

County Council



Cabinet Member Reports

8a. REPORT OF THE LEADER OF THE COUNCIL

Modernising local government in Buckinghamshire

The case for public sector reform in order to meet the challenges of the 21st century has been put forward by both the Districts and County. Both the County Council and District colleagues are agreed that no change is the highest risk strategy as the current configuration of local government within Buckinghamshire is no longer fit for purpose or sustainable.

In developing the County Council's initial proposals, we engaged with a series of stakeholder groups, including work carried out by IPSOS Mori with residents, to inform our thinking. An options appraisal demonstrated that a one unitary model would be simpler, cheaper and puts local leadership at its heart. Following Council's decision on the 22nd September to support a new single, countywide unitary council, we submitted our proposal to the Department for Communities (DCLG) and anticipate a decision on the future of local government in Buckinghamshire after the May elections.

DCLG has encouraged the County Council to continue seeking the views of local people and organisations including businesses, parish and town councils about local government reform. Their views and feedback were invaluable in producing our business case for a single unitary council but since submitting our proposal the Districts have also submitted proposals to government for two separate unitary councils and as such there are now two different options for reform.

During April residents have been encouraged to give their views through a short engagement questionnaire, a telephone survey and a series of face to face group discussions all of which will be analysed by ORS, an independent social research company.

Financial update

The early draft outturn indicates an overspend of £1.7m on our service expenditure headings. This represents a very early estimate and there are still a significant number of issues to be resolved, so this figure is likely to change. However, across the Council this pressure is being mitigated through underspends in Corporate costs, delivering an underspend at the bottom line. Balancing our budgets continues to be our biggest focal point. The Chief Executive has a strong framework in place and I am pleased to see robust planning and scrutiny of every aspect of our budgets. We need to continue to be creative and innovative as well as ensuring extremely tight controls on our action plans.

The latest forecasting position shows the continued challenges within Children's Social Care areas with an increase in placements / costs of placements, agency staff spend and difficulty recruiting permanent staff and increased demand on high needs budgets including client transport (SEND). Despite recruitment drives to attract permanent social workers, rather than rely on agency staffing, the significant national shortage of social workers is keeping turnover rates high.

Since setting out budget the Chancellor has delivered his spring budget. This included the announcement of £2bn of additional grant funding for Adults Social Care over the next 3 years. Our share of this is only £3.49m in 17/18, £3.66m in 18/19 and £2.35m in 19/20. Details of any conditions on the use of this money have not yet been announced, so we are currently unable to commit this to any particular activities. The budget also included funding to support additional Business Rate reliefs. This will be managed by the District councils, will not impact on our Business Rate income levels, and is welcomed as an additional way to support local businesses. Additionally, the statement included additional school maintenance funding, however we are yet to have been notified of our allocations of this. In addition to the announcements above, a Green Paper is expected in the summer which will set out future options for the funding of Adult Social Care.

Health and Wellbeing Board update

The Health and Wellbeing Board agreed the refresh of the Joint Health and Wellbeing Strategy at the last Board meeting on 9 March. This is an overarching strategy for 2016 – 2021 for the county to improve the health and wellbeing of the whole Buckinghamshire population and is aligned with the Buckinghamshire County Council Strategic Plan and our partner's health and care future plans, including local NHS plans and the Buckinghamshire Sustainability and Transformation plans.

The strategy proposes to make an impact on five key priority areas over the five years of the strategy.

1. Every child has the best start in life
2. Keep people healthier for longer and reduce the impact of long term conditions
3. Promote good mental health and wellbeing for everyone
4. Protect residents from harm
5. Support communities to enable people to achieve their potential and ensure Buckinghamshire remains a great place to live

Health and Wellbeing Board members are in the process of scheduling themed meetings on each priority area to progress the strategy objectives.

The Board is also focused on its statutory duty to encourage integrated working between health and social care commissioners. At the last meeting lead officers on the Board presented a 'Roadmap to 2020' which is a statement of intent for more integrated working between health and care organisations in Buckinghamshire and sets out the opportunities to better manage demand on services and deliver joint outcomes for the health and wellbeing of Buckinghamshire residents. The Board also looked in detail at the Bucks Health and Care System Plan and is continuing to play a key role in oversight of progress to drive forward transformation of services in Buckinghamshire.

The next meeting will take place on 15 June and the board will be focussing on the 'Give Every Child the Best Start in Life' priority.

High Speed 2 Update

The HS2 Hybrid Act has received Royal Assent and HS2 Ltd are currently mobilising their Early Works Contractors which is Fusion JV (Morgan Sindall Construction and Infrastructure Ltd (previously Morgan Sindall plc), BAM Nuttall Ltd, Ferrovial Agroman (UK) Ltd) within Buckinghamshire. Initial HS2 enabling works will include the construction of slip roads on the M25, the creation of a number of habitat sites for

translocating protected species and continued Ground Investigations works. HS2 Ltd expects to award their Main Works contracts in Summer 2017.

This continues to be significant for the County and we will remain focused on championing the views of residents and the delivery of the mitigations promised.

England's Economic Heartland Strategic Alliance

The England's Economic Heartland Strategic Alliance brings together 9 local authorities and 4 Local Enterprise Partnerships (LEPs) that sit at the heart of the corridor of growth from Cambridge through Milton Keynes and Northampton to Oxford. The strategic priority is to maximise economic growth through increasing the productivity of existing businesses and unlocking the creation of new jobs across the Heartland, including the provision of any enabling infrastructure.

