

Executive Partnership Board

Minutes

17 June 2013

Members in attendance:	
Andrew Clark	Physical and Sensory Disability Partnership Board
Debi Game	SUCO
Ainsley Macdonnell	Learning Disability Partnership Board
Ryan Mellett	Older People's Partnership Board
Rob Michael-Phillips	Mental Health Partnership Board
Kurt Moxley	Mental Health Partnership Board
Sue Pigott	Talkback
Christopher Reid	OPPBB and PSD PB
Jean Rein	Talkback - Learning Disability Partnership Board
Bob Smith	South Bucks District Council and Chiltern District Council
Chris Stanners	Co-Chairman, OPPB
Adam Willison	Assistive Technology Board
Others in attendance:	
Ojalae Jenkins	Joint Commissioning Manager, Adults and Family Wellbeing
Russell Thompson	Ernst & Young LLP
Helen Wailing	Democratic Services Officer



No	Item
1	<p data-bbox="288 309 724 349">Welcome and Apologies</p> <p data-bbox="288 443 1485 674">Apologies for absence were received from Nadiya Ashraf, David Bone, Mary Buckman, Fred Charman, Ian Cormack, Lucy Falconer, Steve Goldensmith, Pat Milner, Stephanie Moffat, Rachael Rothero, Jane Taptiklis and Tracey Underhill.</p> <p data-bbox="288 763 1241 804">Debi Game was attending as a substitute for David Bone.</p> <p data-bbox="288 893 1310 992">Ainsley Macdonnell chaired the meeting in the absence of the Chairman, Rachael Rothero.</p>
2	<p data-bbox="288 1108 1086 1149">Minutes of the meeting held on 4 March 2013</p> <p data-bbox="288 1238 1422 1337">The Minutes of the meeting held on 4 March 2013 were agreed as a correct record.</p>
3	<p data-bbox="288 1438 520 1478">Action Sheet</p> <p data-bbox="288 1568 1230 1608">User and carer involvement in contract management</p> <p data-bbox="288 1630 1485 1863">A lot of work had been done in regard to the new contracts framework. User involvement in contract management would form part of this work. Further information would be requested from Nadiya Ashraf and from the Head of Contracts at Buckinghamshire County Council.</p> <p data-bbox="288 1953 1485 2051">Andrew Clark reported that a group of 7-8 people were interested in getting involved. Ainsley Macdonnell said that a number of groups were</p>

interested and it was about how the Contracts Team fed back to them.

Better Healthcare in Bucks item to Partnership Boards

This had been to most partnership boards, except Executive Partnership Board and Prevention Partnership Board.

Joint Strategic Needs Assessment (JSNA)

The JSNA would be going to the Health and Wellbeing Board shortly and then would be coming to the Executive Partnership Board.

DoLS / MCA item going to Partnership Boards

This had not yet been to the Learning Disability Partnership Board.

Partnership Board Priorities

Partnership Boards were asked to submit refreshed priorities for the next Executive Partnership Board, in the same format as in the previous year.

The priorities for the Mental Health Partnership Board and Learning Disability Partnership Board had been included in the update reports.

Action: AMD/HW to look at priorities template.

Link to Carers Support Consultation

<http://bucksconsultation.buckscc.gov.uk/bucksccp/kms/dmart.aspx?strTab=PublicDMartComplete&NoIP=1>

Five Ways to Wellbeing Campaign

The Bucks 50 Plus Forum and Older People's Champions' Forum had challenged this Campaign. Ainsley Macdonnell said that the Campaign was very broad. Some elements might not fit everyone's criteria.

Chris Stanners said that they wanted to see a proper evaluation.

Action: Public Health to be invited to the next meeting

Cross-cutting Themes

Proposal to be prepared about how cross-cutting themes to be dealt with across partnership boards.

Local Account

Chris Stanners said that a number of senior people were not aware of the Local Account. Ainsley Macdonnell suggested that Maryam Mahmood be invited to attend partnership boards in person if necessary to provide information.

Any partnership boards which had not given a representative name to Maryam Mahmood should do this as soon as possible.

