifestyles with hikes, guided tours and special events taking place across the Chilterns Area of Outstanding Natural Beauty throughout Spring.

In Buckinghamshire, we can more effectively attract visitors to our beautiful countryside and we can do so by engaging them in innovative and sustainable cultural activities. This includes festivals, food and drink programming, and artistic commissions which raise awareness of ecology and sustainability issues. We can also make connections between the urban and rural areas, such as through active audience development activities which open up appetite for diverse communities to come to the countryside; or partnerships with universities to encourage activities which connect art, science and technology.

Our Cultural and Creative Economy

Buckinghamshire has a high growth cultural and creative economy. This includes the globally significant Pinewood Studios, an anchor cluster for the UK film industry; and the National Film and Television School in Beaconsfield, which plays a vital role in nurturing talent and ensuring the country continues to produce some of the best creative talent in the world. The south of the county is home to multiple high growth creative firms, with particular strengths in digital (e.g. TV, film, gaming and software); and music publishing. Across the county we have many micro creative firms, with specialism in visual arts, craft and design. They are often playing an active role in their communities and connecting to the wider cultural tourism offer (e.g. via the new Buckinghamshire Craft Guild). In High Wycombe, Buckinghamshire New University has a strong track record in nurturing creative talent, building on the town's furniture heritage to develop a pipeline of graduates in design and arts. To the north of the county, the University of Buckingham is investing significantly in its cultural infrastructure, paving the way to become a cultural and creative hub.

In Buckinghamshire, we have a strong tradition of creating and making - from furniture to film. However, we do not have a detailed overview of the current profile and dynamics of the cultural and creative industries. It is over a decade since the last sector mapping exercise was undertaken. It is also clear that we need to do more to support creative talent to develop and grow in the county - rather than leave to London and beyond. Our main towns, in particular High Wycombe and Aylesbury, can become important regional hubs for the

cultural and creative industries - with a focus on high quality workspace and stronger sector networks; plus on establishing strategic links to major clusters in London (e.g. in design and crafts). We must also work much harder to provide opportunities for creative and cultural work for our full talent base - ensuring we develop a rich cultural education offer and develop with industry effective skills programmes. The LEP's Creative Skills sub-group can play a key convening role here.

4. Priority Outcomes

In Buckinghamshire, we want to use culture to make Buckinghamshire a creative and exciting place to live, study, visit and do business. To achieve this, we will prioritise 4 main strategic outcomes. These will provide the terms of reference for the new Buckinghamshire Cultural Partnership.

Outcome One: A thriving economy and more high quality jobs

Ambition

- To establish Buckinghamshire a major hub for high value cultural creative and industries activity. This will require an active and imaginative approach to our town centres and to main areas of housing-led growth: encouraging the development of local hubs and clusters. It will also require a dynamic approach to sector networking: connecting Pinewood and the National Film and Television School to networks of micro firms across the county and building stronger business to business exchange. There is also an opportunity to increase the visibility of the local cultural and creative industries sector to other parts of the economy - to increase opportunities to 'buy local'.
- To establish Buckinghamshire as a recognised destination for leisure, heritage and arts through a cohesive tourism plan based on stronger sector networks which encourage knowledge exchange and shared approaches to programming and marketing. Specific strengths can be leveraged here - e.g. to promote Buckinghamshire's offer as a preferred centre for major sporting and cultural events and accessible tourism.

Proposed priority actions:

- Work with the LEP to prioritise culture and the creative industries as major drivers of growth and competitiveness and as key to the success of town centres and areas with significant new housing and transport infrastructure development.
- Work with Bucks Business First on the Regional Tourism Strategic Group to develop the offer and increase the economic impact of tourism in Buckinghamshire.
- Refresh the Creative Industries Audit from 2007 (turnover worth £3bn in 2007) to identify the potential for creative industries in Buckinghamshire.
- Work with the LEP to identify and promote opportunities for the public, private and not for profit sectors to collaborate to achieve inward investment and benefits for the creative industries. Investigate the development of creative clusters with the infrastructure to grow skills and talent.
- Ensure training opportunities in our schools, colleges, university to fit people for creative economy, tourism and hospitality skills agenda.

Outcome Two: Equality of access to cultural activities and opportunities

Ambition

- To support all residents to engage in culture at a local level through innovative programming, new models of delivery, securing external funding and working in partnership.
- To establish Buckinghamshire as a centre of excellence in cultural participation and education: with partners working to establish cultural education as a right for every young person, by reaching out and expanding vital parts of the offer- e.g. the Music Service.

Proposed priority actions

- Increase exposure to and participation in cultural activities in school age children of all backgrounds
- the development of a Bucks Cultural Education Partnership can be an important first step.
- Support and champion our arts centres, libraries and other cultural buildings as hubs for cultural participation. Coordinate programming to reach and engage audiences for whom there is historically low levels of participation.
- Support lifelong learning in the community through arts, heritage and culture - prioritising activities which interact with the natural and built environment.
- Work with Arts Council England (e.g. via the Audience Agency) to undertake baseline research on audience profile, participation rates and barriers to participation. Identify funding opportunities to undertake targeted audience development activities with the goal to uplift cultural participation across the county, with a particular focus on areas with a low baseline of participation.
- Pioneer coordinated approaches which reach and engage audiences and which increase the depth and interactivity of the experience - e.g. by digitalising cultural content, live-streaming performances, and supporting young people to operate as cultural producers for the county.

Outcome Three: Improved health and wellbeing of the population

Ambition

- To maximise the role of culture in promoting both individual health and wellbeing and a personal sense of achievement, as well as the benefits of participation and engagement in a wider community setting.
- To establish Buckinghamshire as the most accessible county for cultural participation.

Proposed priority actions:

- Fund-raise and develop partnerships with the aim to a pilot cultural commissioning project which positions cultural organisations and artists as providers of cultural services to deliver health and wellbeing outcomes to target beneficiaries. This can operate as a 'testbed' for a larger-scale programme of cultural commissioning for 2020.
- Develop a shared platform and network for cultural providers and health/prevention professionals, to foster cultural commissioning, harnessing the benefits of participation in cultural activities, and enhance the role of culture as part of a preventative solution. For example: as part of the early help

offer for families, reducing loneliness and social isolation, providing activities for children and young people to bring benefits in terms of reduction in antisocial behaviour. This platform can work as a Buckinghamshire version of the Culture, Health and Wellbeing Alliance – a national membership organisation representing everyone who believes that cultural engagement and participation can transform our health and wellbeing¹.

- Increase the range, quality and sustainability of festivals and celebrations that bring the community together, with strong community leadership and participation.

Outcome Four: Re-vitalised heritage and transformed places

Ambition

- To improve the sustainability of our culture offer and exploit new opportunities.
- To position our heritage offer as a resource for contemporary cultural practice - e.g. festivals, events, filming, creative workspace and reinvigorated town centres and rural hubs.
- To put culture at the heart of town centres: establishing a dynamic and distinctive mix of retail, cultural production (e.g. crafts, design, visual arts and other types of ‘maker spaces’), events and leisure activities.

Proposed priority actions

- Put culture at the heart of Growth Plans and align this Cultural Strategy to the Strategic Economic Plan of the Buckinghamshire Thames Valley Local Enterprise Partnership. This includes an imaginative approach to cultural use in town centres - to include clusters of cultural and creative production and a diverse night time economy.
- Develop a cultural plan and strategy for Aylesbury Garden Town: as a beacon for cultural planning which builds from international best practice. This is to establish Aylesbury as a pioneer for innovative culture-led place-making which ensures quality, distinctiveness, pride, cohesion and fertile ground for the cultural and creative industries.
- Develop a set of heritage meets contemporary pioneer projects: festivals, digital platforms, cultural commissions and ‘hack events’ which position heritage assets as dynamic enablers of contemporary creative and cultural practice.
- Strategically cultural infrastructure to operate as hubs and brokers for cultural and creative activity - venues/spaces, the excellent art centres (High Wycombe, Queens Park etc.); the main theatres (The Swan and Waterside); the Buckinghamshire County Museum; and the many libraries, museums and heritage assets. Co-develop a programme of activities which prioritise reaching new audiences and building the capacity of cultural organisations to undertake meaningful and engaging work with a diversity of local communities.

¹ <https://www.culturehealthandwellbeing.org.uk/>

5. The Buckinghamshire Cultural Partnership

The new Buckinghamshire Cultural Partnership will take ownership of this Strategy and seek ways to deliver on its vision, aims and objectives, themes and priority actions. It will bring together senior leaders from key cultural organisations, Buckinghamshire County Council, the district councils, health, the Local Enterprise Partnership, Pinewood Studios, The National Film and Television School and Buckinghamshire New University.

It will play a strategic leadership and development role for culture, with an aim to position culture to the heart of strategic agendas across the county. It will meet quarterly. It will be chaired by an independent cultural champion. Terms of reference will be established to guide the focus and function of the Partnership.

Key areas of responsibility will include:

- Sharing knowledge and connections to enhance the quality of partnerships across the county
- Playing an advocacy and fund-raising role - to attract investment for culture and the creative industries in Buckinghamshire. Vital will be aligning the priorities of the LEP with those of the Cultural Partnership.
- Presenting a shared voice and access point to partners seeking to develop a strategic approach to culture - e.g. in planning, economic development, tourism, health and wellbeing.
- Setting up task and finish groups on priority areas - to fund-raise and deliver on activities - e.g. baseline mapping of the creative industries; a Cultural Strategy for Aylesbury Garden Town etc.
- Working closely with strategic and funding partners for culture - e.g. Arts Council England.

Report to Cabinet

Title:	Q1 Council Performance Report
Date:	Monday 10 September 2018
Date can be implemented:	Tuesday 18 September 2018
Author:	The Leader
Contact officer:	Jo Baschnonga, Head of Insight & Business Improvement (01296 383767)
Local members affected:	All Members
Portfolio areas affected:	All Portfolios

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

Summary

This report is the Council's quarterly performance report 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.

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 1 2018/19 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.

Background Papers

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

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer 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 Member Services Team by 5.00pm on Friday 7 September 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk



▶ Key areas of good performance

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 BCC claimant count rate as % of national claimant count rate (contextual indicator)	50%	41%	GREEN	Claimant Count Rates: Hertfordshire 1.3% Oxfordshire 1.0% TV Berkshire 1.1% Buckinghamshire 0.9% Aylesbury Vale 0.8% Chiltern 0.7% South Bucks 0.6% Wycombe 1.2%	At 0.9% of working age residents, Buckinghamshire's claimant count rate remains at a historic low (Q1 2018.19 = 41%, Q1 2017.18 = 47%) and less than half the national rate. The claimant count has fallen for each of the last three months, with Buckinghamshire now the only LEP to have had a falling claimant count over the last year.
2 Rank of number of New Business Registrations as defined by Companies House (contextual indicator)	Rank in Top 10/38 LEPs	10	GREEN	Local Enterprise Partnerships Ranking out of /38	There were 1,287 businesses registered in Buckinghamshire in this quarter (April to June 2018), according to Companies House. Company registrations in Buckinghamshire were almost unchanged compared to the 1,288 registrations in the same period last year, but fell 4.9 per cent compared to the previous quarter. Only six of the 38 Local Enterprise Partnerships bettered England's rate of new company registrations in the last quarter, with Buckinghamshire ranking 10th with 30.2 registrations for every 10,000 residents aged 16 or over. Buckinghamshire ranked 4th among county council areas behind Warwickshire (45.4), Hertfordshire (41.0) and Northamptonshire (35.7).
3 To improve availability of fixed fibre to residential and business premises (contextual indicator)	Graduated Target: Q1: 94.49% Q2: 94.57% Q3: 94.66% Q4: 94.74%	94.70%	GREEN	Local Enterprise Partnerships Ranking out of /38	As at 31 March 2018 our coverage was at 94.4% (>24mbps) and is now (end June) at 94.7%, which is slightly above our quarterly target of 94.66% and suggests we are on track to hit the Connected Counties programme target (95% coverage by December 2019). 8 new structural units to provide fixed fibre broadband have gone live in and around Amersham, Aylesbury, Beaconsfield, Denham, Hampden Row, Iver, Marlow and Princes Risborough. Additionally, 3 new live structures are providing fibre to the premises in and around Bourne End, High Wycombe and Holmer Green.

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

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 There are no indicators with either a Red or Amber status this Quarter.					

Key areas of good performance					
Measure	Target	Current position	RAG	Benchmarking	Commentary
1 Number of downloads per annum in Libraries	102,000 annually Graduated target Q1: 25,500 Q2: 51,000 Q3: 76,500 Q4: 102,000	3137200%	GREEN	Local Measure (No benchmark available)	Indicator value of 31,372 in Q1 exceeded the local target of 25,500. New Bolinda e-audio books and e-mags continue to be popular. Benchmarking data is not available.
2 % of births that receive a face-to-face New Birth Visit within 14 days by a health visitor	90.0%	95.4% (1,397/1,464) This result is for Q4 2017/18 because the data runs a quarter in arrears.	GREEN	85.6% (Q3 2017/18 South East) 88.4% (Q3 2017/18 England) 88.1% (Q3 2017/18 CIPFA peers)	This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 95.4% (1,397/1,464) against a local target of 90%. Most recent benchmarking data is for Q3 2017/18: 85.6%, South East; 88.4%, England; and 88.1%, mean of CIPFA peers. For 2017/18, the year-end position was green at 95.4% (5,600/5,873). This is a mandated service. Coverage for this mandated contact is good and is better than, or similar to, national and regional average up to Q3 2017/18.
3 % receiving an NHS Health Check of those who were offered an NHS Health Check	48.0%	64.3% (3,859/6,003) This result is for Q4 2017/18 because the data runs a quarter in arrears.	GREEN	46.2% (Q4 2017/18 South East) 51.3% (Q4 2017/18 England) 53.4% (Q4 2017/18 CIPFA peers)	This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 64.3% (3,859/6,003) against a local target of 48%. Benchmarking in Q4: 46.2%, South East; 51.3%, England; and 53.4%, mean of CIPFA peers. For 2017/18, the year-end position was GREEN at 53.0% (14,820/27,965). This is a mandated service. 64.3% of people invited for an NHS Health Check received a check. This is an improvement on previous quarters.

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

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of the eligible population invited to an NHS Health Check	100%	74.8% (6,003/8,023) This result is for Q4 2017/18 because the data runs a quarter in arrears.	RED	88.7% (Q4 2017/18 South East) 91.7% (Q4 2017/18 England) 87.4% (Q4 2017/18 CIPFA peers)	<p>Although we are on target for the related measure regarding the percentage of people who receive a check from those who accepted an invitation, performance relating to the number of people who were initially invited is lower than target.</p> <p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 74.8% (6,003/8,023). The target of 100% is to invite all those eligible for an NHS Health Check in the quarter. Achieving 100% requires every practice to invite all their eligible population. Benchmarking in Q4: 88.7%, South East; 91.7%, England; and 87.4%, mean of CIPFA peers.</p> <p>Performance at Q4 has been impacted by lower invites from 10 practices who had achieved, or nearly achieved, 100% invites in previous quarters. These practices therefore sent out less invites in Q4, as a large proportion of those patients that were eligible in the year had already been invited and attended. A new list of eligible patients becomes available in the new financial year. Capacity issues have affected performance in another 6 practices.</p> <p>Note that for the whole of 2017/18, the year-end position was RED at 87.1% (27,965/32,092). Benchmarks for 2017/18 are: 86.9%, South East; 86.4%, England; and 85.9%, mean of CIPFA peers. Despite the reduction in Q4, for the whole of 2017/18 Buckinghamshire has performed better than CIPFA Peers, South East and England. This is a mandated service.</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1. Work is being undertaken to provide support and improve performance in practices which are inviting less than 100%. After considering the Q4 reports, we will review the payment options for invitations to see if they can be structured to create an incentive to hit the target (a previous incentive payment was withdrawn). 2. The NHS Health Check team are exploring ways to work more closely with the Clinical Commissioning Group to influence practices with lower performance.

2 % of successful alcohol treatment completions of those in treatment	40%	35.4% (108/305) This result is for Q4 2017/18 because the data runs a quarter in arrears.	RED	38.8% (Q4 2017/18 South East) 40.1% (Q4 2017/18 England) 39.4% (Q4 2017/18 CIPFA peers)	<p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 35.4% (108/305) against a local target of 40%. Performance is slightly lower than the South East (38.3%) and around 5% lower than national and CIPFA peer averages (40.1% and 39.4% respectively). The year-end position is the same as at Q4 because this indicator is a 12-month moving average.</p> <p>The new adult substance service started in October 2017, however, the recommissioning process started 10 months prior to this, so the whole of 17/18 data has been affected by the recommissioning. It is normal to see successful completion performance drop during recommissioning and the transition to a 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.</p> <p>Improvement Action: A robust Action plan has been implemented to improve successful completions. This is being monitored and reviewed by commissioners on a monthly basis to ensure that all aspects are developing as expected, and includes:</p> <ul style="list-style-type: none"> - A clinical and data audit to ensure that all successful completions are identified and reported. Further work is being undertaken to analyse the complexity of individual clients so that treatment and support options are appropriately targeted. -A new case management tool to enable workers and managers to have a better oversight of caseloads and the expected process to successful completion, which will deliver better quality assurance.
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3 % of successful drug treatment completions of those in treatment	15%	12.3% (99/804) This result is for Q4 2017/18 because the data runs a quarter in arrears.	RED	16.4% (Q4 2017/18 South East) 14.8% (Q4 2017/18 England) 16.4% (Q4 2017/18 CIPFA peers)	<p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 12.3% (99/804) against a local target of 15%. Performance is slightly lower than the South East (16.4%), national (14.8% and CIPFA peer averages (16.4%). Benchmarking in Q4: 16.4%, South East; 14.8%, England; and 16.4%, mean of CIPFA peers. The year-end position is the same as at Q4 because this indicator is a 12-month moving average.</p> <p>The new adult substance service started in October 2017, however, the recommissioning process started 10 months prior to this, so the whole of 17/18 data has been affected by the recommissioning. It is normal to see successful completion performance drop during recommissioning and the transition to a 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.</p> <p>Improvement Action: A robust Action plan has been implemented to improve successful completions. This is being monitored and reviewed by commissioners on a monthly basis to ensure that all aspects are developing as expected, and includes:</p> <ul style="list-style-type: none"> - A clinical and data audit to ensure that all successful completions are identified and reported. Further work is being undertaken to analyse the complexity of individual clients so that treatment and support options are appropriately targeted. -A new case management tool to enable workers and managers to have a better oversight of caseloads and the expected process to successful completion, which will deliver better quality assurance.
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▶ Key areas of good performance					
Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of clients using social care who receive direct payments	37.0%	42.6%	GREEN	2016/17 national average of 28.3% and the 2016/17 comparator average of 31.8%.	This indicator measures the proportion of people who receive a direct payment to arrange and purchase their own care. Performance for quarter 1 was 42.6%, which is above the target of 37% and above national (28%) and comparator performance (32%). This shows an increase of 0.9% from the previous quarter.
2 Admissions of older people (65+) into residential and nursing care. Rate per 100,000 of population	Graduated target Q1: 100.2 Q2: 200.4 Q3: 300.6 Q4: 400.8	98.9	GREEN	2016/17 national average of 610.7 and the 2016/17 comparator average of 560.4.	This indicator measures the number of older people admitted to long term residential or nursing care, expressed as a rate per 100,000 population and is good to be low. Performance for quarter 1 is 98.9, which is below target (100.2) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4.
3 % of adults in contact with secondary mental health services who live independently	84.5%	89.0%	GREEN	No benchmarking due to national data quality issues.	This indicator measures the proportion of people in contact with secondary mental health services who live independently. Performance for quarter 1 is 89.0% which is above target (84.5%). There is no benchmarking data available for 2016/17 due to national issues with data accuracy.