The profile of England's Economic Heartland (EEH) continues to grow as does the ambition and support to establish a statutory Sub-national Transport Body. The Department for Transport (DfT) has given £625,000 in match funding to the Strategic Alliance (Buckinghamshire County Council is acting as the accountable body for the Strategic Alliance) to help shape its priorities and address inadequate transport infrastructure across the region. The DfT will be looking to the Strategic Alliance to provide strategic input into the next Road Investment Strategy and Rail Investment Strategy.

EEH held its first Regional Conference on the 9th March where the Andrew Jones MP (Transport Minister) was a key note speaker and praised the Strategic Alliance for its leadership and emphasised the important role that it has to play in turning plans into reality. The conference was a success and explored how the delivery of roads and infrastructure is vital to the Heartland area fulfilling its potential, particularly with respect to unlocking development and opportunities. A particularly strong theme to emerge on the day was the opportunities created by technology and innovation.

A key infrastructure priority for England's Economic Heartland is delivery of East West Rail (EWR). The Strategic Transport Forum at its meeting on 24th March emphasised the importance of delivering the Western Section of EWR at the earliest opportunity including services between Aylesbury and Milton Keynes. Another key infrastructure priority for the Heartland is the Expressway. As part of the work programme agreed with the DfT there is a requirement to work with local partners on the next stage of the study. The Strategic Transport Forum set out its expectations that an inclusive approach, building on the model used with EWR, is the best way forward. This will ensure that local transport and local planning authorities, together with the Local Enterprise Partnerships, work as one alongside Highways England in taking the study forward.

Broadband

Members will recall that the County Council and the Bucks Local Enterprise Partnership funded the first Contract with BT for rollout of High Speed broadband to non-commercial areas of Buckinghamshire. This was completed on time and under budget.

Coverage with Contract 1 is estimated to have reached over 90% of premises in the county. The second Contract, to expand this to nearly 95%, is currently being funded by both the LEP and colleagues in the District Councils. The County Council continues to be involved via its funding of the Programme Management of the project.

Discussions have now commenced for the County Council to further expand the coverage with a third Contract, targeted to increase coverage to approximately 98% of premises in the county. This would be funded by value realised by the high level of take up of services from Contract 1 above that required by BT's Business Case. No timescale is yet available for Contract 3.

MARTIN TETT
LEADER OF THE COUNCIL

8b. DEPUTY LEADER AND CABINET MEMBER FOR HEALTH & WELLBEING

Health and Social Care Integration

The 2015 Spending Review set out an ambitious plan for health and social care to be integrated across the country by 2020.

A joint report (Buckinghamshire County Council, Buckinghamshire Clinical Commissioning Groups and Buckinghamshire Healthcare Trust) was taken to the Health and Wellbeing Board on 9 March 2017, as a statement of intent for more integrated working between health and social care organisations in Buckinghamshire. The full report can be read [here](#) or by visiting the Health and Wellbeing Board's papers on the County Council website.

In order for health and social care to become fully integrated, we must work collaboratively, with pace, to shift investment from reactive services to early intervention and preventative services, looking at the whole life cycle with particular focus on transition points. To support the next phase of development four closely interlinked areas of work have been identified (each underpinned by an action plan which is currently being reviewed by the Transformation Delivery Group), specifically:

Joint Commissioning

Joint commissioning must ensure that we invest in keeping people well and independent, creating the right incentives for providers to achieve these outcomes and stripping out duplication. It means working closely with communities, individuals and carers as partners in supporting people to stay healthy and with a whole life course approach. Commissioning has a key role to play including reshaping the way voluntary sector are funded to ensure a coordinated approach to developing and providing services. Work has already begun in aligning commissioning teams and it is anticipated further work will progress quickly. Outputs include developing a co-commissioning (health and social care) integration team and developing a commissioning vision (aligned with the STP and health and wellbeing strategy) which will use the best of all approaches from health and social care to deliver integrated provision.

Integrated Provision

Locality working and intermediate care are two critical aspects to focus on which will provide maximum outcomes for residents.

Transformation into a place-based-planning locality model with multi-disciplinary teams delivering a seamless pathway of health and social care to a designated General Practice cluster will enable a more coordinated model of care with a common vision and purpose. This will enable pooling of resources and services aligned to deliver improved quality care closer to people's homes, reducing reliance on the acute sector. The locality model will support access to local voluntary and community services in multi-functional community 'hubs', as well as considering the wider infrastructure implications. Each locality team will be expected to identify those most in need, and those whose needs are rising, within its population and to work together to support them.

Intermediate care is the short-term intervention to preserve the independence of people who might otherwise face unnecessarily prolonged hospital stays or inappropriate admission to hospital or residential care. Approximately 15% to 18% of emergency admissions into the hospital are from care homes and the length of stay for these people tends to be higher than for average admissions. In addition, people often enter care homes following a hospital admission, with individuals and their families losing confidence in their ability to regain their independence - yet most people want to be

cared for in their own homes and we know this is best for their wellbeing. This will require good partnerships with the care home sector and the domiciliary care market – with a presumption not to assess people's long-term care needs while they are in hospital.

Local NHS providers in Buckinghamshire have agreed to form a Primary and Acute Care System (PACS) as a vehicle to transform services to this new model of care firmly based around the patient in localities. Oxford Health NHS Foundation Trust (our NHS mental health provider), Buckinghamshire Healthcare NHS Trust (our NHS acute – such as hospitals - and community provider) and FedBucks (an organisation supporting 85% of GP practices in Buckinghamshire) are the partners in this alliance – it has prioritised four areas to focus on: urgent care, frail elderly, diabetes and mental health.