Andrew Clark said that the Local Account was a very effective way of holding Buckinghamshire County Council to account.

2012 Legacy Working Group

Each partnership board to nominate a representative and send to Helen Wailling and Andrew Clark.

4 Partnership Board Updates

The Chairmen / leads for the partnership boards gave verbal updates with reference to their reports.

The highlights from each update are below.

Assistive Technology Partnership Board

- The Community Equipment Service was being re-tendered. Assistive technology would be a much greater part of the contract in the future.

Andrew Clark said that there was some concern that the more basic

types of equipment service would no longer be included in the contract. Adam Willison said that they would be included.

- Telehealth was technology relating to health, and was a few years behind the technology for social care services. A new Telehealth Officer and a GP had been recruited to support the growth of Telehealth.
- An Assistive Technology qualification had been set up through partnership working at Bucks New University.
- An assisted living facility was being established for Buckinghamshire, through work with the Bucks Academic Federation.

Carers Partnership Board

There was no verbal update as Nadiya Ashraf had sent apologies to the meeting. Any questions should be sent to Helen Wailling.

Learning Disability Partnership Board (LD PB)

- Funding of Health Passports was being looked at. A Health Passport belonged to an individual and stated how they took responsibility for their health.
- Learning Disability clients would speak on podcasts to explain to health professionals what it was like to go to hospital etc. GPs could watch the podcasts in their own time, and it was hoped that podcasts would reach a lot of people. Podcasts would have a short and snappy format.

Rob Michael-Phillips referred to the 'Treat me right' campaign in London which had been very successful.

- The LD PB was currently recruiting people to the 'Keeping Safe

Service and Activity' Group. This Group would need to work with people with a learning disability.

- The 'Keeping Safe Service and Activity' Group had been a recommendation following the Winterbourne tragedy, and required the LD PB to have an action plan in place. The first point on the action plan was around making complaints.
- People in the community might have problems with bullying, and it was necessary to point them in the right direction to receive assistance. This became more important as services were delivered in a different way.

Andrew Clark said that the Buckinghamshire Disability Service (BuDS) now had a place on the Thames Valley Police Independent Advisory Group. Andrew Clark had made the point that people with disabilities lived with a constant low level of anti-social behaviour. Thames Valley Police was very keen to pick this up and had asked BuDS to work with them on this issue.

Debi Game asked if Community Practice Workers (CPWs) should be briefed about these issues. Sue Pigott said that they were running some training for CPWs in September 2013.

Ainsley Macdonnell said that helping people to be safe and feel safe was a theme which cut across all partnership boards. Sue Pigott said that the 'Keeping Safe Service and Activity' Group was meeting on 1 August 2013, but that the scope of this meeting could be broadened.

It was agreed that the LD PB would have its first working group meeting on 1 August and discuss the idea of broadening the scope of the group. Update to be brought to next meeting.

Chris Stanners said that the Older People's Champions' Forum had held a session on complaints and had invited five complaints managers as well as service users. The session had been very productive, and managers had said that they had learnt a lot. There had also been a follow-up session.

Chris Stanners suggested that a half-day away day be held for all partnership boards to give a wider understanding of each other's issues.

Chris Stanners referred to the 'Safe Place' Scheme running in Chesham, Burnham and Aylesbury. She had attended the Chesham Town Council Annual General Meeting. The Chief Superintendent who was at that meeting had not known about the 'Safe Place' initiative.

Ainsley Macdonnell said that the Police had been a partner in the setting-up of the 'Safe Place' Scheme. Bob Smith said that one of the Police Officers had been quoted in the press launch for the Scheme.

Mental Health Partnership Board (MH PB)

- Two workshops were being developed around mental health stigma. These would be co-funded by SUCO, Bucks Mind and Buckinghamshire County Council.
- The long term plan was to set up a sub-group of the MH PB and to eventually have service users taking part in specific pieces of work.

Andrew Clark said that BuDS was doing something similar around employability.

