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## OVERVIEW AND SCRUTINY COMMITTEE (SBDC)

The next meeting of the Overview and Scrutiny Committee (SBDC) will be held as follows:

DATE: **MONDAY, 16TH OCTOBER, 2017**

TIME: **6.00 PM**

**VENUE: ROOM 6, CAPSWOOD, OXFORD ROAD, DENHAM**

Only apologies for absence received prior to the meeting will be recorded.

Yours faithfully

Jim Burness

## Director of Resources

To: The Overview and Scrutiny Committee (SBDC)

M Bradford  
P Bastiman  
D Dhillon  
P Hogan  
M Lewis  
J Read

## Audio/Visual Recording of Meetings

Please note: This meeting might be filmed, photographed, audio-recorded or reported by a party other than South Bucks District Council for subsequent broadcast or publication.

If you intend to film, photograph or audio record the proceedings or if you have any questions please contact the Democratic Services Officer (members of the press please contact the Communications Officer).



**Chief Executive:** Bob Smith  
**Director of Resources:** Jim Burness  
**Director of Services:** Steve Bambrick



## **Declarations of Interest**

Any Member attending the meeting is reminded of the requirement to declare if he/she has a personal interest in any item of business, as defined in the Code of Conduct. If that interest is a prejudicial interest as defined in the Code the Member should also withdraw from the meeting.

## **A G E N D A**

(Pages)

1. **Apologies for Absence**

To receive any apologies for absence.

2. **Minutes**

To confirm the minutes of the meeting held on 22 June 2017

**(5 - 10)**

3. **Declarations of Interest (if any)**

4. **Review of Homelessness Management Report**

**(11 - 28)**

*Private Appendix to Item 4: Review of Homelessness Management*

**(29 - 62)**

5. **Freedom of Information Management and RIPA Annual Report**

**(63 - 74)**

6. **Performance Report Q1 2017-18**

**(75 - 76)**

*Appendix A: Priority PI's Q1 2017-18*

**(77 - 80)**

*Appendix B: Quarterly Report Q1 2017-18*

**(81 - 84)**

7. **Bucks Health and Adult Social Care Select Committee**

*13 June 2017*

**(85 - 132)**

*25 July 2017 (draft)*

**(133 - 140)**

8. **Bucks Children's Social Care and Learning Select Committee**

*18 July 2017*

**(141 - 154)**

*5 September 2017 (draft)*

**(155 - 186)**

9. **Members Questions and Answers**

An opportunity for Members to raise questions about items:

- during the meeting
- written questions submitted previously
- raised by information items

10. **Work Programme**

To note the work programme timetable.

**(187 - 188)**

11. **Any other Business**

To consider any matters which the Chairman agrees as urgent in accordance with Section 100B of the Local Government Act 1972.

12. **Exclusion of the Public (if required)**

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

The next meeting is due to take place on Tuesday, 30 January 2018

## **OVERVIEW AND SCRUTINY COMMITTEE (SBDC)**

### **Meeting - 22 June 2017**

Present: Mr Bradford (Chairman)  
Mr Bastiman, Mr D Dhillon, Mr Hogan, Mrs Lewis and Mr Read

Also Present: Mr Bagge, Mr Smith and Mr Pepler

Apologies for Mr Walters MBE  
absence:

#### **3. MINUTES**

The Minutes of the meetings of held on 20 March and 23 May 2017 were confirmed and signed by the Chairman.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. EXCLUSION OF PUBLIC**

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act.

#### **6. STRATEGIC ASSET REVIEW**

As no members of the public were present at the meeting the Committee agreed to amend the order of business so that a presentation on the Strategic Asset Review could be considered before other items in order to facilitate the attendance of external attendees.

The Chairman welcomed Tim Doughty and Simon Martin (Savills) to the meeting, who gave a presentation to Members reporting on the strategic asset review, an independent market assessment of the Council's property portfolio, to consider how property could be used to meet the Council's wider objectives.

The presentation covered the following key areas:

- The objectives of the review were to identify: best alternative uses of property; opportunities for generation of income; the provision of affordable housing; and, provide practical advice on how those objectives could be delivered.
- The methodology used for the assessment of property assets.
- The Planning Policy context.
- Results of the study.
- Conclusions.

One of the conclusions of the study was that the Council could consider establishing a residential property/development company to help meet its aims. A report considered by the Resources Policy Advisory Group meeting on 15 June set out the business case for setting up a local authority trading company, focusing on property development and management, which the Group recommended to the Cabinet and Council that formal agreement be given to the set up the company.

Following the presentation there was a discussion and during which the following key points were made:

- That the key findings identified opportunities at some of the Council's sites to meet the aims of providing additional affordable housing and generating income.
- The estimated land and construction costs for a number of the sites were noted.
- That a mix of both retail and residential property could be considered at each of the potential sites.
- The provision of parking was an important consideration and a combination of different options may need to be considered at specific sites in order to realise potential opportunities.

Following the discussion it was **RESOLVED** that the Strategic Asset Review presentation be noted.

## 7. **UPDATE ON PLANNING ENFORCEMENT**

The Committee received an update on the implementation of recommendations arising from an audit of the planning enforcement arrangements reported to the Committee on 3 October 2016.

The Committee were pleased to see that improvements had been made in planning enforcement in particular the greater use of technology within the service.

In response to a question regarding how Members could track the progress of planning enforcement at specific sites it was noted that an enforcement register

would be available via public access. A facility enabling Members to track enforcement progress also could be explored; however certain information on investigations may need to be kept confidential.

Following a question on staff retention it was noted that the team previously had a flat structure, but there were now a range of grades to facilitate career progression. The implementation of the improvements in the report would also help to promote staff retention and create a high performing team.

It was also noted that the team received approximately 3 cases each day relating to legitimate enforcement queries. Around 40% of the enquiries received by the team were not actionable by planning enforcement officers. This was usually caused by public confusion regarding responsibility for different planning issues and was exacerbated by the complexity of planning legislation.

Members recognised that improvements had been made to the planning enforcement service and welcomed the development of a local enforcement plan that could provide metrics on service performance.

**RESOLVED** that the report be noted.

*Note: Councillors Pepler and Read left the meeting at 7.00pm, and Councillors Bastiman and Smith left the meeting 7.15pm.*

#### 8. **ANNUAL PERFORMANCE REPORT 2016/17**

The Committee received a report providing an overview of the annual performance of Council services as measured against performance indicators and service objectives for 2016/17 that would be considered by the Cabinet meeting on 28 Jun 2017.

It was **RESOLVED** that the report be noted.

#### 9. **CORPORATE ENFORCEMENT POLICY**

The Committee considered a report requesting that the Cabinet recommends to Council that the Corporate Enforcement Policy be approved. Since the Regulator's Code came into effect the Council was required to have an enforcement policy and have mechanisms in place to engage with those organisations that it regulated in the review of its policies and service standards. Following consultation with internal and external bodies a draft policy have been developed which Members were asked to consider.

It was **RESOLVED** that the report be noted, and

**RECOMMENDED** that the Cabinet recommend to Council that the draft Corporate Enforcement Policy be approved for regulatory compliance and enforcement services.

10. **FOOD AND HEALTH AND SAFETY SERVICE BUSINESS PLANS AND ENFORCEMENT POLICY**

Members received a report seeking the Cabinet to recommend to Council that the joint Food and Health and Safety Service Plan for the year 2017/18 and the Food and Health and Safety Enforcement Policies be approved.

It was noted that the Health and Safety Executive and Food Standards Agency required local authorities to publish a service plan annually, and councils were also required to publish their enforcement policies.

Members received an update on the service, and noted in particular that:

- South Bucks was a high performing area where 97% of all eligible rated food premises had a food hygiene rating of 3 or more.
- Flexible mobile working had been introduced in the service.
- Projects had been developed for 2017/18 to help prevent work place accidents.

It was **RESOLVED** that the report be noted, and

**RECOMMENDED** that the Cabinet recommend to Council that the joint Food and Health and Safety Service Plan and Food and Health and Safety Enforcement Policies be approved.

11. **BUCKS HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE**

Members received the Minutes of the meetings of the Buckinghamshire County Council Health and Adult Social Care Select Committee held on 21 February, 14 March and 28 March 2017.

It was **RESOLVED** that the Minutes of the Buckinghamshire County Council Health and Adult Social Care Select Committee be noted.



12. **BUCKS CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE**

Members received the Minutes of the meeting of the Buckinghamshire County Council Children's Social Care and Learning Select Committee held on 21 March 2017.

It was **RESOLVED** that the Minutes of the Buckinghamshire County Council Children's Social Care and Learning Select Committee be noted.

13. **MEMBERS QUESTIONS AND ANSWERS**

There were no questions.

14. **WORK PROGRAMME**

Members reviewed the Work Programme, and after noting that the Chief Executive of the Frimley Park Health Trust would provide an update at a future meeting, it was

**RESOLVED** that the Work Programme be noted.

The meeting terminated at 7.30 pm

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# Review of Homelessness Management Report to Council

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# Message from the T &F Chairman

“ On behalf of the Task and Finish Group, I would like to pass on our sincere thanks and appreciation to all the Councillors and Officers who gave up their valuable time to talk to us and provide evidence to allow us to gain a deeper insight into the management of homelessness. I would like to extend my personal thanks to the Members of the Task and Finish Group and Clare Gray for taking the time to address these important issues.

The Task and Finish Group recognises the work that has been undertaken already to make changes to the homelessness process and was impressed by the dedication shown by all those working within Housing, Finance and Revenue and Benefits and look forward to seeing further progress.

Whilst recognising there is no simple solution to homelessness, the Task and Finish Group hopes that this report will help to improve current ways of working”.

Philip Bastiman, Chairman of the Task and Finish Group



# Members of the Inquiry Group

- Cllr Philip Bastiman (Chairman)
- Cllr Dev Dhillon
- Cllr Patrick Hogan
- Cllr Mrs Marlene Lewis
- Cllr John Read

The Task and Finish Group was supported by Bob Smith, Chief Executive, Jim Burness Director of Resources and Clare Gray, Scrutiny Officer.

# Task and Finish Scope

The Inquiry was set up to review the function of assessing clients for temporary accommodation and the subsequent management of placements, including the interaction with the Benefits Service and Finance specifically looking at:-

- Process for homelessness assessment
- Process for actual placement and obligations on the client
- Process for housing benefit
- Management of placements
- Process between Housing and Finance for receiving client contributions

Out of scope – the Strategy and demand for temporary or affordable housing



# Methodology

Evidence gathering meetings were held between 10 August and 7 September 2017 with the following people/teams:

- Martin Holt Head of Healthy Communities
- Michael Veryard Housing Manager
- Di Craft Senior Housing Options Officer
- Neil Berry, Service Development Manager, Revenue & Benefits
- Jean Cheeseman, Benefits, Perf and Policy Officer (R&B)
- Nicola Ellis Head of Customer Services
- Rodney Fincham Head of Finance
- Sue Watson Finance Manager
- Chris Harris, Internal Audit, TIAA
- Cabinet Members Trevor Egleton/Paul Kelly

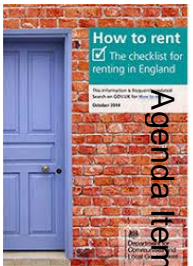
Desk top research to provide national context alongside examples of homelessness process from other authorities

# Recommendations - Assessment

- 1) Whilst Members recognised the need for thorough checks there was a concern about the length of time for assessment and recommended that officers consider:-
  - That more robust procedures be introduced on the completion of application forms including quicker checks/provision of evidence to identify if people are intentionally homeless/not homeless. The onus to be put on the client to provide this information (e.g certain checks/evidence (such as Experian/fraud checks) before housing is allocated to determine whether the Council can refuse applicants who do not meet the key criteria.
  - That applicants are thoroughly scrutinised and officers establish clear proof of homelessness. Where applicants are unable to supply the correct documentation immediately, officers may place them in overnight accommodation only until the correct documents have been supplied.
  - Target times be implemented on the length of assessments and performance monitoring on a monthly basis
- 2) That more formalised processes be put in place to assess more complex cases such as domestic violence cases, out of district cases and cases where there is no duty to house. The policy on out of district cases be reviewed to show whether a case is valid and in particular whether an applicant could be redirected back to their home authority or moved to another part of their home district and be at less risk of harm. e.g someone who lives in Amersham could potentially move to Chesham or Chalfont St Giles and still be safe within Chiltern District.

# Recommendations - Placement

- 1) That when the client is placed that they sign a 'charter' which outlines the obligation of the client and of the Council, including payment of the flat rate charge by the client (This charter/agreement can apply to any provider of temporary accommodation as clients may be moved – internal audit have highlighted this as a current issue for declaration forms)
- 2) That a leaflet be produced (similar to that of “How to rent”) for the client stating their obligations  
<https://www.gov.uk/government/publications/how-to-rent>
- 3) That the placement letter be revised to include a separately headed section making it clearer of the client's obligation to contribute towards costs and the consequences of meeting those obligations
- 4) That consideration be given to whether spot checks should be undertaken to ensure that clients are living at the temporary accommodation and that they are asked to complete a daily register
- 5) Whether elements of the L&Q 'KiT Scheme' approach to debt management could be implemented, which officers described as speedier and more robust



# Recommendations – Housing and Finance

- 1) The Housing Service should be clearly accountable for the end to end process in the management of homelessness.
- 2) To implement a Service Level Agreement which outlines the responsibilities and performance targets of the Finance and Housing Benefits areas supporting the housing service, and particularly following up any arrears or failure to claim benefits
- 3) That consideration be given to charging the client straight away before the Housing Benefit is calculated so that the client does not get into arrears and gets into the routine of payment e.g. Clients could pay the £5 per night non benefit component on a weekly basis from day one.
- 4) That a risk assessment is undertaken to identify those who are not likely to pay, with investigations at an early stage into non-payment history with ongoing case management monitoring
- 5) Invoices are currently sent monthly and consideration should be given to invoices being sent weekly, particular at the start of the process to invoice the client straight away or where clients have a history of non payment of rent, unpaid debts or not receiving housing benefit.

# Recommendations – Housing Benefit

- 1) Housing Benefit forms should be completed in first 24 hours before a placement is made.
- 2) That consideration is given to charging the full rent or similar measures where clients do not complete their housing benefit form.
- 3) That there is clear communication when there has been any client changes in Housing Benefit, or in the client's placement, and that this is covered in the Service Level Agreement, with triggers put in place under the new process to flag any changes which should be escalated to colleagues e.g. where benefits are removed and should subsequently be reinstated.
- 4) Processes and checks are put in place to ensure that housing benefits are correctly recorded in the Council's systems.

# Recommendation - Management

- 1) To investigate the cost/benefits of purchasing a rent management system to ensure regular bills/statements were issued in a timely manner. It is essential that this system integrates with other Council systems and meets the requirements of the new Act (reference was made to the system run by Hammersmith and Fulham). If it is not cost effective to purchase a rent management system that other alternatives be investigated for managing debt such as an Access Database (e.g concerns over spreadsheet errors due to the large amount of information within the document) and also whether it would be cost effective for another organisation to manage rents on our behalf.
- 2) Further consideration be given to whether software systems being used e.g Locata are being fully utilised and that processes are automated as much as possible.
- 3) That strategic and operational risks should be consolidated with clear information on mitigating actions being presented to the Cabinet Member on a regular basis.
- 4) The internal audit report highlighted the need for guidance to be developed in relation to the eviction of SBDC clients with rent arrears to ensure that accommodation costs do not continue to escalate with little prospect of recovering contributions from clients. This is an area which should be addressed urgently and also be closely and regularly monitored.

# Recommendation - Processes

- 1) As it is not currently clear to Members that processes have been documented in writing nor are consistent (where relevant) across the shared service that the following governance actions are recommended:-
  - That standard end-to-end operating procedures/checklists/templates be drafted for officers when dealing with individual cases and their reviews to ensure that a consistent approach is being adopted
  - That controls are identified, documented, communicated, monitored and any exceptions are escalated to senior management and the cabinet member
  - That these procedures and checklists are regularly updated to embed any learning from new training/good practice identified
  - That internal training be undertaken, supported by written materials, so that officers are clear how the end-to-end processes operate in South Bucks Council which is supplemented by independent external training providers e.g. a third party may provide training on legislation (as they do now) but SBDC should have a clearly defined process that follows the legislation and train officers on the 'South Bucks way' of applying that legislation.
  - To challenge processes to ensure that the Council complies with legislation but does not provide services beyond their duty.
  - That the checklists are monitored by their supervisors.
  - That vulnerable clients are signposted to relevant organisations for support e.g. for Domestic Violence cases to be referred to an Independent Domestic Violence Advocacy Service/ DASH.

# Recommendation - Debts

- 1) Members were surprised by the levels of outstanding amounts due from current and previous clients that are still being pursued and at risk of non payment. Collecting these amounts must be a high priority for the relevant departments.
- 2) That historic debt with a zero or very low probability of recovery (before the flat rate charge) be written off to start afresh with the new process
- 3) That a report showing the current debt position be circulated to Relevant PAGs and Overview & Scrutiny Committee and included in the minutes to Council so that members are aware of the potential for future write offs.
- 4) That the Cabinet Member be given early warning of any accrued debt so that this could be escalated as a matter of urgency. A monthly report showing the aged debtor list may assist with this process.
- 5) That the monthly meetings between the Heads of Service continue to review sundry debt and escalate debts over a pre-agreed period e.g. after 60 or 90 days a case automatically be escalated to the cabinet member together with an action plan to deal with it.
- 6) That the Debt Recovery Project for Council Tax (based in R&B Team, SBDC) be used for debt recovery for Homelessness arrears. Thereby, encouraging clients to address their debts sooner or ensuring that robust action is taken as a matter of urgency.



# Recommendation – Budget/performance monitoring

- 1) More performance indicators to be added to Covalent as follows:-
  - High costs of temporary/nightly accommodation compared to average cost
  - Length of assessments monitored on a monthly basis. If targets have not been met after a give period e.g. 2 or 3 months are escalated to senior management/cabinet member.
  - No of clients applying in a specific time period & whether they have been accepted for housing
  - % of applicants with a local connection or out of district
  - % of applicants receiving housing benefit
  - % of applicants where a number of agencies are involved
  - No of clients who were in arrears
  - Length of time in temporary accommodation
- 2) With regard to the performance monitoring, there should be a dashboard with clear trigger points for escalation and this should be linked into clear accountability for each area in relation to the Service Level Agreement and Individual Performance Reviews.
- 3) That the dashboard indicators should be reported to the Cabinet Members and PAGs including benchmarking information from other similar authorities
- 4) That there should be clear budgetary information on the real costs of homelessness presented to the Healthy Communities and Resources PAGs to ensure that the policies and procedures adopted are fit for purpose e.g flat rate charge
- 5) Overview and Scrutiny Committee to agree upon which of the additional performance measures are reported to it at each meeting.
- 6) Members asked for the real costs of homelessness be presented to the Healthy Communities PAG giving clear information on the whole picture, including hidden costs, staff costs and the costs of accommodation to the Council above the flat rate charge.

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# Recommendation – Homelessness Provision

Although out of scope, the homelessness provision is a critical part of the solution to many of the issues address in this report.

- 1) The lack of temporary accommodation and long term housing solutions be addressed so that homeless households can be moved on from B&B as quickly as possible to ensure there are no blockages in the system.
- 2) The O&S Committee will look at the supply of temporary accommodation and whether the Council has adequate resources, IT and controls to meet the new legislation. (A Strategy document is being submitted to the Healthy Communities PAG outlining how Section 106 payments agree delegations for the purchase of affordable housing and will also include how capital could be used to acquire properties outside the District.)
- 2) Working closely with CDC to learn lessons from the use of Paradigm accommodation and in particular Tom Scott House and the private sector.
- 3) Develop processes and controls to address the new legislation expanding the duty of the council to provide advice on housing and investigates the costs and benefits of automating the advice process where possible that may be accessible online.

# Recommendations – Next steps

## NEXT STEPS

- 1) That Cabinet responds in writing to each of the recommendations made by the Task and Finish Group
- 2) Where recommendations are not to be implemented that a detailed written explanation be given to Overview and Scrutiny by the Cabinet on the reasons why.
- 3) The Council develops a Homeless Strategy Action Plan to manage and monitor the implementation of the recommendations of this report.

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South Bucks District Council  
Overview & Scrutiny Committee

16 October 2017

<b>SUBJECT:</b>	<i>Freedom of Information Management and RIPA Annual Report</i>
<b>REPORT OF:</b>	<i>The Chairman of the Joint Information Governance Group</i>
<b>RESPONSIBLE OFFICER</b>	<i>Director of Resources Head of Business Support</i>
<b>REPORT AUTHOR</b>	<i>Zoë Bloomfield, 01895 837357, <a href="mailto:zoe.bloomfield@southbucks.gov.uk">zoe.bloomfield@southbucks.gov.uk</a> Corporate Information Manager</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

### 1. Purpose of Report

To provide Members with an update on the public engagement with the Freedom of Information Act 2000, Environmental Information Regulations 2004, the Data Protection Act 1998, the Transparency Code of Practice, the INSPIRE Regulations, RIPA, Protection of Freedoms Act 2012.