Back office - including One Public Estate, communications, business intelligence and workforce development

NHS Improvement has highlighted that better co-ordinated back office systems can result in savings of £350m over the next four years.

Buckinghamshire has already created a shared service for communications and engagement. Work must now focus on commonly agreed communications and campaigns, links to national campaigns and digital opportunities.

One Public Estate (OPE) partnerships across the country have shown the value of working together across the public sector to maximise public buildings and resources enabling service transformation and savings on running costs. Buckinghamshire has six projects as part of a current OPE application for the county.

Integrated business intelligence will:

- Bring together the evidence base and intelligence to inform strategic planning. It will enable integrate systems allowing better data management where health and care professionals fully understand the needs of the population they serve.
- Provide a platform for better analysis prompting early intervention campaigns and encourage everyone to use technology to manage their own wellbeing. Additionally, developing integrated IT systems across health and social care organisations will support patient-centred care and enhance decision-making. A first step along this journey has been linking GP practice systems so that the summary care records can be viewed across organisations. This has improved the visibility of the summary patient record to both health and social care staff.

Buckinghamshire will focus on supporting the development of the workforce to ensure we can continue to recruit and retain the highest quality staff to care for our patients and communities. A workforce group across the STP is developing a plan for support workers, focussing on leadership development and using the apprenticeship levy to its full extent to train and develop new skills in our workforce for the future.

Governance

In Buckinghamshire, the Health and Wellbeing Board will have oversight of progress, monitor key deliverables and system wide projects. Clear accountability will be required to ensure there are no duplications and a streamlined governance framework is in place. It is important that there is full visibility in relation to the decision making process. Developing a streamlined and coherent governance framework will speed up

decision making and create a positive environment within which commissioners collaborate and transformation is driven forward.

A new approach for delivering Direct Payments more efficiently and more effectively...

The Adult Social Care service has developed a '**virtual wallet**' digital platform. This will provide savings on the previous arrangement in the region of 40% per annum after development.

- Each client will have an online account that is credited with their Direct Payment amount every 4 weeks. This account can be managed by either the client, their representative or by the Adults and Family Wellbeing Direct Payments Team.
- Despite it being an online system, if a client doesn't have internet access for whatever reason, they can still manage the direct payment themselves by using our Adults and Family Wellbeing Direct Payments Team telephone support.
- Clients can still choose which providers to use for a direct payment as normal
- As of 1 April 2017 we are transacting £8.7 million of invoices
- Between April & May 2017, we will issue Welcome Packs - for service users /carers, providers & adult social care officers

If you have further questions please send an email to afwdp@buckscc.gov.uk.

MIKE APPLEYARD
DEPUTY LEADER AND CABINET MEMBER FOR HEALTH & WELLBEING

8c. REPORT OF THE CABINET MEMBER FOR RESOURCES

Brexit: Employment Law

In February, the Government issued its White Paper [The United Kingdom's exit from and new partnership with the European Union White Paper](#). This document outlined the approach to Brexit including its approach to employment law.

The Government's general approach to preserving EU law is to ensure that all EU laws which are directly applicable in the UK (such as EU regulations) and all laws which have been made in the UK, in order to implement our obligations as a member of the EU, remain part of domestic law on the day we leave the EU.

In general the Government also believes that the preserved law should continue to be interpreted in the same way as it is at the moment. This approach is in order to ensure a coherent approach which provides continuity. It will be open to Parliament in the future to keep or change these laws.

Once we have left the EU, Parliament (and, where appropriate, the devolved legislatures) will then be able to decide which elements of that law to keep, amend or repeal. The Court of Justice of the European Union (CJEU) is the EU's ultimate arbiter on matters of EU law. The Government intends to bring an end to the jurisdiction of the CJEU in the UK.

The Government has said that as the body of EU law is converted into UK legislation, there will be continued protection of workers' rights. This will give certainty and continuity to employees and employers alike, creating stability in which the UK can grow and thrive.

The Government remains committed to maintaining our status as a global leader on workers' rights and will make sure legal protection for workers keeps pace with the changing labour market. Specifically, an independent review of employment practices in the modern economy is now underway. The review will consider how employment rules need to change in order to keep pace with modern business models, such as: the rapid recent growth in self-employment; the shift in business practice from hiring to contracting; the rising use of non-standard contract forms and the emergence of new business models such as on-demand platforms.

Shared Services

1st April 2017 was a watershed date in the shared service partnership between Buckinghamshire County Council (BCC) and London Borough of Harrow (LBH). On that date, 20 human resources (HR) and payroll staff TUPE transferred to become BCC employees, marking the commencement of the second phase of the HR Shared Service. The first phase – shared management, provided by BCC - went live in August 2016, laying the foundation for the successful transition into Phase 2.

For both organisations the key benefit of the arrangement is the projected £670,000 saving in annual HR costs. Other benefits include access for both organisations to a broader pool of expertise and a physical presence for the service within Harrow. The latter is because a branch office is provided by LBH on-site in Harrow Civic Centre. This means that the 20 transferring staff remain in familiar surroundings and customers (including Harrow schools) continue to benefit from the physical presence of staff in Harrow.

The ongoing presence in Harrow also provides a platform for the expansion of the service within the London market, providing an exciting opportunity to generate additional income.