Older People's Partnership Board (OP PB)

- A magazine was being developed for older people.
- The OP PB had received an update on the work of the Council's

brokerage service, the Prevention Matters programme, the Older People's Champions' Forum, the Local Authority Trading Company, and Deprivation of Liberty Safeguards (DoLS).

- The OP PB had agreed to organise an Older People's Conference, to be led by the Bucks 50 Plus Forum. The Conference would be held on 1 October 2013 (National Older People's Day).
- Two new members had attended OP PB meetings, thanks to the work of SUCO.

Physical and Sensory Disability Partnership Board (PSD PB)

- Wycombe District Council had carried out a review of services towards disabled people, and had offered to present on this at the Executive Partnership Board. **Action: CR to contact WDC**
- The PSD PB had received updates on Better Healthcare in Bucks, National Benefits, Dignity in Care, Day Opportunities and the Carers Strategy.

Prevention Partnership Board

There was no verbal update as Steve Goldensmith had sent apologies to the meeting. Any questions should be sent to Helen Wailing.

5 Update from Service User and Carer Organisation (SUCO)

Debi Game referred members to the report in the papers.

SUCO was working to achieve Charitable Incorporated Organisation status. To achieve this, the Charity Commission required a bank account with £5000 of available funds. SUCO did not currently have this, and would need to discuss this with Buckinghamshire County Council.

Andrew Clark congratulated SUCO on supplying service user and carer representatives for the partnership boards. Debi Game said that the quota of service user representatives on the Carers Partnership Board had now been met. The Physical and Sensory Disability Partnership Board and the Older People's Partnership Board each had 5-6 representatives. Service user representation did not fit all boards (e.g. Mental Health Partnership Board).

Ainsley Macdonnell noted that it was difficult to engage people and to keep them engaged. **Action: Terms of Reference for partnership boards and for the Executive Partnership Board to be brought to the next meeting for discussion.**

6 LATC (Local Authority Trading Company)

Russell Thompson (Ernst & Young LLP) was welcomed to the meeting.

Russell Thompson took members through some slides (attached) and said the following:

- In 2012 the Buckinghamshire County Council (BCC) had undertaken market testing to test for interest in delivery of Day Services. This had met with a muted response from external providers.
- An options appraisal had then been carried out to look at the different models which could be used.
- The preferred option was a Local Authority Trading Company (LATC) which would include day opportunities services, respite services, the laundry service and a new reablement service.
- The Business Case for the LATC had been given approval in principle at BCC Cabinet on 11 March 2013. A final decision

would be made on 24 June 2013. If approved, the 'go live' date for the LATC would be 1 October 2013.

Rob Michael-Phillips asked why BCC had decided to create a LATC when providers had not previously shown interest in running the services. Russell Thompson said that providers had been wary of taking on risks. There had also been no certainty of the contract price. The market had not been able to provide a cheaper alternative to provide required savings. Also, the provider would have wanted to make a profit through the LATC.

Rob Michael-Phillips asked why BCC had not gone back to the market if the model had changed. Ainsley Macdonnell said that the model had not changed (i.e. there were still six day opportunity centres). Providers had been put off by the fact that the new day opportunity buildings would not be for just one client group. There had also not been any appetite from providers to work in partnership.

Rob Michael-Phillips asked how BCC could be so certain about the income stream. Ainsley Macdonnell said that BCC thought it was commercially viable, but that the service would stand or fail on its own performance. BCC needed to find a way of delivering the day opportunities model.

Adam Willison asked what surplus there had been in other areas where a LATC had been successful, and how much of the surplus had gone back to the Local Authority. Russell Thompson said that all surplus made could go back to the Local Authority. In Essex, Essex Care was on a turnover of £33m per year. They had saved £11m over three years.

Andrew Clark said that they were concerned about the consequences for service users. The LATC model took statutory services away from the traditional local authority environment. The checks and balances for local authority services would not be there.

Ainsley Macdonnell said that the LATC would be monitored in the same way as any other provider. The service specifications for the contract would be very clear.