### RECOMMENDATION

To note the report.

### 2. Executive Summary

This report is a reflexive analysis of the past year's FOI and EIR progress and activities in response to requests processed by the Council.

### 3. Reasons for Recommendations

This report is to inform Members about the number of requests received and the response rate.

### 4. Freedom of Information Requests

The service areas that received the most FOI requests were Healthy Communities, Business Support and Customer Services. The majority of requests are for commercial information that would be useful for businesses.

The busiest months of the year for FOIs were

January  
February  
June

The quieter months of the year for FOIs were

April  
September  
October

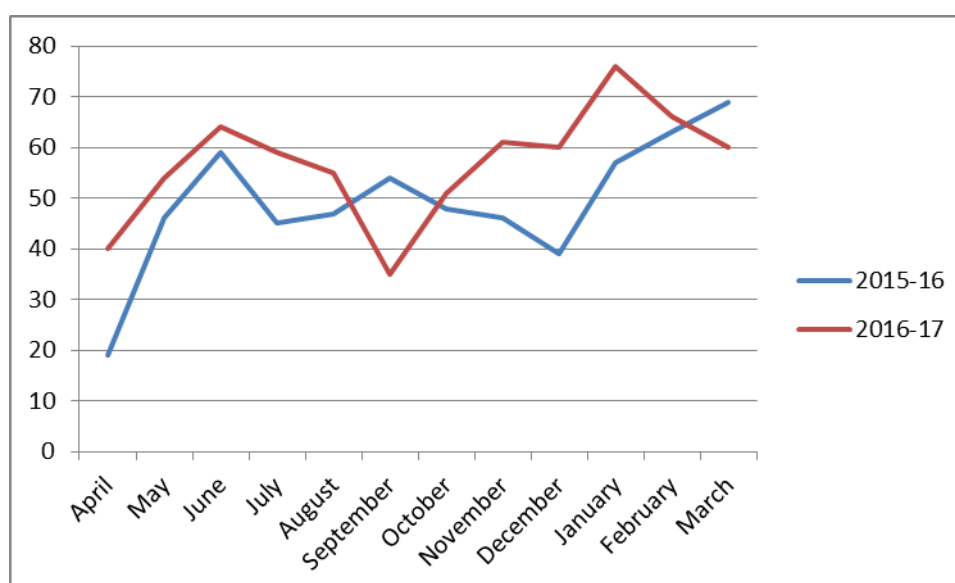
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**CDC FOI REQUESTS RECEIVED OVER THE LAST FINANCIAL YEAR**

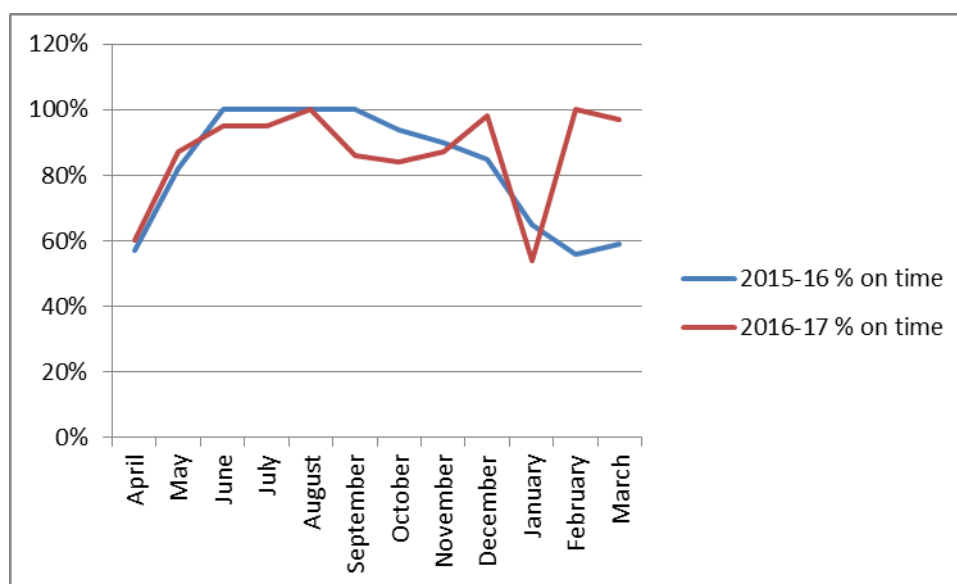
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CDC	Financial Year 2015-2016 Number Requests	% requests Within 20 Working Days	Financial Year 2016-2017 Number Requests	% requests Within 20 Working Days
April	19	57%	40	60%
May	46	82%	54	87%
June	59	100%	64	95%
July	45	100%	59	95%
August	47	100%	55	100%
September	54	100%	35	86%
October	48	94%	51	84%
November	46	90%	61	87%
December	39	85%	60	98%
January	57	65%	76	54%
February	63	56%	66	100%
March	69	59%	60	97%
Year Totals	592	82% average	681	87% average
Requests received equals 15% increase on year 2015-2016				

**Chiltern District Council Number of Requests Received**

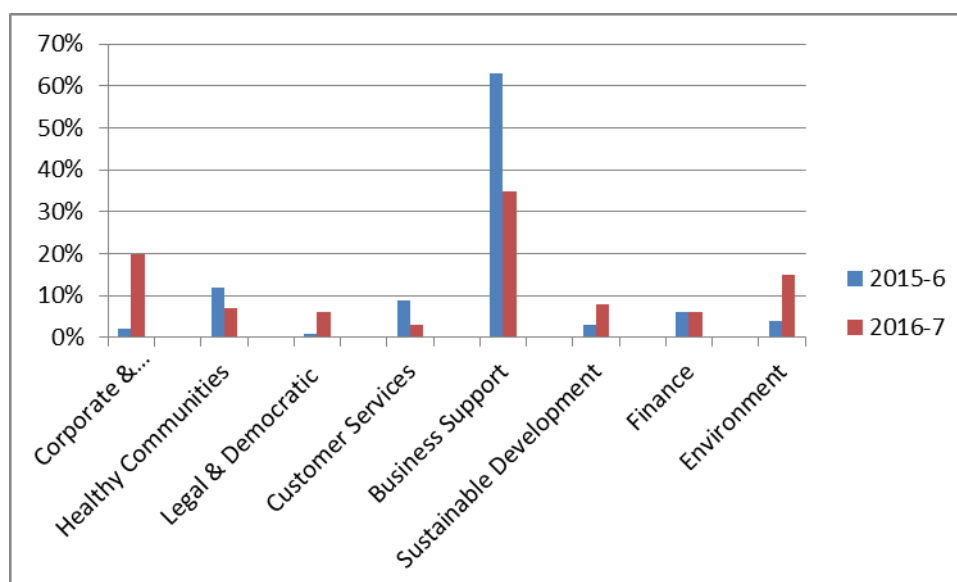


### Chiltern District Council % response within 20 working days



### Chiltern District Council

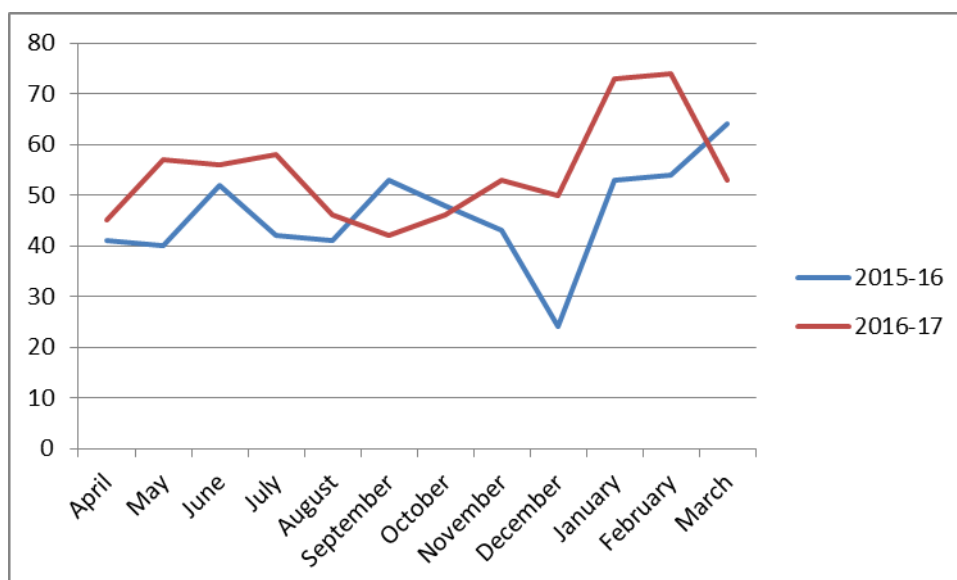
#### Breakdown of the volumes received by service area



### SBDC FOI REQUESTS RECEIVED OVER THE LAST FINANCIAL YEAR

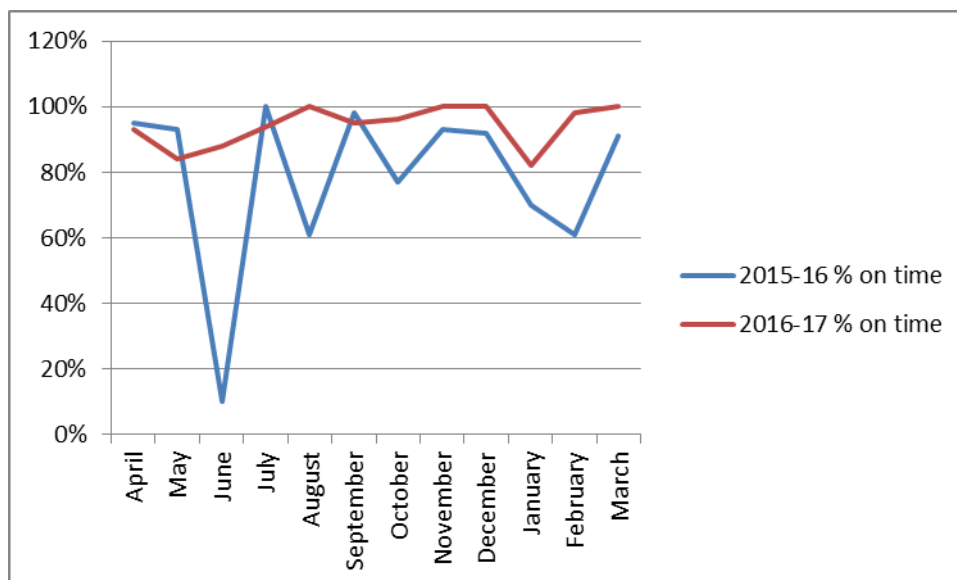
SBDC	Financial Year 2015-2016 Number Requests	% requests Within 20 Working Days	Financial Year 2016-2017 Number Requests	% requests Within 20 Working Days
April	41	95%	45	93%
May	40	93%	57	84%
June	52	10%	56	88%
July	42	100%	58	94%
August	41	61%	46	100%
September	53	98%	42	95%
October	48	77%	46	96%
November	43	93%	53	100%
December	24	92%	50	100%
January	53	70%	73	82%
February	54	61%	74	98%
March	64	91%	53	100%
Year Totals	555	78% average	653	94% average
Requests received equals 18% increase on year 2015-2016				

South Bucks District Council Number of Requests Received



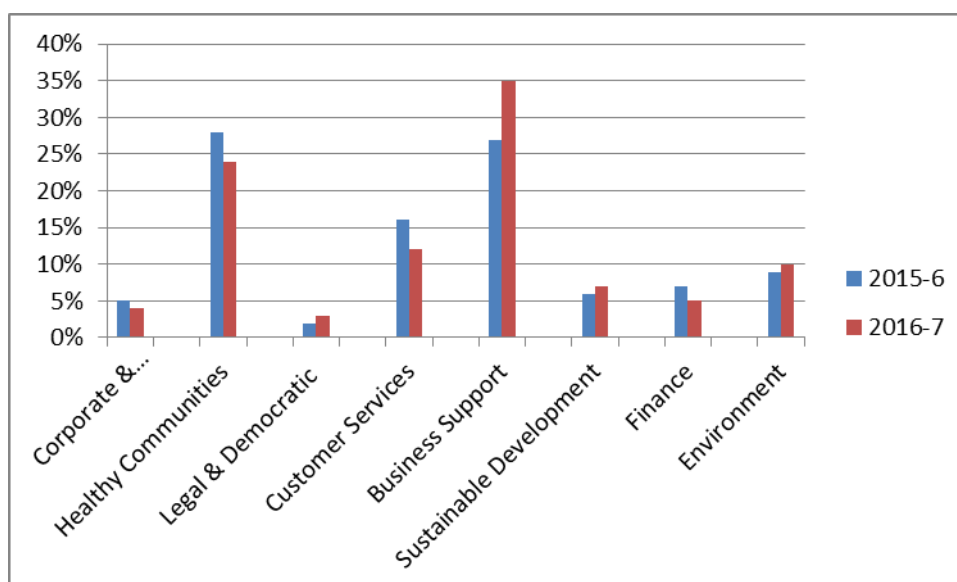


### South Bucks District Council % response within 20 working days



### South Bucks District Council

#### Breakdown of the volumes received by service area



Healthy Communities receive many requests for housing, licencing, environmental health, community safety and leisure. Business Support Officers encourage all service areas to publish and make available data sets that are frequently asked for on each Council's website. For example Licensing data is now available in electronic format and open for public inspection.

The Local Government Association (LGA) has been promoting and supporting digital transformation and transparency. The Council accordingly is increasingly publishing its data sets, to enhance proactive transparency and by making more information publicly available and to promote the effective operation of FOI in the public interest. This work is on-going.

The FOIA Code of Practice under section 45 has been updated and guidance for practitioners has now been published by the ICO. There is more emphasis on openness about certain types of information and withholding information will be harder to justify. The code provides guidance on the practice it would be desirable for public authorities to follow to meet their obligations under FOIA. Adhering to the code will result in positive benefits for an authority, and in practical terms offer good customer service.

## 5. RIPA

The Regulation of Investigatory Powers Act 2000 (RIPA) addresses human rights issues arising from the carrying out of surveillance and the accessing of communications data by local authorities and other law enforcement agencies. On the 1st September 2017, The Office of Surveillance Commissioners, The Intelligence Services Commissioner's Office and The Interception of Communications Commissioner's Office were abolished by the Investigatory Powers Act 2016. [The Investigatory Powers Commissioner's Office \(IPCO\)](#) is now responsible for the judicial oversight of the use of covert surveillance by public authorities throughout the United Kingdom.

Chapter 2 of Part 2 of the Protection of Freedoms Act 2012 [POFA] (sections 37 and 38) came into force on 1 November 2012. The procedure for the authorisation of local authority surveillance under the Regulation for Investigatory Powers Act 2000 (RIPA) changed and now requires magistrate's prior authorisation. There were no Regulation of Investigatory Powers Act 2000 (RIPA) investigations conducted for the year 2016 at CDC or SBDC.

## 6. Links to Council Policy Objectives

6.1 The aim is to support corporate information management policy, information governance procedures and strategy.

6.2 The objective is to inform Members and senior management of the response to statutory duties that aligns with the code of Corporate Governance ensuring openness and transparency, encouraging better community engagement and supporting economic activities, thus empowering citizens through increased access to information.

Background Papers:	ICO Model Publication Scheme 2013
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	<p> The Protection of Freedoms Act 2012 (POFA)  Regulation of Investigatory Powers Act 2000 (RIPA)  Freedom of Information Act 2000 (FOIA)  Environmental Information Regulations 2004 (EIR)  Data Protection Act 1998 (DPA)  EU General Data Protection Regulation (GDPR) 2016  Human Rights Act 1998  INSPIRE Regulation 2009  PSN Local Data Handling Guidelines (August 2014)  Re-use of Public Sector Information Regulations 2015 (ROPSI)  Local Government Transparency Code 2015  <i>Strengthening Local Government Transparency</i>  <i>Consultation on changes to the Local Government Transparency</i>  <i>Code 2015</i> </p>
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## APPENDIX

Explanatory Background information for the applicable legislation

- (a) **The Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR)** give rights of access to information held by public authorities. All requests are dealt with irrespective of who has sent them and why they want the information.

EIR gives access to information and there is an express presumption in favour of disclosure. The EIR is invoked when the request is for information about the environment, specifically

- The state of the elements of the environment, such as air, water, soil, land and biological diversity;
- Emissions and discharges, noise, energy, radiation, waste and other such substances;
- Measures and activities such as policies, plans, and agreements affecting or likely to affect the state of the elements of the environment;
- Reports, cost-benefit and economic analyses used in these policies, plans and agreements;
- The state of human health and safety, contamination of the food chain and cultural sites and built structures (to the extent they may be affected by the state of the elements of the environment).

Thus, requests for planning and environmental health fall under the EIR conditions.

- (b) **The Data Protection Act (DPA) 1998** establishes a legal framework of rights and duties which are designed to safeguard personal data. Under Section 7(1) of the DPA an individual only has a right of access to information held about them and not to information relating to other people. It provides a right to see the information contained in personal data, rather than a right to see or have copies of the documents that include that information.

These requests are more commonly referred to as subject access requests (SARS). A data controller has 40 calendar days in which to provide the requested data. The data controller is allowed to ask for proofs of identity and charge a fee of £10. Processing can only begin once the identity is validated and payment cleared. These requests take an average of 10 working days of officer time to process, (ie £1,800 cost). They are very time intensive to process, which includes the retrieval, collation, and redaction of third-party data. If the requester is not happy with the response they can make a complaint to the ICO.

- (c) **The INSPIRE Regulation 2009** provides a technical standards framework to publish geospatial information. The INSPIRE Regulations confer a statutory duty on councils to provide access to its geographical information systems (GIS) and make available via the GIS mapping technology spatial data sets relating to environment and society within its district area under the provision of the INSPIRE Regulations.

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The European INSPIRE Directive requires that Member States provide public access to location based data related to the environment. Council data sets will be uploaded Data.Gov.uk to support the UK location infrastructure data. The public will be able to find, share and reuse, location data, including all data published under the INSPIRE Directive.

INSPIRE is based on a number of common principles:

- Data should be collected only once and kept where it can be maintained most effectively.
- It should be possible to combine seamless spatial information from different sources across Europe and share it with many users and applications.
- It should be possible for information collected at one level/scale to be shared with all levels/scales; detailed for thorough investigations, general for strategic purposes.
- Geographic information needed for good governance at all levels should be readily and transparently available.
- It should be easy to find what geographic information is available, how it can be used to meet a particular need, and under which conditions it can be acquired and used.

The Department of Environment, Food and Rural Affairs (DEFRA) is the lead Department in the UK for implementing the INSPIRE Directive, which they propose to do in conjunction with the UK Location Strategy. DEFRA have set up a cross-government governance body - the UK Location Council. Its responsibilities in relation to INSPIRE will include:

- Co-ordinating implementation and ongoing operations;
- Providing contact point for the European Commission;
- Compiling and submitting 3-yearly monitoring reports to EC;
- Co-ordinating UK representation to INSPIRE Committees and working groups;

- Collating material on costs and benefits of the Implementing Rules;
- Responsible for central communications;
- Providing policy and technical guidance to support public authorities in meeting their obligations;
- Promoting skills development.

Work across SBDC and CDC with support from seconded specialist AVDC GIS officer within Business Support continues in order to optimise and develop existing skills, and to benefit from local officer knowledge and to achieve publishing of required GIS datasets.

(d) **Local Government Transparency Code 2015** from the Department for Communities and Local Government (CLG) has established the Local Government Transparency Code. This code has been issued using the powers in section 2 of the Local Government, Planning and Land Act 1980 to issue a Code of Recommended Practice requiring local authorities to publish specific information and the code sets out requirements for the following categories of information which must be published:

- Spending on corporate GPC cards on quarterly basis including:

date of the transaction

local authority department which incurred the expenditure

beneficiary amount

Value Added Tax that cannot be recovered

summary of the purpose of the expenditure, and

merchant category (eg computers, software, etc)

- Expenditure exceeding £500 on a quarterly basis

- Procurement information

The council is required to publish details of every invitation to tender for contracts to provide goods and/or services with a value that exceeds £5,000. For each invitation, the following details must be published: reference number; title; description of the goods and/or services sought; start, end and review dates; and local authority department responsible.

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The council must also publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000

- Detail of money raised from parking charges
- Information in relation to trade unions including ‘facility time’
- Information on council contract and tenders to make it easier for small and medium firms to bid for work
- Property assets
- Local authority land

The council must publish details of all land and building assets including all service and office properties occupied or controlled by user bodies, both freehold and leasehold; any properties occupied or run under Private Finance Initiative contracts; all other properties they own or use, for example, hostels, laboratories investment properties and depots garages unless rented as part of a housing tenancy agreement; surplus, sublet or vacant properties; undeveloped land; serviced or temporary offices where contractual or actual occupation exceeds three months; all future commitments, for example under an agreement for lease, from when the contractual commitment is made.