The sharing of posts and services with LBH goes back to 2015, when arrangements were put in place around Organisational Development & Learning and Legal. The partnership entered the next stage of its development in July 2016 when BCC legal staff TUPE transferred to LBH's legal practice, HBPL.

This resulted in an expanded practice of around 150 lawyers with an extensive range of specialisms. HBPL's well-established relationship with a private sector partner adds additional expertise, giving BCC unparalleled access to legal advice and guidance. Whilst the legal staff have transferred to HBPL, a physical presence is maintained on-site in BCC, thanks to the provision to HBPL by BCC of a Branch Office in New County Offices.

The arrangement with HBPL therefore combines the benefit of access to a larger practice with the benefit of a continuing on-site presence. It also involves HBPL's assistance in lowering BCC's overall expenditure on legal services, with an efficiency target of 11% for the first year of the shared service; a figure that is expected to be exceeded.

The successes of the Shared Services Programme have paved the way for the exploration of further opportunities both with LBH and with other partners. Oversight and strategic leadership of the Programme is provided by a Shared Services Joint Governance Board, which consists of representation from myself and my LBH Cabinet Member counterpart, and Directors from LBH and BCC. The focus has remained on 'back office' services, where shared arrangements can be put in place and savings realised with no direct impact to residents.

Contract for Test Administration Services

The Council has been successful in its bid to continue to provide test administration services to the The Buckinghamshire Grammar Schools (TBGS) group. TBGS is a company set up by the thirteen grammar schools in Buckinghamshire in order to manage and administer secondary transfer testing.

The new contract, which will commence in 2018, is worth £815K over 5 years with the option to extend for a further 2 years.

The Council is delighted to be able to continue to work with TBGS for admissions and hopes the relationship can be further developed through the provision of other complementary support services in the future.

Schools Recruitment Strategy

The Schools Recruitment & Retention project is nearing the end of the first year of a two year program of work with strong results so far. The central deliverable of the project was the development of a dedicated Schools Careers Website. The website went live in Jan 2017 and the results are encouraging:

- The number of page views for the schools recruitment pages doubled from 2,578 to 5,000 in February 2017.
- 'Meet the Teacher' videos had 100,000 views in the first month.
- There are clear examples of schools gaining more applicants for their vacancies

- There is positive feedback from schools regarding having access to details of the employee discounts/benefits available to them.
- More websites are picking up our schools adverts and re-advertising them for us for free.

Additional benefits of the work linked to this project include:

- Improved perception and awareness of the support that the Council is giving to schools in Buckinghamshire.
- The formation of key relationships improving partnership working. For example, joint working with Bucks Adult Learning, Resourcing & Training on apprenticeships.
- Greater awareness of recruitment support available from BCC to schools.

JOHN CHILVER
CABINET MEMBER FOR RESOURCES

8d. CABINET MEMBER FOR TRANSPORTATION

EW R

The East West Rail (EWR) Consortium has had some success in lobbying for completion of the Western Section (Bicester to Bedford and Milton Keynes to Aylesbury and beyond via Princes Risborough) at the earliest opportunity. The Chancellor brought forward £100m in the Autumn Statement for early work to help accelerate delivery. Transport Secretary Chris Grayling then appointed Rob Brighthouse as Chairman of a new East West Rail organisation separate from Network Rail. He has been tasked with securing funding and leading delivery of the railway between Oxford and Cambridge, Milton Keynes and Aylesbury. This represents a significant boost to the prospects of EWR within an overall national railway infrastructure delivery programme that continues to be very tight in terms of funding and capacity. Phil Verster, MD of the ScotRail Alliance, will become the managing director of the new East West Rail organisation in the Spring. The EWR Consortium has had a constructive initial meeting with Rob Brighthouse and Sir Peter Hendy (Chairman Network Rail), as Rob Brighthouse develops his thinking on the new organisation. A definitive target date for delivery of EWR remains work in progress.

Work is ongoing to coordinate design and construction with HS2, where the existing East West Rail track bed needs to be moved to accommodate HS2. This is critical to delivering EWR at the earliest opportunity, and to minimise disruption and maximise efficiency in construction. This is mainly in the Calvert area but also impacts south of Marsh Lane Crossing. The Consortium continues to press the need for Network Rail and HS2 Ltd to communicate with all stakeholders clearly and appropriately.

A second round of public consultation for the EWR Transport & Works Act Order will take place in May 2017 (dates to be confirmed) following local elections. The preliminary designs have been revised as a result of valuable feedback from public consultation in Autumn 2015. Consultation material will include a draft Environmental Statement that reflects the Department for Transport decision to open the line with diesel train services and remove electrification from the project scope.

Road Safety

2016 decrease in road casualties - Following 4 consecutive years of an increase in the number of people killed or seriously injured on the roads in Buckinghamshire, provisional casualty figures for 2016 have seen a reduction. Whilst this is good news, one year's data should not be considered in isolation and we will need to wait until 2017's full year's casualty data is available before we can see if the downward trend continues.

Safety Engineering Schemes - The Network Safety Team installed 10 engineering schemes in 2016/17 at sites and routes across the county where there has been a high incidence of personal injury collisions. Transport for Bucks (TfB) will monitor the sites to determine the measures introduced are effective.

Mobile phone legislation – Network Safety promoted the new legislation (6 penalty points and £200 fine) through social media and publicity campaigns to coincide with national advertising and local Police enforcement from Thames Valley Police (TVP). The campaign will be ongoing throughout the year and link in with activities with partners such as DfT and TVP.

