

BUCKS STRATEGIC PARTNERSHIP



promoting prosperity, tackling inequalities

Minutes

BUCKS STRATEGIC PARTNERSHIP BOARD

MINUTES OF THE BUCKS STRATEGIC PARTNERSHIP BOARD HELD ON WEDNESDAY 29 JULY 2009, IN LANE END CONFERENCE CENTRE, CHURCH ROAD, LANE END, HP14 3HH, COMMENCING AT 2.35 PM AND CONCLUDING AT 4.42 PM.

Members Present

Ms J Brown	Joint Director of Strategy & System Reform, Buckinghamshire Hospitals Trust
Ms J Clarke	Chair, The Ridgeway Partnership Trust Board
Mr S George	Chair, Buckinghamshire PCT Trust Board
Mr N Gibson	
Mrs G Gowing	
Mr A Green	Wycombe District Council
Mrs R Lally	Adult Commissioners
Mr P Martin	BALC
Mr M Partridge	Aylesbury Vale District Council
Mr W Ralls	Area Director, SEEDA
Mr K Ramdeholl	Race Equality Council
Mr D Rowlands	Chairman, Bucks Fire Authority
Chief Superintendent Paul Tinnion	Chairman of the Safer and Stronger Bucks Partnership Board
Mr J Warder	Leader of CDC
Mr W Whyte	Chair, Aylesbury Vale LSP

Observers

Mr C Furness, Observer - Chief Executive, SBDC
Mr A Goodrum, Observer - Chief Executive, CDC
Mr E Macalister-Smith, Observer - Chief Executive, Buckinghamshire PCT
Ms E Macdonald, Observer - Bucks Locality Manager, GOSE
Ms K Satterford, Observer - Chief Executive, WDC

Officers

Mrs S Ashmead, Corporate Manager, Policy, Performance and Communications
Mrs J Fisk, Policy Officer (Local Area Agreement)
Ms H Wailing, Democratic Services Officer

Guests

Ms L Blue, BALC
Mr C Thompson, Buckinghamshire PCT

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from:

Name	Title	Substitute
Jim Booth	Chief Executive, Thames Valley Police Authority	
Adrian Busby	Chairman of South Bucks LSP/Leader of SBDC	
John Cartwright	Leader of AVDC	Matthew Partridge, Head of Communities, AVDC
Lesley Clarke	Leader of WDC	Tony Green, Deputy Leader of WDC
Mike Colston	Chairman of Healthy Communities Partnership	
Jill Goddard	Economic Development Director, LSC Thames Valley	
Andrew Grant	Chief Executive, AVDC	
Michael Hunt	Encompass	Krishna Ramdeholl, Wycombe Race Equality Council
Jenny Hunt	Voluntary Impact	
Sam Knollys	Joint Director of Strategy and System Reform, Buckinghamshire Hospitals Trust	Juliet Brown, Joint Director of Strategy and System Reform, Buckinghamshire Hospitals Trust
Alex Pratt OBE	Chairman, BELP	Gill Gowing
Roger Reed	Non-Executive Director, OBMH	
David Shakespeare	Leader, BCC	
Linda Walton	Business Representative	
Chris Williams	Chief Executive, BCC	Neil Gibson, Strategic Director, BCC

Stewart George (Chair, Buckinghamshire PCT Trust Board) took the Chair in the absence of the Chairman.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF THE MEETING HELD ON 31 MARCH 2009

The Minutes of the meeting held on 31 March 2009 were agreed and signed as a correct record.

4 BSP ANNUAL REPORT

The Board received the Annual Report of the Bucks Strategic Partnership for 2008-9.

This was the first annual report to be produced. The report included a summary from each thematic partnership and details of the Local Area Agreement (LAA) fund linked to the partnerships.

The report also included reports from the Local Strategic Partnerships.

An improvement agenda for 2009-10 was on pages 25-6.

A member asked if the report would be shared with Comprehensive Area Assessment (CAA) inspectors. Jackie Fisk, Policy Officer, said that it would be shared informally as all BSP Board papers were copied to Rob Hathaway at the Audit Commission but that a further copy would be forwarded to Rob Hathaway formally on the Board's behalf.