Information to be published annually:

- local authority land
- social housing assets
- grants to voluntary, community and social enterprise organisations
- organisation chart
- trade union facility time
- parking account
- parking spaces
- senior salaries
- constitution
- pay multiple
- fraud
- contracts register

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<b>REPORT SUBJECT:</b>	<i>South Bucks District Council Performance Report Q1 2017-18</i>
<b>REPORT OF:</b>	<i>Leader of the Council</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732 903), Ani Sultan (01494 586 800)</i>
<b>WARD(S) AFFECTED</b>	<i>Report applies to whole district</i>

### 1. Purpose of Report

This report outlines the annual performance of Council services against pre-agreed performance indicators and service objectives for Quarter 1 of 2017-18.

### RECOMMENDATION

Cabinet is asked to note the performance reports.

### 2. Executive Summary

Overview of **Quarter 1 2017-18** performance indicators (PIs) against targets across the Council:

Portfolio	No of PIs	PI on target ■	PI slightly below target ■	PI off target ■	Unknown / Data only ?	Not reported this quarter/not used
Leader's	5	3	0	1	1	0
Resources	11	8	1	0	0	2
Healthy communities	12	5	1	0	2	4
Sustainable development	18	14	0	0	0	4
Environment	2	1	0	1	0	0
Total PIs	<b>48</b>	<b>31</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>10</b>

### 3. Reasons for Recommendations

3.1. This report details factual performance against pre-agreed targets.

3.2. Management Team, Cabinet and Overview & Scrutiny Committee receive regular updates detailing progress towards service plan objectives, performance targets and strategic risks, in line with our Performance and Improvement Framework.

3.3. Two detailed performance tables accompany this report:

- **Appendix A – Priority PIs Quarter 1 2017-18**
- **Appendix B – Corporate PIs Quarter 1 2017-18**

### 4. Key points to note:

4.1. Of the 2 unknown PIs: both are provided for information only, with both falling under the Community, Health and Housing Portfolio, and require information from third parties prior to updating; two PIs are no longer in use and will be removed from the appendix going forward; two PIs have not been reported for some time due to vacancy in the Enforcement Manager post, but will be restarted from Quarter 2, 2017-18 onwards.

4.2. Of the three off-target PIs, two were priority PIs:

Overview and Scrutiny 16 October 2017, Cabinet 25 October 2017

- 4.2.1. **Leaders:** The PI relating to long term sickness absence was over the target of 5, at 5.72. All long-term absence is being managed by Personnel, alongside occupational health.
- 4.2.2. **Sustainable Development:** The priority PIs are on target for this portfolio, with performance above the target set.
- 4.2.3. **Resources:** all PIs in this portfolio are above target, excepting the Corporate PI JtBS2, percentage of calls to ICT helpdesk resolves within agreed timescales (by period), which is slightly under the target of 95% at 92.60%, but up from quarter 4 2016-17 (88.5%).
- 4.2.4. **Healthy Communities:** SbEH2, percentage of food premises that are broadly compliant is slightly under the target of 91% at 86.93%. The rest of the portfolio is on-target.
- 4.2.5. **Environment:** SbWR1 – household refuse collection, number of containers missed per month has missed the target of 100 containers, at 163. Some collections have been incorrectly coded during this time period, with staff coding general complaints as misses. Staff will be retrained and this will be corrected for the next quarter.

## 5. Consultation

Not applicable.

## 6. Options

Not applicable.

## 7. Corporate Implications

- 7.1 Financial - Performance Management assists in identifying value for money.
- 7.2 Legal – None specific to this report.
- 7.3 Crime and Disorder, Environmental Issues, ICT, Partnership, Procurement, Social Inclusion, Sustainability – reports on aspects of performance in these areas.

## 8. Links to Council Policy Objectives

Performance management helps to ensure that performance targets set through the service planning process are met, and that any dips in performance are identified and resolved in a timely manner.

This report links to all three of the Council's objectives, listed below:

- Objective 1 - Efficient and effective customer focused services
- Objective 2 - Safe, healthy and cohesive communities
- Objective 3 - Conserve the environment and promote sustainability






## 9. Next Step

Once approved, this report and appendices will be published on the website.




<b>Background Papers:</b>	N/A
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**Appendix A - Priority PIs 2017-18 - SBDC**

Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2016/17 (YTD)	Latest Note
Leader's portfolio																	
JtHR1	Working days lost due to sickness absence	12	8.1	9.66	9.8										☑	10	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>268 working days lost for June + 502 working days lost for April + May = 770 days.</p> <p><math>770 / 314.78</math> (average FTE figure) = <math>2.45 / 3 \times 12 = 9.80</math> average working days lost to sickness absence (cumulative).</p>
Page 77 JtHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	5.11	4.62	4.08										☑	5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>79 working days lost for June + 241 working days lost for April + May = 320 days.</p> <p><math>320 / 314.78</math> (average FTE figure) = <math>1.02 / 3 \times 12 = 4.08</math> average working days lost to short term sickness absence (cumulative).</p>

Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2016/17 (YTD)	Latest Note
JtHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	3	5.04	5.72											5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>These figures relate to 9 employees.</p> <p>189 working days lost for June + 261 working days lost for April + May = 450 days.</p> <p>450 / 314.78 (average FTE figure) = 1.43 / 3 x 12 = 5.72 average working days lost to long term sickness absence (cumulative).</p>
Resources																	
SbRB1	Speed of processing - new HB/CTB claims (cumulative)	19	16.6	16.3	16.98											19	On target.
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	8	7.4	7	7.43											8	On target.
SbRB3	Percentage of Council Tax collected (cumulative)	98.00%	11.50%	21.00%	30.20%											98%	On target.
SbRB4	Percentage of non-domestic rates collected (cumulative)	98.80%	11.70%	21.50%	30.50%											98.80%	On target.
Healthy Communities			95.65%	0.9167													
SbCmSf2	Percentage reduction in violent offences against a person, year on year (quarterly)	Data Only													<b>Data Only</b>		Figures currently unavailable as waiting for third party data.

Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2016/17 (YTD)	Latest Note
SbHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	11	8	5										✓	18	Number has reduced from previous months as Housing service has secured increased level of self-contained temporary accommodation to provide alternative options. As at 13 July, the number had reduced further to 3 households of which 2 were being accommodated for a reasonable period (as required by law) following a decision of intentional homelessness.
SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	30	71	66	64										✓	68	The number of households remains high due to the level of homelessness applications and limited availability of suitable affordable long term accommodation that households can move on to. However, the month to month figures have remained broadly consistent with no significant upturn since the start of 2017.
Sustainable Development																	
SbSD35	2017 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2016 (cumulative monthly)	50.00%	N/A	N/A	N/A											50.00%	The measure for this ended 30/09/2016 - will close this indicator down and replace if appropriate.
SbSD36	2017 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2016 (cumulative monthly)	65.00%	N/A	N/A	N/A											65.00%	The measure for this ended 30/09/2016 - will close this indicator down and replace if appropriate.
SbSD37 (P)	2018 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2017 (cumulative monthly)	60%	95.65%	91.67	92%										✓	0.6	This is a measure of our performance on major applications for the two year period 1/10/15 - 30/9/17 and is this is therefore 20 months through the 24 month period (22/2/18)

Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2016/17 (YTD)	Latest Note
SbSD38 (P)	2018 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2017 (cumulative monthly)	70.00%	96.62%	96.48%	96.37%											70.00%	This is a measure of our performance on non-major applications for the two year period 1/10/15 - 30/9/17 and is this is therefore 21 months through the 24 month period (2121/2201)
SbSD39 (P)	2018 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2017 (cumulative monthly)	9.99%	0.00%	0.00%	0.00%											9.99%	This calculation is based on the number of major appeals lost between 1/4/15 - 31/12/17 on major applications decided between 1/4/15 - 31/3/17 (0/35) Please note denominator is now fixed as we have reached 31/3/17.
Page 80 SbSD40 (P)	2018 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2017 (cumulative monthly)	9.99%	0.88%	0.92%	1.08%											9.99%	This calculation is based on the number of non-major appeals lost between 1/4/15 - 31/12/17 on non-major applications decided between 1/4/15 - 31/3/17 (28/2599). Please note, the denominator is fixed now at 2599 as we have reached 31/3/17.

## Appendix B - SBDC Quarterly Corporate Performance Indicator Report - Q1 2017-18

Note: Excludes Priority Performance Indicators - see Appendix A

KEY			🔴 This PI is below target			🟢 This PI is on target			⚫ Not reported this quarter								
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
Leader's Portfolio																	
SbCP1 (C)	Number of unique visitors to the main website (by period)	data only	27359	31799	42615										data only	n/a	Data only.
SbHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	16%			3.03%										🟢	16%	1 leaver in quarter one, extrapolated this estimates 4 leavers for the year / 132 average headcount * 100 = 3.03%. This information is taken from reports run on iTrent.
Resources																	
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.50%			99.95%										🟢	99.50%	On target
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%			92.60%										🟡	95%	Although slightly off-target, JtBS2 has increased from quarter 4 2016-17 from 88.5% to 92.6%
JtBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	71%	94%	93%										🟢	90%	This PI is always reported approx 2 months in arrears as the figures are not available until then.
SbCS1 (C)	Number of complaints received (cumulative, quarterly)	80			38										🟢	80	On target
SbLD2 (C)	Percentage of canvass forms returned	90%						annual PI							⚫	94%	Reported annually.
SbLD3 (C)	Standard searches carried out within 5 working days (cumulative)	100%	100%	100%	100%										🟢	100%	On target
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	96%			6 monthly					6 monthly					⚫	98%	Not reported until September
Healthy communities																	
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	82%						annual PI							⚫	83%	Reported annually.
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	78%						annual PI							⚫	80%	Reported annually.









Appendix

KEY	❌ This PI is below target					✅ This PI is on target					● Not reported this quarter						
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
JtLI3 (C)	Percentage of customers satisfied with the licensing service received (annual)	89%						annual PI							●	89%	Reported annually.
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	97%			99.60%										✅	97%	On target
SbCmSf 1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	data only													n/a	data only	Awaiting third party data.
Page 82 SbEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	90%			86.93%										⚠	91%	The percentage of food businesses broadly compliant of risk rating A-C is a snapshot in time. Over time, some businesses will improve whilst others may decline; the intention is always to improve business ratings. However, sometimes there are those businesses that either can't or won't improve and there is little we can do to improve the rating other than to take enforcement action. The figure also includes new businesses which have not had a previous intervention and so would not have benefitted from officer advice or guidance. This is being addressed as part of service improvement.
SbHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	22 (5.5)			12										✅	22	On target
SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	10			21										✅	22	On target



Classification: OFFICIAL  
Appendix B - SBDC Quarterly Corporate Performance Indicator Report

KEY	⚠ This PI is below target	✅ This PI is on target	● Not reported this quarter														
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	15						annual PI							n/a	15	Reported annually.
<b>Sustainable development</b>																	
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	100%	99.20%	94.60%										✅	92%	On target
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92%	87.50%	84.60%	92.90%										✅	92%	On target
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	80%	84.70%	89.30%	91.90%										✅	80%	On target
SbSD8	Planning appeals allowed.	35%	0.00%	14.30%	29.40%										✅	35%	On target
SbSD10	Processing of planning applications: minor applications (cumulative)	90%	92.31%	91.80%	92%										✅	85%	On target
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	90%	96.00%	95.51%	95.41%										✅	85%	On target
SbSD12 (C)	Percentage of new enforcement allegations where an initial site visit is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (snapshot)	70%													n/a	80%	This will be reported by the Enforcement Manager from Quarter 2
SbSD33 (C)	Percentage of new enforcement cases where an initial site visit for a high-priority case is undertaken within the timescale (3 working days) set out in the enforcement and monitoring policy (Cumulative, monthly)	98%													n/a	98%	This will be reported by the Enforcement Manager from Quarter 2

<div> <div>KEY</div> <div> <div> This PI is below target</div> <div> This PI is on target</div> <div>● Not reported this quarter</div> </div> </div>																	
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
SbSD41 (C)	2019 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	60%	100.00%	88.89%	90%											60%	On target
SbSD42 (C)	2019 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	70%	96.63%	96.27%	96.04%											70%	On target
SbSD43 (C)	2019 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	0.00%	0.00%	0%											9.99%	On target
SbSD44 (C)	2019 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	0.42%	0.46%	0.67%											9.99%	On target
Environment																	
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	100	100	89	163											100	Reporting method has changed due to incorrect coding of complaints, resulting in higher miss numbers as opposed to being categorised as general complaints. Additionally a key member of staff has been on leave at the Biffa Depot, and there have been vehicle breakdowns. Will continue to monitor, trend should decrease.
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53%	53.39%	53.84%	58.78%											55%	On target



# Buckinghamshire County Council

## Select Committee

Health and Adult Social Care

# Minutes

## HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Minutes from the meeting held on Tuesday 13 June 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.05 am and concluding at 12.45 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>. The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### MEMBERS PRESENT

#### Buckinghamshire County Council

Mr B Roberts (In the Chair)

Mr R Bagge, Mr W Bendyshe-Brown, Mrs B Gibbs, Mr M Hussain, Mr S Lambert, Mr D Martin, Julia Wassell and Ms A Wight

#### District Councils

Ms T Jervis

Mr A Green

Ms J Cook

Dr W Matthews

Healthwatch Bucks

Wycombe District Council

Chiltern District Council

South Bucks District Council

### Members in Attendance

Lin Hazell, Cabinet Member for Health & Wellbeing

### Others in Attendance

Mrs E Wheaton, Committee and Governance Adviser

Ms K McDonald, Health and Wellbeing Lead Officer

Ms S Norris, Executive Director CHASC

Ms L Patten, Chief Officer, Aylesbury Vale Clinical Commissioning Group

Mr N Dardis, Chief Executive, Buckinghamshire Healthcare Trust

Ms C Morrice, Chief Nurse and Director of Patient Care Standards, Buckinghamshire Healthcare NHS Trust

### 1 ELECTION OF CHAIRMAN



South Bucks  
District Council



**RESOLVED**

**That Mr B Roberts be elected as Chairman of the Health & Adult Social Care Select Committee for the ensuing year.**

**2 APPOINTMENT OF VICE-CHAIRMAN****RESOLVED**

**That Mrs B Gibbs be appointed as Vice-Chairman of the Health & Adult Social Care Select Committee for the ensuing year.**

**3 COMMITTEE APPROVAL OF CO-OPTED MEMBERS AND VOTING RIGHTS****RESOLVED**

**That Mrs M Aston, former County Councillor, be appointed as a non-voting Co-opted Member on the Health & Adult Social Care Select Committee.**

**That District Council representatives be confirmed as voting Co-opted Members on the Health & Adult Social Care Select Committee.**

**4 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP**

Apologies were received from Mr C Etholen and Mrs S Jenkins.

Ms J Cook had replaced Mr N Shepherd as the Chiltern District Council representative.

**5 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**6 MINUTES**

The minutes of the meeting held on Tuesday 28<sup>th</sup> March 2017 were confirmed as a correct record.

**7 INTRODUCTION TO HEALTH & ADULT SOCIAL CARE**

The Chairman explained that the purpose of this item was to provide Committee Members with an introduction to the health and social care system.

The Chairman welcomed Lin Hazell, Cabinet Member for Health & Wellbeing who provided Committee Members with a brief overview of her portfolio and the challenges it faced and emphasised the importance of partnership working.

**Adult Social Care presentation**

Ms S Norris, Executive Director for Communities Health and Adult Social Care, made the following main points during her presentation.

- The vision for adult social care was described as helping people to help themselves, promoting wellbeing and self-reliance at all stages of their lives; supporting vulnerable people to be safe and in control, making choices about how they live and supporting communities to be strong, healthy, safe and resilient.
- Key work strands for adult social care included prevention, health and social care integration, supporting the sustainability and diversity of suppliers, modernising social

care and improving transition for young people from children's to adult services.

- The Care Act 2014 provided the statutory framework for adult social care.
- The budget for adult social care in 2017/18 was £125m which was split as follows:
  - Residential care (£71m)
  - Community care (£32m)
  - Social work (£12m)
  - Plus improved Better Care Fund of £3.48m (Government funding to help ease pressures on adult social care)
- Adult social care had contracts with 266 care providers covering 524 locations.
- Public Health's budget was £21m which included sexual health, substance misuse and children's health.
- There were nine mandatory public health functions.
- 60-65% of people in care homes were self-funders resulting in a drive to ensure people were provided with the right advice at the right time.
- 18% of the population of Buckinghamshire are over 65 and this would rise to 21% in the next 15 years.
- The number of people with dementia in Bucks was 6,826 in 2015 and was set to rise to 11,522 in 2030.
- Changes in legislation were putting pressure on providers, for example, National Living Wage.
- In response to a question about the high number of contracts managed by adult social care, Ms Norris explained that there were a large number of contracts for residential care. There was no 'right' number and clearly some contracts were of much larger value than others. The care market needed to be sustainable and diverse. The number and structure of contracts was kept under review.
- In response to a question about hate crime across minority groups, Ms Norris explained that this was an issue for a wide range of partners and safeguarding issues would be a particular concern for adult social care.
- A Member asked for further information about what was meant by modernising social care. It was confirmed that this would be explored in more detail by the Select Committee including full compliance with the Care Act principles and integration with the NHS. It would include development of personal care budgets, including direct payments.

**ACTION: Ms Norris**

- In relation to a question about investment in prevention services, Ms Norris explained that changes were underway in relation to how a person's needs were assessed and agreed to provide the Committee Members with specific information on this, including details of assistive technology available to residents.

**ACTION: Ms Norris**

- The Director for Public Health's Annual report focused on early years and Committee Members were encouraged to review the report.

### **Clinical Commissioning Groups**

Ms L Patten, Chief Officer and Accountable Officer, made the following main points during her presentation.

- The Clinical Commissioning Groups (CCGs) commissioned a number of services including non-specialist hospital services, both urgent and planned care; mental health and learning disability services, General Practice services, NHS 111 and ambulance services and Community services.
- Pharmacy services were commissioned by NHS England.

- The CCGs had one Executive and one Governing Body meeting in common and were working towards a formal merger in April 2018.
- Clinical decision-making by local GPs remained at the heart of the organisation.
- GPs were grouped into 7 localities across Buckinghamshire.
- The CCGs had a number of strategic aims including Better Health in Bucks, Better Care for Bucks, Sustainability within Bucks and Leadership across Bucks.
- There were 6 Clinical priority areas – Mental Health, Cancer, Dementia, Diabetes, Learning Disabilities and Maternity.
- The budget for 2017/18 was £674m and the CCG had to deliver a surplus at the end of the financial year.
- The CCG Annual report was due to be published shortly.
- In response to a question about directing the budget to areas of deprivation, Ms Patten explained that the budget was weighted towards these areas and highlighted the importance of working closely with Public Health colleagues in order to know the population needs in detail.
- There was strong clinical evidence to show that spending unnecessary time in Hospital was not good for a patient and that reducing length of stay in Hospital was a priority.
- The Minor Injuries and Illness Unit in Wycombe provided a good service and GPs in Wycombe were looking at ways to work more collaboratively.
- In response to a question about availability of some treatments, Ms Patten explained that it was a question of looking at all the options and having discussions between the patient and their GP. There was a robust process across the Thames Valley to review treatments which included GPs, Medical Directors, representatives from NICE and a Professor of Ethics. Ms Patten also sits on this panel.
- In response to a question about the criteria set for assessing fairness, Ms Patten explained that there were both national and local targets.
- A Member expressed concern about the high numbers of wasted prescribed drugs. Ms Patten confirmed that Buckinghamshire had the lowest rates of wasted prescribed drugs nationally.
- Ms Patten confirmed that she signed off all complaints and the quarterly and annual report would show any trends.

***Addendum – further information on the formal merger of the CCGs is attached.***

### **Buckinghamshire Healthcare NHS Trust**

Mr N Dardis, Chief Executive and Ms C Morrice, Chief Nurse at Buckinghamshire Healthcare NHS Trust made the following main points during their presentation.

- Buckinghamshire Healthcare Trust (BHT) provided a number of services including maternity (at Wycombe and Stoke Mandeville), cardiac and stroke ('A' rated), spinal injuries (Stoke Mandeville), national burns and plastics team, planned care and urgent care (A&E at Stoke Mandeville) and community care (7 localities with community teams).
- Community Services were being expanded with an investment of over £1m.
- A 6 month community hubs pilot was currently taking place in Marlow and Thame to provide a new community assessment and treatment service (frailty assessment service), more outpatient clinics and more diagnostic testing, working with GPs and the voluntary sector.
- The Trust had three strategic priorities around Quality, People and Money and a number of rapid improvements were made during 2016/17.
- The following would be the key areas of focus over the coming months:
  - Patient Voice;
  - Leadership development;
  - A single approach for improvement and innovation;

- Making things easier (fewer meetings, shorter business case, develop IT);
- Shaping the external environment.
- The Trust was ranked '2' in term of national performance (ranking 1-4 with 1 being top). Other Hospital Trusts with the same ranking included Salford, St.Thomas's and Frimley.
- The latest CQC (Clinical Quality Commission) rated BHT "requires improvement".
- Staff engagement had improved but was still rated as "average".
- A serious incidents report was provided at every Board meeting which included "never" events.
- Staff retention continued to be a challenge with less nurses being trained nationally and 30% of the nursing profession eligible for retirement.
- There was a project currently underway looking at the One Public Estate.