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

	Measure	Target	Current position	RAG	Benchmarking	Commentary
136	1 % Adult Social Care clients receiving an annual review	Graduated Target: Q1: 20% Q2: 40% Q3: 70% Q4: 100% (9% points tolerance at year end)	19.6%	AMBER	Benchmarking not yet available.	<p>This indicator measures the proportion of people receiving a review of their care package at least once during the year.</p> <p>Performance for quarter 1 is 19.6%, which is slightly below the quarterly target (20.0%). As this is a local measure there is no national or comparator benchmarking.</p> <p>Improvement Action: 1. We are identifying additional capacity to support the completion of the reviews in the form of Business Managers and Business Support alongside managing the quality of the reviews and embedding Strength-Based practice.</p> <p>Note: The Strengths-Based Approach is a move away from 'fixing' someone's symptoms or problems towards supporting people by enabling them to recognise and use their strengths, talents, knowledge, skills and experience.</p>
	2 % of people re-abled with an outcome of Independence	45.0%	35.1%	RED	Benchmarking not currently available.	<p>This indicator measures the % of service users who were independent following a period of re-ablement.</p> <p>Performance does fluctuate across the reporting year historically between c.35% - c.40% dependent upon complexity of referrals received and is influenced by seasonal factors. Our target is to raise the proportion of those who are independent when they exit (during 2018-19), to an average 45% (our current average is 38% (2017-18)). An improvement in % independence at exit must be viewed in conjunction with improved sustainability measures post exit and the number of referrals received into the service.</p> <p>Improvement Action: 1. We are embedding the strength based approach, assessment and ALT training and the alignment of the BCC and Rapid Response and Intermediate Care (RRIC) services. These are expected to drive improvements in the quality and efficiency of the service delivered and will drive an increase in the amount and acceptance of referrals received.</p>

3	Admissions of adults (under 65 yrs.) into residential and nursing care. Rate per 100,000 of population	Graduated target Q1: 2.3 Q2: 4.6 Q3: 6.9 Q4: 9.2	2.5	AMBER	2016/17 national average of 12.8 and the 2016/17 comparator average of 11.4.	<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 and is good to be low.</p> <p>Performance for quarter 1 is 2.5, which is above target (2.3) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4.</p> <p>Improvement Action: 1. We will continue to review requests for placements to ensure that this is the last resort and in the best interests of service users. Further opportunities to help service users to remain at home where possible are also being explored.</p>
4	% of adults with learning disabilities who live in their own home or with their family	69.8%	69.0%	AMBER	2016/17 national average of 76.2% and the 2016/17 comparator average of 75.1%	<p>This indicator measures the proportion of adults with learning disabilities who live independently or with their family.</p> <p>Performance for quarter 1 is 69.0%, which is slightly below target (69.8%) and below national (76.2%) and comparator performance (75.1%).</p> <p>Improvement Action: 1. We will continue to review requests for placements to ensure that where possible LD service users can retain independence. A Market Position Statement on housing and accommodation has been developed with partners to support these service users and performance in this area.</p>

5 % of adults with a Learning Disability in paid employment	7.0%	6.3%	AMBER	Comparators: 5.3%, National: 5.7%	<p>This indicator measures the proportion of adults with a learning disability who are in paid employment. Supported Employment services are provided by our in house Direct Care Services who support these adults to prepare for work, find work and will continue to support them ongoing.</p> <p>Performance for quarter 1 is 6.3% which is slightly below target (7%), however above national (6%) and comparator (5%) performance.</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> Options for enabling more users to readily access employment opportunities are being explored as part of the review of the Direct Care and Support services. We are working with the Supported Employment Service to increase referrals; work with adults earlier in the path to employment and move supported clients positively over to open employment where eligible.
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▶	Key areas of good performance	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	% ICPC (Initial Child Protection Conference) held within 15 working days of the strategy discussion	80%	89%	GREEN	SN 82%, SE 75%, National 77.2%	<p>This indicator measures the proportion of Initial Child Protection Conferences (ICPC's) that are held within 15 working days from the Strategy Discussion.</p> <p>At the end of June 2018, 89% of ICPC's were held within required timescales. This performance is currently above the 80% target and above the England, South East and statistical neighbour averages.</p> <p>Requests for ICPC's are monitored weekly to ensure compliance with practice standards.</p>	
2	% of Children who became the subject of a Child Protection Plan for a second or subsequent time	19%	18.7%	GREEN	SN 22.8%, SE 22.2%, National 18.7%	<p>This indicator measures the proportion of children who have become subject to a child protection plan for a second or subsequent time.</p> <p>Of the children who became subject to a child protection plan between 1 April 2018 and 30 June 2018, 18.7% were subject to a second or subsequent child protection plan. Buckinghamshire's performance is lower than England, South East and statistical neighbour averages.</p> <p>We are conducting auditing, practice forums and peer challenge sessions to ensure that child protection plans achieve sustainable and positive change.</p>	

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3 % of care leavers in employment, education, or training (EET)	60%	61%	GREEN	SN 51.7%, SE 50.0%, National 50%	<p>This indicator measures the proportion of care leavers who are in employment, education and/or training (EET).</p> <p>At the end of June 2018, 61% of care leavers were in EET. Buckinghamshire's performance is higher than the England, South East and statistical neighbour averages.</p> <p>We are working to develop our offer to care leavers regarding training and employment opportunities.</p>
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► All areas of lower than expected performance (Red or Amber)

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % assessments completed in 45 working days	82%	80%	AMBER	SN 81.3%, SE 83.8%, National 82.9%	<p>This indicator measures the proportion of assessments that are completed within 45 working days.</p> <p>At the end of June 2018, 80% of assessments had been completed within the 45 working day timescale, which is slightly below England, South East and statistical neighbour averages.</p> <p>Performance has been improving month on month since April and all Team Managers now check in at 10, 20 and 30 days into the assessment timeline to identify and resolve issues, so that assessments can be completed on time.</p>
2 % repeat referrals within 12 months	28%	33%	RED	SN 20.6%, SE 25.7%, National 21.9%	<p>This indicator measures the proportion of repeat referrals we receive within 12 months.</p> <p>At the end of June 2018 we had received 853 repeat referrals, which equates to 33%. This is above England, South East and statistical neighbour averages.</p> <p>We have strengthened processes to ensure there is improved management oversight of referrals and are conducting multi-agency reviews to identify opportunities for service improvement.</p>

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3 % Children Looked After (CLA) seen in the last 6 weeks	91%	87%	RED	Benchmarking information not currently available.	<p>This indicator measures the proportion of children looked after who are seen at least once every 6 weeks.</p> <p>At the end of June 2018, 87% of children looked after had been seen within required timescales. No benchmarking information is available for this indicator.</p> <p>To improve performance we are developing a targeted action plan to ensure visit patterns are consistent and timely.</p>
4 % of CLA living more than 20 miles from home	47%	56%	RED	SN 23.5%, SE 16%, National 14%	<p>This indicator measures the proportion of children looked after who are placed more than 20 miles from their home.</p> <p>At the end of June 2018, 56% of children looked after were placed more than 20 miles from their home. This performance is higher than England, South East and statistical neighbour averages.</p> <p>Improvement actions to increase local in-house placement provision include opening Buckinghamshire County Council's first new children's home and implementing our Fostering Recruitment and Retention Strategy to increase in-house foster carers.</p> <p>It is important to note that placements within the geographical boundary of Buckinghamshire may exceed 20 miles in some cases. However, this is still accessible compared to other areas of the country where placements are within 20 miles but less accessible.</p>

5 % of children waiting less than 14 months between entering care and moving in with their adoptive family	75%	38%	RED	SN 43%, SE 46%, National 47%	<p>This indicator measures the proportion of children who wait for less than 14 months between entering care and moving in with their adoptive family.</p> <p>At the end of June 2018, 38% of children had moved in with their adoptive family within required timescales. This performance is lower than the England, South East and statistical neighbour averages.</p> <p>The adoption team continues to work with a significant number of children with complex needs who will often take longer to place. We have increased presence on social media, with dedicated Facebook and Twitter pages for adoption recruitment, to encourage interest from prospective adopters in sibling groups and children with complex needs.</p>
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▶ Key areas of good performance					
Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of pupils attending schools rated good and outstanding by Ofsted	88.0%	89.0%	GREEN	England 31/8/2017 = 88% South East 31/8/2017 = 88%	At the end of Q1 89% of pupils attended a school judged to be good or outstanding - this is above national average. 9 schools are classed as inadequate based on Ofsted's new reporting methodology. Of these 6 have since closed and reopened as sponsored academies which have not yet been inspected. 9 schools have been judged as Requires Improvement. Support through our "Side by Side" partnership model is in place for all schools judged to be "not yet good" or of concern to the LA.

▶ 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)	32.0%	30.7% (Calendar year to date)	AMBER	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.	This indicator measures the number of young people with Special Educational Needs and/or Disability who receive a support plan in a timely manner. Figures reported are cumulative for the calendar year to date. For the period 1/1/2018 - 30/6/2018, a total of 292 EHCPs were issued, and 30.7% of these were issued within the 20 week timescale. Timescales for EHCPs issued in the last 2 months have improved significantly, with 50% of the plans issued in May and 60% of the plans issued in June being issued within 20 weeks. This process is now being managed robustly with weekly monitoring meetings.

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▶ Key areas of good performance					
Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % total capital spend across BCC (forecast) compared to Budget	100% (to remain between 90-110% of capital budget)	96.1% (forecast EOY underspend)	GREEN	Benchmark not currently available	<p>As reported in the Q1 2018/19 Finance Monitoring Report July 2018, the council is forecasting an underspend of 3.9% (£4.6m) for the financial year 2018/19. The target for this indicator is for capital spending (forecast) to remain between 90% and 110% of the capital budget.</p> <p>Note that this indicator measures progress on delivering the capital programme for property and assets.</p> <p>Improvement Actions: The main reasons for the capital variance and the associated actions are:</p> <ol style="list-style-type: none"> 1. Health & Wellbeing (respite service) with a -£2,800k variance - a review of capital requirements is being undertaken. 2. Growth & Strategy schemes funded by the Local Enterprise Partnership, which experienced a £701k slippage on gross expenditure. 3. There is a £331k slippage within the freight strategy capital budget, due to delays in implementation. 4. Within Education, there is a forecast 2018/19 slippage of £444k on primary schools, £22k on secondary schools and £109k on SEN.
2 % of empty properties across the County Council estate that are void (excluding schools)	5% (less than)	1.8%	GREEN	Benchmark not currently available	<p>This indicator measures the number of empty properties that are part of the councils property estate. Across the whole of the councils property estate (excluding schools) 1.8% of properties are empty, which is meeting the 5% target (its good to be low).</p> <p>There were a total of 11 vacant properties at the end of Q1, where plans are either being developed to change how the properties are being used or for the properties to be sold where they are no longer needed.</p>

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

Measure	Target	Current position	RAG	Benchmarking	Commentary
1 % of BCC Website pages that meet accessibility standards	Graduated Target Q1: 68% Q2: 69% Q3: 70% Q4: 75%	65%	AMBER	BCC: 65% Local Authority Average: 68%	<p>This indicator measures the percentage of pages on the BCC Website that meet equal access standards, which enables everyone to be equally able to use and access information on the BCC Website. Existing websites need to be 100% accessible by September 2020.</p> <p>At the end of Quarter 1, 65% of pages on the BCC Website met accessibility standards, which is below the 74% target for this quarter. Although below target, accessibility is part of the SOCITIM rating for the BCC Website, which has recently improved from a Two Star rating to a Three Star rating. We also commissioned a report on accessibility from SOCITM to show areas where improvement is required.</p> <p>Improvement Action:</p> <ol style="list-style-type: none"> 1. The changes that need to be made to the BCC Website to improve accessibility standards have been identified. A plan is in place to re-design the website to meet accessibility standards including specific improvements highlighted by SOCITM. The percentage of BCC Website pages meeting accessibility standards will therefore improve at Q3 and throughout the year.

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2	Value of all unsecured debt that is over 90 days	£3.5m (to be below)	£3.6m	AMBER Benchmark not currently available	<p>This indicator measures outstanding debt that is not secured against a property or other asset that is over 90 days old. In quarter one, £3.6m of the council's total unsecured debt was over 90 days old.</p> <p>We have introduced new process to improve how debt is collected, which has reduced the amount of outstanding debt overall, but older debt still remains more difficult to collect.</p> <p>The overall level of unsecured debt has reduced by £3.2m (23% to £8.8m) in the last 12 months, with the unsecured debt that is over 90 days old reducing by £0.9m (14% to £3.6m).</p> <p>Improvement Actions</p> <ol style="list-style-type: none"> 1. All outstanding unsecured debt is being reviewed, focusing on the largest and oldest debts within each Business Unit. 2. We are tackling 'high risk' unsecured debt in Adult Social Care (totalling £1.4m), through a Task and Finish Group that is focusing on improving processes to recover unsecured debt and improving the reporting of unsecured debt to the Business Units Budget Board. 3. New processes are being introduced to address unsecured debt between services and the debt management teams, including improved reporting of debt across the council.
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3 % Overall revenue (forecast) variance across the council	£0 overspend (0%)	0.38% (forecast EOY overspend)	AMBER	Benchmark not currently available	<p>As reported in the Q1 2018/19 Finance Monitoring Report July 2018, the council is forecasting a 0.38% (£1.2m) overspend of its revenue budget for the end of 2018/19. This includes a £1.95m overspend in Children's Services, £1.34m overspend in Education, with smaller overspends forecast in Community Engagement, Health and Wellbeing and Resources. These forecast overspends are partially offset by a forecasted underspend of £2.76m in Corporate Costs.</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1. The spending position will be monitored on a monthly basis. 2. All Portfolios forecasting an overspend are drawing up action plans to mitigate these pressures. 3. All Portfolios are carrying out a detailed review of their budgets in order to identify actions to bring the overall Council spend to within the approved budget.
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4	Number of Sickness days lost per Full Time Equivalent employees	8.5	9.3	AMBER Mean for all single tier or county councils in England 9.3 days 2016/17.	This indicator measures the average number of day's lost due to sickness absence per full time equivalent (FTE) employee. Over the last year, the average sickness was 9.3 days per FTE, which is above the 8.5 day target, but in line with the average for County Councils. A significant amount of detailed reporting is being undertaken in this area to give Business Unit Senior management teams the best possible data to act on, noting employees will inevitably be unwell from time to time. <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1. Promotion of a new Workplace Wellbeing Programme targeted at both employees and line managers and covering: <ul style="list-style-type: none"> - proactive self-management of employees' own health and wellbeing - effective line management – by encouraging absence management conversations and interventions at the earliest possible point. - supporting employees' mental wellbeing - healthier lifestyles 2. Managers are supported through the Health and Attendance process by HR to minimise length of absence and to reach a conclusion that is in the best interests of the business and employee (where appropriate) 3. The Health and Attendance policy is currently under revision to streamline processes where possible. 4. High risk cases are reported to Senior Managers on a monthly basis with facilitated discussions by the Corporate Management Team.
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Key areas of good performance		Target	Current position	RAG	Benchmarking	Commentary
Measure						
1	% of Sustainable Drainage planning applications responded to within 21 days or agreed timeframes (performance measure)	100% (>85% locally) (15% points tolerance every quarter)	93%	GREEN	No benchmark currently available.	<p>BCC is a Lead Local Flood Authorities (LLFA). LLFA's have a statutory duty to respond to planning applications for sustainable drainage schemes for all major developments (>10 houses or >1 hectare). It is our responsibility to determine whether the proposed drainage scheme and ongoing maintenance for a major development complies with the relevant technical standards and policies.</p> <p>The current position is 93%, which is in keeping with the same period last year (92%) (around 100-130 applications). Discussions and negotiations are ongoing with Districts to help manage the number of applications. Following support from Cabinet Members, we have recruited additional resource to help screen the applications as they come in, to manage the workload.</p>
150	2 Country Parks: Visitor Numbers (performance measure)	Graduated Target: Q1: 293,000 Q2: 596,000 Q3: 798,000 Q4: 1,010,000	297,169	GREEN	Local Target (No benchmark available)	<p>The annual target for this measure is 1,010,386 visitors by year end. In Q1 we had 297,169, which is 5% lower than the same quarter last year (315,846 visitors). The reason for this drop is attributed to the record high numbers of visitors in April last year owing to the unseasonably dry weather. Visitor numbers in both May and June of this year were higher than last year: 4.9% higher in May and 7.8% higher in June. If the good weather continues we expect the increases in visitor numbers to continue as well. There is work underway to improve the cafe at Denham Park.</p>

All areas of lower than expected performance (Red or Amber)					
Measure	Target	Current position	RAG	Benchmarking	Commentary
1 NI192: % of waste collected for recycling, reuse, composting or anaerobic digestion from HH Sources (household collection and HRCs) (contextual indicator)	60%	50.8% This result is for Q4 2017/18 because the data runs a quarter in arrears	RED	2016.17 Ranked 33/350 for the total household waste recycling, composting and reuse rate for English local authorities.	<p>This result is for Q4 2017/18 because the data runs a quarter in arrears.</p> <p>This indicator is based on waste collected at the County Councils Household Recycling Centres and District Council kerbside collections. Note that recycling, reuse and composting rates are generally lower for kerbside collected waste.</p> <p>In Q4, 50.8% of waste was collected for recycling, reuse, composting or anaerobic digestion, which is below the aspirational target of 60%. This Q4 2017/18 result, of 50.8%, is in keeping with the same period in Q4 in 2016/17 of 50.7%. Note that the performance at Q4 is always a low figure in the year, reflecting the winter period and low levels of green waste</p> <p>In contrast to the Q4 result, the total for the whole of 2017/18 was 56.6%, which is an improvement on last year's (2016/17) final figure of 55.4%.</p>

▶	Key areas of good performance	Measure	Target	Current position	RAG	Benchmarking	Commentary
1	% of overall Capital Carriageway Maintenance Programme delivered by year end (performance measure)	90.0%	100.0%	GREEN	Local Target (No benchmark available)	Despite periods of unseasonal weather, performance during Q1 has been very good (100% for April, May and June), with all activities planned during this period delivered to programme. This trend is consistent with the performance during 2017/18. Delivery during Q1 has centred around the delivery of the conventional surfacing programme with 8 schemes delivered to date. Other work completed during this period includes the successful delivery of the joint sealing programme with 9 schemes delivered, as well as the ongoing delivery of preparatory work associated with both the surface dressing & micro-surfacing programmes of work.	
2	% of individual Capital schemes (Network Safety, Safety Fencing and Drainage) completed by year end (performance measure)	90.0%	100.0%	GREEN	Local Target (No benchmark available)	Performance during Q1 has been very good with all activities planned during this period delivered to programme. Delivery of schemes during this period have centred around the delivery of the drainage programme with 11 schemes delivered to date. Other work completed during this period includes the successful delivery of two network safety schemes together with a scheme from the safety barrier programme.	