A member said that the issue of physical accessibility to health and social care was not mentioned in the report, although it was included in the Sustainable Community Strategies. The Chief Executive of the Primary Care Trust said that rural-proofing strategies were in place and that there was a good spread of social care services into rural communities. However this could always be improved.

The member said that the issue of accessibility to services should be on the agenda for the following year. It was noted that this issue cut across more than one LAA block.

The Chairman of the Aylesbury Vale Local Strategic Partnership referred to page 16 of the report, and asked why members of the LSP had not been invited to the workshop on anti-social behaviour. The Chairman of the Safer and Stronger Bucks Partnership Board said that he would find out. **ACTION: PT**

A member asked for details of the £320,000 from the LAA pooled fund which had been allocated for reducing CO2 emissions. Gill Gowing said that she would provide this information. **ACTION: GG**

Jackie Fisk told members that quarterly updates would be given to the Board on the allocation of the LAA pooled fund.

5 COMPREHENSIVE AREA ASSESSMENT

Sarah Ashmead, Corporate Manager, Policy, Performance and Communications, presented this item and said that the Audit Commission had sent apologies for the meeting.

Sarah Ashmead referred members to the handout (attached) and said the following:

- The handout listed the areas on which the Audit Commission was likely to focus, following the self-assessment.
- The first draft of the Comprehensive Area Assessment (CAA) would be ready in September 2009, and would be shared with members. Red flags would indicate areas not doing well, and green flags would indicate areas of exceptional performance.
- A good outcome for Children's Services was anticipated.
- Some issues were reflected across all local authorities in the South-East (e.g. housing).
- The Audit Commission had produced a stand-alone report on Healthy Communities and Inequalities, and had noted that the cost of mental health services was very high in Buckinghamshire.

A member asked how much proactive work could be undertaken before September 2009. Sarah Ashmead said that work was fed into the Audit Commission on an ongoing basis. The Audit Commission had expressed a particular interest in housing.

Rita Lally (Adult Commissioners) said that an annual review meeting had been held the previous week with the newly-formed CQC (Care Quality Commission). Issues which had been familiar to the previous inspectorate had had to be explained for the first time to the CQC.

Rita Lally also said that value for money and efficiency was given less weight in some areas, and that this point could be made to the Audit Commission. The CQC had the statutory overview for health and social care, and would feed into the Audit Commission.

The Bucks Locality Manager, GOSE, said that it was important that work did not lose momentum over the summer months (e.g. the work on cross-border crime and on the growth agenda). GOSE would be meeting with the Audit Commission in early September 2009 to obtain a regional comparison.

The Chief Executive of the Primary Care Trust (PCT) said that Buckinghamshire PCT was the lowest funded PCT in the lowest funded Strategic Health Authority area, which would affect ratings, and would continue to pose challenges. The Chief Executive also said that opportunities were needed to provide timely information to the Audit Commission, such as current information on mental health. Sarah Ashmead said that the Audit Commission had been in touch with the PCT recently. It was important that responses from different organisations were consistent. The Chief Executive asked that any gaps in information be referred to him.

A member asked about Community Safety, which had previously been marked with a red flag. Sarah Ashmead said that the language used had changed and that the Audit Commission had said that Buckinghamshire had robust plans in place for Community Safety. The Audit Commission had set up an interview on this, and it was possible that a clear flag might be awarded to indicate a potential risk.

The Chairman of Bucks Fire Authority said that the Fire Authority would be very surprised if a red flag was awarded for Community Safety, as a huge amount of work had been carried out on this.

Sarah Ashmead asked that if any contact by inspectorates be fed back to her team, so that the information could be collated centrally.

A member referred to the area of 'Thriving Economy,' and asked if it could be assumed that the Audit Commission would not penalise Buckinghamshire due to the recession. Sarah Ashmead said that the title of 'Thriving Economy' had been set by the Audit Commission, but that the Audit Commission would be looking to see how Buckinghamshire mitigated the situation.

RESOLVED

The Board noted the initial feedback from inspectorates.