The Chairman thanked all the presenters and asked Committee Members to send any questions on the "Buckinghamshire Health and Social Care Integration" presentation to the Committee & Governance adviser.

## **8 HEALTH & WELLBEING BOARD**

The Chairman welcomed Ms K McDonald, Lead policy officer, Health & Wellbeing Board.

The following main points were made during her presentation:

- The Health & Social Care Act 2012 required Health & Wellbeing Boards to:
  - Produce a Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy (JHWS);
  - Encourage integrated working between health and social care;
  - Sign-off the Better Care Fund;
  - Produce a Pharmaceutical Needs Assessment (PNA).
- The JHWS had five key priority areas, including giving every child the best start in life, keeping people healthier for longer, promoting good mental health, protecting from harm and supporting communities.
- The Director for Public Health's Annual report focussed on early years – Pregnancy and Beyond.

## **9 HEALTHWATCH BUCKS**

Ms T Jervis, Chief Executive of Healthwatch Bucks, took Members through the briefing note attached to the agenda and made the following main points:

- Priorities for 2017/18 include the following:
  - Mental health & wellbeing;
  - Prevention and Primary Care;
  - Transition to and within social care.
- Recent projects undertaken:
  - Partners in maternity;
  - Community Transport;
  - Dignity in Care;
  - Mental health peer support;
  - GP Patient Experience;
  - Dentistry mystery shopping.
- As part of its work around Dignity in Care, Healthwatch Bucks used its "enter and view" status to review care homes.
- Healthwatch Bucks was always looking out for opportunities to speak to different community groups.
- Volunteers played a key role in delivering the projects and the use of volunteers would be reviewed in future.

- Options for further funding streams were being looked at.

## **10 ANY OTHER BUSINESS**

A number of visits were being arranged for Committee Members including Hospital visits, shadowing the ambulance crews, the 111 contact centre and the Living Lab.

## **11 DATE AND TIME OF NEXT MEETING**

The next meeting will take place on Tuesday 25 July at 10am in Mezzanine Room 1, County Hall, Aylesbury.

**CHAIRMAN**



# Introduction to Adult Social Care and Public Health (BCC)

**Sheila Norris**

**Executive Director**

## Adult Social Care and Public Health:

Adult Social Care and Public Health are part of the Communities, Health & Social Care Business Unit at BCC

**Our vision:** *People lead their own lives and fulfil their potential in safe, healthy and thriving communities*

- help people to help themselves, promoting wellbeing and self-reliance at all stages of their lives
- support vulnerable people to be safe and in control, making choices about how they live
- support communities to be strong, healthy, safe and resilient

### Key Adult Social Care and Public Health work strands:

- **Prevention** - Supporting people to remain healthy, safe and independent for longer and reducing and delaying demand on services
- **Health and social care integration**
- **Supporting the sustainability and diversity of suppliers**
- **Modernising social care**
- **Improving transition for young people from children's to adult services**

# Statutory duties

## Adult Social Care

- Director of Adult Social Care (role)
- Care Act 2014 – adult social care responsibilities
- Duty to assess & provide services for those eligible
- Duty to promote wellbeing to Bucks population & ensure thriving market to deliver services
- Safeguarding
- Working with health
- Operation of social care

## Public Health

- Director of Public Health (role)
  - Delivery of 9 mandatory public health functions and two national aims set for Public Health in local government
1. To increase healthy life expectancy
  2. Reduce differences in life expectancy and healthy life expectancy between communities

## Wellbeing outcomes (Care Act 2014):

- Personal dignity (including treatment of the individual with respect)
- Physical and mental health and emotional wellbeing
- Protection from abuse and neglect
- Control by the individual over day to day life (including over care and support provided and the way it is provided)
- Individual's contribution to society
- Participation in work, education, training or recreation
- Social and economic wellbeing
- Domestic, family and personal;
- Suitability of living accommodation

## Prevention

- We have to apply a preventative approach in all our work with people, striving to prevent, reduce or delay needs-
- Intervening early to support individuals, helping people retain or regain their skills and confidence, and preventing need or delaying deterioration wherever possible.

# Adult Social Care and Public Health:

## Budget: Adult Social Care

£ 125m in 2017/18 (ASC budget)

- Residential care £71m
  - Community Care £32
  - Social Work £12m
- Plus improved Better Care Fund – additional government funding to ease ASC pressures - £3.48m in 17/18

### Purchasing

We currently have contracts with 266 care providers covering 524 locations.

Total projected spend (not including direct services) is c£106.7m split across the following service areas:

- Older people £43.5m
- Learning disability £37.4m
- Mental health £5.7m
- Physical and sensory disability £3.9m
- Other £16.2m

## Public Health £21m

*Ring fenced grant (reducing by 15% over 4 years commenced in 2016/17)*

- Sexual health £4m
- Substance misuse £4m
- Children's health £8m

The Care Act introduces a new responsibility for managing the care market in Bucks – not just our contractors. For example, a range of quality care providers to provide a choice of high standard services

# Our Priorities

1. *Expect and enable people to do more for themselves*
2. *Support people to get back on track after a setback – not become dependent on our services for long term support*
3. *Ensure transitions from childhood to adulthood are smooth and effective*
4. *Be ambitious for people and help them to progress and achieve their goals.*
5. *Support the care market to be diverse, personalised and sustainable*
6. *Manage our resources effectively to achieve value for money; generate income where we can*
7. *Innovating e.g. exploring digital solutions; taking well calculated risks and learning from them*
8. *Shift investment into more preventative services to help us manage demand*
9. *Support communities to be strong, vibrant and resilient*
10. *Integration with NHS*



# **Introduction to Aylesbury Vale and Chiltern Clinical Commissioning Groups (CCGs)**

**Louise Patten**  
Chief Officer and Accountable Officer

## **We commission:**

- non-specialist hospital services, both urgent and planned care
- mental health and learning disability services
- General Practice services (in and out of hours)
- NHS 111 and ambulance services
- Community services - Nursing, Rehabilitation and Physiotherapy

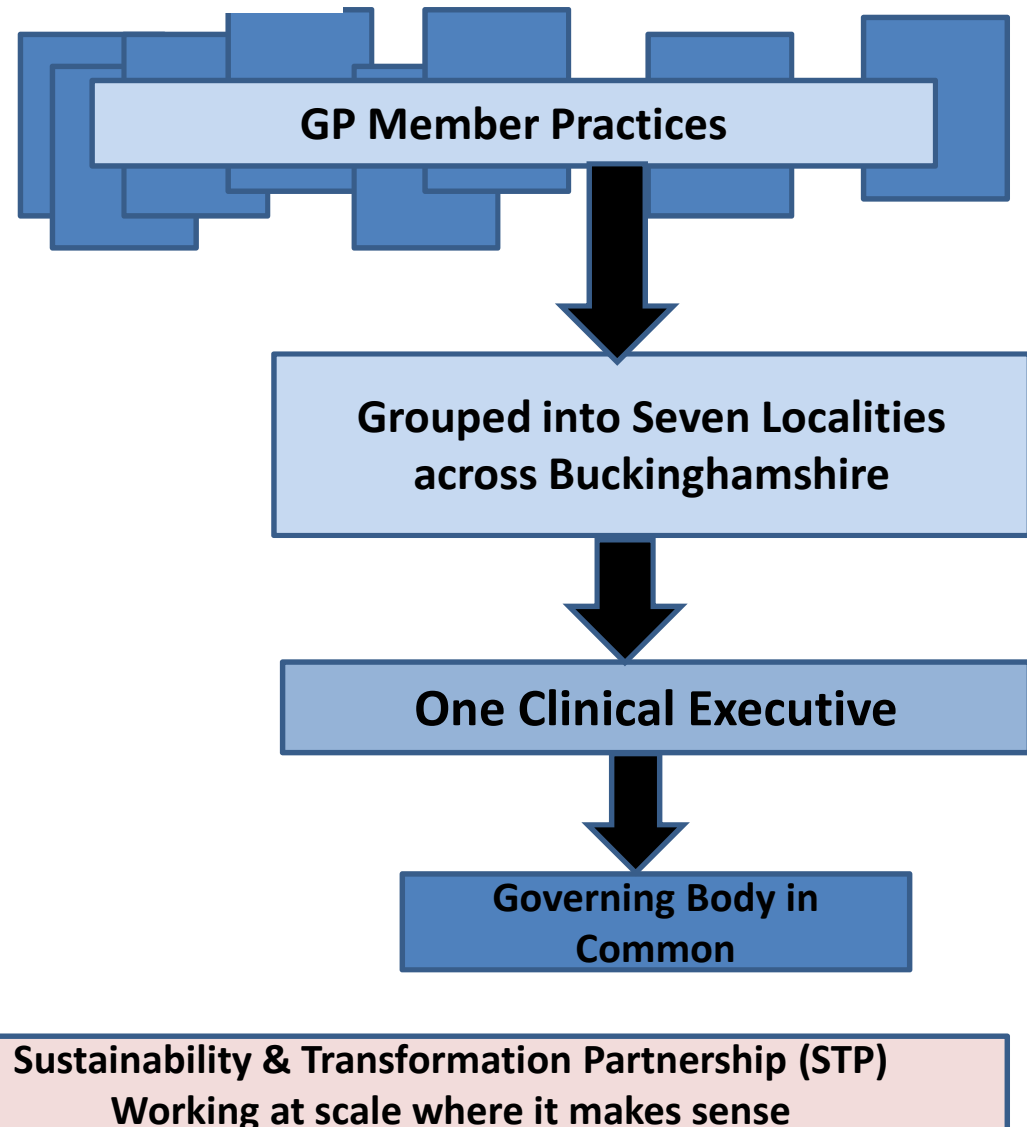
*NB Specialist hospital services, dentistry and optician services are commissioned by NHS England.*



**We are Member organisations; the CCGs federated in July 2016.**

We now have one Executive and one Governing Body meeting in common and are working towards a formal merger in April 2018.

**Clinical decision making by local GPs remains at the heart of our organisation.**



## Strategic aims:

### Better Health in Bucks

To commission high quality services that are safe, accessible to all and achieve good patient outcomes

### Better Care for Bucks

To commission personalised, high value integrated care in the right place at the right time

To ensure local people and stakeholders have a greater influence on the services we commission

### Sustainability within Bucks

To contribute to the delivery of a financially sustainable health and care economy that achieves value for money and encourages innovation

### Leadership across Bucks

To promote equity as an employer and as clinical commissioners

## 6 Clinical Priority areas:

<b>Mental Health</b>	<b>Dementia</b>	<b>Learning Disabilities</b>
<b>Cancer</b>	<b>Diabetes</b>	<b>Maternity</b>

Delivery of the principles and values of the NHS Constitution – including the pledges ('must dos' ) e.g. cancer, referral to treatment times, ambulance and A&E standards)

### **Key Workstream: Planned Care**

Prevention projects; new **integrated musculoskeletal service**; cancer, falls, cardiovascular strategies etc)

### **Key Workstream: Urgent & Emergency Care**

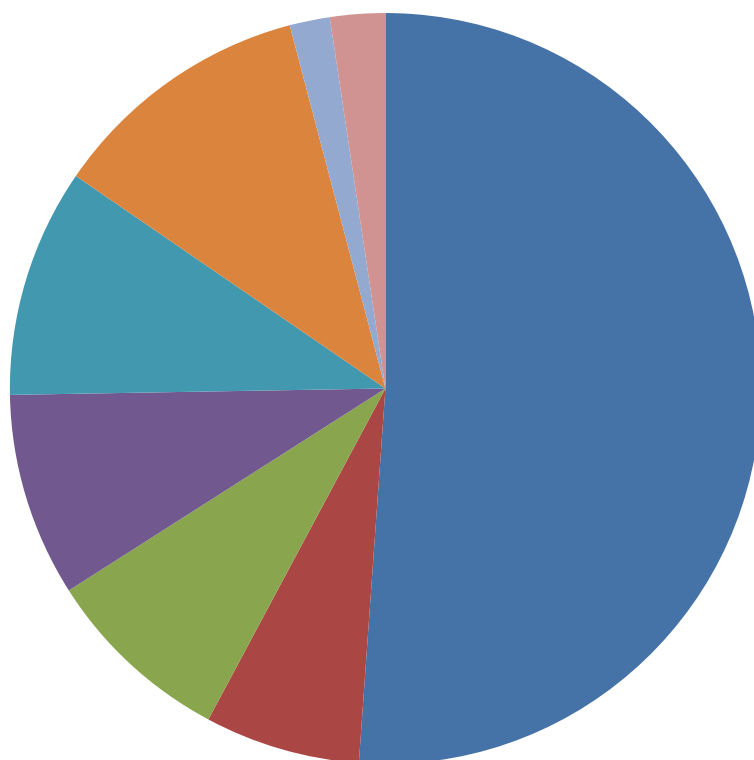
Delivery of **transformation** and **new models of care** to deliver primary care resilience and integrated community services

### **Key Workstream: Transformation through integration**

**Integrated commissioning and service delivery** across primary care, hospitals, community services, mental health and social care

## 2017/18 budget £674m

Annual Plan 2017/18



- Hospitals
- Community
- Joint Care
- Mental Health
- Prescribing
- Primary Care
- Running Costs
- Other/Reserves

Budget Area	Annual Plan 2017/18 £000's
Hospitals	344,504
Community	45,069
Joint Care	54,843
Mental Health	59,100
Prescribing	66,325
Primary Care	76,347
Running Costs	11,625
Other/Reserve	15,985
<b>Total</b>	<b>673,798</b>



**Buckinghamshire Healthcare**  
NHS Trust

# Introduction to Buckinghamshire Healthcare NHS Trust

Neil Dardis, chief executive

Carolyn Morrice, chief nurse

Safe & compassionate care,

every time

13 June 2017

# About us

- Integrated acute and community
- Almost 6,000 members of staff
- Caring for over 0.5m people
- Budget of £405m







# Expanding community services

**We are investing over £1m to expand community services**  
– providing more care out of hospital and making it easier for patients to get the right support when they need it.



**Community hubs** (6 month pilot) at Marlow and Thame hospitals providing a new community assessment and treatment service (frailty assessment service), more outpatient clinics and more diagnostic testing

**Joined-up care** with GPs, nurses, social care and the voluntary sector working together to support patients and carers

**Short-term care and rehabilitation packages** to support more people in their own homes



# the **BHT** way

## our ambition

### Mission

Safe & compassionate care,  
every time

### Vision

We want to be one of the  
safest healthcare systems  
in the country.

### Values



## We have three strategic priorities:

### Quality

We will offer high quality, safe and  
compassionate care in patients'  
homes, the community or one of  
our hospitals:



Patients empowered to  
manage their own health  
and care

Joined up working  
between hospital,  
community, GP, social  
care and voluntary  
sector



Patient outcomes and  
experience amongst  
the best in the country

Recognised nationally  
as a high performing  
organisation



### People

We will be a great place to work  
where our people have the right  
skills and values to deliver  
excellence in care:

Inspirational leaders  
developing strong  
teams



Attracting and  
retaining high calibre  
and engaged people

Teams enabled to  
innovate and develop  
their services



Pioneering new ways of  
working across sites, services  
and organisations

### Money

We will be financially sustainable,  
will make the best use of our  
buildings and be at the forefront of  
innovation and technology:



Improved productivity  
to ensure spending  
stays within the income  
we receive

IT-enabled 'paperless'  
organisation



Specialist services at the  
forefront of research  
and innovation

Health and care hubs  
supporting more people  
in their communities



## Working in partnership

## Rapid improvements against our strategic priorities

Year 1 2016/17

### Quality

- Sepsis: 90% of patients screened in A&E within 1 hour
- Hospital mortality: HMSR down to 92 (had been 102)
- Avoidable pressure ulcers grade 3 and 4: 54% reduction
- 'A' rated stroke service

### People

- Staff survey engagement scores improved for 2nd year running
- Statistically significant improvements in 12 areas
- Staff engagement score improved from 3.76 to 3.78
- 92% of staff said role made a difference to patient care

### Money

- 3yr plan to reach sustainable financial position
- £17.6m cost savings
- Reduced historic deficit by one third to end 16/17 with a £1.8m deficit
- Agency costs reduced by 30%
- 200 more substantive staff

#### DEVELOPING SERVICES:

- Children's and community
- Stroke and cardiac
- One stop shop eye clinic/ rapid access to rheumatology clinic/ paediatric A&E

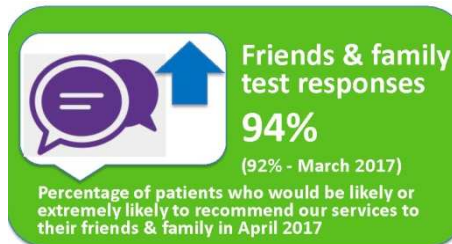
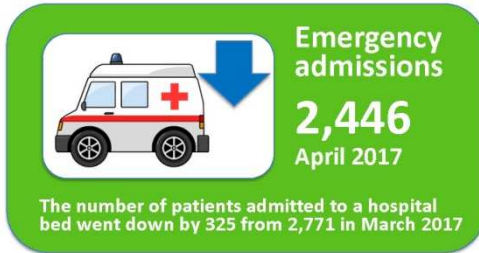
#### REDESIGNING CARE:

- Out of hospital
- Integrated musculoskeletal service
- Collaboration with GPs and mental health

#### NURTURING INNOVATION:

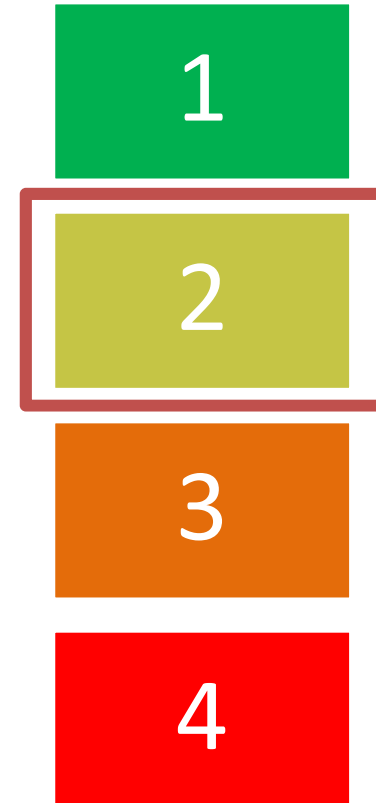
- Life sciences innovation hub
- NSIC upper limb lab
- Developing partnership with Buckingham medical school

# Our performance



# National performance

- Quality of care
- Finance and use of resources
- Operational performance
- Strategic change
- Leadership and improvement capability





# Looking ahead

## Quality

- Continue to drive outcomes
- Increase the patient voice
- £1m investment in urgent care environment
- 400 extra stroke patients
- 2<sup>nd</sup> catheter lab, additional 700 cardiac patients
- Clinical accreditation programme – excellence kitemark
- Reduction in harm – falls, pressure ulcers
- New CT scanner at Wycombe

## People

- Employ more staff
- Improved engagement
- Expand size and reach of community teams
- Work with council, ambulance and voluntary sector to support frail patients at home
- Innovative roles – rotating between hospital and home
- Increase physio assistants
- Increase specialist nurses

## Money

- Return organisation to sustainable position
- Reduce agency spend by further £4m
- £17.6m savings
- New electronic observation and referral systems
- Roadmap to link up acute, community and social care IT systems
- Working with partners on one public estate

## WHAT WILL BE DIFFERENT?

**1 Patient voice** – invest in systems, work with partners, deliver the changes patients want

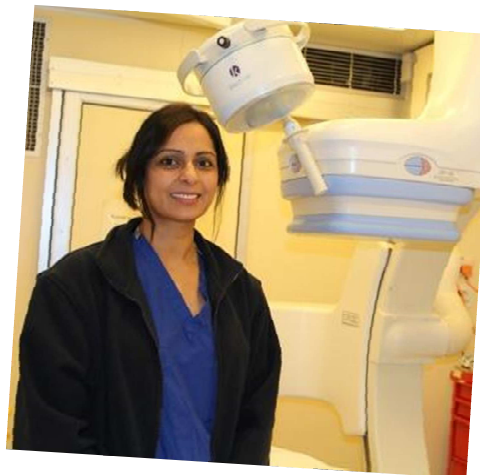
**2** Continue investment in **leadership development**

**3** Single approach for improvement and innovation

**4 Making it easier** – fewer meetings, shorter business case, develop IT, local plans agreed

**5 Shaping the external environment**

# Ambition for outstanding



# **Buckinghamshire Health and Social Care Integration**

## **Partnership Working**

# Our shared challenges

An ageing population

A growing population

New demands cost the NHS at least an extra £10bn a year

Evolving healthcare needs, such as the increase in obesity and diabetes



Local health services serve a population of **522,200** people in Buckinghamshire and this is predicted to increase by **40,400** by 2025.