Approved Driving Instructor's Ecodriver 'Train the Trainer' course - Network Safety organised Ecodriver training that was delivered by the Energy Savings Trust (EST) to

local Approved Driving Instructors (ADIs) in March. Four ADIs are now trained to deliver ecodriving assessments in-house and to local businesses, the first drives are planned for May 2017. The assessments aim to train drivers to drive in a more energy efficient way, hopefully reducing collisions and improving safety whilst saving fuel. Another course is planned for June 2017.

Managing Work Related Road Safety (WRRS) - Working in partnership with Road Safety GB, Network Safety hosted a pilot 2 day WRRS course aimed at fleet managers, road safety, HR & Health & Safety professionals. The outcome was a greater understanding of management systems and how to implement them to reduce the risk.

Motorcyclists' assessment days - Two motorcycle assessment days have been arranged during June and July in partnership with the IAM. This will consist of a classroom workshop followed by practical on road assessments. The aim is to reduce the number of motorcycle collisions and injuries on Buckinghamshire's roads.

Capital Maintenance Programme (CMP)

Carriageway Resurfacing

The 2016/17 programme of work is now complete with 415 individual Capital road and footway surfacing schemes undertaken. Quality has been good and public comments have reflected this, although tempered by a number of comments regarding work that we cannot unfortunately afford to complete within limited annual budgets. The majority of work since February has been on high profile town centre footway/pedestrian area improvements in Aylesbury and Chesham.

The draft 2017/18 surfacing programme has been prepared and information sent to Members, with the majority of design activates now complete. An excellent start has been made, with work taking place in early April on significant surfacing schemes in Speen and Princes Risborough.

The following summarises the position with the completed 2016/17 overall programme:

Conventional resurfacing - 32 schemes on the final programme with all 32 complete by first week in February.

Surface dressing – 30 schemes successfully completed, including all lining as studding, by September 2016.

Micro-surfacing – Preparatory patching and subsequent overlay of microsurfacing completed on 112 individual streets within the county by November 2016.

Targeted Patching - 15 large patching schemes were completed between April and early August.

High Friction Surfacing – 4 priority schemes were completed in May 2016, in line with annual programme.

Plane and Patch - all work complete by end November 2017, with the exception of 1 scheme which was in close proximity to Marlow Bridge. This scheme is now to take place in April 2017.

DfT Pothole fund – 30 individual schemes completed following the award of £546,000 of DfT monies to be spent in-year on pothole prevention. In 2017/18, this funding rises to £852,000.

Other Capital Programmes

Drainage –30 priority schemes are on the 2017/18 programme, with 4 programmed to complete by the end of April 2017. Priorities continue to be identified through Members, Local Area Technicians or third party notifications where lack of highway drainage provision is identified to be a primary contributor to road safety concerns or to problems of water ingress to property.

Footways – design is now ongoing on areas of deteriorated footway surfacing. The majority of 2017/18 budget will be targeted at plane and patch type work which, it is anticipated, will enable a significant impact to be made in Members' areas in 2017.

Safety Fencing – following a full budget spend in 2016/17, a programme of safety fencing improvements is in place for 2017/18 with a budget of £250,000. Programmes of work have been defined and designs progressed to upgrade or replace existing sections of safety fencing which have been identified through survey to be deteriorated or sub-standard. The work will progress during the Summer of 2017.

Structures Maintenance – The programme in 2016/17 was heavily affected by the closure of Marlow Bridge for assessment, following overweight and overwidth vehicle incident. Resources and budget was required to be diverted to this work, which progressed well to ensure re-opening prior to Christmas period.

Other priority schemes have progressed, although a number have required to be deferred due to the budget and resource pressures experienced through Marlow Bridge. These will now progress in 2017/18.

In addition, funding has been made available to undertake an analysis/investigation of the weight and width restriction on Marlow Bridge, with a view to reinforcing the restrictions to ensure that vehicle movements remain well regulated.

Rolling Programme

We remain grateful to Members who have supported our work this year, with good levels of commitment to a rolling 4-year programme of Capital work. Most importantly this has allowed us to demonstrate to DfT that we have an effective asset strategy, meeting the DfT criteria which will protect funding for future years through:

- Facilitating a more steady design period, looking more than 1 year ahead and enabling investigative work to inform more cost effective solutions.
- Removing ineffective peaks and troughs from annual programmes.
- Allowing greater flexibility within the programme to move schemes around where conflict with other works may arise.

MARK SHAW
CABINET MEMBER FOR TRANSPORTATION

8e. CABINET MEMBER FOR PLANNING AND ENVIRONMENT

Natural Environment Partnership (NEP) Update

Biodiversity Accounting

The NEP continues to work to improve the natural environment through partnership-working and coordinated activities. In particular, the NEP is working together with its partners across Buckinghamshire and Milton Keynes to put together a system of biodiversity accounting appropriate for our county. Having a standardised method for measuring the impact of developments on biodiversity would provide greater certainty in the planning system for planners and developers alike, and has the potential to ensure that development in Buckinghamshire results in a positive net gain for biodiversity, rather than a loss, along with the multiple benefits that gains in biodiversity can provide to our growing populations. The Biodiversity Accounting Working Group has so far spoken in detail to practitioners already operating the scheme elsewhere, including at Warwickshire CC, and with both strategic planners and development control planners across the county for feedback. We are continuing to work up the details, work with planners and look at all available options for the detailed methodology and how best we can operate a scheme in Buckinghamshire.

Other NEP activity

The NEP recently issued its press release on its State of the Environment Report) and is involved in some media activity around that. It is also continuing its Advocacy role on green infrastructure and biodiversity provisions in Local Plans. The NEP has secured a spot to speak at the next BTV LEP Board meeting on best practice on incorporating biodiversity into development. Core funding has been secured for the NEP for the next 3 years and we are currently putting together a strategic work programme for that period, to focus efforts on specific priorities including biodiversity, green infrastructure and health. Upcoming project-specific work in the immediate future includes:

- i) Creating an up to date volunteers directory to provide easy access to conservation volunteering opportunities across the county and create a forum of voluntary organisations and support their work;
- ii) Next round of Bucks Buzzing project to encourage different sectors across Bucks to create environments to support pollinators;
- iii) State of the Environment Report – review of indicators and tracking information by our Task Groups; next report due in 2018.
- iv) One of our Partners, the Open University, has bid for Higher Education Innovation Funding to develop its knowledge exchange methods – and to allow the NEP to engage with local communities. If successful, OU academics will organise and run engagement events related to the NEP indicators being used, and explore how local communities across the county perceive the value of the environment and whether the indicators are sufficient and match their priorities. We may also have the opportunity to “road test” the Green Infrastructure vision and principles document at the local level.

Heritage Lottery Fund bids update

BCC has supported the successful HLF bids for projects in the Chiltern AONB and Colne Valley Park. Both have gained Stage 1 funding and have appointed staff to develop full stage 2 bids. Colne Valley Park has received £107k towards developing a £1.7 million “Landscape on the Edge” project. Ewa Prokop in in post as Programme Manager Chilterns Conservation Board has received funding towards a £2.8 million “Chalk, Cherries and Chairs” project. Staff have been appointed and will be starting shortly. BCC is fully engaged in the respective steering committees and provides

additional staff support such as helping to interview candidates for the development posts and providing specialist expertise.

Waste Management

We have recently re-invested in behaviour change and communications programme. This focusses on waste prevention activities crosscutting all our major waste management service and contracts. Buckinghamshire performs well, recycling or composting more than 56% of its waste compared other county councils, with the national average of 44%. However, in 2016/17 there was still over 100,000 tonnes of waste thrown away from resident's homes. Whilst the Greatmoor Energy from Waste (EfW) facility offers significant savings when compared with landfilling this waste, there are key material streams that could be diverted for re-use, recycling or even reduced altogether.

Through the Household Recycling Centres (HRC) in Bucks, and all district councils we collect, paper, card, plastics, cans, glass and food for recycling. The behaviour change work that has already started and planned to continue into 2017/18, will look to encourage residents to make better use these services to reduce, re-use and recycle more. Key highlights of the upcoming work are:

- Focus on encouraging re-use, reducing food waste, producing a consistent countywide message across Bucks.
- BCC is actively supporting the Waste Partnership's DCLG funded project, which will be rolling out a large food recycling campaign in the coming months. It will involve direct engagement with 200,000 homes with direct communication, leaflet, bin sticker and free roll of liners delivered to each home and digital and app communications. This will help customers make better use of their existing food recycling services offered at the doorsteps, it is based on similar successful drives across the UK. Close working between HRC & EfW education officers to coordinate their outreach visits to schools and site visits to HRCs and Greatmoor.
- Supporting national campaigns such as Recycle Week & Love Food Hate Waste relaunch.

The above work areas will all follow a more targeted approach using a variety of new and traditional media. We are using all the national insight best practice work free professionally designed artwork and in-depth analysis on target audiences and the messages that work for them. This allows BCC to target the right messages to the right people, which make the reinvestment as cost effective as possible. Digital channels are key in delivering messages to residents, recently the Waste Team have seen the benefits, reaching 200,000 people during a fortnight promoting a food sharing app. BCC Comms team are supporting the Waste team with the key messages and the wider promotional activity.

Getting Tougher on Waste Crime

The Planning and Enforcement team within Transport, Economy, Environment (TEE) has gone from strength to strength in tackling waste crime in the County in order to reduce the menace and blight of illegal and unauthorised waste dumping.

During 2016/2017 the team has:

- Submitted a record **90 investigation files** against illegal dumping offences for consideration of prosecution
- Secured an outstanding **65 prosecutions for illegal dumping offences**

- Achieved total fines and costs awarded against dumpers of over **£133,000**
- Successfully defended **two** planning inquiries against unauthorised waste sites
- Issued **three** enforcement notices and **three** stop notices
- Seen **four** unauthorised sites fully restored

The most recent case involved John O'Callaghan who has been fined **£31,000** for breaking planning enforcement notices stopping him importing waste on land at Aston Clinton. This is believed to be the highest financial penalty imposed for a Buckinghamshire County Council planning enforcement breach. The above highlights the determination of the enforcement officers to vigorously investigate and take action against flagrant breaches of the law to help protect the residents and environment of Buckinghamshire

Performance of Planning team reaches 100%

The Planning Development Management Team has demonstrated outstanding performance levels in the past two quarters, with 100% of planning applications being determined within statutory time periods or otherwise agreed extensions of time.

This is well above the national target of 60% and is a result the Council's investment in hard working team members who are committed to improving standards and performance. It is therefore expected that the Council will exceed the national target for the speed of decision making in the next designation round in January 2018.

Updating of Definitive Map Statement of Priorities

The Statement of Priorities is the framework to which the Definitive Map function operates. It sets out the order in which the various Definitive Map applications will be dealt with which in turn assists Officers with structuring and prioritising their workloads. It seeks to order the applications in as fair a way as possible for applicants. The Statement, prior to review, stated that applications would be dealt with in chronological Order unless there was a threat to the application which needed it to be escalated i.e. development.

Following review, certain criteria will be placed against the application which will prioritise it i.e. if evidence submitted is that of user/witness evidence; there is a threat of development; and if evidence in support is shared with another application in the list and it would therefore be efficient to investigate the applications concurrently. If these criteria are not met, then the application will be dealt with in chronological order of receipt.

WARREN WHYTE
CABINET MEMBER FOR PLANNING AND ENVIRONMENT

8f. CABINET MEMBER FOR COMMUNITY ENGAGEMENT & PUBLIC HEALTH

New Public Health Nursing Services Contract April 1st 2017

The new Healthy Child Programme (0-19 years) Public Health Nursing Services contract will commence on 1st April 2017. After a competitive tender, the contract was awarded to Buckinghamshire Healthcare NHS Trust (BHT) following the key decision in August 2016 by the cabinet member. The contract is for 5 years with a possible 2 year extension. It covers the provision of Public Health Nursing Services comprising Health Visiting, School Nursing and the Family Nurse Partnership (FNP) programme for children, young people and their families. The new contract allows for more integrated provision of these services with more efficient use of the workforce. Buckinghamshire Healthcare NHS Trust was also the previous provider of the service and has good local knowledge and established partnerships.

The Healthy Child Programme provides a universal health service for children and their families. It aims to support parents, promote child development, improve child health and wellbeing, and ensure that vulnerable families are identified at the earliest possible opportunity. There is also additional support for families who need more help. There are five mandated health reviews offered to all children and families under 5 years and the mandated delivery of the National Child Measurement Programme (obesity surveillance) for children in reception year and year 6. The single integrated contract offers the benefits of a more seamless service between the health visitor and school nursing teams. The service is developing peer support and advice and will be innovating with a digital approach to improve access and information for children and families.

For further information about the services commissioned, please contact April Brett, Public Health Principal (abrett@buckscc.gov.uk, Tel: 01296 387553)

Active Bucks

The Active Bucks programme is designed to encourage more Buckinghamshire residents to increase their levels of regular physical activity, particularly targeting those who are inactive where the greatest health gains can be achieved.

Following feedback from over 3,500 Bucks residents, a wide range of activities has been commissioned and promoted across the 19 Local Area Forum areas. Activities are a combination of traditional/structured approaches – such as Beginners Jogging and Nordic Walking, and activities that get residents active as a key by-product – such as Bush Craft and Quidditch.

Between May 2016 and February 2017, over 2,500 Bucks residents took part in Active Bucks commissioned activities. The programme is successfully engaging inactive people. Among the residents participating, 75% were not achieving recommended activity guidelines at the point they registered, and 35% of these residents were inactive. Over 70% of the activity programmes commissioned were sustained beyond our 6-month funding period. In addition, 31 Bucks residents have been recruited to become Community Champions who help promote and/or deliver local activities.

Over 2,500 weekly activities in Bucks, including Active Bucks-commissioned activities, are accessible via www.activebucks.co.uk where users can filter activities by distance, day/time and activity type. In addition, residents can register to download an activity voucher that allows free access to the first session of each activity. As of the end of February 2017, the website has had over 31,000 visits and over 2,000 vouchers

downloaded. We are only able to monitor the uptake of Active Bucks activities so the total number of people becoming active will be higher than the Active Bucks totals.

The Active Bucks programme will continue up until the end of September 2017. A range of new activities for children, young people and adults has been commissioned and all will have started by the end of March 2017.

MARGARET ASTON
CABINET MEMBER FOR COMMUNITY ENGAGEMENT AND PUBLIC HEALTH

8g. CABINET MEMBER FOR CHILDREN'S SERVICES

Troubled Families visit – January 2017

On 24th January, Families First were subject to a 'spot check' by the Troubled Families unit at the Department for Communities and Local Government (DCLG). The check involved a review of 21 families, where we had submitted a claim for Troubled Families 'payment by results' funding to ensure our claims were correct and the evidence of improvement for the child and their family was accurate. I am pleased to say that they confirmed that all of the claims in the sample were valid.

The visit confirmed the hard and dedicated work that has been going on in order to improve outcomes for complex families. It was clear that key workers knew and understood the various needs of the families involved and were working with partners to ensure the correct level of support.

I would like to thank everyone who was directly involved in the 'spot check' as well as all staff and partners who have worked so hard over the last few years on the Families First programme in Buckinghamshire. It is great to get external validation of the impact we are having in improving outcomes for children and families in Buckinghamshire.

Children's Safeguarding service Away Day – Thursday 23 March

A Children's Safeguarding Service Away Day was held, to review the recent changes to the service and the impact on children and to hear the voice of parents. Two judges from Family Drugs and Alcohol Court explained how the service operated and its success in engaging troubled families through its motivational and relationship building approach.

A parent whose child is a survivor of child sexual exploitation gave a very moving talk about impact that this form of abuse has had on his whole family, and what workers could do differently to support families.

In the afternoon, two parents who had been involved with the Reconnect service shared their experiences and how this has supported enabled them to form positive attachments to their children.

It was a very successful day with the event being very well attended. It was a valuable opportunity for colleagues to get together to learn from each other, partners and most importantly from families who had been supported by the service so that children remain at the centre of our focus.

OFSTED Monitoring Visit 11th/12th April 2017

We have had our third OFSTED monitoring visit which took place on Tuesday 11th and Wednesday 12th April, and was undertaken by a team of three inspectors. The inspection focused on services for Looked after Children, Fostering and Adoption and Corporate Parenting. We received informal feedback at the end of the second day and we should receive a letter from OFSTED on 16th May 2017, the contents of which will be made public via the website:

<https://reports.ofsted.gov.uk/local-authorities/buckinghamshire>.

Qualified Social Workers

The national shortage of Social Workers continues to be a key resourcing challenge. Below are the actions taken since the October 2016 report to address the shortage of social workers:

- Continued expansion of Newly Qualified Social Worker (NQSW) programme – 26 NQSW started since 1st April 2016 with 10 more in the pipeline. Career framework is in place to support Newly Qualified Social Workers.
- Flow of agency Qualified Social Worker (QSW) CV's has been improved via partnership working with social care agency, Liquid.
- New assessment process for Social Workers is improving the rigour in selection decisions and increasing positive candidate feedback making us attractive in the market.
- IR35 legislation regulating the engagement of payroll agency workers has impacted agency Social Workers. QSW agency workers all fall within IR35 legislation. All agency workers have received communications regarding the potential implications and this has resulted in a number of agency workers converting from temporary to permanent. This figure is 16 at time of the report.
- The South East Memorandum of Co-Operation, which commits BCC to implementing consistent pay rates across region and improving the referencing process, has helped to clarify a consistent approach to IR35 across South East authorities.

Since 1st April 2016, there have been 40 new starters in hard to fill QSW roles (excluding agency workers) with 16 more in the pipeline. There have been 31 voluntary leavers since 1st April 2016.

In 2015/16 financial year, there were 63 external new starters in hard to fill Qualified Social Worker roles (excluding agency workers). There were 27 leavers in the equivalent period.

The key agency metrics monitoring social worker recruitment are given below;

Metric	Sept 2015 Data	Feb 2017 Data	Target
% of qualified social workers on an agency contract (includes all agency workers including those covering absence, maternity <u>and</u> permanent requirements)	25%	19.7%	20%
Number of qualified agency social workers in permanent posts in C&F (agency workers covering perm posts only)	57	46	27

LIN HAZELL
CABINET MEMBER FOR CHILDREN'S SERVICES

8h. CABINET MEMBER FOR EDUCATION AND SKILLS

Adult Learning Update

Adult Learning has over 500 students studying ESOL students (English for Speakers of Other Languages) each year undertaking a range of qualifications, students join at any time in the year and at all levels from Pre-Entry. Students attending three centres in High Wycombe, Aylesbury and Chesham, have achieved some excellent results in their first set of Speaking and Listening exams this year. The 156 students achieved the following pass rates: 100% at Chesham, 95% at High Wycombe and 92% at Aylesbury. The next major set of exams will be taken in the summer.

Update on Change For Children

Education Workstream

This is a time of unprecedented local and national change impacting the educational landscape. Budget reductions as a result of a decrease in central government grants have had, and will continue to have, a significant impact on the centrally retained funding for school support services. The government drive for academisation and increasing selection has resulted in a diversity of school provision which includes maintained schools, academies, free schools, faith schools, independent schools and other educational providers. The increasing rigour of Ofsted frameworks and inspections underpins the overall ambition to raise achievement and attainment and local authorities have to develop working relationships with a variety of external partners such as the Regional Schools Commissioner.

The purpose of the Education work stream as part of the Change for Children programme is to ensure that the education system in Buckinghamshire provides children and young people the opportunity and support to fulfil their potential, regardless of their gender, ethnicity or socio-economic background. A fundamental element of this work will be to develop an **Education and Skills strategy** that builds upon the successes of our current provision and addresses the challenges that we as the local authority and our key stakeholders, the education community face as a result of the changing environment in which we all operate. The strategy will ensure that there is an ongoing dialogue with all schools and other educational providers, regardless of status across the County so that we realise our vision for all children and young people in Buckinghamshire to fulfil their potential. Without an ongoing dialogue with schools, we risk losing important intelligence on issues that our impacting on children and young people that leads to poor outcomes and sometimes costly interventions funded by the Council. The strategy will bring the Council and the educational community to work even more closely together so as to ensure that **“Children and young people are safe, happy and healthy, feel valued and value others, are treated fairly, have lives filled with learning, thrive and are able to enjoy life and spend quality time with family and friends.”** (*Buckinghamshire Children’s Strategy 2016*)

Special Educational Needs and Disability/Children with Disabilities workstream

Demand and costs for Special Educational Needs and Disability (SEND) and Children with Disabilities (CWD) services has been growing with increasing complexity of children’s needs, up 63% between 2009 and 2013. The recurrent pattern of overspend confirms a need to review how services are delivered, and that continuing with the current framework of provision is no longer a sustainable position. Our priority will always be to ensure we educate, protect and improve the life chances of children in Buckinghamshire. The SEND/CWD strand of the Change for Children programme aims to address this through focusing on prevention, managing demand and costs. We need to develop a better understanding of the current and future needs of children with special educational needs and/or disabilities in Buckinghamshire and ensure that

children and families receive the most appropriate support at the earliest stage. The Graduated Approach which will be launching in April will go some way to addressing this. The new SEND Strategy 2017- 2020 includes seven improvement priorities which provide the framework for our strengthened commitment to providing quality services for some of the most vulnerable children in Buckinghamshire, with fully developed integration around assessment, commissioning and service delivery.

ZAHIR MOHAMMED
CABINET MEMBER FOR EDUCATION AND SKILLS