Safer and Stronger Bucks Partnership Board

Neil Gibson, Strategic Director for Communities and Built Environment, BCC, gave a presentation on the work of the Safer and Stronger Bucks Partnership Board (attached) and told members the following:

- The Safer and Stronger Bucks Partnership Board had had a statutory role since 2008. The Board complemented the work of the other thematic groups.
- The Board was chaired by Chief Superintendent Paul Tinnion, Thames Valley Police.
- The Board agendas focused on the Local Area Agreement (LAA), Strategy and Performance.
- The Board was responsible for five national indicators and one local indicator.
- The Board had also chosen to monitor four additional national indicators as local priorities.
- The Safer and Stronger Communities Fund was part of the Area-based Grant, and had been c. £550,000 in the current year.
- The Board had taken the lead on equality impact assessments.

A member asked about safety checks and asked if the number of businesses run from home posed a challenge. Neil Gibson replied that workshops on safety had been held which had been aimed at businesses at home.

A member referred to Locality Working Integration, and asked how different programmes could be brought together. Neil Gibson said that locality working was carried out at different levels. Work with vulnerable families needs to take place at different levels, including community and street level. Delivery of the Sustainable Community Strategy needs to be considered in this context.

A member said that the definition of a locality needed to be consistent across different organisations.

A member also said that references needed to be consistent, for instance when referring to the Voluntary Sector.

Adult Commissioners Thematic Partnership

Rita Lally, Strategic Director for Adults and Family Wellbeing gave a presentation on the work of the Adult Commissioners Thematic Partnership (attached).

Rita Lally and Colin Thompson, Director of Commissioning, Buckinghamshire PCT made the following key points:

- The Adult Commissioners Thematic Partnership was chaired alternately by BCC and the PCT.
- The Vision of the Partnership was 'Promoting Prosperity, Tackling Inequalities.'
- Increased demand was outstripping the resources of the Partnership.
- The number of older people over 80 receiving Social Care services was increasing dramatically.
- A huge challenge would be the introduction of individual budgets (self-directed support) in Adult Social Care.
- A current challenge was the large number of access points for members of the public.

A member asked if District Councils and the Voluntary and Community Sector (VCS)

were included in the Partnership's agenda.

Rita Lally said that District Councils had a vital role and had provided support at the recent meeting with the Care Quality Commission. There was a District Council seat on the Partnership, and a VCS seat was being arranged.

The VCS would be vital in the implementation of self-directed support, in providing vital infrastructures. However the VCS should not be faced with large amounts of bureaucracy.

A member said that the VCS had been involved in a local pilot regarding falls, and that this would be followed by work on rehabilitation in families. The member said that managing the audit and commissioning processes for the VCS would be a challenge.

The Chief Executive of the PCT said that there was a national drive for PCTs to start commissioning services through tendering. This was an opportunity for a new form of organisation to be created, while still meeting legal requirements.

Colin Thompson said that the PCT was changing its language to mould to community and partnership agendas.

A member of the Economy and Environment Thematic Partnership said that there had been a huge increase in the number of people over 50 accessing learning opportunities. However what happened to those people after a year needed to be discussed.

Rita Lally said that work in Adult Learning could be combined with work in Adult Social Care regarding telecare/telemedicine.

A member referred to NI 134 and asked if the figure was from the Buckinghamshire Hospitals Trust or from external hospitals. Colin Thompson said that the figure was the overall figure for the Buckinghamshire population's use of emergency services (including Milton Keynes).

A member said that the growth agenda should have been included as a challenge to the current system. Colin Thompson said that the growth agenda was being planned for on all levels, including GP list size. The needs of the growth agenda had been registered.

Rita Lally said that planning groups looked at issues such as ensuring there were enough social workers to look after older people in their own homes.

Juliet Brown (Buckinghamshire Hospitals Trust) said that acute services would need to form part of any integrated services.

Rita Lally said that a day services map was being created with health services.

RESOLVED

The Board noted the performance of the two thematic partnerships, including use of the LAA pooled fund, and agreed any areas of challenge.

Any further feedback should be sent to Jackie Fisk, and the answers to members' questions would be attached to the Minutes.