**18%** of the population is **over 65** and this will rise to **21%** in the next **15 years**.

Growing numbers of people...



aged 80 and over in Bucks:

26,800 32,200 38,700 48,200

with dementia in Bucks:

6,826 8,123 9,704 11,522





# Our response to Buckinghamshire challenges:



## Health and Social Care Integration - Roadmap to 2020

- The 2015 spending review set out an ambitious plan for health and social care to be integrated across the country by 2020. We presented a [report](#) to the **Health and Wellbeing Board** in March 2017 setting out opportunities for Buckinghamshire County Council and the NHS to have more integrated working between commissioners and providers of health, public health and social care services to improve the health and wellbeing of our residents and better managing demand on our services.
- To support the next phase of development we identified **four closely interlinked areas** of work (each underpinned by an action plan which is currently being reviewed by the **Transformation Delivery Group**).
  - **Joint Commissioning**
  - **Integrated Provision**
  - **Back office (One Public Estate, Communications and Business intelligence)**
  - **Governance**

# Sustainability and Transformation Partnerships and Accountable Care Systems



- The [NHS Five Year Forward View](#) (FYFV) outlines why and how the NHS should change, It calls for better integration of GP, community health, mental health and hospital services, as well as more joined up working with home care and care homes. The FYFV led to the creation of Sustainability and Transformation Partnerships (STP's). Announced in December 2015 as part of [NHS planning guidance](#) there are 44 'footprint' areas for England each required to have a 'place based' plan for better integration.
- [Sustainability and Transformation Partnerships \(STPs\)](#) set out at a high level how services will evolve and contribute to the national '[Five Year Forward View](#)' vision of better health, better patient care and improved NHS efficiency.
- NHS England is looking to accelerate this way of working to more of the country and wants well developed STPs to progress into **Accountable care systems (ACS)**. An Accountable Care System brings together a number of providers and commissioners to take collective responsibility for the cost and quality of care for a defined population with an agreed budget. **Buckinghamshire applied for ACS Status in May 2017.**

# What will the ACS do?



- It will allow us to go further and faster in working as one team to improve people's health and wellbeing and make best use of the 'Bucks pound'
- Improve our collective understanding of the needs of our population, based on levels of risk

## What it means:

- Agreeing a clear set of shared priorities that we will all deliver
- Better co-ordination of individuals care to enable the right care, in the right place at the right time
- Proactive management of population groups to inform early intervention and prevention
- Stronger, clearer governance arrangements

## Why do we think it will succeed in Bucks?

- Simplicity of our public sector landscape and our common boundaries
- Strong track record of collaborating to deliver significant changes in the interests of local people
- Strong clinical leadership and public/patient engagement

# Bucks strong track record – what have we done so far ....



- **Better Healthcare in Bucks** – transformation programme to centralise A&E and emergency services
- **Stroke and Cardiac** - innovative model of care introduced at Wycombe Hospital
- **Redesigned emergency and urgent care** including seven day medical ambulatory care facility
- **Quality and Outcomes framework** – nationally recognised innovation to increase use of Care and Support planning in Primary care
- **System wide quality improvement** – aligned monitoring and governance, e.g. Looked After Children
- **Over 75s community nursing** – delivering ‘upstream’ care to prevent admission and shorten length of stay for our older population

# What we are going to do next...



## Year One ACS priorities:

- Improving 24 hour access to **urgent primary care**
- Introducing better, simpler models of care for people with **diabetes**
- **Delivering a new streamlined approach for people with musculoskeletal problems** (back/neck/limb)
- **Integrated Community teams and Community Hubs:** Piloting new ways of joining up health and care closer to home, tailored to the needs of local communities

## Our Key enablers:

- **One Bucks Commissioning Team:** further developing joint health and care commissioning across NHS and the Council (adult and children's services, public health, mental health etc.)
- **Key providers** are planning a formal collaborative to deliver joined up care (FedBucks [GPs] + Oxford Health NHS Trust + Buckinghamshire Healthcare NHS Trust)
- **Back Office and One Public Estate:** six shared projects, using our property assets to provide better services and value to residents
- **Governance**

# Our priorities are aligned across the system



# Next steps and how you can get involved:



- We know that people are the greatest resource in health care so we want patients, carers, staff and local people to be involved in the key decisions we will need to take and view the **HASC** as a key component of this.
- As we implement our plans we will be required to show you how our approaches improve the quality of care we provide, and the health and wellbeing of local people.

## Some immediate opportunities for you to get involved:

- **September** – CCG and BHT AGMs dates to be confirmed
- **Autumn date tbc** - Health and Social Care '**Big Tent**' event for stakeholders

# Any questions?





## CCG Merger – briefing

Aylesbury Vale CCG and Chiltern CCG are anticipating a formal merger to come into effect as of 1 April 2018. There has always been a strong history of collaboration between the two organisations. In July 2016 the CCGs “merged in all but name” and formally federated to bring existing teams together, along with a collective group of directors and clinicians.

This is better for working at scale across the whole county and already has the support of the county council and HASC (letter provided and attached). A single CCG that is co-terminous with the county council will enable more integrated planning, commissioning and shared back office services capacity.

At the time of federation, there was no formal NHS England procedure that enabled merger. This has since been published (November 2016) and is now guiding the CCGs through a process of application to NHS England. A final decision should be known by the end of September.

All organisational re-design that was required has already been completed through Federation. This also includes one Clinical Executive Committee, one single management team and Governing Bodies which meet in common and are accountable to the membership (i.e. general practices). Clinical decision making by local GPs remains at the heart of our organisation.

However, because the CCGs remain as two separate statutory bodies, there has to be separate reporting on finance and performance, duplicating management effort and creating higher costs in supporting services such as Commissioning Support Unit (CSU) finance services and Audit fees. Merger as one will allow these process to be further streamlined.



# Health & Wellbeing Board Buckinghamshire

## **An introduction on the Health and Wellbeing Board for HASC**

[www.buckscc.gov.uk/healthandwellbeingboard](http://www.buckscc.gov.uk/healthandwellbeingboard)

**Buckinghamshire's Health and Wellbeing Board has been operating as a statutory board since April 2013.**

**The Health and Social Care Act 2012 required Health and Wellbeing Boards:**

- **To produce a Joint Strategic Needs Assessments (JSNA) and Joint Health and Wellbeing Strategy (JHWS)**, which is a duty of local authorities and clinical commissioning groups (CCGs).
- **A duty to encourage integrated working between health and social care commissioners**, including providing advice, assistance or other support to encourage arrangements under section 75 of the National Health Service Act 2006 (e.g. lead commissioning, pooled budgets and/or integrated provision) in connection with the provision of health and social care services.

**Since April 2013, Health and Wellbeing Boards have acquired a number of duties and expectations, including:**

**A duty to sign off the Better Care Fund (BCF):**

The Department of Health requires that the Better Care Fund be jointly agreed Health and Wellbeing Boards, Clinical Commissioning Groups and Local Authorities with Adult Social Care responsibilities. They should align with all organisations' existing strategic plans to ensure that all partners support the proposals for integration.

**Producing a Pharmaceutical Needs Assessment (PNAs):** This was formerly a responsibility of the Primary Care Trust but the Health and Social Care Act 2012 transferred responsibility for the developing and updating of PNAs to health and wellbeing boards.

# Membership:

## **Statutory Membership to include:**

An elected member representative, Director of Adult Services, Director of Children's Services, Director of Public Health, CCG representation and representation from Healthwatch

## **Buckinghamshire Health and Wellbeing Board Membership:**

**Chairman:** Martin Tett, Leader of Buckinghamshire County Council

**Vice Chair:** Dr Graham Jackson, Chair of Aylesbury Vale Commissioning Group

**BCC Membership:** Sheila Norris, (Executive Director for Communities, Health and Adult Social Care), Gladys Rhodes White, (Executive Director for Children's Services), Dr Jane O'Grady, (Director of Public Health), Cllr Warren Whyte (Cabinet Lead for Health and Wellbeing) and Cllr Lin Hazell (Cabinet Lead for Children's Services)

**CCG Membership:** Lou Patten, (Accountable Officer) Dr Graham Jackson, Dr Raj Bajwa, (Clinical Chairs) Robert Majilton (Deputy Chief Officer) Sian Roberts (Clinical Director of Mental Health and Learning Disabilities) Juliet Sutton (Clinical Director for Children's Services) Karen West (Clinical Director of Integrated Care)

**Buckinghamshire Healthcare Trust Membership:** Neil Dardis (Chief Executive), David Williams (Director of Strategy)

**Oxford Health Foundation Trust Membership:** Stuart Bell, Chief Executive

**Healthwatch Membership:** Jenny Baker OBE (Chair)

**District Council Membership:** Cllr Isobel Darby, Cllr Ralph Bagge, Cllr Angela Macpherson and Cllr Katrina Wood

# Health and Wellbeing Board Priorities:

The Health and Wellbeing Board published the Joint Health and Wellbeing Strategy refresh in March 2017

The Strategy aims to make an impact on five key priority areas. The Health and Wellbeing Board selected the areas that it agreed will make the biggest difference for residents:



- 1. Give every child 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 is a great place to live**

# Example Agenda: Health and Wellbeing Board meeting on 15 September 2017

1. Director of Public Health Annual Report: From the very beginning – Pregnancy and Beyond
2. Joint Health and Wellbeing Strategy Focus on priority area: “Perinatal Mental Health”
3. Buckinghamshire Health and Care System Planning, including:
  - Sustainability and Transformation Partnership
  - Accountable Care System
4. Better Care Fund
5. Children and Young People update from the Director of Children’s Services

## Working together

The HWB and HASC have distinct roles

**The Health and Wellbeing Board** creates the higher level strategic vision for local health and care services.

- It is the system-wide forum with democratic accountability for our local communities, and is pivotal to the development of local integration plans.
- The Health and Wellbeing Board has a key role to play in oversight of progress to drive forward transformation of services in Buckinghamshire.

**The Health and Adult Social Care Select Committee** takes an overview of health and care services and in doing so can suggest policy developments and make recommendations to Cabinet members, the NHS and HWB to respond to.

### In addition:

- The HASC has a right to call service providers, council officers and cabinet members to appear before the committee
- The HASC can scrutinise substantial changes in health services
- The HASC can scrutinise the HWBs work

[www.buckscc.gov.uk/healthandwellbeingboard](http://www.buckscc.gov.uk/healthandwellbeingboard)



# Working together

- The lead officers for the HWB and HASC meet regularly to share information, work programmes and discuss forward planning and shared priorities
- HWB consults the HASC on the JSNA and JHWBS
- HWB is committed to submitting an annual progress report
- HASC to escalate any areas of concern to the Health and Wellbeing Board

HWB and HASC are public meetings and both are webcast.

<https://democracy.buckscc.gov.uk/ieListMeetings.aspx?CommitteeId=710>





# Buckinghamshire County Council

## Select Committee

Health and Adult Social Care

# Minutes

## HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Minutes from the meeting held on Tuesday 25 July 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.00 am and concluding at 12.40 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>. The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### MEMBERS PRESENT

#### Buckinghamshire County Council

Mr B Roberts (In the Chair)  
Mr R Bagge, Mr W Bendyshe-Brown, Mrs B Gibbs, Mr M Hussain, Mr S Lambert,  
Mr D Martin and Julia Wassell

#### District Councils

Mr A Green	Wycombe District Council
Ms J Cook	Chiltern District Council
Dr W Matthews	South Bucks District Council
Mrs M Aston	
Ms T Jervis	Healthwatch Bucks

#### Members in Attendance

Lin Hazell, Cabinet Member for Health and Wellbeing  
Mr N Brown, Cabinet Member for Community Engagement and Public Health



South Bucks  
District Council



## 1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Apologies were received from Mr C Etholen and Mrs S Jenkins.

Mrs L Clarke had replaced Mrs A Wight on the Committee. Mrs Clarke had sent her apologies.

Mrs M Aston joined the Committee as a co-optee.

## 2 DECLARATIONS OF INTEREST

Mrs T Jervis declared an interest relating to item 2 and Commissioning of Services ; Healthwatch Bucks were currently going through their commissioning process

Mrs M Aston declared an interest as Chairman on the Local Abbeyfields Society and as a Trustee of Carers Bucks.

## 3 MINUTES

The minutes of the meeting held on 13 June 2017 were agreed as a correct record.

## 4 CHAIRMAN'S UPDATE

Mr B Roberts welcomed Mrs Aston, previous County Councillor to the meeting as a new co-opted member of the Committee. Mrs H Llewelyn-Davies Chair of the Buckinghamshire Healthcare NHS Trust was also welcomed as an observer to the meeting.

Mr Roberts gave an overview of the theme of the meeting; scrutinising whether Adult Social Care in Buckinghamshire was ready for Growth.

## 5 COMMITTEE UPDATE

Committee Members gave a brief update of progress within their areas.

- Mrs B Gibbs updated the Committee on the Centre for Public Scrutiny conference; a briefing note would be circulated to the Committee  
**ACTION: Mrs Gibb**
- Julia Wassell highlighted the review of GP provision in East Wycombe that had begun and the commitment to look at GP provision across the County
- Mrs L Wheaton and Mr Roberts had attended the Marlow Community hub open day, an update would be provided at the September HASC meeting
- Launch of Healthwatch Annual report – Mrs Jervis advised that the annual report launch had taken place and the report had been circulated. Any questions were to be directed to Mrs Jervis
- Mrs Wheaton attended the Accountable Care System (ACS) event for officers and circulated an update note. Mrs Wheaton reported that Bucks Healthcare NHS Trust were 1 of 9 ACS in the first wave
- Mr B Bendyshe – Brown and Mr R Bagge would be attending the Bucks Healthcare Trust Board meeting on 26 July 2017 and would provide an update at the September meeting
- The recent Care Quality Commission (CQC) inspection had put the Mandeville Practice into special measure. The report and response from the Clinical Commissioning Group (CCG) had been circulated to Members; progress updates would be provided in due course
- It was updated that Bucks Fire safety checks at Bucks Healthcare Trust sites had

taken place in light of the Grenfell Tower tragedy; no issues had been identified at this stage

## 6 CABINET MEMBER QUESTION TIME

Lin Hazell, Cabinet Member for Health & Wellbeing and Mr N Brown, Cabinet Member for Community Engagement and Public Health attended the meeting to provide updates on their portfolios.

Dr J O'Grady, Director of Public Health and Ms S Norris, Executive Director of Communities, Health and Adult Social Care were also in attendance.

The Executive Summary of the CHASC Business Unit Plan and the Adult Social Care report that were presented to Cabinet on 26 June 2017 had been circulated to the Committee prior to the meeting.

### **The following areas were raised and discussed:**

- Lin Hazell was questioned on the main priorities in her portfolio. Lin Hazell stated that the service area would be having an in-depth look at whole service delivery with the need to review all care packages. It was confirmed that a Transformation Board had been set up in order to monitor the delivery of this programme.
- The Committee discussed the number of care packages at any one time and how the service user would be consulted in these changes. Lin Hazell responded that there was 6500-7000 care packages at any one time and consultation with service users would be a mix of interviews, focus groups and one to one consultation.
- It was confirmed that due to the ongoing budget pressures a transformation programme was in place, a Programme Manager had been recruited as a secondment for 18 months. The programme was currently at the evidence gathering stage.
- A Member of the Committee raised a concern around a local residents suffering from dementia and the help they had been offered. Lin Hazell confirmed that the case being referred to was being looked into. It was also mentioned that dementia was a growing condition and more work needed to be done around how these services were delivered and the alternatives available. The Committee discussed the plans for Libraries going forward; the improvements planned for the Aylesbury Library were currently out for consultation. The innovative approach to libraries was also discussed referring to other businesses within their premises and creating hubs for the community and the opportunities for more libraries to be run by the community which could include public health service.
- The Committee discussed the Sustainability Transformation Partnerships (STPs), clients were going to be reassessed; it was queried whether this would be done based on their needs and not budget pressures. It was confirmed that while under the Care Act, overall financial resource needs to be considered, service users would still be assessed on their needs.
- The recent Cabinet Member decision reducing the Public Health budget for the Falls Service; it was noted this could have a detrimental effect on individuals feeling safe and wanting to stay in their own homes for longer which would be counterproductive. Dr O'Grady advised that the aim was to have early intervention to take the pressure off these services and work was being done with the NHS to see how best to do this. Dr O'Grady confirmed that the County Council would be working with partners to re-profile the service.

## 7 IS THE COUNTY COUNCIL READY FOR GROWTH?

Lin Hazell, Cabinet Member for Health & Wellbeing, Mr Brown, Cabinet Member for Community Engagement and Public Health, Ms S Norris, Executive Director, Communities, Health & Adult Social Care, Dr J O'Grady, Director for Public Health and Ms J Bowie attended the meeting for Members of the Committee to seek evidence whether the County Council is ready for growth.

The Committee considered the following key areas for planning for Growth in Adult Social Care and Public Health in Buckinghamshire – Plans and Strategies, Governance, Commissioning of services, Use of data sources and Public Health.

Members received a PowerPoint update from the officers in attendance, followed by an opportunity to ask questions. The key findings and recommendations would then be included in a final report to be presented by the TEC Select Committee to Cabinet in October 2017.

Dr O'Grady and Ms Norris took Members through part 1 of the presentation which outlined the impact of Growth on Health and Wellbeing and Public Health.

### **The following points were raised and discussed:**

- The Committee discussed the new homes being built, with less family living space and outside space for communities and how this was to the detriment to the health and wellbeing of children. Dr O'Grady stated that Public Health were working with developers to ensure community spaces were being considered.
- The Committee discussed the state of the public realm and the need to make these environments safe for all to use. Dr O'Grady stated that this was a shared problem and they were working with communities and other public sector partners to find solutions.
- The Committee asked for examples of where Public Health input had an impact on planning developments, Dr O'Grady reiterated Public Health presence on working groups and in discussions with planners but no examples were given
- The Committee also discussed Active Bucks and the funding only being for a limited time. Dr O'Grady confirmed that although the funding for Active Bucks had stopped, 70% of activities were now self-sufficient and continue to be run
- Provision for the elderly was also discussed and the closure of sheltered housing and the impact that has. Some examples were raised and Ms Bowie agreed to follow them up with colleagues

**ACTION: Ms Bowie**

Ms Bowie took Members through part 2 of the presentation which outlined the impact of Growth on Adult Social Care

### **The following points were raised and discussed:**

- The Committee discussed the work to support people to remain in their own homes and the work that needed to be done with families and nurses to help them better understand the support available. Ms Bowie confirmed that re-enablement figures were not as strong as they would like them to be therefore this was an area of focus
- The integration of Health and Social Care was also discussed. A roadmap to 2020 had been to the CHASC Board which included integrating commissioning, governance and back office functions

**The Committee asked questions set out under the following headings:**

**Bucks Strategic Infrastructure Plan**

The Committee queried what the plan was expecting to achieve, the contribution CHASC made to the final plan and whether the plan was being used to help shape and inform CHASC BU plan. It was confirmed that CHASC officers had been involved in drafting the plan, which looked to enable more community options and conversations had about the type of models that do not work well. The business unit had inputted into the plan and it was acknowledged that there was a really positive approach and supported the ongoing relationships and conversations with District colleagues and developers. They also confirmed they were looking at other authorities to develop best practice around this.

**Plans and Strategies**

It was queried who had overall responsibility for delivering the CHASC Business Unit Plans, especially the action plans to deal with the predicted growth; as well as how well Public Health information had been used to inform the Council's Business Unit plans. Ms Bowie responded that the responsibility was shared amongst Senior Management colleagues.

The Market Position Statement would be drafted by the end of this year, which would map out how organisations would work together.

The overarching Joint Strategic Needs Assessment (JSNA) was a joint responsibility between Health and Adult Social Care with a lot of core data that informed business unit plans.

**Financial Planning and Budget control**

The Committee discussed the budget monitoring process being over a 4 year period and whether CHASC colleagues agreed that doing this over a longer term would help achieve greater pace in planning services to meet future demand. Ms Norris confirmed that whilst the overall medium term planning (MTP) process was on a 4 year rolling plan, officers continued to look further ahead; although some areas were harder to plan than others. A longer term capital programme would be beneficial.

**S106 money**

The Committee asked how well opportunities relating to Section 106 money was maximised. Dr O'Grady confirmed that CHASC were sighted on the developments and the use of 106 money.

**Other sources of external funding**

The Committee asked how well CHASC were at identifying and exploiting external funding streams to help meet future demand and who was responsible for this. Ms Norris stated that CHASC were working on ensuring services were charged at the right rates and that these were affordable. This would also rely on income being collected as efficiently as possible. Ms Norris also confirmed that conversations were ongoing with the NHS.

**Income Generation**

The Committee asked what plans were in place to look at the possible income generation opportunities across the Business Unit; were there projects being developed which would place the Council in a provider role rather than a commissioning one (for example, Housing for Older People).