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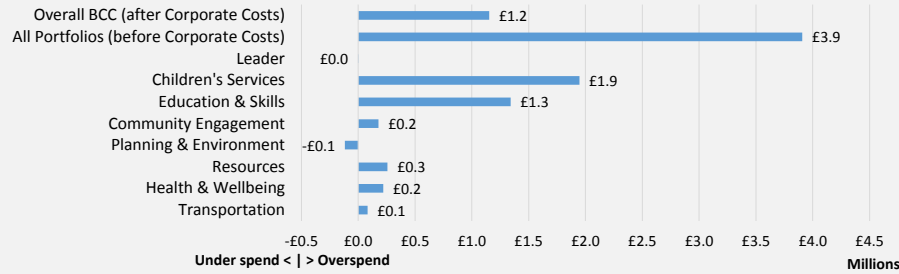
3 % of Highways Development Management planning applications responded to within 21 days or agreed timeframes (performance measure)	100% (>72% Locally) (28% points tolerance every quarter)	81.0%	GREEN	No benchmark currently available.	<p>The role of Highways Development Management (HDM) is to ensure that new developments do not have a material impact on the safety, capacity or sustainability of the road network or transport systems (e.g. buses). As such developers submit applications for major (>10 houses) and minor (<10 houses) schemes and the HDM team have a statutory responsibility to respond to these applications within 21 days or agreed timeframes, otherwise the developer can go ahead with their scheme and the safety, capacity or sustainability of the road network and transport systems might not be taken into account.</p> <p>Performance at 1 2018/19 is 81% (467/577), which is markedly improved on the same period last year Q1-2017/18 = 67% (414/621), however there were considerably more applications received in Q1 last year (621) compared to this year (577).</p> <p>As the number of planning applications have started to stabilise below 600 per quarter, the performance has also started to stabilise (around 80% Q2-2017/18 = 82% (480/587), Q3-2017/18 = 76% (360/474), Q4-2017/18 = 80% (239/505)).</p> <p>The next quarter is likely to be impacted by local plan examinations and submission of EWR Transport Works Act Order, which means resources will have to be realigned across the team. This could impact on performance in this area.</p>
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► **All areas of lower than expected performance (Red or Amber)**

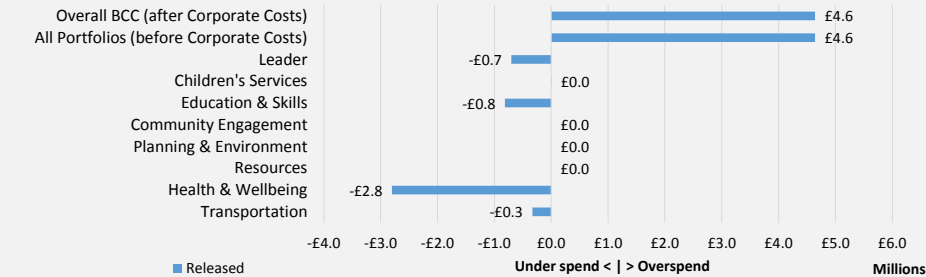
154

1	% of Category 1 defects repaired in 2 working days (as per current Highways Safety Inspection Policy) (performance measure)	93%	43%	RED	Local Target (No benchmark available)	<p>This indicator measures how many revenue defects (non-emergency) e.g. potholes, gullies, are repaired within 2 working days.</p> <p>The current position is 43% which is lower than the 93% target and which is markedly lower than 85% for Q1 in 2017-18. The decrease in performance seen this year is a consequence of the deterioration of the carriageway following the severe weather conditions experienced during the winter. Q1 2017-18 we recorded 986 CAT1 defects, whereas Q1 2018-19 we recorded 2527 - which is a 156% increase (300% increase for all defects). It is worth noting that although the two day deadline was not achieved, all potholes were addressed using a risk based approach i.e. most severe defects first, with 95% completed within 4 working days.</p> <p>Improvement Points:</p> <ol style="list-style-type: none"> 1. Since Q1, normal levels of performance have now been resumed.
2	% of overall Capital Footway Programme delivered by year end (performance measure)	90%	0% (Zero)	RED	Benchmark data not currently available.	<p>To enable resources to focus on the delivery of the capital carriageway surfacing programme during Q1 and into Q2, the construction phase of the footway structural repair programme has been planned to commence between September and February 2019.</p> <p>Improvement Action:</p> <ol style="list-style-type: none"> 1. Eighteen schemes have been identified for delivery with design/pre-construction activities commencing in August.

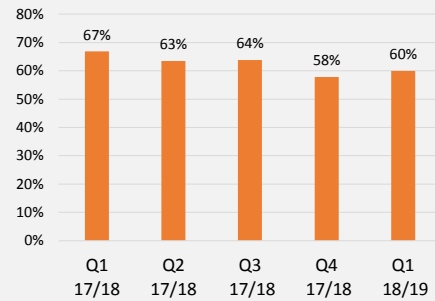
Revenue - Year End variance for 2018/2018 at Q1



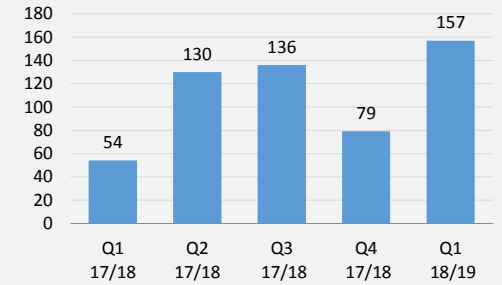
Capital (released) - Year End variance for 2018/2019 at Q1



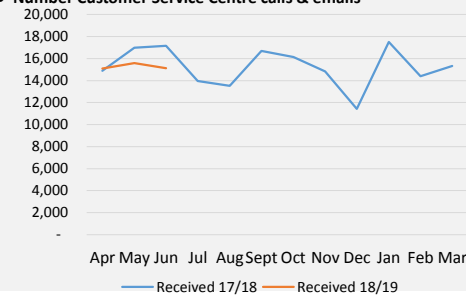
% of calls resolved at first point of contact



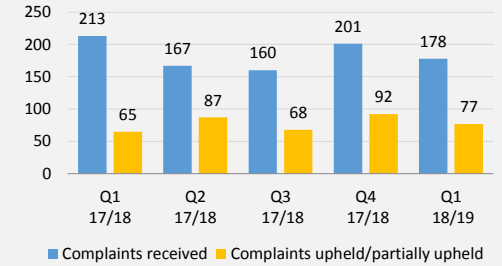
Number of Compliments Received (across the Council)



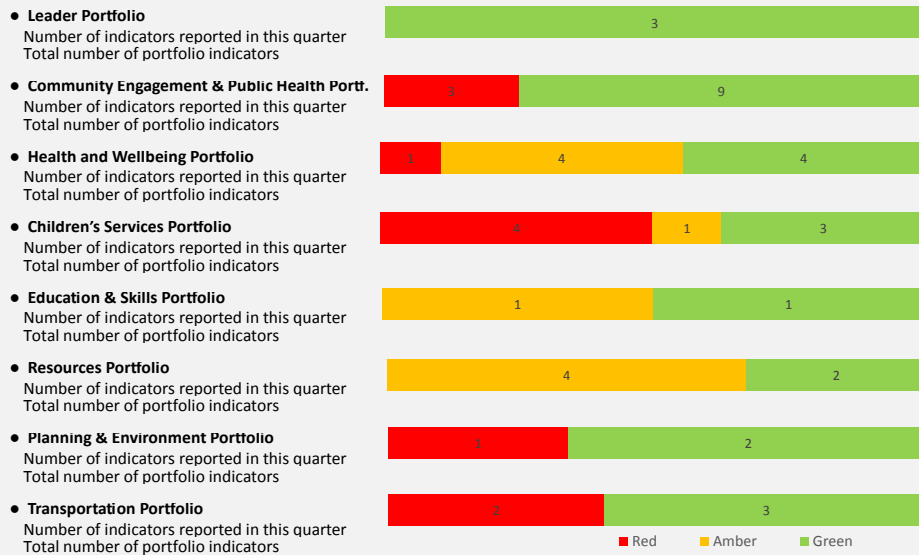
Number Customer Service Centre calls & emails



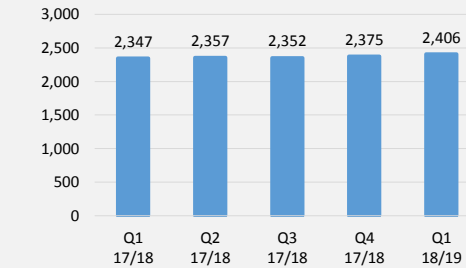
Number of Complaints Received & Complaints Upheld (Stage 1 & 2) - across the Council



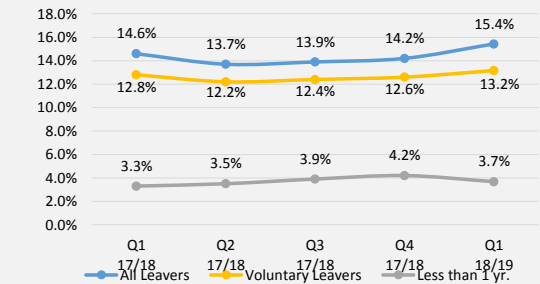
RAG Status of Indicators by Portfolio



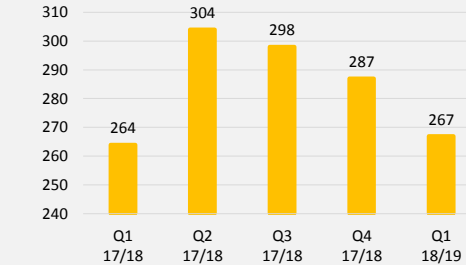
Numbers of BCC staff (FTE)



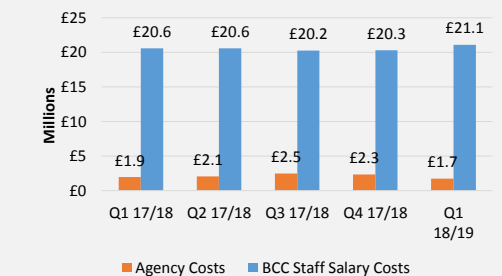
Staff Turnover



Agency, interim, contractor numbers



Agency, interim, contractor and BCC Staff Salary Costs



Helping to develop work opportunities and build self-reliance

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 BCC claimant count rate as % of national claimant count rate (contextual indicator)	Low	Quarterly	50%	43%	41%				GREEN	Claimant Count Rates: Hertfordshire 1.3% Oxfordshire 1.0% TV Berkshire 1.1% Buckinghamshire 0.9% Aylesbury Vale 0.8% Chiltern 0.7% South Bucks 0.6% Wycombe 1.2%	At 0.9% of working age residents, Buckinghamshire's claimant count rate remains at a historic low (Q1 2018.19 = 41%, Q1 2017.18 = 47%) and less than half the national rate. The claimant count has fallen for each of the last three months, with Buckinghamshire now the only LEP to have had a falling claimant count over the last year.

Helping make Bucks a desirable place to start and grow a business

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
2 % of new floor space developed in enterprise zones relative to projected amount in plan (performance measure)	High	Quarterly	100% at Q2 (no further delivery Q3/Q4)	110%	Not due until Q2				N/A	Benchmark not currently available.	Floor space delivery is expected in Q2 (additional space is not expected in Q1). Buckinghamshire Enterprise Zones (EZ) cover three areas: Silverstone, Westcott Venture Park and Arla/Woodlands. The Revised EZ Implementation Plan (May 2018) set out the projected floor space to be developed across the 3 sites and estimates 306,041 sqm by 2040/41. So far (years 1 and 2), 12,307 sqm floor space has been delivered (4% of Cumulative Implementation Plan). In 2018/19, the Revised Implementation Plan (IP) forecast 1,700 sqm to be completed by end of Q2 2018/19 (achieving 4.6% of the Cumulative IP). As such the scheme is on track to deliver all floor space by 2040/41. The EZ is currently generating £0.5m per annum from retained business rates – approximately £0.14m above the original forecast for end of Year 2 (March 2018). At the end of Year 2, 91 jobs have been created in the EZ compared to the forecast 43.

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3	To improve availability of fixed fibre to residential and business premises (contextual indicator)	High	Quarterly	Graduated Target: Q1: 94.49% Q2: 94.57% Q3: 94.66% Q4: 94.74%	94.1% (based on >30mbps) . New baseline 94.4% (>24mbps)	94.7%					GREEN	Buckinghamshire 94.7% Central Bedfordshire 96.0% Hertfordshire 96.8% Milton Keynes 97.8% Northamptonshire 97.9% Oxfordshire 96.5% Windsor and Maidenhead 95.6%	As at 31 March 2018 our coverage was at 94.4% (>24mbps) and is now (end June) at 94.7%, which is slightly above our quarterly target of 94.66% and suggests we are on track to hit the Connected Counties programme target (95% coverage by December 2019). 8 new structural units to provide fixed fibre broadband have gone live in and around Amersham, Aylesbury, Beaconsfield, Denham, Hampden Row, Iver, Marlow and Princes Risborough. Additionally, 3 new live structures are providing fibre to the premises in and around Bourne End, High Wycombe and Holmer Green.
4	Rank of number of New Business Registrations as defined by Companies House (contextual indicator)	High	Quarterly	Rank in Top 10/38 LEPs	8	10					GREEN	Local Enterprise Partnerships Ranking out of /38	There were 1,287 businesses registered in Buckinghamshire in this quarter (April to June 2018), according to Companies House. Company registrations in Buckinghamshire were almost unchanged compared to the 1,288 registrations in the same period last year, but fell 4.9 per cent compared to the previous quarter. Only six of the 38 Local Enterprise Partnerships bettered England's rate of new company registrations in the last quarter, with Buckinghamshire ranking 10th with 30.2 registrations for every 10,000 residents aged 16 or over. Buckinghamshire ranked 4th among county council areas behind Warwickshire (45.4), Hertfordshire (41.0) and Northamptonshire (35.7).

Helping make Bucks a desirable place for people to live their lives

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
5	Facilitating the delivery of Heathrow in an effective way	Green	Quarterly	Monitor	Monitor	N/A			N/A	No benchmark currently available.	Heathrow Airport Limited's Expansion project is on track. BCC are working to ensure that the emerging masterplan factors in opportunities for blue (e.g. flood mitigation betterment) and green (e.g. wildlife corridors and habitats and ecological improvements) infrastructure and linking to southern Buckinghamshire. To facilitate this the Cabinet Member is supporting the secondment of a BCC lead on blue infrastructure to work with the Colne Valley Park, other Councils near the airport and Heathrow Airport Ltd.
6	Successful delivery of key infrastructure schemes	Monitor	Quarterly	Monitor	Monitor	N/A			N/A	Local Target	Key infrastructure schemes (A355, A4 Taplow, Aylesbury Eastern Link Road South, SE Aylesbury Link Road, High Wycombe Town Centre Masterplan, A40, A418, & Oxford to Cambridge Expressway and Heathrow). The majority of projects are on track and on budget with the exception of two: Firstly, A4 Taplow where current forecasts exceed available funding. We are negotiating with contractors to reduce scheme costs and investigating other funding streams to meet the shortfall. Secondly, the Eastern Link Road South, where finalisation of S106, land negotiations and funding is still required.

● Creating Opportunities & Build Self-Reliance

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

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Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 % of the eligible population invited to an NHS Health Check	High	Quarterly (in arrears)	100%	97.5% (2016/17)	74.8% (6,003/8,023)				RED	88.7% (Q4 2017/18 South East) 91.7% (Q4 2017/18 England) 87.4% (Q4 2017/18 CIPFA peers)	<p>Although we are on target for the related measure regarding the percentage of people who receive a check from those who accepted an invitation, performance relating to the number of people who were initially invited is lower than target.</p> <p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 74.8% (6,003/8,023). The target of 100% is to invite all those eligible for an NHS Health Check in the quarter. Achieving 100% requires every practice to invite all their eligible population. Benchmarking in Q4: 88.7%, South East; 91.7%, England; and 87.4%, mean of CIPFA peers.</p> <p>Performance at Q4 has been impacted by lower invites from 10 practices who had achieved, or nearly achieved, 100% invites in previous quarters. These practices therefore sent out less invites in Q4, as a large proportion of those patients that were eligible in the year had already been invited and attended. A new list of eligible patients becomes available in the new financial year. Capacity issues have affected performance in another 6 practices.</p> <p>Note that for the whole of 2017/18, the year-end position was RED at 87.1% (27,965/32,092). Benchmarks for 2017/18 are: 86.9%, South East; 86.4%, England; and 85.9%, mean of CIPFA peers. Despite the reduction in Q4, for the whole of 2017/18 Buckinghamshire has performed better than CIPFA Peers, South East and England. This is a mandated service.</p> <p>Improvement Actions:</p> <ol style="list-style-type: none"> 1. Work is being undertaken to provide support and improve performance in practices which are inviting less than 100%. After considering the Q4 reports, we will review the payment options for invitations to see if they can be structured to create an incentive to hit the target (a previous incentive payment was withdrawn). 2. The NHS Health Check team are exploring ways to work more closely with the Clinical Commissioning Group to influence practices with lower performance.
2 % receiving an NHS Health Check of those who were offered an NHS Health Check	High	Quarterly (in arrears)	48%	46.9% (2016/17)	64.3% (3,859/6,003)				GREEN	46.2% (Q4 2017/18 South East) 51.3% (Q4 2017/18 England) 53.4% (Q4 2017/18 CIPFA peers)	<p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 64.3% (3,859/6,003) against a local target of 48%. Benchmarking in Q4: 46.2%, South East; 51.3%, England; and 53.4%, mean of CIPFA peers. For 2017/18, the year-end position was GREEN at 53.0% (14,820/27,965). This is a mandated service.</p> <p>64.3% of people invited for an NHS Health Check received a check. This is an improvement on previous quarters.</p>

3	Appointment offered within 48 hours to clients attending GUM clinics	High	Quarterly (in arrears)	98%	98.1% (2016/17)	99.0% (3,888/3,927)				GREEN	Benchmarking information is not available.	<p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 99.0% (3,888/3,927) against a local target of 98%. Benchmarking data are not available. For 2017/18, the year-end position was GREEN at 99.7% (14,978/15,017). This is a mandated service.</p> <p>The service delivered good performance against this standard for all quarters of the financial year.</p>
4	% of successful alcohol treatment completions of those in treatment	High	Quarterly (in arrears)	40%	37.5% (2016/17)	35.4% (108/305)				RED	<p>38.8% (Q4 2017/18 South East)</p> <p>40.1% (Q4 2017/18 England)</p> <p>39.4% (Q4 2017/18 CIPFA peers)</p>	<p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 35.4% (108/305) against a local target of 40%. Performance is slightly lower than the South East (38.3%) and around 5% lower than national and CIPFA peer averages (40.1% and 39.4% respectively). The year-end position is the same as at Q4 because this indicator is a 12-month moving average.</p> <p>The new adult substance service started in October 2017, however, the recommissioning process started 10 months prior to this, so the whole of 17/18 data has been affected by the recommissioning. It is normal to see successful completion performance drop during recommissioning and the transition to a 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.</p> <p>Improvement Action: A robust Action plan has been implemented to improve successful completions. This is being monitored and reviewed by commissioners on a monthly basis to ensure that all aspects are developing as expected, and includes: - A clinical and data audit to ensure that all successful completions are identified and reported. Further work is being undertaken to analyse the complexity of individual clients so that treatment and support options are appropriately targeted. -A new case management tool to enable workers and managers to have a better oversight of caseloads and the expected process to successful completion, which will deliver better quality assurance.</p>
5	% of successful drug treatment completions of those in treatment	High	Quarterly (in arrears)	15%	17.0% (2016/17)	12.3% (99/804)				RED	<p>16.4% (Q4 2017/18 South East)</p> <p>14.8% (Q4 2017/18 England)</p> <p>16.4% (Q4 2017/18 CIPFA peers)</p>	<p>This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 12.3% (99/804) against a local target of 15%. Performance is slightly lower than the South East (16.4%), national (14.8%) and CIPFA peer averages (16.4%). Benchmarking in Q4: 16.4%, South East; 14.8%, England; and 16.4%, mean of CIPFA peers. The year-end position is the same as at Q4 because this indicator is a 12-month moving average.</p> <p>The new adult substance service started in October 2017, however, the recommissioning process started 10 months prior to this, so the whole of 17/18 data has been affected by the recommissioning. It is normal to see successful completion performance drop during recommissioning and the transition to a 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.</p> <p>Improvement Action: A robust Action plan has been implemented to improve successful completions. This is being monitored and reviewed by commissioners on a monthly basis to ensure that all aspects are developing as expected, and includes: - A clinical and data audit to ensure that all successful completions are identified and reported. Further work is being undertaken to analyse the complexity of individual clients so that treatment and support options are appropriately targeted. -A new case management tool to enable workers and managers to have a better oversight of caseloads and the expected process to successful completion, which will deliver better quality assurance.</p>

6	% of births that receive a face-to-face New Birth Visit within 14 days by a health visitor	High	Quarterly (in arrears)	90%	89.9% (2016/17)	95.4% (1,397/1,464)					GREEN	85.6% (Q3 2017/18 South East) 88.4% (Q3 2017/18 England) 88.1% (Q3 2017/18 CIPFA peers)	This result is for Q4 2017/18 because the data are a quarter in arrears. Q4 performance was 95.4% (1,397/1,464) against a local target of 90%. Most recent benchmarking data is for Q3 2017/18: 85.6%, South East; 88.4%, England; and 88.1%, mean of CIPFA peers. For 2017/18, the year-end position was green at 95.4% (5,600/5,873). This is a mandated service. Coverage for this mandated contact is good and is better than, or similar to, national and regional average up to Q3 2017/18.
7	Number of clients screened by Live Well Stay Well	High	Quarterly (in arrears)	6,000	New	Not due until Q2					N/A	No benchmark available	Live Well Stay Well is a free service commissioned by BCC that helps people to lose weight, quit smoking, get more active, feel happier or manage their diabetes. This indicator will be reported in Q2. Live Well Stay Well successfully launched on the 1st April 2018 and is now up and running.

Improve community safety and reduce crime and the fear of crime

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
8 Improvement in risk category for those clients working with an Independent Domestic Violence Advocate (IDVA)	High	Annual (April)	65%	74.0%	Not due until Q4				N/A	Local Measure	Data expected April 2019.

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
9 % of customers who rate the registration service as good or excellent	High	Quarterly	95%	99.5%	96.8% (120/124)				GREEN	Local Measure	96.8% (120/124) rated the registration service as good or excellent. This exceeds the local target of 95%. Benchmarking data are not available.
10 Total number of visitors to Bucks County Museum	High	Quarterly	91,088 annually. Graduated Target: Q1: 22,772 Q2: 45,544 Q3: 68,316 Q4: 91,088	96,963	26,200				GREEN	Local Measure	Indicator value of 26,200 in Q1 exceeded local target of 22,772. Benchmarking data are not available.
11 Number of downloads per annum in Libraries	High	Quarterly	102,000 annually Graduated target Q1: 25,500 Q2: 51,000 Q3: 76,500 Q4: 102,000	107,592	31,372				GREEN	Local Measure (No benchmark available)	Indicator value of 31,372 in Q1 exceeded the local target of 25,500. New Bolinda e-audio books and e-mags continue to be popular. Benchmarking data is not available.
12 Number of individuals in voluntary organisations supported through training (VCS infrastructure) (contextual)	High	Quarterly	240 per quarter	New	240				GREEN	Local Measure	Performance in Q1 (240) met the local target. Benchmarking data are not available.

13	% of Customer Service Centre calls that are abandoned	Low	Quarterly	10%	12% (March 2018)	10%					GREEN	Cambridgeshire 15%, Staffordshire 10%, Warwickshire <5%, Nottinghamshire <5%, Oxfordshire <5%	<p>This measures phone calls that people make to the Customer Service Centre that are abandoned before being answered.</p> <p>One in ten calls were abandoned by the caller which is meeting the target of 10% of calls (or below). Training has been carried out with all staff in how to manage calls which has enabled more calls to be answered. There has subsequently been a 2 percentage point reduction in the proportion of calls that have been abandoned since March 2018.</p> <p>Improvement Action:</p> <p>1. To further reduce the number of abandoned contacts, we are planning to make more customer services available online, so that they are easier to access without having to telephone the Customer Services Centre.</p>
14	% of Customer Service Centre calls that are answered in 29 seconds or less	High	Quarterly	40%	39% (March 2018)	49%					GREEN	Benchmarking not available	<p>This indicator measures phone calls that people make to the Customer Service Centre that are answered within 29 seconds.</p> <p>Half (49%) of all phone calls were answered within 29 seconds, which is above the 40% target. Training has been carried out with all staff in how to manage calls, which has enabled more calls to be answered. There has subsequently been a 10 percentage point increase in the proportion of calls that have been answered within 29 seconds since March 2018.</p> <p>Improvement Actions:</p> <p>1. To improve how people's contacts are answered, we are planning to make more customer services available online, so that they can be accessed quickly without having to telephone the Customer Services Centre.</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 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 Delayed transfers of care from hospital per 100,000 population (attributable to Social Care)	Low	Quarterly	Awaiting formal guidance from NHS England to set target	2.40	No data				N/A	Awaiting 2017/18 benchmarking data. 2016/17 measure was based on people delayed not days delayed	No update this Quarter.
2 % repeat contacts in Adult Social Care	Low	Quarterly	Placeholder - New measure, baseline and targets to be worked up - reporting development required	New	33%				N/A	Benchmarking not yet available.	This indicator measures the amount of multiple contacts to Adult Social Care and how many of these are a repeat contact. This will help us to monitor if we are helping people with the right support and signposting at their first point of contact to avoid a repeat in contact. As this is a newly reported indicator we are currently establishing a baseline to inform a future target. Performance for quarter 1 shows that there has been an increase from 21.3% (April 2018) of repeat contacts to 32.6% (June 2018). There is no comparator data available and this area will be closely monitored over the next quarter.
3 % contacts progressed to assessment in Adult Social Care	Low	Quarterly	Placeholder - New measure, baseline and targets to be worked up - reporting development required	New	38%				N/A	Benchmarking not yet available.	This indicator measures the amount of contacts to Adult Social Care and how many of these progress to an assessment. Performance for quarter 1 shows a consistent amount of contacts which progress to an assessment with a variance of 1.5%. Reducing dependency and helping people stay independent for longer is an important area of work. Our aim is to have a longer more detailed discussion at the point of contact. This would help provide us with a better understanding of a person's needs and whether they do require a social care assessment.

4	% of assessments resulting in a service in Adult Social Care	High	Quarterly	Placeholder - New measure, baseline and targets to be worked up - reporting development required	New	60%				N/A	Benchmarking not yet available.	This indicator measures the amount of Adult Social Care assessments and how many of these result in services. Performance for quarter 1 shows a decrease in the amount of services being provided following an Adult Social Care assessment. Reducing dependency and helping people stay independent for longer is an important area of work. This indicator shows there is an understanding at identifying when social care services are needed and when other help and support is more appropriate for the person.
5	% Adult Social Care clients receiving an annual review	High	Quarterly	Graduated Target: Q1: 20% Q2: 40% Q3: 70% Q4: 100% (9% points tolerance at year end)	84.0%	19.6%				AMBER	Benchmarking not yet available.	This indicator measures the proportion of people receiving a review of their care package at least once during the year. Performance for quarter 1 is 19.6%, which is slightly below the quarterly target (20.0%). As this is a local measure there is no national or comparator benchmarking. Improvement Action: 1. We are identifying additional capacity to support the completion of the reviews in the form of Business Managers and Business Support alongside managing the quality of the reviews and embedding Strength-Based practice. Note: The Strengths-Based Approach is a move away from 'fixing' someone's symptoms or problems towards supporting people by enabling them to recognise and use their strengths, talents, knowledge, skills and experience.
6	% of young people at age 15/16yrs (Year 11) who have a transitions plan	High	Quarterly	Placeholder - New measure, baseline and targets to be worked up - reporting development required	New	No data				N/A	Benchmarking not yet available.	No update this Quarter.

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
7 % of people re-abled with an outcome of Independence	High	Quarterly	45.0%	36.0%	35.1%				RED	Benchmarking not currently available.	<p>This indicator measures the % of service users who were independent following a period of re-ablement.</p> <p>Performance does fluctuate across the reporting year historically between c.35% - c.40% dependent upon complexity of referrals received and is influenced by seasonal factors. Our target is to raise the proportion of those who are independent when they exit (during 2018-19), to an average 45% (our current average is 38% (2017-18). An improvement in % independence at exit must be viewed in conjunction with improved sustainability measures post exit and the number of referrals received into the service.</p> <p>Improvement Action: 1. We are embedding the strength based approach, assessment and ALT training and the alignment of the BCC and Rapid Response and Intermediate Care (RRIC) services. These are expected to drive improvements in the quality and efficiency of the service delivered and will drive an increase in the amount and acceptance of referrals received.</p>
8 % of adults in contact with secondary mental health services who live independently	High	Quarterly	84.5%	81.0%	89.0%				GREEN	No benchmarking due to national data quality issues.	<p>This indicator measures the proportion of people in contact with secondary mental health services who live independently.</p> <p>Performance for quarter 1 is 89.0% which is above target (84.5%). There is no benchmarking data available for 2016/17 due to national issues with data accuracy.</p>
9 % of clients using social care who receive direct payments	High	Quarterly	37.0%	41.7%	42.6%				GREEN	2016/17 national average of 28.3% and the 2016/17 comparator average of 31.8%.	<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 1 was 42.6%, which is above the target of 37% and above national (28%) and comparator performance (32%). This shows an increase of 0.9% from the previous quarter.</p>
10 Admissions of older people (65+) into residential and nursing care. Rate per 100,000 of population	Low	Quarterly (Cumulative)	Graduated target Q1: 100.2 Q2: 200.4 Q3: 300.6 Q4: 400.8	400.8	98.9				GREEN	2016/17 national average of 610.7 and the 2016/17 comparator average of 560.4.	<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 and is good to be low.</p> <p>Performance for quarter 1 is 98.9, which is below target (100.2) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4.</p>

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11	Admissions of adults (under 65 yrs.) into residential and nursing care. Rate per 100,000 of population	Low	Quarterly (Cumulative)	Graduated target Q1: 2.3 Q2: 4.6 Q3: 6.9 Q4: 9.2	9.2	2.5					AMBER	2016/17 national average of 12.8 and the 2016/17 comparator average of 11.4.	<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 and is good to be low.</p> <p>Performance for quarter 1 is 2.5, which is above target (2.3) for this quarter. The national and comparator group averages are based on the year end performance for this measure so cannot be compared until Q4.</p> <p>Improvement Action: 1. We will continue to review requests for placements to ensure that this is the last resort and in the best interests of service users. Further opportunities to help service users to remain at home where possible are also being explored.</p>
12	% of adults with learning disabilities who live in their own home or with their family	High	Quarterly	69.8%	69.8%	69.0%					AMBER	2016/17 national average of 76.2% and the 2016/17 comparator average of 75.1%	<p>This indicator measures the proportion of adults with learning disabilities who live independently or with their family.</p> <p>Performance for quarter 1 is 69.0%, which is slightly below target (69.8%) and below national (76.2%) and comparator performance (75.1%).</p> <p>Improvement Action: 1. We will continue to review requests for placements to ensure that where possible LD service users can retain independence. A Market Position Statement on housing and accommodation has been developed with partners to support these service users and performance in this area.</p>
13	% of adults with a Learning Disability in paid employment	High	Quarterly	7.0%	7.0%	6.3%					AMBER	Comparators: 5.3%, National: 5.7%	<p>This indicator measures the proportion of adults with a learning disability who are in paid employment. Supported Employment services are provided by our in house Direct Care Services who support these adults to prepare for work, find work and will continue to support them ongoing.</p> <p>Performance for quarter 1 is 6.3% which is slightly below target (7%), however above national (6%) and comparator (5%) performance.</p> <p>Improvement Actions: 1. Options for enabling more users to readily access employment opportunities are being explored as part of the review of the Direct Care and Support services. 2. We are working with the Supported Employment Service to increase referrals; work with adults earlier in the path to employment and move supported clients positively over to open employment where eligible.</p>
14	% of adults with secondary MH services in paid employment	High	Quarterly	15.0%	15.0%	15.0%					GREEN	No benchmarking due to national data quality issues.	<p>This indicator measures the proportion of adults known to secondary mental health services who are in paid employment.</p> <p>Performance for quarter 1 is 15% and therefore the target (15%) has been achieved. There is no benchmarking data available for 2016/17 due to national issues with data accuracy.</p>
15	% of service users who have as much social contact as they would like	High	Annual	45.0%	45.0%	Not due until Q4					N/A	Comparators: 46.7%, National: 45.4%	No update this Quarter.

16	% of carers who have as much social contact as they would like	High	Annual	36.0%	39.0%	Not due until Q4				N/A	Comparators: 33.6%, National 35.5%	No update this Quarter.
17	Median age of entry in to Residential/Nursing care	High	Quarterly	New measure, baseline and targets to be worked up - reporting development required	New	No data				N/A	Benchmarking not currently available.	No update this Quarter.
18	Average length of stay in Residential/Nursing care	Low	Quarterly	New measure, baseline and targets to be worked up - reporting development required	New	797.9 days				N/A	Benchmarking not currently available.	This indicator measures the average length of time service users are placed in residential or nursing placements (permanent). Our aim, through the Transformation Programme is to reduce this time and delay long term placements as it is better for the service users to remain independent as long as possible. As this is a newly reported indicator we are currently establishing a baseline to inform a future target.

- 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

▶ Demand

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 Rate per 10,000 of children on Child Protection Plans	Monitor	Quarterly	Monitor	52.3 (March 2018)	51.90				N/A	SN 36.7, SE 41.3, National 43.3	<p>This indicator measures the number of children on child protection plans, expressed as a rate per 10,000 of the 0-18 year old population.</p> <p>At the end of June 2018, 634 children were on a child protection plan, equating to a rate of 51.9. Buckinghamshire's rate is above the England, South East and statistical neighbour averages.</p> <p>To address this we have developed a high level action plan following the November 2017 Ofsted inspection. We are offering a 'wrap around' service to support children on child protection plans and ensure effective use of early help interventions to support families.</p> <p>In addition, we are working with partners to review the volume of activity in the front door as well as improve the contribution of child protection Chairs.</p>
2 Rate per 10,000 of children in need	Monitor	Quarterly	Monitor	209.5 (March 2018)	217.29				N/A	SN 261.6, SE 302.5, National 275.2	<p>This indicator measures the number of children on children in need plans, including children looked after and those on child protection plans, expressed as a rate per 10,000 of the 0-18 year old population.</p> <p>At the end of June 2018, there were 2,656 children in need. The number of children in need in Buckinghamshire is below the rates of England, South East and Statistical Neighbours.</p> <p>We are conducting an audit of all children on children in need plans to identify learning and best practice, act on the findings from these audits and apply the learning in supervision and line management of social work teams.</p>
3 Rate per 10,000 of children looked after (contextual)	Monitor	Quarterly	Monitor	39.4 (March 2018)	39.40				N/A	SN 40.5, SE 51, National 62	<p>This indicator measures the number of children looked after, expressed as a rate per 10,000 of the 0-18 population. At the end of June 2018, there were 481 children looked after, equating to a rate of 39.4. Buckinghamshire's rate is below England, South East and statistical neighbour averages.</p> <p>To improve permanence for children looked after we are refreshing our Placement Sufficiency Strategy and supporting the granting of Special Guardianship Orders where appropriate.</p>

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Quality												
Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary	
4 % repeat referrals within 12 months	Low	Quarterly	28%	36% (March 2018)	33%				RED	SN 20.6%, SE 25.7%, National 21.9%	<p>This indicator measures the proportion of repeat referrals we receive within 12 months.</p> <p>At the end of June 2018 we had received 853 repeat referrals, which equates to 33%. This is above England, South East and statistical neighbour averages.</p> <p>We have strengthened processes to ensure there is improved management oversight of referrals and are conducting multi-agency reviews to identify opportunities for service improvement.</p>	
5 % of Children who became the subject of a Child Protection Plan for a second or subsequent time	Low	Month only (not quarterly data)	19%	19% (March 2018)	18.7%				GREEN	SN 22.8%, SE 22.2%, National 18.7%	<p>This indicator measures the proportion of children who have become subject to a child protection plan for a second or subsequent time.</p> <p>Of the children who became subject to a child protection plan between 1 April 2018 and 30 June 2018, 18.7% were subject to a second or subsequent child protection plan. Buckinghamshire's performance is lower than England, South East and statistical neighbour averages.</p> <p>We are conducting auditing, practice forums and peer challenge sessions to ensure that child protection plans achieve sustainable and positive change.</p>	
6 % of care leavers in employment, education, or training (EET)	High	Quarterly	60%	60% (March 2018)	61%				GREEN	SN 51.7%, SE 50.0%, National 50%	<p>This indicator measures the proportion of care leavers who are in employment, education and/or training (EET). At the end of June 2018, 61% of care leavers were in EET. Buckinghamshire's performance is higher than the England, South East and statistical neighbour averages.</p> <p>We are working to develop our offer to care leavers regarding training and employment opportunities.</p>	
7 % of children waiting less than 14 months between entering care and moving in with their adoptive family	High	Quarterly	75%	72% (March 2018)	38%				RED	SN 43%, SE 46%, National 47%	<p>This indicator measures the proportion of children who wait for less than 14 months between entering care and moving in with their adoptive family.</p> <p>At the end of June 2018, 38% of children had moved in with their adoptive family within required timescales. This performance is lower than the England, South East and statistical neighbour averages.</p> <p>The adoption team continues to work with a significant number of children with complex needs who will often take longer to place. We have increased presence on social media, with dedicated Facebook and Twitter pages for adoption recruitment, to encourage interest from prospective adopters in sibling groups and children with complex needs.</p>	

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► Voice of the child

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
8 % Children Looked After (CLA) seen in the last 6 weeks	High	Quarterly	91%	87% (March 2018)	87%				RED	Benchmarking information not currently available.	<p>This indicator measures the proportion of children looked after who are seen at least once every 6 weeks.</p> <p>At the end of June 2018, 87% of children looked after had been seen within required timescales. No benchmarking information is available for this indicator.</p> <p>To improve performance we are developing a targeted action plan to ensure visit patterns are consistent and timely.</p>

► Timeliness of the journey of the child

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
9 % assessments completed in 45 working days	High	Quarterly	82%	83% (March 2018)	80%				AMBER	SN 81.3%, SE 83.8%, National 82.9%	<p>This indicator measures the proportion of assessments that are completed within 45 working days.</p> <p>At the end of June 2018, 80% of assessments had been completed within the 45 working day timescale, which is slightly below England, South East and statistical neighbour averages.</p> <p>Performance has been improving month on month since April and all Team Managers now check in at 10, 20 and 30 days into the assessment timeline to identify and resolve issues, so that assessments can be completed on time.</p>
10 % ICPC (Initial Child Protection Conference) held within 15 working days of the strategy discussion	High	Quarterly	80%	82% (March 2018)	89%				GREEN	SN 82%, SE 75%, National 77.2%	<p>This indicator measures the proportion of Initial Child Protection Conferences (ICPC's) that are held within 15 working days from the Strategy Discussion.</p> <p>At the end of June 2018, 89% of ICPC's were held within required timescales. This performance is currently above the 80% target and above the England, South East and statistical neighbour averages.</p> <p>Requests for ICPC's are monitored weekly to ensure compliance with practice standards.</p>

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► Sufficiency of children's placements

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
11 % of CLA living more than 20 miles from home	Low	Month only (not quarterly data)	47%	53% (March 2018)	56%				RED	SN 23.5%, SE 16%, National 14%	<p>This indicator measures the proportion of children looked after who are placed more than 20 miles from their home.</p> <p>At the end of June 2018, 56% of children looked after were placed more than 20 miles from their home. This performance is higher than England, South East and statistical neighbour averages.</p> <p>Improvement actions to increase local in-house placement provision include opening Buckinghamshire County Council's first new children's home and implementing our Fostering Recruitment and Retention Strategy to increase in-house foster carers.</p> <p>It is important to note that placements within the geographical boundary of Buckinghamshire may exceed 20 miles in some cases. However, this is still accessible compared to other areas of the country where placements are within 20 miles but less accessible.</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 2017	2015	2016	2017	2018	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 Year 1 Phonics - expected standard gap between disadvantaged pupils % and others %	Low	Annual outturn only	16%	16%	18%	17%	16%		N/A	2017 England = 14% (disadvantaged = 70%, other = 84%)	Annual outturn - No update this Quarter.
2 Key Stage 2 - expected standard (reading, writing & maths) gap between disadvantaged pupils % and others %	Low	Annual outturn only	27%	30%	N/A	24%	30%		N/A	2017 England = 20% (disadvantaged = 48%, other = 68%)	Annual outturn - No update this Quarter.
3 Key Stage 4 - Attainment 8 gap between disadvantaged pupils and others	Low	Annual outturn only	12.8	14.3	N/A	13.9	14.3		N/A	2017 England = 12.8 (disadvantaged = 37.1, other = 49.9)	Annual outturn - No update this Quarter.
4 Early Years Foundation Stage Profile - 'good level of development' gap between disadvantaged pupils % and others %	Low	Annual outturn only	19%	19%	18%	19%	19%		N/A	National data is not available for this group of pupils	Annual outturn - No update this Quarter.

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► Improving Education for SEND Pupils

Measure	Good to be	Data period	Target	Last years outturn 2017	2015	2016	2017	2018	Latest performance (RAG)	Benchmarks	Q1 18/19 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	8%	8%	N/A	9%	8%		N/A	England 2017 = 8% South East 2017 = 7%	Annual outturn - No update this Quarter.
6 Key Stage 4 - average Attainment 8 score for pupils with a statement of SEN or EHCP	High	Annual outturn only	16.0	16.5	N/A	19.9	16.5		N/A	England 2017 = 13.9 South East 2017 = 14.2	Annual outturn - No update this Quarter.

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
7 % new Education, Health & Care plans issued within 20 weeks (excluding exceptions)	High	Quarterly	32.0%	8.5%	30.7% (Calendar year to date)				AMBER	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.	This indicator measures the number of young people with Special Educational Needs and/or Disability who receive a support plan in a timely manner. Figures reported are cumulative for the calendar year to date. For the period 1/1/2018 - 30/6/2018, a total of 292 EHCPs were issued, and 30.7% of these were issued within the 20 week timescale. Timescales for EHCPs issued in the last 2 months have improved significantly, with 50% of the plans issued in May and 60% of the plans issued in June being issued within 20 weeks. This process is now being managed robustly with weekly monitoring meetings.

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● 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 years outturn 2017	2015	2016	2017	2018	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
8 Overall attendance rate - primary schools	High	Annual outturn only (Academic Year in Arrears)	96.0%	96.2%	96.3%	96.1%	96.2%		N/A	England 2017 = 96.0%, South East 2017 = 96.1%	Annual outturn - No update this Quarter.
9 Overall attendance rate - secondary schools	High	Annual outturn only (Academic Year in Arrears)	95.0%	94.6%	94.5%	94.5%	94.6%		N/A	England 2017 = 94.6%, South East 2017 = 94.6%	Annual outturn - No update this Quarter.
10 Permanent exclusion rate - primary	Low	Annual outturn only (Academic Year in Arrears)	0.03%	0.05%	data not available	0.01%	0.05%		N/A	England = 0.02 South East = 0.02	Annual outturn - No update this Quarter.

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11	Permanent exclusion rate - secondary	Low	Annual outturn only (Academic Year in Arrears)	0.17%	0.24%	0.08%	0.13%	0.24%		N/A	England = 0.17 South East = 0.12	Annual outturn - No update this Quarter.
					This result is for the academic year 2015/16 because the data runs one year behind.		This result is for the academic year 2014/15 because the data runs one year behind.	This result is for the academic year 2015/16 because the data runs one year behind.				

► Quality of schools

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Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
12 % of pupils attending schools rated good and outstanding by Ofsted	High	Quarterly	88.0%	90.2%	89.0%				GREEN	England 31/8/2017 = 88% South East 31/8/2017 = 88%	At the end of Q1 89% of pupils attended a school judged to be good or outstanding - this is above national average. 9 schools are classed as inadequate based on Ofsted's new reporting methodology. Of these 6 have since closed and reopened as sponsored academies which have not yet been inspected. 9 schools have been judged as Requires Improvement. Support through our "Side by Side" partnership model is in place for all schools judged to be "not yet good" or of concern to the LA.

► Improving Education Standards for All Pupils - Attainment

Measure	Good to be	Data period	Target	Last years outturn 2017/18	Academic Year 2015/2016	Academic Year 2016/2017	Academic Year 2017/2018	Academic Year 2018/19	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
13 Early Years Foundation Stage Profile - % of pupils achieving a good level of development	High	Annual outturn only (Academic Year in Arrears)	74%	74%	68%	71%	74%		N/A	England 2017 = 71% SE 2017 = 74%	Annual outturn - No update this Quarter.
14 Year 1 Phonics - % of pupils reaching the expected standard	High	Annual outturn only (Academic Year in Arrears)	82%	82%	77%	81%	82%		N/A	England (state-funded schools) = 81% South East = 82%	Annual outturn - No update this Quarter.
15 Key Stage 1 - % of pupils reaching the expected standard in reading	High	Annual outturn only (Academic Year in Arrears)	79%	79%	N/A	77%	79%		N/A	England (state-funded schools) = 76% South East = 78%	Annual outturn - No update this Quarter.
16 Key Stage 1 - % of pupils reaching the expected standard in writing	High	Annual outturn only (Academic Year in Arrears)	69%	69%	N/A	65%	69%		N/A	England (state-funded schools) = 68% South East = 70%	Annual outturn - No update this Quarter.

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17	Key Stage 1 - % of pupils reaching the expected standard in mathematics	High	Annual outturn only (Academic Year in Arrears)	76%	76%	N/A	72%	76%		N/A	England (state-funded schools) = 75% South East = 77%	Annual outturn - No update this Quarter.
18	Key Stage 2 - % of pupils reaching the expected standard in reading, writing and mathematics	High	Annual outturn only (Academic Year in Arrears)	64%	64%	N/A	56%	64%		N/A	England (state-funded) 2017 = 62% SE 2017 = 63%	Annual outturn - No update this Quarter.
19	Key Stage 4 - average Attainment 8 score	High	Annual outturn only (Academic Year in Arrears)	53.0	52.6	N/A	55.4	52.6		N/A	England (state-funded) 2017 = 46.1 SE 2017 = 47.2	Annual outturn - No update this Quarter.

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

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 % of BCC Website pages that meet accessibility standards	High	Quarterly	Graduated Target Q1: 68% Q2: 69% Q3: 70% Q4: 75%	64%	65%				AMBER	BCC: 65% Local Authority Average: 68%	This indicator measures the percentage of pages on the BCC Website that meet equal access standards, which enables everyone to be equally able to use and access information on the BCC Website. Existing websites need to be 100% accessible by September 2020. At the end of Quarter 1, 65% of pages on the BCC Website met accessibility standards, which is below the 74% target for this quarter. Although below target, accessibility is part of the SOCITM rating for the BCC Website, which has recently improved from a Two Star rating to a Three Star rating. We also commissioned a report on accessibility from SOCITM to show areas where improvement is required. Improvement Action: 1. The changes that need to be made to the BCC Website to improve accessibility standards have been identified. A plan is in place to re-design the website to meet accessibility standards including specific improvements highlighted by SOCITM. The percentage of BCC Website pages meeting accessibility standards will therefore improve at Q3 and throughout the year.
2 % total capital spend across BCC (forecast) compared to Budget	Breakeven	Quarterly	100% (to remain between 90-110% of capital budget)	New	96.1% (forecast EOY underspend)				GREEN	Benchmark not currently available	As reported in the Q1 2018/19 Finance Monitoring Report July 2018, the council is forecasting an underspend of 3.9% (£4.6m) for the financial year 2018/19. The target for this indicator is for capital spending (forecast) to remain between 90% and 110% of the capital budget. Note that this indicator measures progress on delivering the capital programme for property and assets. Improvement Actions: The main reasons for the capital variance and the associated actions are: 1. Health & Wellbeing (respite service) with a -£2,800k variance - a review of capital requirements is being undertaken. 2. Growth & Strategy schemes funded by the Local Enterprise Partnership, which experienced a £701k slippage on gross expenditure. 3. There is a £331k slippage within the freight strategy capital budget, due to delays in implementation. 4. Within Education, there is a forecast 2018/19 slippage of £444k on primary schools, £22k on secondary schools and £109k on SEN.
3 % Overall revenue (forecast) variance across the council	Breakeven	Quarterly	£0 overspend (0%)	-1% (underspend) (March 2018)	0.38% (forecast EOY overspend)				AMBER	Benchmark not currently available	As reported in the Q1 2018/19 Finance Monitoring Report July 2018, the council is forecasting a 0.38% (£1.2m) overspend of its revenue budget for the end of 2018/19. This includes a £1.95m overspend in Children's Services, £1.34m overspend in Education, with smaller overspends forecast in Community Engagement, Health and Wellbeing and Resources. These forecast overspends are partially offset by a forecasted underspend of £2.76m in Corporate Costs. Improvement Actions: 1. The spending position will be monitored on a monthly basis. 2. All Portfolios forecasting an overspend are drawing up action plans to mitigate these pressures. 3. All Portfolios are carrying out a detailed review of their budgets in order to identify actions to bring the overall Council spend to within the approved budget.

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4	Value of all unsecured debt that is over 90 days	Low	Quarterly	£3.5m (to be below)	£3.4m	£3.6m			AMBER	Benchmark not currently available	<p>This indicator measures outstanding debt that is not secured against a property or other asset that is over 90 days old. In quarter one, £3.6m of the council's total unsecured debt was over 90 days old.</p> <p>We have introduced new process to improve how debt is collected, which has reduced the amount of outstanding debt overall, but older debt still remains more difficult to collect.</p> <p>The overall level of unsecured debt has reduced by £3.2m (23% to £8.8m) in the last 12 months, with the unsecured debt that is over 90 days old reducing by £0.9m (14% to £3.6m).</p> <p>Improvement Actions</p> <ol style="list-style-type: none"> 1. All outstanding unsecured debt is being reviewed, focusing on the largest and oldest debts within each Business Unit. 2. We are tackling 'high risk' unsecured debt in Adult Social Care (totalling £1.4m), through a Task and Finish Group that is focusing on improving processes to recover unsecured debt and improving the reporting of unsecured debt to the Business Units Budget Board. 3. New processes are being introduced to address unsecured debt between services and the debt management teams, including improved reporting of debt across the council.
5	% of empty properties across the County Council estate that are void (excluding schools)	Low	Quarterly	5% (less than)	New	1.8%			GREEN	Benchmark not currently available	<p>This indicator measures the number of empty properties that are part of the councils property estate. Across the whole of the councils property estate (excluding schools) 1.8% of properties are empty, which is meeting the 5% target (its good to be low).</p> <p>There were a total of 11 vacant properties at the end of Q1, where plans are either being developed to change how the properties are being used or for the properties to be sold where they are no longer needed.</p>

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
6 Apprenticeship Levy - Number of existing staff and new employees taking up apprenticeships (excluding schools)	High	Annual	60 at year end	75	Not due until Q4				N/A	Provisional average proportion of take up compared to Local Authority target is 57% for 2017/18 (excluding schools) (based on a survey of 78 LAs) BCC Result: 119%	This is an annual statutory indicator and data is not due until Q4. Performance for BCC (excluding schools) last year was 19% above of the government target (75 apprenticeships against a target of 63).

Working with partners to manage waste effectively

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 NI192: % of waste collected for recycling, reuse, composting or anaerobic digestion from HH Sources (household collection and HRCs) (contextual indicator)	High	Quarterly (in arrears)	60.0%	56.6%	50.8% This result is for Q4 2017/18 because the data runs a quarter in arrears				RED	2016.17 Ranked 33/350 for the total household waste recycling, composting and reuse rate for English local authorities.	<p>This result is for Q4 2017/18 because the data runs a quarter in arrears.</p> <p>This indicator is based on waste collected at the County Councils Household Recycling Centres and District Council kerbside collections. Note that recycling, reuse and composting rates are generally lower for kerbside collected waste.</p> <p>In Q4, 50.8% of waste was collected for recycling, reuse, composting or anaerobic digestion, which is below the aspirational target of 60%. This Q4 2017/18 result, of 50.8%, is in keeping with the same period in Q4 in 2016/17 of 50.7%. Note that the performance at Q4 is always a low figure in the year, reflecting the winter period and low levels of green waste</p> <p>In contrast to the Q4 result, the total for the whole of 2017/18 was 56.6%, which is an improvement on last year's (2016/17) final figure of 55.4%.</p>

Working with partners to be mindful of environmental factors in Planning

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
2 % of Sustainable Drainage planning applications responded to within 21 days or agreed timeframes (performance measure)	High	Quarterly	100% (>85% locally) (15% points tolerance every quarter)	100%	93%				GREEN	No benchmark currently available.	<p>BCC is a Lead Local Flood Authorities (LLFA). LLFA's have a statutory duty to respond to planning applications for sustainable drainage schemes for all major developments (>10 houses or >1 hectare). It is our responsibility to determine whether the proposed drainage scheme and ongoing maintenance for a major development complies with the relevant technical standards and policies.</p> <p>The current position is 93%, which is in keeping with the same period last year (92%) (around 100-130 applications). Discussions and negotiations are ongoing with Districts to help manage the number of applications. Following support from Cabinet Members, we have recruited additional resource to help screen the applications as they come in, to manage the workload.</p>

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Improving access to green spaces

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
3 NHT Public Satisfaction Survey: (KBI 15) % of customers satisfied with their local Rights of Way Network (contextual indicator)	High	Annual (November)	60%	58%	Not due until Q3	Not due until Q3			N/A	Ranked 69/112 authorities surveyed. We were exactly average across all authorities this year for public satisfaction.	Annual measure due in Q3.
4 Country Parks: Visitor Numbers (performance measure)	High	Quarterly	Graduated Target: Q1: 293,000 Q2: 596,000 Q3: 798,000 Q4: 1,010,000	Q4 2017.18 1,010,385	297,169				GREEN	Local Target (No benchmark available)	The annual target for this measure is 1,010,386 visitors by year end. In Q1 we had 297,169, which is 5% lower than the same quarter last year (315,846 visitors). The reason for this drop is attributed to the record high numbers of visitors in April last year owing to the unseasonably dry weather. Visitor numbers in both May and June of this year were higher than last year: 4.9% higher in May and 7.8% higher in June. If the good weather continues we expect the increases in visitor numbers to continue as well. There is work underway to improve the cafe at Denham Park.

Managing existing Highways Infrastructure using a risk-based asset management approach to reflect local needs and priorities

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Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
1 % of principle roads where structural maintenance should be considered (our 'A' roads) (performance measure)	Low	Annual (Mar)	5.0%	3.5%	Not due until Q4				N/A	Benchmark data not currently available.	Annual measure due in Q4.
2 % of individual Capital schemes (Network Safety, Safety Fencing and Drainage) completed by year end (performance measure)	High	Quarterly	90.0%	97.0%	100%				GREEN	Local Target (No benchmark available)	Performance during Q1 has been very good with all activities planned during this period delivered to programme. Delivery of schemes during this period have centred around the delivery of the drainage programme with 11 schemes delivered to date. Other work completed during this period includes the successful delivery of two network safety schemes together with a scheme from the safety barrier programme.
3 % of overall Capital Carriageway Maintenance Programme delivered by year end (performance measure)	High	Quarterly	90.0%	98.9%	100%				GREEN	Local Target (No benchmark available)	Despite periods of unseasonal weather, performance during Q1 has been very good (100% for April, May and June), with all activities planned during this period delivered to programme. This trend is consistent with the performance during 2017/18. Delivery during Q1 has centred around the delivery of the conventional surfacing programme with 8 schemes delivered to date. Other work completed during this period includes the successful delivery of the joint sealing programme with 9 schemes delivered, as well as the ongoing delivery of preparatory work associated with both the surface dressing & micro-surfacing programmes of work.
4 % of Category 1 defects repaired in 2 working days (as per current Highways Safety Inspection Policy) (performance measure)	High	Quarterly	93.0%	74.4%	43.0%				RED	Local Target (No benchmark available)	<p>This indicator measures how many revenue defects (non-emergency) e.g. potholes, gullies, are repaired within 2 working days.</p> <p>The current position is 43% which is lower than the 93% target and which is markedly lower than 85% for Q1 in 2017-18. The decrease in performance seen this year is a consequence of the deterioration of the carriageway following the severe weather conditions experienced during the winter. Q1 2017-18 we recorded 986 CAT1 defects, whereas Q1 2018-19 we recorded 2527 - which is a 156% increase (300% increase for all defects). It is worth noting that although the two day deadline was not achieved, all potholes were addressed using a risk based approach i.e. most severe defects first, with 95% completed within 4 working days.</p> <p>Improvement Points:</p> <p>1. Since Q1, normal levels of performance have now been resumed.</p>

Managing the reliability and quality of journeys against a backdrop of projected growth across the County

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
5 NHT Public Satisfaction Survey: Tackling Congestion (contextual indicator)	High	Annual (November)	48.0%	46.0%	Not due until Q3				N/A	Theme Group Average in 2017 48%	Annual measure due in Q3.

Facilitating the provision of viable alternative transport options that are available to all

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
6 % Footways requiring structural maintenance (AM04M) (performance measure)	Low	Annual (March)	10.0%	9.7%	due Q4				N/A	Benchmark data not currently available.	Annual measure due in Q4.
7 % of overall Capital Footway Programme delivered by year end (performance measure)	High	Quarterly	90.0%	95.3%	0% (Zero)				RED	Benchmark data not currently available.	To enable resources to focus on the delivery of the capital carriageway surfacing programme during Q1 and into Q2, the construction phase of the footway structural repair programme has been planned to commence between September and February 2019. Improvement Action: 1. Eighteen schemes have been identified for delivery with design/pre-construction activities commencing in August.

Facilitating the delivery of effective new Highways Infrastructure for the future

Measure	Good to be	Data period	Target	Last years outturn 2017/2018	Q1 June 2018	Q2 September 2018	Q3 December 2018	Q4 March 2019	Latest performance (RAG)	Benchmarks	Q1 18/19 CABINET Commentary
8 Successful delivery of congestion management schemes (A41 Bicester Road & East West Rail)	Monitor	Quarterly	Monitor	Monitor	N/A				N/A	Local Target (No benchmark available)	All projects are on track, with the A41 Bicester Road expected to complete by 2021 and East West Rail by 2023-24.
9 % of Highways Development Management planning applications responded to within 21 days or agreed timeframes (performance measure)	High	Quarterly	100% (>72% Locally) (28% points tolerance every quarter)	80%	81%				GREEN	No benchmark currently available.	The role of Highways Development Management (HDM) is to ensure that new developments do not have a material impact on the safety, capacity or sustainability of the road network or transport systems (e.g. buses). As such developers submit applications for major (>10 houses) and minor (<10 houses) schemes and the HDM team have a statutory responsibility to respond to these applications within 21 days or agreed timeframes, otherwise the developer can go ahead with their scheme and the safety, capacity or sustainability of the road network and transport systems might not be taken into account. Performance at 1 2018/19 is 81% (467/577), which is markedly improved on the same period last year Q1-2017/18 = 67% (414/621), however there were considerably more applications received in Q1 last year (621) compared to this year (577). As the number of planning applications have started to stabilise below 600 per quarter, the performance has also started to stabilise (around 80% Q2-2017/18 = 82% (480/587), Q3-2017/18 = 76% (360/474), Q4-2017/18 = 80% (239/505)). The next quarter is likely to be impacted by local plan examinations and submission of EWR Transport Works Act Order, which means resources will have to be realigned across the team. This could impact on performance in this area.

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Report to Cabinet

Title:	Buckinghamshire Youth Justice Strategic Plan
Date:	Monday 10 September 2018
Date can be implemented:	Tuesday 18 September 2018
Author:	Cabinet Member for Children's Services
Contact officer:	Tolis Vouyioukas
Local members affected:	(All Electoral Divisions)
Portfolio areas affected:	All Portfolio Areas

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

Recommendation

Cabinet is asked to refer the 2018-19 Youth Justice Strategic Plan to full Council for approval

A. Narrative setting out the reasons for the decision

1. The purpose of this report is to present the Buckinghamshire Youth Justice Strategic Plan 2018-2019. The Youth Justice Plan provides details of progress made against agreed outcomes for Children and Young People. It outlines priorities, alongside potential future challenges for the partnership over the coming year. The Youth Justice Plan highlights the partnership arrangements and budget position for the Youth Offending Service Partnership.

Background

2. Buckinghamshire Youth Offending Service is a multi-agency partnership between the Police, Children's Services, Health Services, Probation, Community Safety and both voluntary and private sector providers.

3. The Youth Offending Service plays a key role in keeping our communities, families, children and young people safe by through the prevention of offending and reoffending, reduction in the use of custody and through contribution to multi-agency protection and safeguarding.

4. The Youth Justice Plan is produced in compliance with the Crime and Disorder Act 1998, Section 40 which stipulates the following:

‘It shall be the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement for each year a plan (a “youth justice plan”) setting out—

(a) How youth justice services in their area are to be provided and funded; and

(b) How the Youth Offending Team (YOT) or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.’

5. The plan also incorporates guidance from the Youth Justice Board (YJB) and must be submitted to the Youth Justice Board for England and Wales and published in accordance with the directions of the Secretary of State.

6. Multi-agency Youth Offending Teams/Services (YOT/YOS) were established in 2000 following the 1998 Crime and Disorder Act with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the YOT and identifies statutory partners to work alongside the Local Authority.

7. The Youth Justice Board (YJB) has set three national outcome indicators for all Youth Offending Teams which form the baseline for performance information included within this year’s plan. These are as follows:

- Reduce the number of First Time Entrants (FTE) to the Youth Justice System
- Reduce Re-offending
- Reduce the Use of Custody

Local Context

8. 126 Young people aged 10-17 entered the Youth Justice System in Bucks for the first time between October 2016 and September 2017.

9. Since 2008 there has been a significant reduction in first time entrants. Over the same period there has been sustained effective joint work between the Youth Offending Service and Thames Valley Police both in relation to the targeted work of the Early Help Panel and strong links with Liaison and Diversion.