7 SETTING THE STRATEGIC DIRECTION FOR BUCKINGHAMSHIRE

Jackie Fisk, Policy Officer, asked Members for their feedback on the draft

Sustainable Community Strategies which had been circulated.

Members made the following comments:

- Page 22 of the Community Strategy for Buckinghamshire (third bullet point) should read 'Fit smoke alarms...', rather than 'Buy and fit smoke alarms...'
- A Member queried where maintenance of roads and accessibility appeared in the strategies. Jackie Fisk said that accessibility was included in the Health and Wellbeing section. Neil Gibson noted that the text of the Buckinghamshire Strategy had been circulated to all LSP leads. The strategies were still in draft and changes could be made.
- The scale of change due to the growth agenda needed to be shown accurately.
- The importance of affordable homes should be added as a target. The wording against this needed to be amended as it did not match the LAA indicator wording.
- Broadband technology was important for service delivery.
- Delivery would be challenged by Overview and Scrutiny, but also by 'seldom-heard' groups.
- 'Thriving Economy' – how will this be measured? 'Soft' information was available. Employer surveys were part of the CAA, and could perhaps be utilised. Data from schools and colleges was missing, and needed to be included.

Jackie Fisk asked that feedback on the 'Health and Wellbeing' aims be sent to her, and said that further work would be undertaken on the 'Thriving Economy' outcomes.

RESOLVED

The Board:

- **Signed off the draft strategies (subject to further amendments from members).**
- **Commented on whether the basket of long-term commitments in the countywide SCS captures the Board's view of what success would like in 2026 if the strategy is successfully delivered.**
- **Considered whether the outcomes set out in the original review scoping have been achieved.**

8 FORWARD PLAN

The Board considered the Forward Plan.

Members agreed that:

- The Comprehensive Area Assessment should be a standing item.
- Area-Based Grant for 2010/11 should be discussed at a future meeting.
- The forward plan should be linked to the 2026 ambitions.

9 AOB

Update on the work of the Rural Forum for the South East (sent by Michael Hunt by e-mail)

The latest meeting of the Rural Forum for the South East was held on 10 June 2009. The key points arising from the meeting were as follows:

- Chris Chainey, representing the Surrey Rural Partnership, was elected as vice-chairman.
- Valerie Carter, SEEA Rural Director, gave a presentation on the priorities for 2009/2010 agreed by the Rural Board. Each priority will be led by a Board member, supported by a working group to ensure that action is taken. The five priorities are: (a) influencing new regional structures, (b) ensuring robust evidence of rural needs is available, (c) rural broadband, (d) increasing focus on healthy living and local production and (e) affordable rural housing.
- A workshop session was held to discuss the success, or otherwise, on getting rural recognised within Local Strategic Partnerships and Local Area Agreements. The effectiveness of rural proofing within LSPs and LAAs is mixed across the region and concern was raised that there were too many partnerships that needed to be influenced, and there was a lack of responsibility from organisations in recognizing rural as a priority.
- Finally a presentation was received on home based working in rural areas. Over 30% of rural working is home based, and nearly two thirds of business start ups operate from home. Home based business is a significant growth opportunity within rural areas but needs recognition from local authorities and investment in high speed broadband services.

Swine Flu

Ed Macalister-Smith updated the Board on the current swine flu situation.

Ed Macalister-Smith thanked everyone involved so far and said that there had been a fantastic demonstration of public services working together at the front line.

10 DATE OF NEXT MEETING

23 September 2009, 2:30pm to 4:30pm at Uplands Conference Centre, Four Ashes Road, High Wycombe, Buckinghamshire, HP15 6LB

CHAIRMAN

BSP Board 29 July 2009

The Safer & Stronger Bucks Partnership Board

Neil Gibson
Strategic Director
Buckinghamshire County Council



Outline

1. How the Safer & Stronger Partnership works
2. Our Priorities
3. Achievements:
 - Successes
 - Use of the pooled fund
4. Challenges



How the Partnership works (1)

The Board

- History – CADEX decision 2004
- Statutory role since 2008
- Terms of Reference, key roles:
 - Leadership and Direction
 - Commissioning and Performance Management (including Area Based Grant)
 - Countywide Co-ordination
- Membership:
 - All statutory partners
 - Voluntary & Community Sector representative
 - Chaired by Thames Valley Police



How the Partnership works (2)

- BCC provides Secretariat
- Review of Governance arrangements
- Agenda structure – focus on LAA, Strategy and Performance
- Use of Workshop sessions
- Links to other groups eg:
 - Community Safety Partnerships
 - Community Cohesion and Equalities Forum
 - ...and to other Thematic Partnerships
- Co-ordinating Group (and other sub groups)



Our Priorities (1) – Safer Communities

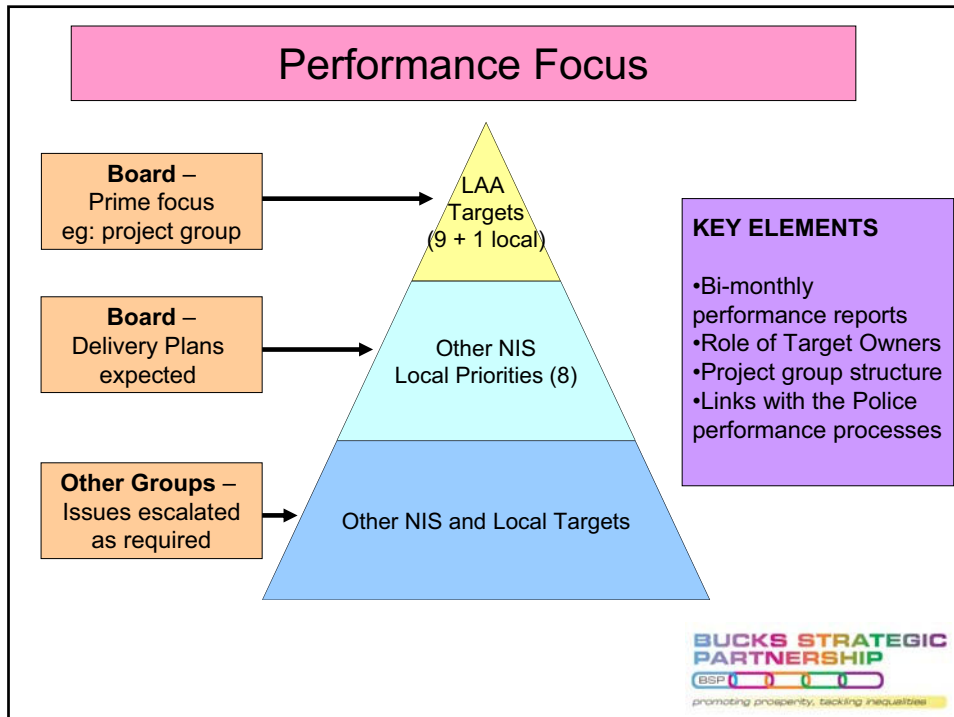
- **LAA – 5 National Indicators & 1 Local Indicator**
- **Local Priorities – 4 National Indicators**
- **Priority outcomes sought:**
 - Less serious acquisitive crime... particularly in the south
 - Increase public confidence we are tackling anti-social behaviour and crime... influencing perceptions
 - Reducing harm caused by substance misuse... more advice and treatment
 - Reducing reoffending... pathways out of crime



Our Priorities (2) – Stronger Communities

- **LAA – 4 National Indicators (NIS)**
- **Local Priorities – 4 National Indicators**
- **Priority outcomes sought:**
 - Increased community cohesion... more people get on
 - Thriving voluntary and community sector... more volunteers
 - More adults participating in sport... an Active Bucks
 - Increased community resilience... combating extremism
 - More people involved in local decisions... shaping local services
 - More activities for young people... less risk of harm





Achievements (1) - Successes

- Partnership Strategic Assessment
- Safer Bucks Plan
- Roll out of the Home Safety Check
- “I: on Bucks” information hub
- Strong Voluntary Sector engagement
- Approach to delivering targets:
 - Intelligence led eg: use of Automatic Number Plate Recognition (ANPR)
 - Joint tasking eg: rapid local response to crime
 - Commissioning eg: extension of alcohol services

Achievements (2) Use of Pooled Fund

- Safer & Stronger Communities Fund:
 - Re-commissioning
 - Creation of headroom
- Outcomes for Home Safety Check:
 - *By end of Q4: 200 Home Safety checks completed per month*
 - *On track to roll out across whole county by 3 Sept 2009*
 - *Core HSC team recruited*
 - *Good partnership engagement in responding to identified needs*



Achievements (2) Use of Pooled Fund

- Outcomes for Adult Participation in Sport:
 - *£230k has been allocated to the Reactivate Bucks! Projects*
 - *Additional partnership funding secured from the CSP, BCC and PCT and a funding application submitted to Sport England – outcome imminent*
 - *Projects include 'Fit or Life' (activities for older people), 'Take to the streets', 'Community Challenge', 'Corporate Challenge' and Reactivate Marketing campaign eg: 'Reactivate Bucks Family Week' see www.buckssport.org/reactivate*
 - *All partners can help delivery and promote the project to target markets, especially the 'community challenge'*



Challenges (1) (stronger focus)

- **Outcome challenges:**
 - *Community cohesion & people getting on...* difficult to influence local views
 - *Public Confidence in tackling crime and ASB...* low score in Bucks, perception again
 - *Strong voluntary & community sector...* need for adequate and joined up statutory sector funding
 - *Impact assessments...* tailoring actions to different communities

Challenges (2) (stronger focus)

- **Partnership challenges:**
 - Balancing a county framework with local delivery
 - Ensuring sufficient focus on stronger priorities
 - Wide ranging issues, fast pace, communication!
 - Cross cutting nature of the outcomes – need greater integration around locality working

Summary

- Maturity of the partnership... it takes time
- Influencing perceptions... communication, communication, communication!
- Safer & stronger outcomes are a high priority in the community strategies
- CAA focus on safer communities... relative performance
- No “silver bullet”... need to do 100 things 1% better
- Stronger focus on preventative work and engaging residents

Adult Commissioners Thematic Partnership

‘Realising our objectives for Healthier Communities and Older People’

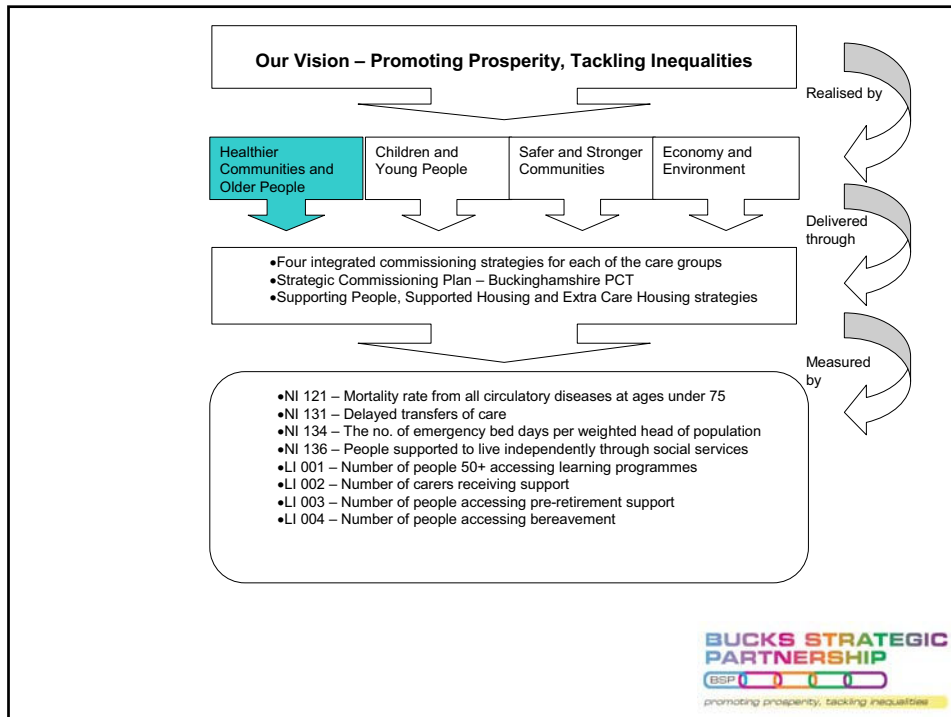
Rita Lally and Colin Thompson



Role of Adult Commissioners

- Overseeing the delivery of the Healthier Communities and Older People block of the Buckinghamshire LAA
- Executive and strategic leadership and direction through a focus on the big issues, opportunities and longer term benefits
- Supporting partnership development and fostering understanding of shared agenda/ unblocking issues as they arise





LAA 2008-09 Performance

	BASELINE	Target Y1	Actual Y1	Performance
LAA.NI121 Mortality rate from all circulatory diseases at ages under 75 per 100,000 pop	51.4	48.3	?	?
LAA.NI131 Delayed transfers of care	24.3	18.2	17.5	★
LAA.NI134 No. of emergency bed days	220,367	211,552	214,569	●
LAA.NI136 People supported to live independently through social services	4228	4225	4272	★
LAA.LI001 Number of people aged 50+ accessing learning programmes	6715	7000	11220	★
LAA.LI002 Number of carers receiving support from a carers centre	6226	7000	6961	●
LAA.LI003 Number of people accessing pre-retirement support	93	80	105	★
LAA.LI004 Number of older people receiving bereavement counselling	90	98	157	★
LAA.LI006 Households receiving heating / insulation improvements	1850	1030	1812	★

What are the big partnership issues?

- Increased demand outstripping available resources
- Dramatic increase in population and shift in dependency ratios
 - Young people with complex disabilities living into adulthood
 - Working age population shrinking with resulting impact on tax base and dependency ratios
 - Older population increasing dramatically together with number of years we spend with poor health. 1/3rd of men and 1/2 of all women when they reach 65 will require long term care as they age
- Increased public expectation – quicker, more personalised services – transforming services to be self-directed.
- The current ways of delivering services are not sustainable. Nationally and locally we need to agree a way forward
- Self Directed Support



Current Systems Challenges

- Health and social care are currently provided largely independently by two separate organisations, BCC & Community Health Bucks, under contract to Bucks PCT.
- As a consequence services are uncoordinated, leading to duplication, inefficient use of resources and a poor service for users.
 - Numerous and different points of access – council contact centre, Harmoni Single Point of Access, Rapid Access Point
 - Separate assessments conducted by health and social professionals
 - Unnecessary long stays in hospitals as a result of delays or shortage of community based services with a resultant heavy financial drain on the PCT resources
 - Separate intermediate care & domiciliary care rapid response teams, reducing their effectiveness in preventing hospital admissions and reducing delayed discharges
 - Separate monitoring arrangements for those with long term care needs
 - Range of out of hours/crisis services and safeguarding services



Our response to these challenges

- Developing whole systems model for integrated health & social care
- New customer journey with LAA targets embedded in new model
 - Model for self-management and behaviour change through information, advice, public health campaigns and preventative service responses
 - Integrated single point of access with separate crisis response
 - Re-ablement approach for all including hospital discharges before long term care package agreed.
 - Single case management approach for LTC through Independence & Well-being teams
 - One approach to safeguarding and promoting dignity in care
- Development of self-directed social and health care markets



Principles of integrated working

The following principles need to be adopted to ensure successful integrated working:

- Based on shared vision and statement of anticipated benefits of integration
- Improves user outcomes and user experience
- Provides easy access to services, including single point of access and speedy response
- Supports seamless and co-ordinated care provision
- Pathway based – right care, right place, right time
- Uses resources more effectively and efficiently than would be the case without integration
- Adopts philosophy of enablement so that as many users as possible regain independence in order to remain in their own home or chosen place of residence
- Eliminates duplication of activity by different professionals
- Ensures equity of access for all
- Promotes mutual respect for different professional groups and the elimination of unhelpful professional boundaries or hierarchies
- Facilitates on going professional development and encourages skill sharing, learning and innovation
- All staff are open and transparent in their workings with each other