Ms Bowie confirmed that reducing the number of placements in care homes would have an adverse effect on the income and work was underway to ensure that the right income streams between BCC and Health were in place. Ms Bowie also highlighted that the County Council were working with local communities to ensure that they were maximising existing resources in the community.

The Committee discussed the value of selling BCC services to other bodies and Assistive Technology was highlighted as an area that could be explored.

It was questioned that with the growing demand on the service and the reassessment of all care packages, whether officers felt there was significant resource to do this. Ms Norris confirmed that there was opportunity to enlist other providers to carry out some of the work as long as this was supervised.

The Committee also discussed the reluctance of some residents in approaching the service for help in fear of being removed from their home. Ms Norris stated that conversations were needed early on and support was to be provided to people in their own homes as early as possible; the County Council worked closely with the voluntary and community sector as well as GPs.

### **Opportunities**

The Committee asked officers to provide more details in relation to opportunities, to build a range of different housing options for older people. Ms Bowie cited the Extra Care facilities that were already available and interest in looking at how these could be further developed. Populations in care homes had shifted nationally and locally and the County Council were looking at the balance between nursing and residential.

### **Governance**

The Committee asked which Officers from CHASC attended the Officer Working Group and how the information was disseminated across the BU to help inform and shape the work of the BU and how they ensured actions were taken forward and managed effectively. Ms Bowie confirmed feedback was provided through the ASC Leadership Group and Members would be briefed directly when necessary. She confirmed that someone from the Commissioning team attended along with Tracey Ironmonger, Assistant Director for Public Health.

### **Assessment of current arrangements**

The Committee queried what was working well with the current governance arrangements and how these could be improved. Ms Norris stated that governance arrangements around Growth needed to continue to be reviewed; although presently these were working effectively to ensure different council functions were linking up. The Committee also discussed the impact of Brexit; issues would be explored by the Brexit Group which had recently been set up.

### **Senior Management Team**

The Committee asked if planning for growth was discussed regularly at Senior Management Team meetings and what informed these discussions. Ms Norris confirmed there were various boards and forums where information and strategic issues were being shared and that Growth was a regular agenda item on agendas at different levels within the organisation.

### **Commissioning of Services**

The Committee questioned if any **Workforce planning** modelling had been done around the impact of Brexit on the market and other external factors, including National Living Wage and the changes in the population profile. It was confirmed that links were in place with discussions taking place nationally with key groups. There were also conversations with local health providers and an event with social care providers taking place w/c 31 July which would include discussions about the impact of Brexit

### **Dementia**

The Committee asked what plans were in place to meet the rising number of people with dementia both in terms of the specialist care homes and also support for carers. Ms Bowie confirmed that there was a joint Dementia Strategy with our health partners and that there were suitable joint arrangements in place to support people from the point of diagnosis and



ongoing. ASC also worked with care home providers and linked into other resources including Assistive Technology.

### **Self-funders**

The Committee discussed if any modelling had been undertaken to highlight whether there would be an increase or a decrease in self-funders in Buckinghamshire and the impact on services. Ms Bowie advised that there were 65% of self-funders in Buckinghamshire, which was high. Work was underway to look at how best to support self-funders to ensure they were not being over exposed and that they had the right information available to them to ensure their decisions were well informed.

### **Transition from Children to Adult Services**

The Committee highlighted the importance of using information held within Children's Services to help inform future demand on Adult Services. Ms Norris confirmed that there was joint working with Ms Bowie having joint commissioning responsibility. It was agreed that more could be done to help aid the parents on how they prepare their children for adulthood.

### **Learning from other authorities**

The Committee asked if there were other local authorities held in high regard in terms of how they were handling the pressure on services and shaping their future delivery of services. Mrs Gibb mentioned Harrogate and Dorset and Ms Norris stated that they also learnt through the regional work they do with ASC colleagues where they share best practice.

### **Public Health**

#### **Planning and Development**

The Committee queried the influence and involvement with developers; it was confirmed that there was a Commissioning officer with lead responsibility for housing; with provision and joint arrangements with a number of housing providers in Buckinghamshire. It was confirmed that Public Health were statutory consultees for building care home facilities

#### **Public Health information**

The Committee asked how information and data was shared across the County Council from Public health on future population needs. Dr O'Grady confirmed that population projections had been disseminated around the authority; officers were working with the District Council, BCC planners and the NHS.

## **8 COMMITTEE WORK PROGRAMME**

The Committee work programme session took place after the meeting to discuss agenda items for future meetings and possible topics for in-depth inquiries.

## **9 DATE AND TIME OF NEXT MEETING**

Tuesday 19 September 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury. Please note that Members will have a private pre-meeting at 9.30am.

## **CHAIRMAN**

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**Buckinghamshire County Council**  
**Select Committee**  
 Children's Social Care and Learning

# Minutes

## *CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE*

Minutes from the meeting held on Tuesday 18 July 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.03 am and concluding at 12.59 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>. The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### **MEMBERS PRESENT**

Mr A Collingwood, Mrs I Darby, Mr D Dhillon, Mr N Hussain, Mrs W Mallen, Mr B Roberts, Mrs L Sullivan, Ms J Ward and Mr G Williams

### **CO-OPTED MEMBERS PRESENT**

Mr D Babb and Mr K Hamblin

### **GUESTS PRESENT**

Mr M Appleyard

### **OFFICERS PRESENT**

Ms D Andrews, Mrs P Campbell-Balcombe, Ms C Douch, Mr J Huskinson, Mrs D Munday and Ms G Rhodes White

### **1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP**

Apologies were received from Mr M Moore, Mrs M Aston and Ms K Wood.

### **2 DECLARATIONS OF INTEREST**

The following declarations of interest were noted:



- Mr G Williams - Chairman of Bucks Learning Trust Commissioning Committee and a member of the Fundraising Board at Dr Challoner's Grammar School.
- Mr N Hussain - Board member at Aylesbury College and a Board Member of BEST and the Healthy Living Centre.
- Ms I Darby - Governor at Robertswood Primary and Dr Challoner's Grammar School.
- Mr K Hamblin – Parent Governor at Halton Community Combined School.

### **3 MINUTES**

The minutes of the meetings held on 21<sup>st</sup> March and 23<sup>rd</sup> May 2017 were confirmed as accurate records and signed by the Chairman.

### **4 CHAIRMAN'S WELCOME**

The Chairman welcomed everyone to the meeting, especially new members of the Committee.

### **5 CABINET MEMBER FOR EDUCATION AND SKILLS - QUESTION TIME**

Mr M Appleyard, Cabinet Member for Education and Skills highlighted the following key areas for his portfolio:

- Looking at how to engage better with families who are having difficulties and how to increase achievement at school.
- Home to school transport
- Closing the attainment gap between disadvantaged pupils and their peers.

In response to questions from Members, Mr Appleyard covered the following:

- The funding formula for schools from central government.
- Plans for helping secondary schools in Aylesbury to improve.
- Taking a holistic approach as early as possible to reduce the gap in attainment between disadvantaged pupils and their peers.
- School place planning for future growth.
- Exclusions from school.
- The recruitment and retention of teachers in the County.
- Multi-Academy Trusts. (MATs)
- Commissioning of services provided by Bucks Learning Trust.

### **6 GROWTH INQUIRY. IS THE COUNTY COUNCIL READY FOR GROWTH?**

The Chairman introduced the item and welcomed

- Ms G Rhodes White, Executive Director for Children's Services,

- Mrs C Douch, Service Director - Children's Social Care,
- Mrs P Campbell-Balcombe, Schools Commissioner and
- Mrs D Munday, Admissions Manager.

There was an in depth discussion with the Cabinet Member and Officers for the Committee to gather evidence to inform them on whether the County Council was ready for growth.

Further details of the discussion can be found in appendix 1 of the minutes and full details on the webcast.

## **7 COMMITTEE WORK PROGRAMME**

The Chairman explained that the new Committee was due to discuss the current work programme separately after the meeting.

## **8 DATE OF NEXT MEETING**

The next meeting was confirmed as 5<sup>th</sup> September 2017 at 10.30am, Mezzanine Room 1, New County Hall, Aylesbury.

## **CHAIRMAN**



CSCL Select Committee 18<sup>th</sup> July.  
Agenda Item 6 Growth Inquiry Notes.

Appendix 1

Full details of this item can be found on the webcast here: [https://buckscc.public-i.tv/core/portal/webcast\\_interactive/273914](https://buckscc.public-i.tv/core/portal/webcast_interactive/273914)

Strategic & Education	Questioned by*		Response*
What do Senior Managers from the Business Unit see as the main challenges that housing and population growth in Bucks will present over and above the “usual” increases in demand that the Business Unit has seen?	AC	<p>We are working on the basis that growth will be in areas of housing growth. We assume that people will continue to have the average 2.2 children in their families. There are things that are out of our control, for example, if there was a problem with the housing growth not being realised. Ability to build schools and fund additional places.</p> <p>Building schools for the future Government plan changed the landscape, as did academies and free schools.</p> <p>We are focussing on the economy, which means that we will have more families in Buckinghamshire</p>	GRW
Do either the Cabinet Member for Children’s Services or Education and Skills sit on the Growth Board?	ID	Question was not responded to.	
<p>Which Officers from the Business Unit sit on the Council’s Growth Corporate Working Group?</p> <ul style="list-style-type: none"> <li>○ How often do they meet?</li> <li>○ What are the issues coming out of the Growth Board and Growth Corporate Working Group?</li> </ul>	ID	<p>Mr Stephen Chainani from the education side sits on the Growth Corporate Working Group and they meet every 2 months, although this frequency does vary depending on the current agenda.</p> <p>Education ensure that we provide a corporate response in relation to any planning applications.</p> <p>There is no representative from social care on the</p>	PCB

CSCL Select Committee 18<sup>th</sup> July.  
Agenda Item 6 Growth Inquiry Notes.

Appendix 1

		Working Group.	
How does the Children's Services Senior Management Team get feedback from the Growth Corporate Working Group and Growth Board on issues relevant to the Business Unit?	ID	Senior management feedback to ensure there is awareness.	PCB
Does the Business Unit have a strategy (written or otherwise) for managing housing/population growth? If not, how does the business unit ensure that expected growth in Bucks is taken into account when planning its services? Has acadamisisation of schools proved an issue – neighbouring authorities have their own growth agenda and there could be a potential knock on effect. With the closure of RAF Halton, has that been taken into account in relation to school places? Smaller developments can also have an impact on school places.	LS/KH/NH/ GW	<p>We spend a lot of time as at the Corporate Management Team (Chief exec, and Exec directors) so that we are constantly making sure we understand others issues and critical areas of development. Have been looking at growth reports and development of the economy and housing initiatives so we are able to synergise our own plans. We already work very closely with colleagues to ensure we know where our provision needs to be increased. We would still look at our pupil population even if we were not in a time of growth.</p> <p>We do a check every year and check birth rates, unfortunately child benefit data is no longer available to us, which had been invaluable. We can't see what happens to the cohort until a school place is applied for. We apply trend data and constantly remodel based on the information.</p> <p>We look at parental preferences and map out likely 11+ results.</p> <p>Some of our schools are close to the county boundary and we have to take all of this into account.</p> <p>Schools have to publish any admission changes they would like to make.</p> <p>All of our schools have catchment areas apart from faith schools. Only academy that has made changes was</p>	<p>GRW</p> <p>PCB</p> <p>DM</p>



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Appendix 1

		<p>Great Marlow in its early stages. They can change their capacity if they so wish, but they do not change their catchment.</p> <p>RAF Halton closure has been taken into account, and once we are in receipt of further information, we will work with schools in the area to map available options. Schools do get growth funding assistance.</p> <p>You cannot reserve school places for children moving into the area. We grow new schools from the bottom.</p> <p>As we face growth there is a chance that children will not get their first preference of school. Some parents are concerned their schools may grow.</p> <p>Every year when we do the admissions consultation we look at how we can ease concerns raised.</p> <p>Increase in the number of travellers who will require school places. Important that the home to school transport service is self-sustaining.</p> <p>SEN allocations are driven by preference and there will be a consequential impact. We are acutely aware that special school places are harder to find.</p>	PCB
What data does the Children's Services Business Unit's senior management team use to inform themselves on expected growth in Bucks to plan both social care and education	BR	Modelling is as certain as we can be and we model birth data and migration rates and we do this every year. Will only be as good as the data we are provided with.	PCB

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Appendix 1

services?		<p>Housing and planning permission information is fed into the modelling.</p> <p>When planning applications are received by the District Councils we have a statutory duty to respond to those applications.</p> <p>We work closely with other authorities including the District Councils.</p> <p>We also use pupil projections.</p>	
How does Children's Services understand what the impact will be on the their own Business Unit and their clients of decisions being made around growth in other Business Units, particularly with the growth agenda being led by the Transport, Economy and Environment Business Unit.	KW	<p>There is an extended Senior Leadership Team briefing where we bring topical subjects along. Second and third tier leaders are invited to these events. We have a rolling programme from each Business Unit so that there is an opportunity for questions and implications for other Business Units.</p> <p>There is a regular meeting of Cabinet Members and officers to discuss big issues and bring dialogue from across the board.</p>	GRW/MA
<p>What opportunities does the growth agenda represent for the Business Unit?</p> <p>How does the Business Unit engage with the Skills Hub (run by Bucks Business First) and Enterprise Co-ordinators in schools in promoting work opportunities within education and social care services?</p>	DB	<p>Important we look at the opportunities. We will develop our skills set and employment opportunities for young people. We are planning with colleagues to look at business growth and make sure we are able to train and sign up skills needed for the future.</p> <p>We are looking at what skills we need from people in the future.</p>	GRW
<b>Following Education Presentation:</b>			
What is the statutory duty regarding providing a school place. There is an issue with children from the same families being separated and	NH	<p>The admission rules apply for each child as an individual.</p> <p>There are limited school places but parents will have a better chance of their children attending the same school</p>	DM

CSCL Select Committee 18<sup>th</sup> July.  
Agenda Item 6 Growth Inquiry Notes.

Appendix 1

having to attend different schools.		if they select their catchment school as first preference. As a Council, we have a general rule that siblings would attend the same school if the catchment has been entered as first preference.	
Do we fight for S106 monies and what extra funding do we get from the Government?	NH	Wherever possible we will try and pursue S106 monies.	PCB
The application process can be confusing for parents – how can we make this easier?	ID	Unfortunately the process could become more complicated due to getting a more varied group of schools with different admission rules. We try and be as clear as possible on our website and paper guides about the application process.	DM
On the presentation, the map showed Stoke Hammond and Newton Longville that are on the border – can we change our admissions process so that are school admissions are county based?	AC	We have catchment schools along boundaries and the law prevents us from prioritising our children over a neighbouring authority.	DM
There is an appeals process when the first choice of school has not been achieved. With growth in Buckinghamshire we may plan to build a new school but it would be redundant unless houses were then put on site.	DB	We would always need to be sure of demand and that developments will be built. An economic downturn could have a drastic effect.	PCB

**Social Care**

Ms C Douch, Service Director for Children's Services attended the meeting and highlighted the following:

- There had been a 3% growth year on year but contacts and referrals to the front door had remained about the same.
- There needed to be a flexible approach to services and the Early Help Strategy would assist with this.
- There was a need to reduce the number of high cost, high demand services and with housing growth the service needed to be aware of what proportion was social housing and what vulnerable families would use Children's Services.
- Children's Services were not maximising S106 monies and needed to have more input to ensure things like child friendly areas, green spaces and safe school walking routes from developments.

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- There are opportunities to work differently and more effectively.

Can you define what poverty is?			
	WM	The national level is measured by those families that are just about managing without additional support. Both parents may be working, but there are not necessarily in the right kind of work.	CD
Projects and activity to manage growth: What actual projects and activity is underway to address some of the challenges identified for social care in managing growth in Bucks?	LS	Changes are always business as usual for children's social care. The areas that impact on Children's Social Care would be the build of new children's homes as well as the campaign by the council to become a Foster Friendly Employer.	CD
Effective use of data: What is the data telling you about where and how to locate & deliver services in future? How do you ensure that services will be available where people are going to need them in future?	AC	The adoption data showed that there was longer to place children than usual – this figure had meant that the average time to place was 226 days, but this had been due to one family that had been challenging to find homes for, which impacted on the figures. There are too many children placed outside Buckinghamshire and we are hoping to build more children's homes in Buckinghamshire.	CD
How flexible and robust is the modelling and forecasting data that you use. Do you have any examples of where you can do "what if" scenarios in modelling and forecasting?	ID	We have some good business intelligence support and now understand that we need to offer support early. What tips a situation which results in a child being brought into care? A lot of work is now being done to look at this. We do use quantitative data to ensure that we are targeting and supporting families.	CD
How does Social Care link with other Business Units around growth to ensure a strategic approach? Do you have any examples of where this is working well? Could joint working	ID	We are part of an extended leadership team and have had a discussion on growth. Starting to understand implications for children's social care and what we need to do.	CD

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be improved?		In relation to design, we are looking at creating green areas and easy routes to school.	
Do we have to pay for children known to social services that move to Buckinghamshire from another authority area?	GW	It depends on a child's level of need. If a child is on a Child Protection Plan already there are procedures in place to decide where responsibility for the case sits. If the child and their family become ordinary residents of Buckinghamshire then they would automatically become our responsibility.	CD
Opportunities: How is social care planning to take advantage of the opportunities of increased housing and population?	BR	If we are seeing new communities emerging we want them to be self-sufficient and what we would hope is to have more families that are independent and viable.  We launched the early help consultation last week and multi-agency help needs to continue.	CD/GRW
<b>Finance</b>			
Financial Planning: How many years in advance does the Business Unit forecast its budget?	GW	In terms of position where we have got to, some corrections to base budget have been modelled and are tracked. We have a good projection for 4 years looking at how we make the model more sophisticated, but if we are able to judge a child's longer term needs that will certainly help. There is some flexibility at the edges which will assist and early help will be key.  Agency staff is reducing – 21% now which is a positive step and need to maintain the number of children that social workers are working with.	DA/CD/GRW/JH

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		<p>Strategy around having children homes and Foster Friendly Employers is putting the right mechanisms in place.</p> <p>It is always harder to manage volatile budgets which are subject to intervention.</p>	
What challenges do we have in maximising S106 money and how can we overcome these? Are there any ways to lever S106 money for social care?	DD/NH/JW	There is not a great deal of capital investment with social care and need to think about the physical asset and whether that would be through S106 or targeting corporate social responsibility. We need to get smarter about S106 and work creatively with developers.	DA/GRW
Other business units may have more opportunities for income generation than Children's Services – is the money from income generation shared amongst all business units are kept within the BU that generates it? What is the plan?	AC	<p>For schools we have 2 transformation plans that will be implemented over the coming years and the plan is to reduce the number of high needs pupils.</p> <p>We are looking at an inclusion strategy that keeps many children in mainstream school with additional support wrapped around them.</p> <p>There isn't a great deal of scope for income within the Business Unit and is more of a case of decreasing spend. Home to School transport and Adult Learning fee increase are being reviewed.</p>	GRW/JH

\* Attendees

GRW – Gladys Rhodes White

CD – Carol Douch

PCB – Paula Campbell Balcombe

DM – Debbie Munday

DA – Deborah Andrews

JH – John Huskinson

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KW – Kevin Wright

AC – Alex Collingwood

ID – Isobel Darby

LS – Luisa Sullivan

DB – David Babb

JW – Julie Ward

DD – Dev Dhillon

BR – Brian Roberts

NH – Niknam Hussain

WM – Wendy Mallen

KH – Kelvin Hamblin

GW – Gareth Williams







**Buckinghamshire County Council**  
**Select Committee**  
 Children's Social Care and Learning

# Minutes

## *CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE*

Minutes from the meeting held on Tuesday 5 September 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.30 am and concluding at 1.18 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>. The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### **MEMBERS PRESENT**

Mr A Collingwood, Mrs I Darby, Mr D Dhillon, Mr M Hussain, Mr N Hussain, Mr B Roberts, Mrs L Sullivan, Ms J Ward, Mr G Williams and Ms K Wood

### **CO-OPTED MEMBERS PRESENT**

Mrs M Aston and Mr D Babb

### **GUESTS PRESENT**

Mr M Appleyard and Mr W Whyte

### **OFFICERS PRESENT**

Ms S Callaghan, Ms M Edmonds, Mr J Fowler, Ms G Rhodes White and Ms V Trundell

### **1 APOLOGIES FOR ABSENCE**

Apologies were received from Mr M Moore, Mr K Hamblin and Mrs W Mallen.

### **2 DECLARATIONS OF INTEREST**

The following declarations of interest were noted:



- Mr G Williams - Chairman of Bucks Learning Trust Commissioning Committee and a member of the Fundraising Board at Dr Challoner's Grammar School.
- Mr N Hussain - Board member at Aylesbury College and a Board Member of BEST and the Healthy Living Centre.
- Ms I Darby - Governor at Robertswood Primary and Dr Challoner's Grammar School.

### **3 MINUTES**

The minutes of the meeting held on 18<sup>th</sup> July 2017 were confirmed as an accurate record and signed by the Chairman.