Adam Willison noted that the Council would be a 10% shareholder, and asked if the Council had 100% liability if a surplus was not made. Russell Thompson said that there was limited liability but that the Council still carried the risks of failure (reputational risk and risk to service users). The Council had to change service delivery to deliver the services. The LATC vehicle allowed people in the service to become better at what they did. The services would have as great a level of scrutiny as they did currently as in-house services.

Andrew Clark said that it was about the quality of the service at the point of delivery, and that the service quality was not well-scrutinised. Russell Thompson said that the Essex company had key performance indicators in place and that every user involved with the company was surveyed.

Jean Rein said that the day opportunities hubs were for people with higher support needs, and that those people would find it very difficult to 'vote with their feet.'

Russell Thompson said that they were trying to carry out the same services with fewer resources. Ainsley Macdonnell noted that the day services currently provided internally did not have monitoring through contracts.

	<p>Debi Game asked if the Managing Director and Financial Director for the LATC would be external candidates. Russell Thompson said that they would be, and that the recruitment process had just started. The posts would be advertised in the national and local press.</p>
<p>7</p>	<p>Annual Health Checks</p> <p>Ojalae Jenkins, Joint Commissioning Manager, was welcomed to the meeting.</p> <p>Ojalae Jenkins told members that there was a programme with a targeted approach to ensure people with learning disabilities received health checks.</p> <p>People with learning disabilities often had mental and physical health needs.</p> <p>Over 50% of GPs had signed up to the programme in 2012-13. In the current year, over 70% of GPs were signed up to this programme.</p> <p>Fewer than 20% of those with learning disabilities had received a health check in the previous year in Buckinghamshire. The national figure was 40%.</p> <p>This was an inequality issue. Those with learning disabilities should not be disadvantaged.</p> <p>Ojalae Jenkins was working across all GP surgeries in Buckinghamshire, whether they had signed up to health checks or not, to try and change hearts and minds and to remove stigma.</p>

	<p>There was a Buckinghamshire Health check template to make it easier for GPs.</p> <p>The aim was to double the number of health checks in the next nine months.</p> <p>Chris Stanners asked if the work would provide a model for other client groups. Ojalae Jenkins said that it would, e.g. for people with dementia.</p>
8	<p>Dignity in Care Update</p> <p>This item was deferred to the next meeting.</p>
9	<p>Date of next meeting</p> <p>23 September 2013, 1:30pm, Mezzanine Room 2, County Hall, Aylesbury</p>

Chairman

Bucks CC Local Authority Trading Company (LATC)





Background

- The Council needs to make sure that its services provide meaningful support that is fit for purpose within the context of self-directed support. Services must be:
 - Sustainable
 - Value for money for both service users and citizens of Buckinghamshire.
- In 2012, AFW undertook market testing to test for interest in delivering Day Services. This was met with a muted response from external providers.
- Following this, AFW decided to carry out an options appraisal to consider different models of delivering services
- The preferred option identified was a Local Authority Trading Company (LATC), which would include:
 - Day Opportunities Services (including Southern OPMH Day Services)
 - Respite (Seeleys House)
 - Laundry
 - The new Reablement service
- A Strategic Business Case was developed, setting out a clear rationale for the establishment of a LATC that will deliver sustainable services whilst meeting MTP savings.
- The LATC Strategic Business Case LATC was given approval in principle at Cabinet on 11th March 2013, subject to further due diligence.



What is a LATC?

- A LATC is a new trading organisation which is wholly owned by the Council, and will have a contract with the Council to deliver services on behalf of the Council.
- Local authority trading companies (LATCs) can transform the delivery of directly provided services through:
 - Reshaping services to become more personalised
 - Making services more commercially competitive
 - Retaining in-house expertise while incentivising innovation
 - Working collaboratively with other partners who support the client group
- The Advantages of a LATC over other models of service delivery:
 - Maintains a link to Local Authority influence and brand
 - Can reduce costs of staffing and corporate services
 - The Council retains any surplus
 - It can be more responsive and innovative
 - It provides an opportunity to test the value of services
 - It is able to trade with all sectors of the market
 - It has the potential to generate future capital receipts
 - It retains the capability and capacity to provide a strategic response to emerging trends and challenges
- Bucks CC has not yet decided upon a name for the Company – this is being done as part of this phase of work.