10. Priorities to reduce first time entrants include improving the use of voluntary out of court interventions; promotion of family engagement and whole family approaches; and developing partnership approaches with the police and schools to reduce exclusion.

11. The custody rate in 2017 has increased on the previous year (0.23 per 1000) and risen above the average for Thames Valley. It is now in line with the South East, but remains lower than the National Average.

12. This is the first increase in custody numbers in Buckinghamshire for 6 years. The increase can, in part, be attributed to 5 young people receiving custodial sentences for a very serious group robbery offence.
13. Whilst there have been challenges overall in terms numbers of young people in custody, we have seen a significant reduction in the use of custodial remands.
14. Over the coming year, the service will focus on strengthening Pre-Sentence Report proposals- identifying ways in which current resources can be effectively used to provide robust alternatives to custody.
15. The rate of reoffending in Buckinghamshire during the last recording period (2015-16) was 42.7%, an increase from 35.7% in the previous year. This rate has now risen above Thames Valley, South East and English comparators.
16. Beneath these headline figures the actual number of young people who re-offend has reduced considerably over the last 5 years - 103 young people re-offended in Buckinghamshire in the latest 12 month period compared to the 182 young people who re-offended in the same period 5 years earlier.
17. Whilst the number of young people reoffending continues to fall, the numbers of offences per reoffender has increased, leading to the overall increase in reoffending rate.
18. The Youth Offending Service track each young person open to the service and completes an audit of those who reoffend. This informs the way the service develops interventions and support services.
19. Alternative diversionary opportunities for young people will be identified in 2018-19 which, together with the development of innovative approaches in trauma-informed practice, should enhance the effectiveness of the service in engaging with the most complex reoffenders.

Priorities for the coming year

- 20. Continue to focus on reducing reoffending by adopting the enhanced case management model, with trauma informed practice at its core.**
21. The Buckinghamshire YOS have seen increasing levels of vulnerability and complexity in our cohort of young offenders, many of whom have experienced childhood trauma. For this reason we recognise the need to evolve in the way that we work with this group of young people by adopting the enhanced case management model which is being introduced by a number of other Youth Offending Teams nationally.
- 22. Develop a clear and consistent approach to all forms of child exploitation.**
23. In Buckinghamshire the YOS has experienced the growth of 'county lines' criminal exploitation and recognise the need to develop a clear and consistent approach to working with young people at risk of being exploited in this way.
- 24. Work closely with Children's Social Care to support the improvement journey.**
25. There is the potential for more integrated working across Children's Services to improve the outcomes for children and young people and this will be a key focus during the coming year.

26. Review and explore models of service delivery whilst maintaining an effective and efficient response to offending by young people and delivering value for money.

27. The YOS recognises need to deliver positive outcomes whilst also delivering value for money and will ensure efficiencies are made where possible.

B. Other options available, and their pros and cons

N/A

C. Resource implications

The Youth Offending Partnership Youth Justice Plan sets out the resource implications and the staffing establishment needed to deliver the key outcomes.

The budget for Buckinghamshire Youth Offending Service is resourced by grant funding from the Youth Justice Board, Buckinghamshire County Council, the Police and Crime Commissioner and Statutory Partners. Statutory partners have also contributed through the deployment or secondment of key personnel.

The funding from Youth Justice Board remained unchanged. Anticipated cuts from central government present a small risk in relation to in-year funding reductions. The YOS Partnership Board will need to ensure any in-year funding reductions are managed with minimal disruption to service delivery.

D. Value for Money (VfM) Self-Assessment

It is important to allocate resources to our top priorities including Safeguarding our Vulnerable. It is vital we secure improvements across Children's Services to achieve positive outcomes for our Children and Young People.

E. Legal implications

The local authority must carry out its statutory obligations in compliance with the Crime and Disorder Act 1998, Section 40.

The local authority must also carry out its statutory obligations in respect of safeguarding Children and Young People, as set out in the Children Act 2004 and in 'Working Together to Safeguard Children'.

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

Communication of the Youth Justice Plan will be managed through the YOS Partnership Management Board, ensuring a multi-agency approach across partners.

J. Progress Monitoring

Progress of the plan will be monitored through the YOS Partnership Management Board which reports into the Safer, Stronger Buckinghamshire Partnership Board.

K. Review

The Youth Justice Plan should be reviewed and agreed annually.

Background Papers

Appendix 1: Buckinghamshire Youth Justice Strategic Plan

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer 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 Friday 7 September 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk



Buckinghamshire Youth Justice Strategic Plan

2018 - 2019



Buckinghamshire
Youth Offending Service

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Welcome to the 2018-19 Youth Justice Plan

This Plan gives an overview of the work of the Youth Offending Service in Buckinghamshire, setting out details of performance over the past twelve months and our priorities for the coming year.

In Buckinghamshire we work together in partnership to make our communities, families, children and young people safe. The Youth Offending Service plays a key role by helping prevent offending and reoffending, reducing the use of custody and contributing to multi agency public protection and safeguarding. The YOS does this by working together with its key partners – the police, children’s services, health services, probation, community safety and both voluntary and private sector providers - to deliver high quality and effective services to young people, their families and the victims of offending.

Having achieved some exceptional results in recent years, the YOS performance over the last twelve months has been more challenging. On the positive side we continue to have exceptionally low numbers of young people entering the youth justice system for the first time – an excellent example of the youth justice partnership working together closely to offer effective alternatives to the need for formal intervention. The number of young people reoffending also continues to show a significant reduction over the last five years which is important given that this remains the over-arching aim of the Service. However, we have seen a rise in the number of young people receiving custodial sentences and comparatively our performance against regional and national averages has declined slightly in the last year giving us some clear priorities for 2018-19.

You will see from the content of this plan that we continue to invest considerably in the skills of the workforce and the managers and practitioners always excel in identifying new and innovative partnership approaches, particularly in relation to working with our most complex offenders. Key priorities for 2018-19 include: adopting an enhanced case management model, with trauma informed practice at its core; developing a clear and consistent approach to all forms of child exploitation; working closely with Social Care to support the improvement journey in response to OFSTED and, as always, continuing to try and mitigate the impact of ever reducing partnership budgets whilst maintaining the quality and impact of the Service.

2017-18 has been a year of change with the YOS Head of Service, Pauline Camilleri, taking well-deserved retirement after 19 years of service and I would like to put on record the thanks of the Management Board and all the partners for her dedicated and effective leadership. We wish Aman Sekhon-Gill all the best in taking up the challenge and are confident that the Service will continue to deliver high quality services to young people, families and victims that continue the long term decline in youth offending in Buckinghamshire. As always, the Management Board is extremely grateful for the skill and dedication of our Manager and our employees. On behalf of the Management Board I am pleased to present the Youth Justice Strategic Plan for 2018-19.

Superintendent Tim Metcalfe – LPA Commander for Aylesbury, Thames Valley Police

Buckinghamshire Youth Offending Service is a multi-agency partnership between the police, children's services, health services, probation, community safety and both voluntary and private sector providers. The Youth Offending Service plays a key role in keeping our communities, families, children and young people safe by working towards achieving its strategic aims; preventing offending and reoffending, reducing the use of custody and contributing to multi agency public protection and safeguarding.

- **First Time Entrants:**

126 young people entered the youth justice system for the first time between October 2016 and September 2017, an overall reduction of 2 young people from the previous year. Rates of First Time Entrants remain low in comparison with the Thames Valley, South East and National Comparators.

- **Custody**

At 0.23 per 1000 ten to seventeen year old population, the custody rate in 2017 has increased on the previous year and risen above the average for Thames Valley. It is now in line with the South East, but remains lower than the National Average. This is the first increase in custody numbers in Buckinghamshire in 6 years. The increase can in part be explained by 5 young people receiving custodial sentences for a very serious group robbery offence. Whilst there have been challenges overall in terms numbers of young people in custody, we have seen a significant reduction in the use of custodial remands.

Reoffending

In the latest recording period 2015-16, the rate of reoffending in Buckinghamshire was 42.7%, an increase from 35.7% in the previous year. This rate has now risen above Thames Valley, South East and English comparators. Underneath these headline figures it is important to highlight that the actual number of young people who re-offend has reduced considerably over the last 5 years - 103 young people re-offended in Buckinghamshire in the latest 12 month period compared to the 182 young people who re-offended in the same period 5 years earlier. However, whilst the number of young people reoffending continues to fall, the numbers of offences per reoffender has increased, leading to the overall increase in reoffending rate.

There have been a number of achievements in 2017/18, most significantly around improvements in service delivery for those young people open to the YOS with Special Education Needs and Disabilities, in recognition of which the YOS was awarded Quality Lead status as part of the SEND project run by the national charity Achievement for All.

Key Priorities for 2018/19

The priorities for Buckinghamshire Youth Offending Service have been formulated as a direct response to the performance data for 2017/18, which provides clear evidence of some of the key challenges the YOS faces. One of the most significant of these is the increasing complexity of those being worked with. As a result, focus will be on implementing the Enhanced Case Management Model to more effectively meet the needs of these young people, with a trauma informed approach at its core.

In recognition of the increasing threat of county lines and other types of criminal exploitation, the YOS will concentrate on working with partners to develop a coherent and consistent response to this and all forms of child exploitation. This priority also links to working in close alignment with Children's Social Care to support in the OFSTED improvement journey. There will remain a focus on delivering value for money as the Management Board review and explore models for service delivery in the context of reducing budgets.

Other priorities include developing processes to improve engagement in voluntary interventions, particularly in relation to youth cautions; to identify further opportunities to divert young people who receive outcomes with no statutory YOS intervention from further offending; to strengthen pre-sentence report proposals by identifying opportunities for families to be at the core of intervention plans and to enhance the way current resources can be most effectively used to provide robust alternatives to custody. The full Youth Justice Plan outlines in detail how the Youth Offending Service will work towards achieving its strategic and operational aims for 2018/19.

Our Priorities for the coming year are:

- **Continue to focus on reducing reoffending by adopting the enhanced case management model, with trauma informed practice at its core.**

Like most youth justice services across the country, in Buckinghamshire we have seen increasing levels of vulnerability and complexity in our cohort of young offenders, many of whom have experienced childhood trauma. For this reason we recognise the need to evolve in the way that we work with this group of young people by adopting the enhanced case management model which is being rolled out by a number of other Youth Offending Teams across the country.

- **Develop a clear and consistent approach to all forms of child exploitation.**

In Buckinghamshire we have experienced the growth of 'county lines' criminal exploitation and recognise the need to develop a clear and consistent approach to working with young people at risk of being exploited in this way, as we have done with other forms of child exploitation.

- **Work closely with Social Care to support the improvement journey in response to OFSTED.**

We recognise that in Buckinghamshire there is the potential for more integrated working with partners in Children's Social Care, and that in doing so we will be able to contribute towards improved service delivery.

- **Review and explore models of service delivery in the context of reducing budgets whilst maintaining an effective and efficient response to offending by young people and delivering value for money.**

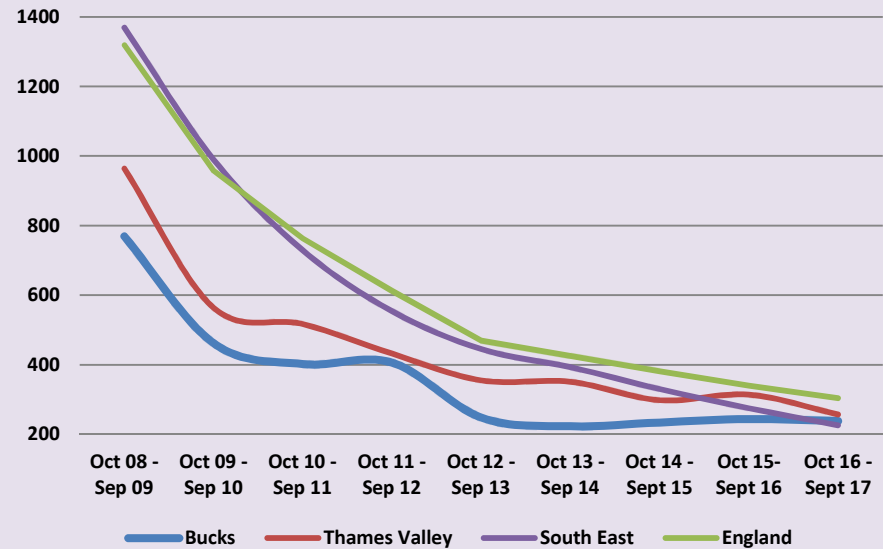
Like all public services the YOS faces many financial challenges. We recognise the significant responsibility placed on us to continue to deliver positive outcomes whilst also striving to make efficiencies.

First Time Entrants

126 young people aged 10 to 17 entered the Youth Justice System in Buckinghamshire for the first time between October 2016 and September 2017. This is a decrease of 2 young people compared to the previous year. At 238 per 100,000 10 to 17 year olds, the rate of first time entrants in Buckinghamshire continues to be very low. Whilst above the South East rate (226), it is below the average for the Thames Valley (257) area and for England (304). The long term reduction in first time entrants is a result of effective joint work between the Youth Offending Service and Thames Valley Police both in relation to the targeted work of the Early Help Panel and the strong links with Liaison and Diversion. The introduction of an Early Intervention Officer post, which has been positively evaluated and will continue, has further ensured those who do offend are offered targeted interventions meeting the needs of both the young person and their victims as an alternative to becoming a first time entrant.

Priorities for 2018-19 include improving take up of voluntary out of court interventions, promoting family engagement and whole family approaches and developing joint work with police and schools to reduce exclusion. These should further enhance the effectiveness of YOS practice in this area.

Trends in First Time Entrants per 100,000 10 to 17 Year Population October 2008 to September 2017



Risks to YOS Effectiveness

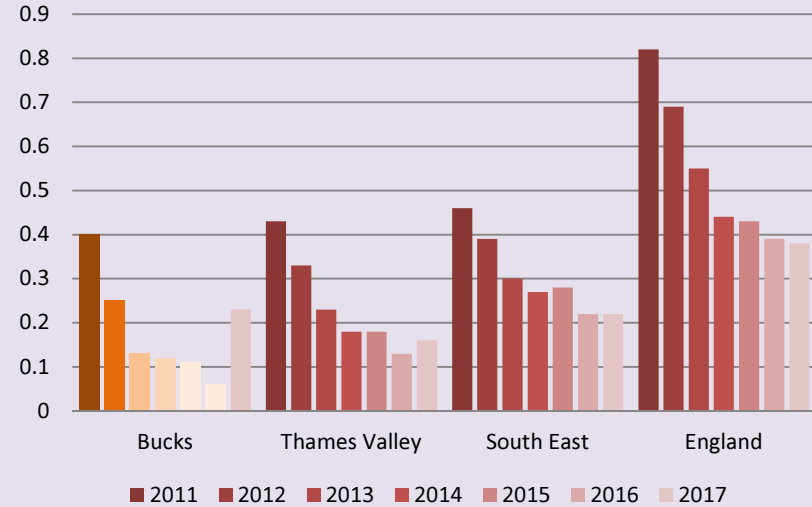
- The significant reductions in First Time Entrants over the last five years have now reached a point where small fluctuations in the numbers are inevitable. This is a “levelling out” that has been predicted for some time.
- Early intervention programmes are voluntary and therefore rely on engagement from the young person.

Reducing the Use of Custody

Custodial rates in Buckinghamshire in 2017 have risen compared to the exceptionally low rates in 2016. In 2016 only 3 young people were sent to custody across the 12 month period. This has risen to 12 young people in 2017. At 0.23 per 1000 ten to seventeen year old population, the custodial rate in Buckinghamshire has risen above the average for Thames Valley (0.16), to be in line with the South East (0.22) but continues to be below the national rate (0.38). This reverses a 6 year decline in the use of custody in Buckinghamshire and is in part due to 5 co-defendants sentenced for a very serious group Robbery offence.

The YOS has worked with key partners to develop proactive and robust alternatives to the use of custody starting at the point of remand when increased partnership understanding and appropriate discussion/challenge on a case by case basis ensure a low and appropriate use of custodial remands. In addition the YOS has developed a confident, skilled workforce, equipped to effectively identify and propose the most appropriate interventions for those coming before the Court for sentence. However, given the rise in custodial sentences in the last 12 months, reducing the 2017 rate is a priority for the coming 12 months with the focus on strengthening PSR proposals, identifying ways in which current resources can be most effectively used to provide robust alternatives to custody and developing local approaches to working with young people from Black & Minority Ethnic groups.

Custodial Rate per 1,000 10 to 17 Year Old Population, Jan 2011- Dec 2017



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Risks to YOS Effectiveness

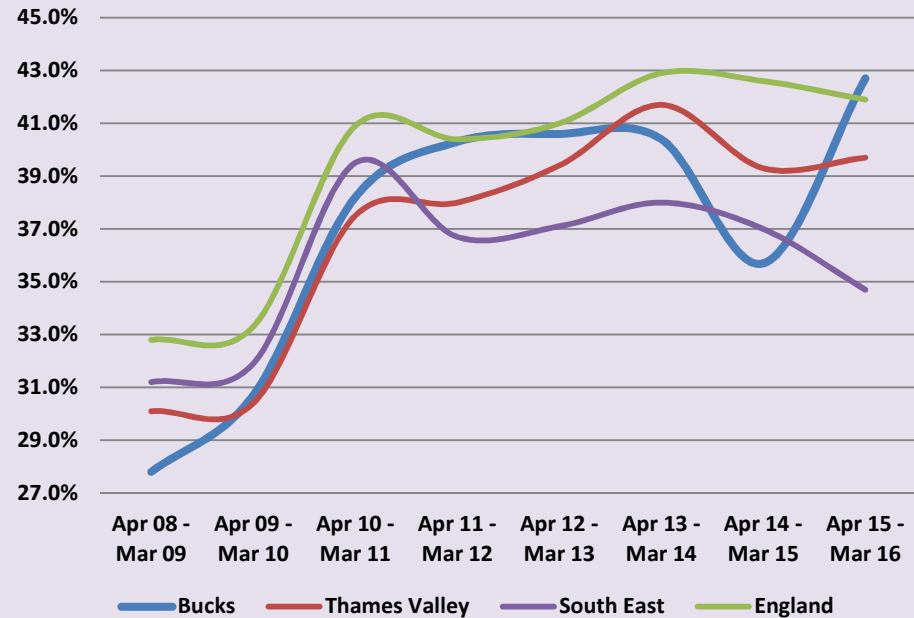
- It remains difficult to project the nature of serious offending in the forthcoming year.
- The YOS acknowledges that there will always be a small number of young people who commit very serious offences where custody is the only option in order to protect the public.

Reducing Reoffending

The proportion of young people re-offending in a one year follow up period has fluctuated considerably in Buckinghamshire between 2014-15 and 2015-16, the last two years for which this national data is available. At 42.7%, the rate of re-offending in Buckinghamshire has risen above the Thames Valley (34.7%), the South East (39.7%) and English (41.9%) averages in 2015-16, having fallen below them in 2014-15.

Underneath these headline figures it is important to highlight that the actual number of young people who re-offend has reduced considerably over the last 5 years - 103 young people re-offended in Buckinghamshire in the latest 12 month period compared to the 182 young people who re-offended in the same period 5 years earlier. Whilst the number of young people re-offending continues to drop, the number of offences committed per re-offender has increased from 2.5 to 3.6 highlighting the ongoing challenge of working effectively with young people at greatest risk. In response the YOS has continued to track every young person open to the Service and completes an audit of those who reoffend to inform ongoing learning and service development. Alternative diversionary opportunities for young people not subject to a YOS intervention will be identified in 2018-19 which, together with developing new innovative approaches with partners and training staff in trauma-informed practice, should enhance the effectiveness of the Service in engaging with the most complex reoffenders.

Proportion of Young People Reoffending, Apr 2008 to March 2016



Risks to YOS Effectiveness

- If the cohort continues to reduce, reoffending rates will continue to appear inflated when the actual numbers of young people may be falling.
- With the increasing complexity of individual cases and the decrease in management resources due to budget reductions, there is a risk to both the level of management oversight and support that can be provided.

Buckinghamshire YOS 2018-19 Budget

Partner Contributions 2018-19	Staffing Costs (£)	Payments in Kind (£)	Other Delegated Funds (£)	Total (£)
Buckinghamshire County Council	507,389	37,349	155,378	700,116
Thames Valley Police	98,840	0	0	98,840
Clinical Commissioning Group	0	76,285	0	76,285
National Probation Service	48,135	0	5,000	53,135
Police Crime Commissioner	86,141	0	113,271	199,412
YJB Youth Justice Grant	349,574	0	23,700	373,274
TOTAL	1,090,079	113,634	297,349	1,501,062

Budget Summary

The YOS Partnership will fund the budget for 2018-19 as detailed above, with the changes summarised as follows:

- The National Probation Service will second a Probation Officer to the YOS during 2018-19 and contribute a management fee of £5K.
- Funding from Health has remained the same as last year.
- The contribution from Buckinghamshire County Council has reduced by £8,500 this year.
- The contribution from the Youth Justice Board is unchanged from that of the previous year.
- Funding for Early Intervention work and the Police contribution to the partnership comes via the Police Crime Commissioner. The YOS contribution is included in the Buckinghamshire Community Safety Partnership’s grant. The contribution in 2018-19 is £199,214. The reductions for this year amount to £8,195.

Demonstrating Value for Money

Risks

- Non-staffing costs may fluctuate and exceed the allocated amount for each area.
- A forecast for the annual pay award for employees on Buckinghamshire County Council’s Contribution Based Pay is included in staffing costs. Actual pay awards could be different from this forecast.
- The implementation of Buckinghamshire County Council’s recharges may lead to fees for services such as Technology Services, Human Resources, Finance, Business Support and Legal Services.
- The Partnership is not in a position to be able to respond to any unexpected financial demands.

The Management Board is the strategic partnership body within Buckinghamshire that oversees the local delivery of responsibilities under the Crime and Disorder Act 1998 for youth justice services and the Youth Offending Service. Chaired by Tim Metcalfe, Local Area Police Commander for Aylesbury, the Board is responsible for the governance of the Service and monitors and challenges the functions and performance of the YOS.

What the Board does to ensure effective governance:

- Oversees the effective delivery of youth justice services by monitoring the implementation of the annual Youth Justice Strategic Plan, supporting the YOS in reducing offending.
- Monitors YOS performance against both National and Local Indicators by scrutinising comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Implements its own annual Management Board work programme which defines the priority areas for scrutiny, including reviewing Community Safeguarding and Public Protection Incidents.
- Scrutinises the YOS annual spending to ensure that all core YOS services are delivered within the allocated budget and that the Youth Justice Board grant conditions are fully complied with.
- Ensures that the YOS is fully integrated into and able to influence strategic developments with which partners are engaged.

All key partners are represented on the Management Board and where appropriate the Board will extend its membership to other partners to ensure the progression of a specific development issue. This ensures the Board is best placed to address any barriers to effective multi-agency working and can therefore make an effective contribution to delivering outcomes.

The annually reviewed 'Management Board Terms of Reference' ensures the Board operates within clearly defined guidance and an annual planning event allows the Board to consider the current priorities for the Youth Offending Service.

The YOS is within the Children's Services Business Unit of Buckinghamshire County Council. The Head of Service is line managed by the Service Director of Children's Social Care and sits within the senior management team.

Key priorities for 2018-19:

- Ensure the YOS fully implements the 2018-19 Youth Justice Strategic Plan.
- Ensure key agencies are represented at an appropriate level on the Management Board.
- Ensure the YOS maintains a high level of performance against the three National Indicators and any Local Indicators.
- Critically investigate areas where performance needs development to ensure that this analysis informs partnership developments.
- Champion the provision of effective services for young people at risk of offending or reoffending within their own partner agencies and those agencies they work with.

Effective and integrated partnership arrangements sit at the heart of Buckinghamshire YOS Effectiveness

Partnership working is underpinned by a written agreement which defines the arrangements between the agencies that have statutory responsibility for supporting the work of the YOS. This is reviewed annually. The minimum staffing requirements set out in the Crime and Disorder Act 1998 will be met this year.

- The YOS is represented by the Head of Service on a wide range of partnership boards and contributes to their action plans and strategic direction. These include the Buckinghamshire Safeguarding Children Board, the Child Exploitation sub-group, the Safer and Stronger Buckinghamshire Co-ordinating Group, the District Community Safety Partnerships and Connecting for Children. The Head of Service has also represented all YOTs in Thames Valley at various meetings.
- The Channel Panel has representation from the YOS, with information being shared and potential referrals to the panel identified by the Service. The YOS has links with the Prevent Officers working with identified cases.
- The Service Director for Children’s Social Care sits on the Safer and Stronger Buckinghamshire Partnership Board, providing representation for the YOS.
- Services delivered by Buckinghamshire YOS contribute directly to the delivery of other corporate strategies. The Buckinghamshire Children and Young People’s Plan 2014 – 18 provides shared priorities which the YOS contributes towards. These include:
 - Keeping children and young people safe and in their families wherever possible
 - Enabling and supporting children, young people, parents and carers to overcome the challenges they may face
 - Improving children and young people’s health and well-being
 - Providing opportunities for children and young people to realise their full potential

The YOS has also contributed to the Safer Bucks Plan 2017-18 through the Buckinghamshire Joint Partnership Strategic Assessment. This Plan outlines a number of county-wide community safety priorities that the YOS contributes directly towards. The key objectives for the YOS include:

- Safeguarding against Vulnerability and Exploitation
- Tackling Violence and Abuse (including domestic violence)
- Reducing Reoffending
- The YOS has worked in partnership with Wycombe Wanderers Football Club and Heart of Bucks Community Foundation to deliver the Kicking On project, providing 2 weeks of positive activities “to educate, motivate and inspire through the power of sport”.

What Have We Done?

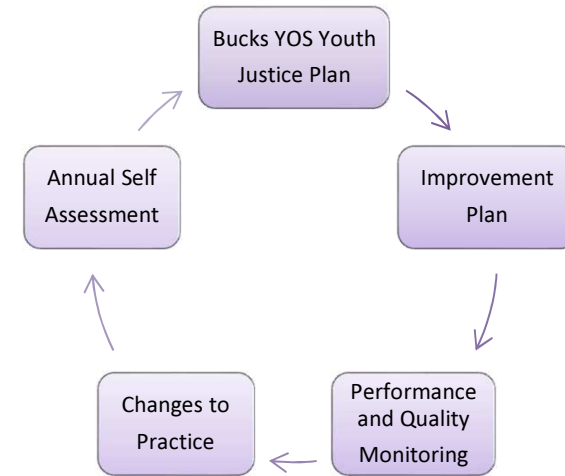
- A Reoffending Action Plan was commissioned by the YOS Management Board, agreeing the project work that would take place during 2017-18 and identifying anticipated outcomes.
- Good practice has been shared with other YOTs through a variety of YJB forums, including the regional Effective Practice, Parenting and Education, Training and Employment groups. The Service play an active role in the Thames Valley YOT Manager network and the Performance Manager chairs the Southern Information forum.
- Quality assurance processes have been reviewed in line with evolving practice around AssetPlus, with this framework being utilised to identify both individual and service-wide training need. This has included the development of a local QA tool for assessments and the use of regular management and practitioner audit activity.

What Has the Impact Been?

- The Management Board have robust oversight of the work done to address reoffending, monitoring outcomes and taking action as appropriate.
- The YOS has upheld its reputation for service development and demonstrates a willingness to learn from other areas. The heightened profile gained from attending various forums has led to involvement in key developmental work, such as a local AssetPlus audit and the National Case Transfer project.
- Quality assurance has a clear focus on building practitioner skill and knowledge to ensure the best possible outcomes for service users, whilst also ensuring appropriate levels of management oversight.

What Will We Do Next?

- Explore how the Core+ Reducing Reoffending Toolkit can be used to enhance the analysis and audit processes for young people who reoffend.
- Further develop management oversight of practice by utilising the reporting functionality available in Core+.
- Support partners in Social Care by sharing learning around management oversight and quality assurance.



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What Have We Done?

- Work with partners continues to identify and engage young people at risk of anti-social or offending behaviour. This includes being a member of both the Early Help Panel and the Joint Decision-Making Panel with the Police to screen and divert young people as appropriate.
- Strong links with Liaison and Diversion have been developed at an operational and strategic level. A joint review has recognised the positive impact of this partnership working.
- The effectiveness of the Early Intervention Officer post has been evaluated and a decision made to retain this targeted role.
- Workshops have been delivered to develop staff confidence around engaging with families, encouraging practitioners to share good practice and increase their understanding of how this can contribute to desistance from offending.



What Has the Impact Been?

- The number of First Time Entrants in Buckinghamshire has remained low in comparison with Thames Valley, South East and National comparators.
- Resources are targeted in an effective way, with those most at risk of entering the youth justice system identified and engaged with at an early stage.
- Disposals for young people are proportionate, ensuring that the needs of both the young person and victim are met wherever possible.
- Family engagement will underpin YOS interventions moving forward, contributing to a strong framework for desistance from offending.

What Will We Do Next?

- Develop processes to improve engagement in voluntary interventions, particularly in relation to Youth Cautions.
- Promote referrals to the Early Help Panel to ensure opportunities are identified for intervening early within a whole family approach.
- Identify ways to work with schools and Police around weapons awareness to support a reduction in the level of exclusions .

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What Have We Done?

- Training on Court Skills has been delivered to practitioners. This package can be rolled out across Thames Valley as required.
- Joint understanding of custodial remand has been promoted with partners. Activity has included appropriate challenge and discussion on a case by case basis, a presentation made to Social Care managers across the county and feedback via the Senior Management meetings from the Head of Service. The YOS has also been involved in a Commissioning workshop, looking at the way partners communicate regarding the placement of young people.
- National research into disproportionality has been reviewed and local audits have identified areas for improvement in recording around diversity. Findings have been shared with staff to increase their understanding.



What Has the Impact Been?

- The YOS has a confident, skilled workforce, equipped to effectively identify and propose the most appropriate interventions for those coming before the Court. This is reflected in strong congruency rates between proposals and outcomes.
- Partner's increased understanding of custodial remand has been reflected in appropriate placements being made for young people and in low numbers of young people receiving remand outcomes.
- Practitioners have a broader understanding of how disproportionality impacts on young people in the criminal justice system.

What Will We Do Next?

- Enhance the way current resources can be most effectively used to provide robust alternatives to custody.
- Strengthen Pre Sentence Report proposals by identifying opportunities for families to be at the core of intervention plans.
- Develop local approaches to working with young people from Black and Minority Ethnic groups in light of the national and local research.

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What Have We Done?

- Use of the YJB Live Tracker tool continues, allowing the YOS to identify young people who reoffend on a monthly basis and audit these cases to identify appropriate learning.
- Training on childhood trauma has been researched and commissioned for 2018-19. This will include a focus on the impact of domestic abuse.
- A multi-agency audit of young people who reoffend prior to receiving a YOS intervention has been carried out, identifying if anything could have been done to divert them at an earlier stage. This involved representatives from CAMHS and Social Care .
- Young people were given an opportunity to hear John McAvoy speak about his personal journey from offending to significant success as a professional triathlete and author.



What Has the Impact Been?

- The actual number of young people reoffending continues to reduce.
- Use of the YJB Live Tracker tool allows the YOS to broaden its understanding of why young people reoffend and to proactively address this on a case by case basis.
- Partners have built on their understanding of the challenges and barriers to engagement that each service faces, creating a stronger understanding of how the partnership can work together.
- Young people have had an opportunity to hear first hand an inspirational story of how offending at a young age does not have to lead to a life of crime.

What Will We Do Next?

- Establish creative approaches to reducing reoffending by working with external providers to offer innovative interventions.
- Implement the enhanced case management model, delivering training to practitioners on trauma-informed practice to enhance their skills in engaging the most complex offenders.
- Identify further opportunities to divert young people who receive outcomes with no statutory YOS intervention from further offending.

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What Have We Done?

- Ongoing support and training on the AssetPlus assessment framework has been provided for both practitioners and managers. This has included the development of a local quality assurance tool designed to drive consistency and audit activity devised to share good practice.
- Outcomes from the Intervention Delivery workshops have been monitored to assess improvements made. This has focussed specifically on diversity, contact recording and outcome-focussed intervention plans. Evidence of learning was clear in all of the areas audited.
- Quality assurance processes have been regularly reviewed to monitor effectiveness and constantly evolve to ensure their appropriateness in supporting effective practice.



What Has the Impact Been?

- Greater consistency in quality assurance feedback and opportunities to share practice have further embedded AssetPlus within the assessment process.
- Increased practitioner confidence has led to effective assessments of young people and their offending. Improvements have been seen in the range and type of issues identified through the quality assurance process.
- Targeted training input has been identified for 2018-19, to build on the learning from the workshops and ensure a continued focus on improvement.

What Will We Do Next?

- Review the Quality Assurance process to ensure this is effectively supporting the Assessment, Planning Interventions and Supervision process.
- Increase practitioner engagement in the Peer Auditing process to promote ownership and accountability of the quality of practice.
- Develop practitioner-led workshops to share good practice on key themes including diversity.

What Have We Done?

- A draft multi-agency memorandum of understanding has been developed with partners and accommodation providers working with Children Looked After.
- The Management Board has a standing agenda item designed to monitor the availability of accommodation for young people refused bail by the Police, ensuring these issues are addressed by all partner agencies.
- Understanding of the YOS Risk Management Panel has been promoted, with a clear emphasis on the importance of partner attendance. This has included a review of the supporting processes to ensure invitations go to the most appropriate professional in each case.



What Has the Impact Been?

- The need for joint working and effective communication when working with those who are Looked After has been highlighted. The Memorandum of Understanding will further embed good practice in this area.
- Key issues and themes relating to accommodation availability have been identified and this has led to actions addressing these.
- Partners have a greater understanding of the aims and objectives of the YOS Risk Management Panel. As a direct result, attendance has improved, leading to the development of more effective multi-agency risk management plans.

What Will We Do Next?

- Analyse data relating to young people offending using weapons to establish if local trends mirror the national picture, with a view to working with partners to identify appropriate interventions.
- Implement the Service Level Agreement with partners and accommodation providers working with Children Looked After.
- Review the Risk Management Panel process to ensure that this remains the most effective way to meet safeguarding needs.

What Have We Done?

- The YOS continue to attend a range of multi-agency forums , ensuring a robust response to those at risk of exploitation. This includes the Buckinghamshire Safeguarding Children’s Board, the Multi-Agency Sexual Exploitation (MASE) forum and the Missing and Sexual Exploitation Risk Assessment Conference (MSERAC).
- Training on Child Sexual Exploitation has been provided for the YOS volunteers. This included guidance on how to identify the signs of grooming and ways to engage with young people who may have experienced this type of exploitation.
- A presentation on County Lines was delivered by a Detective Chief Inspector from Thames Valley Police at a whole service meeting.



What Has the Impact Been?

- The YOS works closely with partners to ensure that those at risk of exploitation are safeguarded appropriately, advocating for their needs as appropriate in multi-agency forums.
- Volunteers have greater confidence in working with young people who may be at risk of exploitation and in how to address these issues.
- Staff have greater awareness of issues relating to County Lines and a point of contact within the Police to discuss their concerns with.

What Will We Do Next?

- Create guidance for practitioners working with young people at risk of criminal exploitation, to ensure there is a consistent approach to safeguarding these individuals.
- Work with criminal justice partners to develop a joint approach to exploitation being viewed as a statutory defence.
- Deliver training to volunteers on criminal exploitation to increase their awareness and understanding .

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What Have We Done?

- The role of the Education Officer has been fully embedded, ensuring that the needs of clients are being met in line with SEND reforms. The YOS has been awarded Quality Lead Status by the national SEN project run by Achievement for All, in recognition of the positive work delivered to young offenders with SEN.
- A link Educational Psychologist has now been identified to develop the relationship between the two services.
- The Working Agreement between the YOS and SEN has been reviewed to strengthen working relationships and the YOS is taking part in the SEN pilot.
- A Speech and Language Therapy link worker is now in place, providing support for young people with needs in this area. This includes consultations with staff and the development of a working agreement with Bucks Health Care Trust.
- Worked with Bucks Health Care NHS trust to recruit for a new LAC team nurse



What Has the Impact Been?

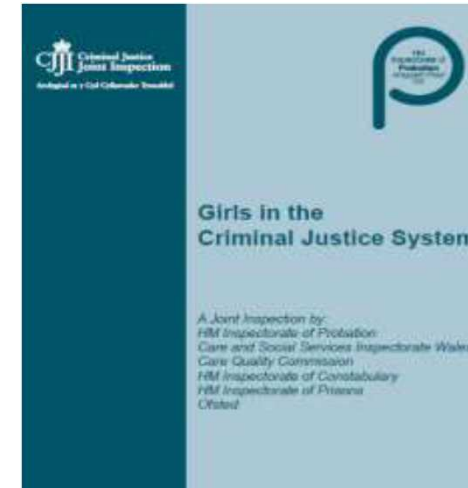
- There is an increased understanding of special educational needs across the service, leading to effective challenge of partner agencies and better outcomes for young people.
- Having a named Educational Psychologist link worker provides a consistent point of contact who understands the work of the YOS.
- Young people are receiving a speech and language service that has not been available before in Buckinghamshire and their specific needs are being met more appropriately.

What Will We Do Next?

- Develop the concept of link workers, with practitioners leading on building relationships within Buckinghamshire Children’s Services.
- Identify opportunities for greater information sharing with other services using Core+ in light of the shared database.
- Further build on the established working relationships with Health and Education (Special Educational Needs and Disability, Educational Psychology Service, Speech and Language Therapy, Liaison and Diversion).

What Have We Done?

- The Thematic Inspection of Referral Orders has been reviewed to identify any appropriate practice changes. This identified that the panel process generally works effectively in Buckinghamshire, in line with national guidance. Some areas for improvement were identified and have been taken forward.
- Outcomes from this review have been shared with the Management Board to provide strategic oversight.
- The Thematic Inspection on The Work of Youth Offending Teams to Protect the Public and the review of Out of Court Disposal Work have been identified for review.



What Has the Impact Been?

- One of the key areas for improvement was a reduction in the length of time panels run for. This has now been implemented, supporting young people to engage more effectively.
- The need to improve the mechanisms for gathering feedback has been identified and will be built into wider work on service user evaluation moving forward.
- Reviewing practice in Buckinghamshire against Thematic Inspections provides a useful barometer of effective practice and a vehicle for improvement as appropriate.

What Will We Do Next?

- Review the identified Thematic Inspections to identify any appropriate practice changes.
- Respond to the recommendations of any further Thematic Inspections published by Her Majesty's Inspectorate of Probation, reviewing local practice to ensure this meets the standards outlined.

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What Have We Done?

- A review of the 2016-17 HMIP Viewpoint Questionnaire findings has taken place, to identify learning from young people’s views of the service. This showed very positive feedback, with minimal areas for improvement highlighted.
- Findings have been shared with practitioners, managers and strategic partners via the YOS Management Board.
- With the Viewpoint questionnaire discontinued, work has taken place to consider alternate ways to gather feedback. Ideas have been sought from practitioners and from other YOTs.










What Has the Impact Been?

- Positive feedback for staff has increased confidence that interventions have an effective impact on young people.
- Exploration of how other services approach feedback provides a grounding for work in 2018-19 to develop this further.

What Will We Do Next?

- Identify key points in the service user journey where feedback would be most useful for informing practice development.
- Develop creative ways to gather and analyse feedback.
- Explore ways of gathering more qualitative feedback from victims to further improve the services received.

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NAME AND ROLE	SIGNATURE
Superintendent Tim Metcalfe – LPA Commander for Aylesbury, Thames Valley Police	
Richard Nash, Service Director, Children’s Social Care, Buckinghamshire County Council	
Inspector Jason Purnell, Head of IOM and Youth Justice, Thames Valley Police	
Nicola Webb, Head of National Probation Service for Oxfordshire and Buckinghamshire	
Laura Nankin, Head of Adult Learning and Youth Provision, Bucks County Council	
Donna Clarke, Head of Service Children and Families Division, Oxford Health and NHS Foundation Trust	
Andrea Cochrane, Commissioning Manager Joint Care NHS, Children and Young People’s Health Commissioning	

Total grant to be used exclusively for the delivery of youth justice services and for the purposes of the following outcomes:
Reduction in youth reoffending, reduction in the numbers of first time entrants to the youth justice system, reduction in the use of youth custody, effective public protection and effective safeguarding.

Expenditure Category	Description	£
Staffing	<ul style="list-style-type: none"> • Delivery of effective assessment, intervention planning and supervision for young people at risk of offending or reoffending in Buckinghamshire. • Delivery of services to the victims of youth offending. • Development of key areas of practice such as SEND, Liaison and Diversion and restorative justice. • Analysis of performance information to inform practice development across all areas. • Delivery and development of Community Reparation and Unpaid Work. 	349,574
Overheads	<ul style="list-style-type: none"> • Expenses incurred by staff in carrying out core duties.. • Development and training of staff in effective practice. 	10,200
Equipment	<ul style="list-style-type: none"> • Provision of Core+ to support effective case management, timely submission of statutory data. and the use of connectivity to ensure mandatory documentation is shared securely with the Youth Custody Service. 	13,500
Total		373,274

TYPE OF ROLE	NO. OF STAFF	GENDER	ETHNICITY
Strategic Manager	1	Female - 1	Asian / Asian British 2
Operational Manager	1	Male - 1	White / White British - 1
Team Manager	2	Female - 1 Male - 1	White / White British - 1 Black / Black British - 1
Performance and Information	2	Female - 2	White / White British - 2
Early Intervention and RJ Co-ordinator	1	Female - 1	White / White British - 1
YOS Officer	10	Female - 9 Male - 1	White / White British - 6 Asian / Asian British - 2 Black / Black British - 1 Mixed - 1
Probation Officer (seconded)	1	Female - 1	Black / Black British - 1
Early Intervention Officer	1	Female - 1	White / White British - 1
RJ Support Worker	1	Female - 1	White / White British - 1
Education Officer	1	Male - 1	White / White British - 1
Police Officer (seconded)	2	Male - 1 Female - 1	White / White British - 2
Linked Specialists: Addaction Worker Connexions Worker Clinical Psychologist SALT Worker	4	Female - 3 Male - 1	White / White British - 4
Business Support (4) Finance (1) Reparation / Unpaid Work Officer (1)	6	Female - 3 Male - 3	White / White British - 2 Asian / Asian British - 2 Mixed - 1 Chinese - 1
Support Workers	3	Female - 3	White / White British - 3
Volunteers	23	Female - 16 Male - 7	White / White British - 23

Report to Cabinet

Title:	Buckinghamshire County Council Contribution to the Director of Public Health Annual Report
Date:	Monday 10 September 2018
Date can be implemented:	Tuesday 18 September 2018
Author:	Cabinet Member for Community Engagement and Public Health
Contact officer:	Dr Jane O'Grady 01296 387623
Local members affected:	All
Portfolio areas affected:	All

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

[Guidance can be found on the intranet at the following link:

<https://intranet.buckscc.gov.uk/how-do-i/member-services/decision-making/>

Is the report confidential? Please contact Democratic Services.]

Summary

On 9th July 2018 the Cabinet received the 2018 Director of Public Health Annual Report 'Healthy Places, Healthy Futures - Growing Great Communities'. The report focuses on six areas of the physical and social environment that play an important role in health and wellbeing. These are:

- Community Life
- Healthy Homes
- Healthy Travel
- Air and Noise Pollution
- Green Spaces and Natural Environment
- Healthy Food Environment

These factors play a key role in helping local residents to live well and age well, achieve their potential and get the most out of life as well as avoid ill health, disability and frailty.

The report is for all partners and aims to stimulate conversations and action across partners and communities in Buckinghamshire about how we might promote health and wellbeing through influencing the environments in which we live.

Buckinghamshire County Council plays a key role in shaping the local built and natural environment and supporting community life. Following presentation of the report, Cabinet requested that work was undertaken to identify the specific contribution the Council was already making to delivering on this important agenda in its areas of responsibility. This

mapping should be used to inform the development of an action plan in response to this report for the council.

Appendix 1 provides a summary of the current and planned activity being undertaken across business units in the Council which is contributing to the delivery of the recommendations around the six key areas. The summary demonstrates that the Council is delivering a wide range of activities which support the priorities in the annual report but there is scope for doing more. It also reflects the fact that the council is not responsible for all areas in the report e.g. housing. A meeting of senior officers in the council in September will identify areas for further development in response to the report to be developed into an action plan.

In terms of the council's specific areas of responsibility related to this report, the highest impact areas in terms of benefits for residents wellbeing and consequently the council, public sector partners and businesses are

- Continuing to build on the examples of good practice listed in the appendix to strengthen local communities and give residents more say in how services are delivered e.g street associations, community organising work, children's services work in engaging children in designing services, participatory budgeting
- Continuing the good work to increase the promotion of active travel through infrastructure and other means. Setting and achieving ambitious targets to increase the proportion of residents engaging in active travel would bring further benefits to residents wellbeing and the quality of life in Buckinghamshire.
- Working with District Councils and developers to ensure a sufficient supply of good quality lifetime homes suitable for all ages and abilities

In addition there are links through the Bucks Planning Group and the Bucks Planning Officers Group to consider the physical design of new developments. The District Councils are currently progressing their local plans and the council has inputted into these. As these are approved, there will be further opportunity to influence planning via supplementary planning documents. The council should also continue to contribute to the planning process for the Aylesbury Garden Town.

Recommendation

The Cabinet is asked to

- **note the contribution of the County Council to the 6 areas highlighted in the report.**
- **note that a group of senior officers from all portfolios are meeting in September to consider how to implement the recommendations of the DPH Annual report in relation to the responsibilities of Buckinghamshire County Council.**
- **support the principle that continuing to develop and co-ordinate the Council wide contribution to the recommendations in this Director of Public Health Annual Report, is considered as part of the development of the Buckinghamshire County Council Corporate Working Group.**

A. Narrative setting out the reasons for the decision

The theme of this year's Director of Public Health is the vital importance of the places and communities in which people live to their health and wellbeing. This is particularly relevant at a time when the population of Buckinghamshire is growing, changing and ageing and there are plans for significant housing growth and infrastructure developments in Buckinghamshire over the next 20 years.

The key areas of focus of the report examine how to improve health and wellbeing by improving the physical and social environment for communities in Buckinghamshire. These are listed below:

- Community Life
- Healthy Homes
- Healthy Travel
- Air and Noise Pollution
- Green Spaces and Natural Environment
- Healthy Food Environment

Delivering health and wellbeing through the physical and social environment can contribute to all three priorities in the County Council's Strategic Plan:

- Safeguarding Our Vulnerable
- Creating Opportunities and Building Self Reliance
- Ensuring Buckinghamshire is Thriving and Attractive

Business Units across the Council are already making a key contribution to the healthy places agenda and a range of initiatives are already underway. Cabinet requested a mapping exercise was undertaken to identify what work was already taking place in the council against the 6 areas in the report.

Appendix 1 summarises key activity across the Council currently supporting this agenda. The distribution of examples reflects the councils responsibilities e.g. there is less on housing as this is a District Council responsibility. The greatest number of examples and good practice are around community life and engaging residents and healthy travel reflecting the responsibilities of the council.

The first priority community life includes actions to strengthen communities, increase social connections and social cohesion, give local people more say in services, increase volunteering, reduce social isolation and protect vulnerable people – all of which improve health and wellbeing. There are examples of good practice around engaging residents in services that would benefit from being adopted across the council.

Although there is much good work underway bearing in mind the health and social care challenges we face and the changes in our population and environment in the coming years the council will need to give the areas in the report increasing focus.

B. Other options available, and their pros and cons

Not Applicable

C. Resource implications

All activity listed is within existing resources

D. Value for Money (VfM) Self Assessment

Not applicable

E. Legal implications

No direct implications

F. Property implications

No direct implications

G. Other implications/issues

Improving the health and wellbeing of residents has been a responsibility of the council since 2013. This report addresses only factors relating to the aspects of the physical and social environment. The report is for all partners, not just Buckinghamshire County Council and all have a role to play in keeping Buckinghamshire a great place to grow up, live and work.

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

The report has been shared with Cabinet and is available on the council website and will be presented in a variety of forums.

I. Communication issues

The Director of Public Health Annual Report will be presented to the Health and Wellbeing Board and the Buckinghamshire Clinical Commissioning Group Board and other meetings after that. It will be disseminated via the normal communications channels.

J. Progress Monitoring

In common with previous DPH annual reports an update is provided in subsequent year's reports. It is proposed that the Corporate Working Group will facilitate a managed programme of activities to respond to the recommendations in the Director of Public Health's Annual report. This programme will be for the development of new growth areas, with learning identified and then considered in relation to existing communities.

K. Review

Not applicable

Background Papers

Healthy Places, Healthy Futures, Growing Great Communities: available at <https://democracy.buckscc.gov.uk/documents/s116835/Appendix%201%20for%20Public%20Health%20Annual%20Report.pdf>

Your questions and views

If you have any questions about the matters contained in this paper please get in touch with the Contact Officer 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 Friday 7 September 2018. This can be done by telephone (to 01296 382343), or e-mail to democracy@buckscc.gov.uk

Appendix 1 – The Contribution of Buckinghamshire County Council to the Recommendations in ‘Healthy Places, Healthy Futures - Growing Great Communities’

<p>Community Life The communities we live and work in profoundly affect our wellbeing. Actions to strengthen communities, increase social connections and social cohesion, give local people more say in services, increase volunteering, reduce social isolation and protect vulnerable people all of which improve health and wellbeing. This section provides examples of initiatives either delivered or commissioned by Buckinghamshire County Council.</p>	
Portfolio	Actions
<p>Planning and Environment/ Transportation</p>	<ul style="list-style-type: none"> • Volunteering opportunities are available across Transport, Economy and Environment. These include: <ul style="list-style-type: none"> ○ Assisting the Rights of Way team with management and maintenance of the Rights of Way network, with advice provided by the Buckinghamshire Local Access Forum. ○ Gathering information and reports to ensure the Environment team have up to date records, ○ The Simply Walks programme, which provides volunteer led walks to over 700 walkers every week on more than 80 walks across the County. ○ Working as part of the Natural Environment Partnership (NEP), we have also pulled together a volunteering directory for those looking to get involved in conservation in their area.
<p>Children’s Services/ Education and Skills</p>	<ul style="list-style-type: none"> • The Bucks School Linking Network facilitates twinning locally between schools in different contexts. This encourages conversations and connections between young people of different backgrounds. It supports young people and adults to understand each other better, strengthens community cohesion and promotes British Values. • Bucks Model United Nations events engage students in debating world affairs and deepen understanding of diversity, equality and community. • Community links with a range of community organisations across Bucks who engage with the Council on education issues regarding achievement and attainment of vulnerable • 15 youth centres have been leased on a nominal rent to community run management committees. • The Youth Service commissions Action4youth a local voluntary and community youth sector infrastructure organisation to work with Youth Clubs to support their financial and volunteering sustainability. • Youth Service programmes that focus on building on young people’s strengths and promote factors to help young people cope with adversity and challenge. • Youth Service approaches to co-designing services with children and young people including children and young people in care and with special educational needs and disability.
<p>Health and Wellbeing/ Community Engagement and Public Health</p>	<ul style="list-style-type: none"> • Implementing the Adult Social Care ‘strength based approach’ to social care practice which utilises the support that families and the local community can offer. • Working with partners, including the Charitable & Communities Sector, to create a shared model for prevention services and to develop a shared approach to strengthening communities. • Developing Dementia-friendly communities • Developing Street Associations initiative aims to build community resilience by supporting residents to keep their neighbours safe and well • Developing a Community Assets Digital Tool to make information on

	<p>over 2,000 assets available to the public and professionals</p> <ul style="list-style-type: none"> • Community appraisal workshop planned for the autumn in partnership with the Hughenden Street Association. • Amersham Decides – working with community groups and schools to get people voting for which local groups would receive local area funding to carry out projects. • Addressing social isolation through cultural activities • The East Wycombe Community Organising programme • Walton Court and Southcourt Healthy Living Centre community engagement work • Local Area Forums have developed a wide range of projects which are community based and both engage and strengthen communities.
Resources	<ul style="list-style-type: none"> • Customer Service Centre supports all the key areas by dealing with community queries by assisting and signposting to the relevant areas. • Using research with users to understand how people with different needs or abilities interact with services to inform decisions about how we design all aspects of our services (face to face, post, telephone and online) • Undertaking communication campaigns to ensure local communities are well informed about issues which can impact on their health and wellbeing including topics such as Time to Change, working with Trading Standards on scams, preparation for flooding, promoting green spaces and improving health for people with learning difficulties and autism

<p>Healthy Homes Living in an affordable and good quality home is fundamental to people’s physical and mental health and wellbeing and can reduce demand on services</p>	
Portfolio	Actions
Health and Wellbeing / Community Engagement and Public Health	<ul style="list-style-type: none"> • Adult Social Care are working with partners to develop and utilise a range of options to maintain independence such as extra care, shared live and assistive technology • Adult Social Care Market Position Statement for Housing and Accommodation Solutions is under development

<p>Healthy Travel Active travel, such as walking and cycling improves our health by promoting physical activity. It also delivers other benefits such as reducing air and noise pollution and increasing social connections.</p>	
Portfolio	Actions
Planning and Environment / Transportation	<ul style="list-style-type: none"> • Rights of Way Team manage maintain and promote the 3324km of Rights of Way Network across Buckinghamshire. An interactive ‘Buckinghamshire Walks and Rides’ map is available • BCC are one of 10 local authorities working in partnership with Modeshift and Cycling UK on the Living Streets project. to encourage active travel to schools and workplaces as well as route audits and travel planning. • Walking Zone Maps are available to schools to create 5/10/15 minute walking zones around their schools. Schools can receive up to 500 printed copies as well as online versions being available to all schools in the county. The maps, showing walking and cycling routes, will help

	<p>to encourage more families to walk to school, increasing active travel, reducing congestion, reducing car use for the school journey and improving air quality in the local area. <i>(This is cross portfolio with Education and Skills and Community Engagement and Public Health)</i></p> <ul style="list-style-type: none"> • Developing travel plans • New walking and cycling links including Winslow and Buckingham cycleway. Delivery is also underway for a cycleway in Taplow and there are assurances on a Stoke Mandeville Cycleway and a Cycleway in Wendover • Transport Strategy colleagues are working with HS2 to adapt their schemes and plans to incorporate more cycling opportunities to align with the county's cycling aspirations. • Continuing to look for more opportunities active and sustainable travel through footpaths and cycleways around the county. Aspirations include: Thame - Haddenham Station – Aylesbury, High Wycombe – Bourne End, National Cycleway Scheme following the HS2 corridor north to south. • The canal improvement delivered, in partnership with the Canal and River Trust, between the Arla site and Aylesbury town centre; there is an aspiration for upgrade of the canal between Aylesbury, Tring and Wendover which would provide further active travel opportunities. • HomeRun is a school community and commuting app which aims to connect communities, reduce air pollution and lower carbon footprints. • Investigating the causes of road traffic collisions on Buckinghamshire County Council's roads and taking measures to prevent them. • There are a number of schemes to instil road safety and active travel principles in children from a young age with a number of schemes: <ul style="list-style-type: none"> • School Travel Plans to increase active and sustainable travel to school. Currently there are 60 accredited schools <i>(This is cross portfolio with Children's Services, Public Health and Communities)</i> • Travel Assistance guidance has been drafted and being incorporated into Council-wide policy development <i>(This is cross portfolio with Children's Services, Health and Wellbeing)</i>
Children's Services / Education and Skills	<ul style="list-style-type: none"> • The wholesale review of the Children's Services transport offer incorporates, sustainability, promoting independence and protecting the environment • Each school has been encouraged to engage with the school community and encourage families to participate. Schools have also been encouraged to contact the press to create local interest and invite local councillors. • 55 School crossing Patroller sites helping children and their parents/carers to cross busy roads on their journeys to and from school. • 'Healthy Movers' programme. Healthy Movers is a holistic approach to building the knowledge, skills and understanding of families and early years practitioners to promote physical activity and the benefits associated with this.

<p><i>Air and Noise Pollution (Healthy Travel will also contribute to this key area)</i> Air and noise pollution have a range of harmful effects on health the very young, very old and those with poor health are most likely to be negatively affected by pollution.</p>	
Portfolio	Actions
Planning and Environment / Transportation	<ul style="list-style-type: none"> • An Office for Low Emission Vehicles funded project to deploy 27 car charging points in Buckinghamshire for residents who don't have access to charging points at home

	<ul style="list-style-type: none"> Local Transport Plan 4 encourages active and sustainable travel for appropriate journeys e.g. Bucks Commute Smart, expansion of the cycle network. One of the key objectives of the recently adopted Freight Strategy is to protect the environment and minimise pollution. Delivering a range of actions to ensure that our own vehicles minimise air and noise pollution where possible Monitoring environmental measures in relation to all Local Growth Fund schemes. Including noise and vibration, traffic counts and speed surveys, as well as air quality monitoring and lighting. The surveys are undertaken pre and post scheme implementation to evaluate the effectiveness of the schemes. Undertaking Environmental Impact Assessments and environmental surveys Overseeing the HS2 Road Safety Fund. The 'Getting to School Strategy' is currently being developed, educates parents about the benefits to air quality of fewer people driving their children to school and the benefits of active travel such as walking and cycling. Work will consider how digital connectivity that may reduce some travel and the potential of increased teleworking
Health and Wellbeing / Community Engagement and Public Health	<ul style="list-style-type: none"> Public Health led on and co-ordinated a countywide multi-agency workshop on air quality. The workshop identified a number of key actions and these will now be progressed by the Air Quality Management Group

Green Spaces and Natural Environment	
Portfolio	Actions
Planning and Environment /Transportation	<ul style="list-style-type: none"> Buckinghamshire there are four Country Parks (Black Park, Langley Park, Denham and Thorney) The Country Parks team are looking into a proposal for indoor play facilities. This would mean that active play opportunities would be available year round at Black Park. Pursuing a net environmental gain principle in local plans i.e. all developments need to demonstrate a net environmental gain. A countywide biodiversity accounting system is being developed and will involve improvements to local green infrastructure as part of new developments. Three panels (Calvert Area, Colne Valley and Chilterns AONB) have been set up, in relation to HS2, which have funding for environmental mitigation projects (£1m, £3m and £3m). New Green Infrastructure standards are being developed under the DEFRA 25 Year Environment Plan
Children's Services / Education and Skills	<ul style="list-style-type: none"> ALF - through the various activities that are provided by the 3 centres in the Charity develop an appreciation of the natural environment is promoted and skills are developed through activities to enable young people to be aware of green spaces and the beneficial impact these can have on their lives. A nursery is participating in the ECO award which focuses on empowering Another nursery is working towards the Curiosity Accreditation, which includes development of their outdoor environment based predominantly on the views and interests of the children.

Healthy Food Environment	
Portfolio	Actions
Planning and Environment / Transportation	<ul style="list-style-type: none"> • The Fighting Food Waste Project • Let's Cook project to train local community groups to deliver healthy eating workshops in Buckinghamshire. • The San Remo Café's at Black Park offer healthy food options and are accredited with a Gold Award part of the 'Eat Out, Eat Well' scheme.
Children's Services / Education and Skills	During 2017-18 training has been delivered to early years practitioners to support them with promoting healthy eating within their setting and to encourage children and their families to eat healthily (<i>cross portfolio with Community Engagement and Public Health</i>).

Wider planning and environmental issues	
Portfolio	Actions
Planning and Environment / Transportation	<ul style="list-style-type: none"> • Working in partnership with the District Council and Local Enterprise Partnerships on the Aylesbury Garden Town initiative. • The BCC HS2 team are providing support to a number of projects who are looking to submit bids to the HS2 Ltd Community & Environment Fund. These include: Wendover Community Library to part fund their aspiration to extend the library, and a Blue Light services project to construct a community hub near the North Portal.
Health and Wellbeing / Community Engagement and Public Health	<ul style="list-style-type: none"> • The Public Health Team contributes to work on the health impacts of new growth areas and national infrastructure. This includes commenting on scoping documents for and completed Environmental Impact Assessments and contributing to responses to national consultation documents
Resources	<ul style="list-style-type: none"> • The Property Team give due care and consideration of matters pertaining to Community Life, Travel, Pollution, Landscaping and Environment by including these aspects within their briefing of consultants and contractors for building construction projects, particularly the larger ones.