### **4 PUBLIC QUESTIONS**

There were no public questions.

### **5 CHAIRMAN'S REPORT**

The Chairman told the Committee of his attendance at an adoption panel information meeting which had been very useful prior to attending an adoption panel arranged for next month.

### **6 COMMITTEE MEMBER UPDATES**

Mrs Darby, Mr Williams and Mr Collingwood updated the Committee on their attendance at the children looked after and care leavers celebration event which they had found to be a very humbling experience and a good introduction to the work of the Select Committee. They thanked all those concerned.

Mr Dhillon asked Committee Members to let Mr Wright, Committee and Governance Adviser, know if they wanted to undertake any Children's Services work shadowing.

Mr Collingwood updated the Committee on his visit to a Social Worker's team meeting and acknowledged the excellent work of the team. He was due to visit a resource panel and an adoption panel during September.

### **7 CABINET MEMBER QUESTION TIME**

The Chairman welcomed Mr Warren Whyte, Cabinet Member for Children's Services, to the meeting.

Mr Whyte updated the Committee as follows:

- He had undertaken a number of visits to:
  - Front line social work and prevention teams
  - A children's home
  - Children's Court and
  - A Children's Centre

- Two meetings had been held with the refreshed Children's Partnership Board.
- He was now attending the South East Lead Members Forum.

In response to Members concerns around timescales for increasing placements for children and young people within Buckinghamshire, Mr Whyte explained that a two year programme had already commenced, with recruitment for new residential home managers underway with a view to having Managers in place as early as January.

Members queried how the service would prioritise individual cases to bring back into Buckinghamshire. Ms Gladys Rhodes White, Executive Director for Children's Social Care, explained that each case would be looked at individually and an assessment carried out to look at the advantages and disadvantages for each child or young person.

Ms Rhodes White explained that it was sometimes in a person's best interest to be placed a distance away from home, although these cases were not common.

Members asked for a breakdown of the percentage of cases that were placed out of county because it was in a child's best interest compared to the percentage of those cases that were placed out of county because there was no option to place locally.

**ACTION: Ms Rhodes White.**

## **8 VOICE OF THE CHILD AND YOUNG PERSON INQUIRY - RECOMMENDATION MONITORING**

The Chairman welcomed:

- Mr Warren Whyte, Cabinet Member for Children's Services
- Ms Gladys Rhodes White, Executive Director, Children's Services
- Laura, Guest Young Person
- Eve, Guest Young Person
- Mr James Fowler, Youth Service Manager
- Ms Emily Dover, Youth Worker

Laura and Eve gave a summary of how they were involved in providing the views of children and young people and Ms Rhodes White summarised the progress so far against each of the recommendations from the report.

Members of the Committee asked questions about:

- Transition arrangements for children and young people moving into adulthood.
- Ways of engaging with young children to provide their views.
- The quality and ease of use of the website for children and young people.
- How well children and young people felt they were listened to and whether things were improving.
- Hit rates of the website.

- How the service let children and young people know what they have done to address feedback.

The following points were made by Laura and Eve in response to the Committee's questioning:

- Transition arrangements e.g. from school to college were good with support provided by schools and youth workers in a number of ways.
- Laura was the joint chair of the Special Educational Needs and Disabilities (SEND) forum which helped to ensure all SEND children and young people's voices were heard
- There was work going on to promote Youth Voice in schools e.g. publicity through assemblies and poster campaigns but there was still more to do.
- Laura had worked on developing the "local offer" web pages but both Laura and Eve thought the websites for children and families could still be made easier to use particularly for providing feedback.
- The Children and Adolescent Mental Health (CAMHS) website was good but needed to be publicised to children and young people more.
- Some children and young people did not have internet access and so this needed to be taken into account when provided information and opportunities to feedback.
- Eve and Laura felt that they personally were listened to but that they did not always know what had happened as a result of their feedback.

Mr Fowler advised that if children and young people were asked to contribute to service improvement work, they would be given IT equipment to help.

Ms Rhodes White confirmed that she would provide data on how often the children's services website was used including data to show trends over time.

**ACTION: Ms Rhodes White**

Ms Rhodes White also explained the process for transition planning for children and young people with Special Educational Needs and Disabilities into adult services.

Mr Whyte confirmed that advisers and social workers were now working jointly on transition planning and that the "Staying Put Policy" was being refreshed to make pathways clearer.

Members of the Committee asked the service to engage the help of the Director of Technology Services and involve children and young people in further developing a website hub - (recommendation 4).

**ACTION: Ms Rhodes White**

**RESOLVED: The Committee AGREED to delegate the RAG rating of the recommendations to the Chairman with the ratings being shared with the Committee after the meeting.**

## 9 CHILDREN'S SERVICES IMPROVEMENT PROGRAMME ACTIONS - RESPONSE TO THIRD OFSTED MONITORING VISIT.

Mr Whyte and Ms Rhodes White presented the report.

Mr Whyte made the following points:

- Ofsted's 4<sup>th</sup> monitoring letter had been received since the report was written.
- He shared Ofsted's concerns about the pace of improvement and had made it clear to the management team about focussing on the pace of change.

Ms Rhodes White explained that the last 2 monitoring visits had focused on children looked after and those leaving care and that the next Ofsted intervention would be a full 4 week inspection starting sometime between September and December 2017.

Members questioned Mr Whyte and Ms Rhodes White on:

- Why weekly performance and improvement monitoring had ceased only to have to be re-instated later.
- The availability of the Improvement Plan to the Committee.
- Being able to evidence improved outcomes for children and young people.
- Involving children and young people on the Corporate Parenting Panel.
- Managers' misunderstandings around practice processes.
- The need to increase the pace of improvement.

The following main points were made in response to the questions.

- Following improvement in some areas initially, the service may have taken its focus off these areas too early before improvement processes had been embedded and so it had been necessary to re-instate increased monitoring.
- Ofsted had commented on some sustained improvement in some areas e.g. in return interviews for children going missing.
- Mr Whyte held Officers to account through quarterly performance reviews to ensure stable improvement.
- The Improvement Plan would be provided to the Committee

• **ACTION: Ms Rhodes White**

- A "so what" column would be added to the Improvement Plan to help measure the outcome of improvement actions on children and young people.
- The best way to measure outcomes was to ask children and young people themselves and also monitor "negative" key performance indicators (e.g. "Not in Education, Employment or Training (NEET)").
- The timings of the Corporate Parenting Panel would be reviewed to start later so children and young people could attend.

**ACTION: Mr Whyte**

- A young person would be appointed as a member of the Corporate Parenting Panel and be a champion for children looked after and care leavers.
- There was a process of self-evaluation being undertaken by the service to identify any misunderstandings around social care practice processes by managers and staff.
- The pace of improvement had been a concern but was being addressed with renewed focus; through improved recruitment, the Cabinet Member challenging middle management and a new Director of Children's Services due to start in October.

## **10 PERMANENT EXCLUSIONS**

The Chairman welcomed:

- Mr Mike Appleyard, Cabinet Member for Education and Skills
- Miss Sarah Callaghan, Service Director Education and
- Mrs Vivian Trundell, Education Entitlement Manager

The Cabinet Member and Officers:

- Acknowledged that the level of permanent exclusions was not acceptable.
- Outlined the need for a robust response which would include a strong focus on prevention and early help.
- Focussed on the need for strong partnership working with schools and learning from good practice and expertise within Buckinghamshire and elsewhere.

Members questioned the Cabinet Member and Officers on:

- The speed of the response by the service so far.
- Schools reporting a lack of support to manage the issue.
- A lack of communication between schools and the local authority.
- The sudden rise in numbers of permanent exclusions in 2014/15.
- The need to act quickly to make improvements so as to positively impact on children and young people affected.
- Partnership working, including working with the NHS in responding to the issue.
- Access to better quality data and analysis to help understand the key issues and timelines.

The following responses were made by the Cabinet Member and Officers:

- It was imperative that the issues that were leading to children and young people being permanently excluded were identified much earlier and needed to be linked to the Early Help programme.
- Prevention and support panels were being piloted to help support schools by bringing together expertise where good practice was identified and an Inclusion Charter was being developed.

- Children's Services had not always acted as quickly as it should have and had been too reactive. The push to address the issue through the Early Help process would aim to address this.
- There was a wish to bring Educational Psychologists into schools to provide support earlier but the focus had been on Educational Psychologists doing statutory assessments. The new Early Help approach aimed to reduce the need for statutory assessment by intervening earlier.
- A number of issues had contributed to the large increase since 2014/15 including:
  - changes to Central Government guidance in 2012.
  - issues relating to children's mental health impacting nationally.
  - reduced resourcing.
- There needed to be a culture change and a new approach between schools and the local authority through better joint working and communications which was starting to happen.
- Central Government policies were making it essential for schools to also take increased responsibility in preventing permanent exclusions.
- There was recognition that the situation needed to improve quickly with the Cabinet Member and Director of Children's Services keeping pressure on officers to show numbers reducing.
- Early identification of issues should happen at a number of points where families interacted with the Council and partners including, pre-birth services, first point of contact, Children's Centres, pre-schools and nursery schools.
- Once issues were identified it was important to wrap relevant services around the family to provide support.
- It was important that children entered education with the ability to deal with social situations and curriculum expectations that they would be faced with.
- Although the Early Help programme approach may result in fewer Education, Health and Care Plan (EHCP) assessments, where appropriate, EHCP would still be used.
- It was recognised that the current set of data on exclusions and analysis still needed to be improved and work was underway. Any new data would be shared with the Committee.

**ACTION: Ms Rhodes White**

**RESOLVED: The Committee AGREED that:**

- **a further in depth review by the Committee would be undertaken on the issue.**
- **the Committee would scrutinise the outcomes of the prevention and support panels once the pilot had been completed.**

## **11 EDUCATION STRATEGY**

The Chairman welcomed Mrs Maria Edmonds – Education Strategy Manager to the meeting.

Mr Mike Appleyard, Miss Sarah Callaghan and Mrs Maria Edmonds presented the report and summarised the key points.

Members of the Committee asked questions about the following:

- The quality of secondary education for children and young people in Aylesbury.
- Whether the strategy would still include as a driver, central government's policy of increased selection, now that this appeared to have been dropped
- The Buckinghamshire Learning Trust's (BLT) involvement in the strategy.
- How the strategy would manage the increased independence of academies from local authorities and pastoral care issues.

During discussions, the Cabinet Member and Officers made the following points:

- Reducing the attainment gap between disadvantaged pupils and their peers would be an important part of the strategy and there would be key performance indicators included so that the issue could be monitored.
- It would be important to tackle the underperformance of some vulnerable children and young people in helping secondary schools in Aylesbury improve.
- Once completed, the results of all consultations would be analysed and developed into a draft strategy which would be brought back to the Committee

**Action: Committee and Governance Adviser**

- The new strategy would be more specific about actions for Buckinghamshire Learning Trust to help improve areas of underperformance.
- The level of engagement between academies, grammar schools and the Council was strong and there had been positive feedback about pastoral care.

## 12 CHILDREN'S WORKFORCE INQUIRY- RECOMMENDATIONS MONITORING

The Committee reviewed the actions being undertaken to implement the two recommendations still outstanding

The Committee questioned the low level of participation in exit interviews and asked whether these could be undertaken by an independent officer rather than the line manager of the person leaving.

**ACTION: Ms Rhodes White**

**RESOLVED:** The Committee **AGREED** to delegate the RAG rating of the recommendations to the Chairman with the ratings being shared with the Committee after the meeting.

## 13 COMMITTEE WORK PROGRAMME

The Committee noted the work programme and requested that an item on the Early Help Review be added.

**ACTION: Committee and Governance Adviser**



#### **14 DATE OF NEXT MEETING**

The next meeting of the Children's Social Care and Learning Select Committee will take place on 17<sup>th</sup> October 2017, Mezzanine Room 1, New County Offices, Aylesbury. There will be a private pre-meeting for Members from 9.30am

**CHAIRMAN**



## **Inquiry Progress Update on Recommendations after 6 months**

**Inquiry: Voice of the Child**

**Select Committee Inquiry Report Completion Date: Recommendations accepted by Cabinet on 9<sup>th</sup> January 2017**

**Date of this update: July 2017**

**Lead Officer responsible for this response: Carol Douch**

**Cabinet Member that has signed-off this update: Warren Whyte**

### **Recommendation 1**

That sufficient tools are readily available for all people working with children and young people to gather and record views for example books, pictures, games and toys and that purchasing cards are made available to buy additional items quickly.

Lead Cabinet Member: Cabinet Member for Children's Services

Lead Officer: Carol Douch

Action by date: End of February 2017 and ongoing

### **Original Response and Actions**

- We have made a number of tools available to children's social workers and we will consider what other tools are available for other staff who work with children.
- Over the last 4 months there has been an increasing number of children and workers using the apps
- We will review with our commissioned providers to identify any gaps in access to relevant tools and review the ability to purchase new items within the scope of the commissioned service budget.
- We will review availability and use of purchasing cards by social work staff.

### **Progress Update After 6 months**

There is clear evidence to demonstrate that Social Workers have increased their knowledge and application of using electronic applications and tools for obtaining children's wishes and feelings. This is evidenced through the Monthly Senior Management Audits that has demonstrated that a variety of tools are being used by Social Workers.

Social Workers evidence the children's wishes and feelings through their visits, meetings and written reports and are more able to articulate the children's journeys through Children's Social Care. The Tools Library is being upgraded on a regular basis (as and when new tools are being made available by other agencies, Social Workers, etc.)

Children are also able to use the MOMO (Mind of My Own) application. They can speak with their Social Workers, Managers and Practice Improvement Managers and share their views.

The electronic ePEP (electronic Personal Education Plan) for Looked After Children (LAC) is co-ordinated by The Virtual School in conjunction with the school, social

worker, carer and pupil. The vast majority of pupils attend their termly PEP and find the interactive platform user friendly and fun to use as it is adapted according to age and ability. (There is one specifically for Special Educational Needs (SEN) pupils).

Using this information targets are set and the Pupil Premium is allocated accordingly. These targets are reviewed every term. This input allows pupils to request additional activities and educational games and resources.

Pupils are rewarded for their participation via a voucher scheme.

The Virtual School distributes age and interest appropriate books to all primary aged and Early Years Pupils and to any older pupils who request it. This is based on a detailed knowledge in relation to ability and interest. The pupils contribute to this via PEPs and letters from their carers. We have a huge number of compliments and letters of gratitude from carers and pupils for their books.

All social workers have access to a team purchasing card via their Business Support Officer to enable them to purchase appropriate resources to facilitate the child's voice.

Committee RAG Rating:




## Recommendation 2

That more innovative way are introduced to increase the amount of quality time workers within social care have to gather the views of children and young people, particularly within the children in need service.

Lead Cabinet Member: Cabinet Member for Children's Services

Lead Officer: Julie Davies

Action by date: January 2017

Original Response and Actions	Progress Update After 6 months
<ul style="list-style-type: none"><li>• "Mind of My Own" app was introduced in early summer 2016 which is a means in which children and young people in our care can share their wishes and feelings in a secure way on line.</li><li>• The implementation has been successful and we are now developing the tool further to ensure it is accessible to children and young people with disabilities.</li><li>• We will consider the opportunities as part of the restructure of the children in need service and review its effectiveness.</li></ul>	<p>Mind of My Own (MOMO) was introduced in Buckinghamshire April 2016 with a specific application for children with disability available from December 2016.</p> <p>For all child protection review conferences taking place on and after 1<sup>st</sup> July 2017, social workers will be expected to support the use of MoMo One (for children aged 8 years and above) and MOMO Express (for children under 8 years of age and disabled children) to gain children's views for all review child protection conferences at a statutory child protection visit during the 5 weeks before the conference takes place.</p> <p>Buckinghamshire Children's Services were recently nominated and reached the final for an award at the national 'MOMO' event. Buckinghamshire County Council were nominated in two categories - fastest implementation and the highest number of children registered to use the app in our drive to improve the way we gather the views of children and young people.</p> <p>As of 24<sup>th</sup> August 2017, 260 young people had MoMo accounts, 274 workers had downloaded MOMO onto their phones and 287 statements had been received from children and young people.</p> <p>Social Workers attend the termly Personal Education Plan meetings for looked after children.</p> <p>Committee RAG Rating:</p> 

### Recommendation 3

That participation group for children and young people with disabilities is established so that their collective voice can be heard and disseminated to Commissioners, Youth Service and Social Care to act upon.

Lead Cabinet Member: Cabinet Member for Education and Skills

Lead Officer: James Fowler

Action by date: February 2017

#### Original Response and Actions

This has recently been established in the Youth Service as part of our disability participation work. We can liaise with our commissioned providers to help disseminate details about this group and help identify potentially interested young people to take part.

Actions:

- Share Terms of Reference more widely across commissioners and Social Care
- Share/add to existing work plan for the group
- Develop process for sharing outcomes to relevant parties.

#### Progress Update After 6 months

There is a Special Educational Needs / Disabilities (SEND) youth forum, young people age ranges from 15-19 with a variety of disabilities.

SEND youth forum priorities are led by the young people of the forum and last year's topic was mental health. This year the SEND youth forum have chosen the topic – 'raise disability awareness to help prevent bullying'. The forum will be working in partnership with Alfriston School on this priority.

The disability work plan priorities 17/18 were agreed by the Head of Service for SEND. The set priorities were agreed following young people recommendations along with information and additional gaps identified by other services such as, SEND IAS (SEND Information, Advice and Support) , Adult Social Care Transitions Team and Change for Children SEND lead.

Young people from the SEND youth forum, special schools/colleges, post-19 provision, Talkback and Macintyre are currently being engaged to complete priorities from the work plan.

All services and young people involved in the work plan priorities are regularly updated with progress and outcomes. The voice of the child is shared with key partners including SEND Team, Transitions Team, and Schools. As well as included in Change for Children Programme, Local Offer working group etc.

The SEND Youth Forum has produced a booklet called 'MY Education, Health & Care Plan' which is sent out when the Local Authority agrees to carry out an Education Health Care (EHC) needs assessment. This advises the young person what to expect from the process, what things mean and what to do if they are unhappy with the EHC plan (if one is issued).

The ePEP has a section for children with disabilities with a Makaton symbol pupils part.

Feedback to key professionals and other relevant parties is shared as a matter of course as part of the work completed on each priority of the Work Plan 2017/18. In addition key partners/ individuals are invited to attend SEND Youth Forum.

Young people have helped to produce SEND Youth Forum promotional material including young people's flyer and promotional video.

Current SEND Youth Forum campaign priorities identified by young people include:

1. Young people felt it was important to raise other children and young people's awareness of disability to prevent bullying of vulnerable young people.

The forum have created a poster for the MASKS (Make A Special Kid Smile) charity exhibition and are now working on a project to introduce students from mainstream schools to their local SEN schools and placements. The forum will be working in partnership with Alfriston school for this work.

2. Young people felt there needed to be more information for young people on supporting transitions into adulthood.

Young people from the SEND Youth Forum helped create and appeared in 6 short information films about SEND post 16 provision. The films include a young person's tour of a college, therapies available on site, community provision by Macintyre and Talkback and residential placements with Aster Lodge. The films show SEND post 16 provision we currently offer and help young people and their families better understand the Local Offer and how the different services support can support young people with disabilities transition into adult services. (<https://www.bucksfamilyinfo.org/kb5/buckinghamshire/fsd/advice.page?id=GIVSsf4UkOq>)

Committee RAG Rating:



#### Recommendation 4

That a specific Voice of the Child and Young Person website hub is developed to :

- Publicise prominently the relevant email addresses, phone numbers and social media for children and young people to give their views.
- Provide links to all relevant BCC and partners' website pages that focus on and provide a way for children and young people to give their views.
- Let children and young people know what has happened as a result of their feedback. (You said, we did)
- Clearly signpost services for children and young people in a way that is easy to understand.
- Publicise the rights of children and young people to be heard

Lead Cabinet Member: Cabinet Member for Children's Services

Lead Officer: Carol Douch

Action by date: End of January 2017

#### Original Response and Actions

#### Progress Update After 6 months

- A specific website area has been designed with children and young people to ensure key information is accessible to them. The final technical details are being completed and the website will go live at the end of January 2017.
- Buckinghamshire CAMHS (child and adolescent mental health) have recently re-launched their website following significant input from young people which addresses a number of the inquiry recommendations for this group of service users:  
<http://www.oxfordhealth.nhs.uk/fresh/bucks/>
- The Bucks Family Information Service (BFIS) website has sections dedicated to young people, including a section for young people to share their own views, vlogs etc (Your Space). There is also a Youth Space section that could be developed further with rights etc. BFIS is managed by Anna Ellis.
- The Youth Service also has a LAC website linked to the Children in Care Council called [kidsincare.org.uk](http://kidsincare.org.uk)

- The specific website area for children to understand their journey through social care system went live as planned, with an interactive tool so that they can access key information about what will happen at different points of the child's journey. The information has been co-produced and is in accessible language for children and young people.
- We do Care website clearly outlines the rights of children in care and aftercare and the pledge from the County Council and there is a link to this from the BFIS website.
- Buckinghamshire Safeguarding Board has a specific area with key information for children to understand what to do to keep safe

Committee RAG Rating:





### Recommendation 5

That the recording and discussion of children and young people's views are strengthened by:

- Work with staff across each business area to draw up a good practice guidance document on the process of recording and discussing the views of children and young people to improve consistency.
- Making discussion at social care supervision meetings & recording on the supervision template of children's and young people's views obligatory.
- Investigating whether the field within the ICS system to record the views of children and young people can be made mandatory to complete.
- As part of the Business Unit's work on Business Intelligence, look to set up a data hub in which all views gathered and recorded, from whichever service, can be stored, accessed and analysed from one place by multiple users.

Lead Cabinet Member: Cabinet Member for Children's Services

Lead Officer: Carol Douch

Action by date: June 2017

#### Original Response and Actions

Good practice guidance on recording children's views currently exists for children's social care and is currently specific to this service area. The quality of this is audited on a regular basis through supervision and through regular auditing. Guidance will be shared across the business unit through management and team meetings over the next 4 months.

It is currently a requirement in supervision and group supervision to consider the views of children and young people when decisions are made about assessment, effective planning and reviewing. It is monitored through supervision and file auditing.

There is a mandatory field in LCS about detailing when a child has been seen.


Some of the views of children and young people are confidential to that child and their circumstance. Information is already analysed in relation to themes about complaints and compliments. We will investigate the possibility of the BI Service finding a solution and essentially if we can achieve this without compromising

#### Progress Update After 6 months

The monthly case file audits undertaken across Children's Services evidence that the voice of the child is consistently being considered in assessments, interventions, planning and review. The child's voice is at the centre of what children's social care do. The guidance and regular management oversight has ensured this area of improvement has moved forward.

The supervision procedure and template has been reviewed and updated and formally launched in June 2017. The template now includes a prompt for the manager to discuss with the social worker a specific children's journey and this is then recorded on the child's record in LCS (the case recording system). (This will include Aftercare once all of the records have been transferred over)

The Rights to Information Team in Children's Services share anonymised outcomes and lessons learnt from individual complaints (both Stage 1 and Stage 2) in a thematic way that does not compromise confidentiality. For example, themes are included in the Getting to Good newsletters, form the basis of broader practice discussions at the regular County Manager meetings and Practice Improvement Managers encourage sharing by their Team Managers at their team meetings.

	<p>The Good Practice Guidance document to highlight examples of good practice in schools currently that enables the voice of the child to be shared including:</p> <ul style="list-style-type: none"><li>• Responsive marking</li><li>• Target setting sessions</li><li>• School reports</li><li>• School Council</li><li>• Pupil Form/Class Reps</li><li>• Clubs and participation groups</li><li>• Via PTA activities</li><li>• Pupil surveys</li><li>• (via Autumn Term 2017 Liaison Groups)</li></ul> <p>Committee RAG Rating:</p> 
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## Recommendation 6

To strengthen the strategic approach:

- a. Ensure that the voice of the child and young person is an overarching priority within Business Unit strategies, for example the Children's Strategy and its associated implementation plan, to include specific actions and performance measures.
- b. Make sure children and young people are part of the recruitment panel for appointments supporting children and young people

Lead Cabinet Member: Cabinet Member for Education and Skills

Lead Officer: James Fowler. Action by date: June 2017

Original Response and Actions	Progress Update After 6 months
<p>a) It is already one of the overarching priorities as set out in the Children's Strategy that Children are at the heart of Buckinghamshire County Council's strategic priorities. We will consider how we monitor the voice of the child across our contract management function from a commissioned services perspective and look to embed an appropriate mechanism. We will ask BI to develop a possible solution to assist us in gathering the views of the children we work with by June 2017.</p> <p>b) The Youth Service has a pool of trained young people who can be available for recruitment processes. Action: Ensure the inclusion of C&amp;YP from the trained pool of young people are involved in recruitment process, and the process to access them through HR and the Youth service is reviewed by June 2017.</p>	<p>a) The voice of the child and young person is an overarching priority within Children's Services, and Safeguarding our Vulnerable is one of three overarching priorities for the Council.</p> <p>How a provider captures the voice of the child is key question in commissioning of new services and in monitoring and challenging providers in contract management.</p> <p>b) The Youth Service has a pool of trained young people and will continue to provide training and support for young people to enable them to participate in recruitment processes. Recent sessions delivered in April and May 2017. Planned session in October half-term specifically targeting Children Looked After and Care Leaver's. Additional plans to incorporate interview training in YS existing employability programmes to increase number of trained young people.</p> <p>Liaising with HR to include process for requesting young people's interview panels added to existing 'Recruitment Journey' guidance.</p> <p>Young people from Youth Voice, We Do Care and SEND Youth Forum to support refresh of young people's interview panels recruitment material.</p> <p>Young people's interview panels were recently involved in the recruitment of the DCS and 'Step up to Social Work' interviews</p> <p>A young people panel has been involved in the recruitment of all SEN Offices and Managers over the last 2 years.</p> <p>Committee RAG Rating:</p> <p></p>

### Recommendation 7

That at each meeting of the wider leadership team there is a standing agenda item on the voice of the child and young person to focus on:

- Ensuring the voice of the child and young person is included in key strategies and plans
- Understanding the themes and lessons that can be learned from analysing the views of children and young people from across the different service areas.
- Using analysis of children and young people's views to identify gaps and duplication in service provision and ensure effective and efficient use of resources.
- Feeding back on key issues to the Senior Management Team meeting and Business Unit Board.

And that once a year, a wider leadership team meeting is devoted to the voice of the child and young person

Lead Cabinet Member: Cabinet Member for Children's Services

Lead Officer: Gladys Rhodes-White

Action by date: February 2017

#### Original Response and Actions

The agenda will be changed to ensure that this is considered at each WLT meeting. Once a year the meeting will be dedicated to the Voice of the Child.

Key themes identified from children's voices will help to amend and develop children's services policies and procedures and will be included in an annual review.

#### Progress Update After 6 months

Wider Leadership Team across children services has had 2 facilitated sessions by Local Government Association focussed on the cross cutting themes in children's services and ensuring the voice of the child is central to the work that is completed. The next WLT meeting is scheduled for November and the theme will be Voice of Child.

Key themes are used to amend and develop children's services policies an example is Buckinghamshire Looked after Children and Placement Sufficiency strategy which is focussed on ensuring that there are placements in Buckinghamshire which enables children to be maintained in their school and keep contact with their family friend and community.

Another recent example of co-production of work with young people is the revised Pathway way plan which is now user friendly and enables the child and young person's voice to be central to the planning.

Committee RAG Rating:



**Recommendation 8**

That Voice of the Child and Young Person Leaders in the CSCL Business Unit and throughout the organisation are identified and whose role is to maintain a high profile for this area of work, share good practice and ensure that the voice of the child and young person becomes a more detailed cross cutting theme in strategies, plans and projects.

Lead Cabinet Member: Cabinet Member for Children's Services

Lead Officer: Gladys Rhodes-White

Action by date: Ongoing

**Original Response and Actions**

This is the responsibility of all staff and is one of the overarching priorities of the Council as identified in the Children's Strategy.

- Also it is the specific role of the Principal Children's Social Worker to ensure to maintain the profile and to challenge where this is not evident
- Simon Billenness and Theresa Carlyle lead on our Youth voice work in the Youth Service.

**Progress Update After 6 months**


A report from the Principal Social Worker was considered at the senior leadership team and One Council Board. A newly appointed Principal Social Worker has been appointed and will check the progress of the annual report and to be the champion for children's social work and the voice of the child. He has met with the Cabinet Member for Children's Services and the Director of Children's Services in his first few weeks in post.

The Youth Service delivers Youth Voice work including the Children in Care Council and SEND Youth Forum. The Youth Voice initiatives provide a mechanism for the Council to consult with young people on a regular basis and maintain open dialogue. Both the Children in Care Council and SEND Youth Forum have an annual work plan that includes key priorities identified by young people and officers and link to priorities for BCC.





In addition Youth Voice feed into wider strategies and plans for example planned consultation as part of the current Change for Children Programme.

Sarah Barnett leads on Youth Voice. James Fowler oversees Children in Care and SEND YV work.

Current approach to broaden contributions to Youth Service Youth Voice events include building an online community to enable children and young people to participate anytime and anywhere, ongoing engagement with key partners such as schools and other youth sector organisations to promote the Youth Voice opportunities. Developing young people as Youth Voice Ambassadors to recruit other young people to the Youth Voice community and promote streams of work

	<p>and outcomes.</p> <p>Committee RAG Rating:</p> 
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*RAG Status Guidance (For the Select Committee’s Assessment)*

	<i>Recommendation implemented to the satisfaction of the committee.</i>		<i>Committee have concerns the recommendation may not be fully delivered to its satisfaction</i>
	<i>Recommendation on track to be completed to the satisfaction of the committee.</i>		<i>Committee consider the recommendation to have not been delivered/implemented</i>

## Children's Workforce Scrutiny Inquiry Progress Update on Recommendations


### Interim Progress Report 12 months on

Select Committee Inquiry Report Completion Date: April 2016

Date of this update: 10<sup>th</sup> August 2017



Lead Officer responsible for this response: Carol Douch


Cabinet Member: Warren Whyte:

Accepted Recommendations	Original Response and Actions	Progress Update after 12 months	Committee Assessment of Progress (RAG status)
Recommendation 1: There should be systematic analysis by the Children's Social Care & Learning Business Unit Management Team of the findings of social worker exit interviews.	<p>A new exit interview process has been adopted since March 2015. An analysis is undertaken of them already and reports to the workforce development Board on a quarterly basis.</p> <p>Example of trends identified so far include:</p> <ul style="list-style-type: none"> <li>• Work-life /balance</li> <li>• Career progression</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Development meetings take place on a quarterly basis to consider the findings of exit interviews for staff leaving the Council or internally transferring to other teams. This assists in identifying what needs to be implemented to address any recurring themes for staff leaving BCC</li> <li>• Data gathered is also taken to the CSCL Monthly Resource Meetings attended by Heads of Service, PIMs, and HR where both compliance with the exit interview process and specific service/HR issues/actions are raised and addressed</li> <li>• Employees who leave employment in Social Worker roles voluntarily are encouraged to take part in a confidential exit interview, either with a manager from another department or with their line manager. Numbers of leavers and leaving reasons are monitored on a quarterly basis and</li> </ul>	 <p>Agreed as implemented by the Committee on 31st January 2017</p>

Accepted Recommendations	Original Response and Actions	Progress Update after 12 months	Committee Assessment of Progress (RAG status)
		<p>an annual exit interview report is produced after the end of each financial year. During the period 1 April 2016 to 31 March 2017, 46 employees left BCC. Of the 46 voluntary leavers, 12 completed an exit interview (26%). The analysis that was undertaken therefore covered feedback from only those 12 individuals</p> <ul style="list-style-type: none"> <li>• Over this reporting period although the number of exit interviews conducted has increased, more needs to be done to capture the views of leavers. In order to address this new online process “Last Opinion” has been devised in order to capture the views of leavers. This new system is due to be launched shortly</li> <li>• Key messages from the exit interviews have been fed into an improvement action plan. Areas for improvement are central to the Workforce Strategy action plan and specific improvement suggestions will be reviewed and actions to address incorporated.</li> <li>• Actions in relation to workload have been addressed and are reported at performance meetings</li> <li>• Career progression is now one of the features of the retention offer and monthly boards are held to manage this process.</li> <li>• These processes are now business as usual as workforce development meeting and Resource meetings are occurring on a regular basis with caseloads being reported at the monthly SMT</li> </ul>	





Accepted Recommendations	Original Response and Actions	Progress Update after 12 months	Committee Assessment of Progress (RAG status)
		performance meetings.	
Recommendation 2: Efforts should be made to address the underrepresentation of men in the social care workforce.	This was discussed at Workforce Development Board (WDB) on 22/4/16. The priority is to ensure that we attract competent social workers for permanent jobs, irrespective of their gender, as we still have too many agency workers. The gender of the workforce will continue to be monitored and benchmarked.	<ul style="list-style-type: none"> <li>In June 2017 22% of qualified social workers were on an agency contract, covering vacancies, sick leave, maternity and over establishment. If only the vacancies covered by agency staff is considered this figure drops to 18.5%</li> <li>From April to end June 2017 – 13% of permanent staff were male and 87% female as opposed to 8% and 92% respectively between June and December 2016</li> <li>Between April and June 2017 we have 64 agency workers in HCPC posts, of which 72% were female and 28% male, very similar to the figures reported in last update report</li> <li>Overall the composition of the Social Care workforce is Male 17% and Female 83% which shows some measured improvement in this trend. This compares to a National breakdown of 85% Female and 14% Male in 2016 (based on Guardian publication Social Lives 2017)</li> </ul>	
Recommendation 3: Legal assurance should be sought around the implementation of Phase 2 of the South East Memorandum of Cooperation	A legal view has already been taken and incorporated into the Memorandum and the actions are deemed to be in line with employment law. The memorandum went live on 4 <sup>th</sup> April 2016.	<p>There is a South East Region Memorandum of Cooperation (MoC) for managing the demand and supply of Children's Social Workers across the south east region and with bordering councils.</p> <p>The purpose of this agreement has been to overcome some of the difficulties that many LAs have experienced</p>	 Agreed as implemented by the Committee on 31st January 2017

Accepted Recommendations	Original Response and Actions	Progress Update after 12 months	Committee Assessment of Progress (RAG status)
		<p>in relation to agency worker quality, and cost in order that there is cooperation between local authorities. In order to manage the mis-match of requirements i.e. under supply and increased demand for 21.9% of social workers, it was felt that there needed to be a more collaborative and strategic approach, particularly in relation to managing agency worker supply and demand and associated costs.</p> <p>Buckinghamshire has signed this agreement along with 16 other authorities in the South East and regularly attends the quarterly update meetings. Since the MoC has been in place the agency rate has been capped, and the movement of social workers has slowed.</p> <p>Any children's social worker leaving a permanent contract will not be employed on an agency contract by another authority in the region within 6 months</p> <p>The arrangements outlined the SE Memorandum of Cooperation remain current at the time of writing this update in July 2017.</p>	
<p>Recommendation 4: The Cabinet Member for Children's Services and Director of Children's Services should take a lead on developing collaborative approaches on workforce issues with other</p>	<p>The Memorandum of Cooperation (Moc) has been agreed following collaborations across a number of Local Authorities. The training officer and HR attend a number of regional meetings to enhance collaboration.</p> <p>Examples of Regional Collaborations</p>	<p>The MoC quarterly review meetings are attended by Buckinghamshire senior Social Care managers and HR representatives and provide an opportunity for colleagues to share information and best practice. Key information is relayed back to the Workforce Development Group that is also held quarterly inside the Council and the monthly social care Resource Group.</p> <p>The organisation that facilitates the MoC, The South East</p>	

Accepted Recommendations	Original Response and Actions	Progress Update after 12 months	Committee Assessment of Progress (RAG status)
authorities both nationally and locally.	<ul style="list-style-type: none"> <li>• The Learning &amp; Development Team are involved in a number of regional and national collaborative groups covering: <ul style="list-style-type: none"> <li>• ASYE,</li> <li>• Step Up to SW,</li> <li>• Four Programmes Group – comprising Bucks, Oxfordshire and 4 Universities</li> <li>• Skills for Care Social Work Education Group – comprising Milton Keynes, Oxfordshire, Bucks and Berkshire (4 unitaries) + all HEI's feeding in.</li> <li>• National forums and best practice workshops on related activities.</li> </ul> </li> </ul>	<p>Sector Led Improvement Programme (SESLIP) provides project opportunities to allow colleagues to collaborate e.g. they will be running a project on Audit and Quality Assurance Procedures.</p> <p>We are also leading and involved in Newly Qualified Social Worker University programmes including the new graduate social work programmes - Step Up to Social Work and Frontline. In addition to the initiatives outlined above we are now sponsoring 5 colleagues to undertake the Open University Qualification in Social Work.</p> <p>There is an established pipeline of newly qualified Social Workers to start in CIN service; at present (July 2017) there are 14 NQSW in the process of joining. In addition, the Assessment team there are 2 NQSW joining the Assessment Team and one further colleague in CWD (Children with Disabilities). These colleagues will have protected number of children to work with so that they have the opportunity to further develop their skills. A new campaign to recruit NQSW for August and September 2017 is underway.</p>	

*RAG Status Guidance (For the Select Committee's Assessment)*

	Recommendation implemented to the satisfaction of the committee.		Committee have concerns the recommendation may not be fully delivered to its satisfaction
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	<i>Recommendation on track to be completed to the satisfaction of the committee.</i>		<i>Committee consider the recommendation to have not been delivered/implemented</i>
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<b>AGENDA ITEM 13 – CHILDREN’S SOCIAL CARE AND LEARNING SELECT COMMITTEE WORK PROGRAMME.</b>				
<b>Date</b>	<b>Topic</b>	<b>Description and Purpose</b>	<b>Lead Service Officer</b>	
5 Sep 2017	Children's Workforce Inquiry	To review and make an assessment of progress against the agreed recommendations of the inquiry 12 months on..	Carol Douch, Service Director (Children & Family Service)	
5 Sep 2017	Education Strategy	For Members to consider the proposals for the new Buckinghamshire Education Strategy.	Sarah Callaghan, Service Director Education	
5 Sep 2017	Permanent Exclusions	For Members to look into the current position regarding the increase in permanent exclusions in Buckinghamshire.	Sarah Callaghan, Service Director Education	
5 Sep 2017	Refreshed Safeguarding Children Improvement Programme - June 2017	For Members to consider the refreshed Safeguarding Improvement Programme and to look at the issues raised by Ofsted following their monitoring visits.	Carol Douch, Service Director (Children & Family Service)	
5 Sep 2017	Voice of the Child and Young Person Inquiry	To review and make an assessment of progress against the agreed recommendations of the inquiry 6 months on	Gladys Rhodes White, Executive Director Children's Services	

Date	Topic	Description and Purpose	Lead Service Officer	
17 Oct 2017	Independent Reviewing Officer Service	For Members to consider the performance of the IRO service and current resourcing.	Julie Davies, Head of Children's Quality Standards & Performance	
17 Oct 2017	Performance Report - Q1 2017-18	For the Committee to review and question Cabinet Members on areas of underperformance.	Gladys Rhodes White, Executive Director Children's Services	
17 Oct 2017	Preventing Bullying in Schools	Paper for information only at this stage. Preventing bullying in schools in Buckinghamshire	Yvette Thomas, Children's Policy and Equalities Manager	
17 Oct 2017	The Educational Psychology Service Action Plan	To update Members on progress with implementing the Educational Psychology Service Action Plan	Craig Tribe	
5 Dec 2017	National Funding Formula for Schools	For Members to consider changes to the National Funding Formula and the impact on Buckinghamshire schools.	Sarah Callaghan, Service Director Education	
5 Dec 2017	NHS England Sustainability and Transformation Plan	Understanding the impacts of integrating Health and Social Care on Children's Services including the NHS England Sustainability and Transformation Plan	David Johnston, Managing Director, Children's Social Care, Children and Young People	

<b>Date</b>	<b>Topic</b>	<b>Description and Purpose</b>	<b>Lead Service Officer</b>	
6 Feb 2018	Performance Report - Q2 2017-18	For the Committee to review and question Cabinet Members on areas of underperformance.	Gladys Rhodes White, Executive Director Children's Services	
6 Feb 2018	Voice of the Child and Young Person Inquiry - Recommendations	To review and make an assessment of progress against the agreed recommendations of the inquiry 12 months on	Gladys Rhodes White, Executive Director Children's Services	

#### **IN DEPTH INQUIRIES – TO BE CONFIRMED**

- **PERMANENT EXCLUSIONS**
- **TRANSITIONS - Children With Disabilities and Looked After Children**

**Once confirmed one or both inquiries would take place over the autumn/winter period**





**OVERVIEW & SCRUTINY WORK PLAN 2017-18**

Item	Annual Ad Hoc		June	October	January	March
Performance Indicators/Service Plans	Ad hoc					
Budget Proposals	Annual					
T&F Group Report - Homelessness Mgt	Ad hoc					
Annual Review of FoI/DP	Annual					
Update on HS2/WRATH/Heathrow	Ad hoc					
Joint Local Plan Development update	Ad hoc					
Planning Enforcement Update	Ad hoc					
Strategic Asset Review Update	Ad hoc					
Frimley Park Trust Update	Annual					
Ambulance Service	Annual					
Local Health Providers (CCG)	Annual					
Bucks Health & Adult Care Select Cmm Minutes	Every Meeting					
Bucks Children's Social Care & Learning Select Cmm Minutes	Every Meeting					

Notes

1. All Members will receive notification of the publication of the 28 Day Forward Plans and can raise with the Chairman of O&S any items to be added to an O&S meeting agenda.
2. Budget monitoring reports will be circulated to Members of O&S Cmm in advance of Committee to allow any matters to be raised if necessary.

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