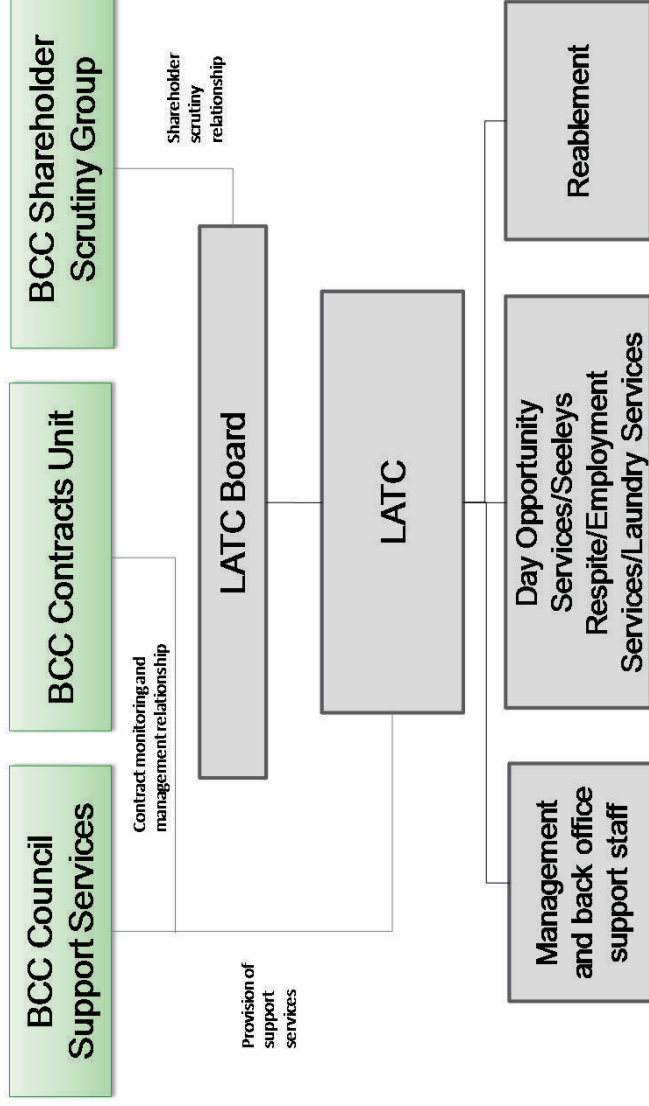
The benefits of a LATC for Bucks CC

- **Improving performance and productivity** - the LATC will deliver improved performance in service delivery by providing the current services in a more flexible and commercial manner.
- **Ensuring future sustainability of services** - the LATC will secure the ability to reshape and size services to be flexible and adaptable so that they remain sustainable within the context of personal budgets and direct payments
- **Managing financial pressures** - through efficiency and additional revenue generation - the LATC provides the mechanism that means over £2.2m savings can be identified and delivered without decommissioning services.
- **Promotion of choice** - the potential to generate additional income through trading for example with private individuals and other public bodies.
- **Involving the workforce** - Providing the workforce with an opportunity to secure a stake in their own future and to develop an entrepreneurial culture that rewards improved performance and drives productivity.



How the LATC will operate

- As the only shareholder of the LATC, Bucks CC will continue to have influence, and ultimate control, over how the company grows and develops. Any surplus or dividend arising from the company's success will be paid back to Bucks CC for further investment in services or to facilitate savings.



- The Council will exert its controlling powers through a Shareholder Scrutiny Group (SSG).
- The LATC will have a Management Board which oversees the business and be accountable to the Council for delivery of the contract in the most efficient way possible
- The LATC will contract with Bucks CC to provide care services for 5 years.



Timescales for implementation

- A project team from Ernst & Young and Care and Health Solutions has been working with BCC since February 2013 to
 - Complete due diligence on the financial plans in the Strategic Business Case
 - Develop an project plan
- The LATC is expected to 'go live' in October 2013. Between now and October there is a lot to do:

