

HERTFORDSHIRE COUNTY COUNCIL

**CABINET
MONDAY, 20 FEBRUARY 2017 AT 2.00PM**

**COUNTY COUNCIL
TUESDAY, 21 FEBRUARY 2017 AT 10.00AM**

Cabinet
Agenda Item No.

4(ii)

County Council
Agenda Item No.

5A(ii)

**SCRUTINY OF THE INTEGRATED PLAN 2017/18 – 2019/20: Report of the
Overview & Scrutiny Committee**

Report of the Director of Resources

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1. Purpose of the draft Report

1.1 To inform Cabinet and County Council of

- (a) the Overview and Scrutiny Committee's (OSC) scrutiny of the integrated plan (IP) 2017/18 – 2019/20; and
- (b) the comments and suggestions made by the Committee as a result of that scrutiny.

2. Summary

- 2.1 At its meeting on 20 December 2016, prior to its formal scrutiny, the Committee received a briefing from the Director of Resources, who provided Members with an authority-wide overview of resources, pressures and key issues for the Council for 2017/18.
- 2.2 The Committee's scrutiny of the Integrated Plan 2017/18 – 2019/20 was conducted over two days; commencing on 26 January 2017, when it gathered its evidence and concluding on 2 February 2017, when it agreed its comments and suggestions for Cabinet's consideration. These are set out in section 3 of the report below.
- 2.3 The evidence gathered by the eight portfolio groups has been divided as suggestions to Cabinet, scrutiny proposals, queries to be answered at OSC (2 February 2017), risks, IP group notes and Committee observations.
- 2.4 Responses received from Executive Members to the draft IP report are attached as Appendix 1 to the report.

3. Committee Suggestions to Cabinet

- 3.1 That Cabinet gives consideration to the following:-
 - 3.1.2 Urgently develop and promote the coordination of planning and Community Infrastructure Levy (CIL) strategies to ensure the future infrastructure funding needs are met across the county and beyond.
 - 3.1.3 The Committee suggests that the proposal to make a £60,000 saving on strategic planning whilst demand for the service is increasing should be reviewed.
 - 3.1.4 The Committee cautions against any further reduction in Highways officer support to members as they serve as local champions for residents.
 - 3.1.5 The Committee raised concerns over the impact of a £160,000 budget gap as a result of the decision made by the Police and Crime Commissioner to remove the Police contribution to Alcohol and Drug treatment of young people within the Probation Service.
 - 3.1.6 The Leader of the Council and relevant Executive Members are asked to respond to these comments and suggestions prior to Full Council meeting on 21 February 2017.**

4 Identified Risks - to be passed to the Risk Manager (attached as Appendix 2 to this report)

- 4.1 The increasing shortage of home care services as a significant and ongoing concern.
- 4.2 The failure of key partners and commissioned suppliers to provide the agreed level of service requiring intervention by Hertfordshire County Council.
- 4.3 The budgetary pressure on schools leaving schools unable to support Children's Services e.g. safeguarding
- 4.4 Difficulty in recruiting professional staff, especially planners.
- 4.5 The risk of Clinical Commissioning Groups (CCGs) funding ceasing.
- 4.6 Revenue impact of central government's decision to "top slice" business rates and the introduction of small businesses relief.

5 Information provided to OSC Thursday 2 February 2017 (attached as Appendix 3 to this report)

- 5.1 How likely is the Recycling & Energy Recovery Facility (RERF) to be granted planning permission?
- 5.2 What are the financial and service implications for Hertfordshire County Council should planning permission not be granted (to include the amount that the Authority would be contractually obliged to pay Veolia)?
- 5.3 What are the contingency plans if the proposed RERF does not go ahead (including what the cost implications might be)?
- 5.4 If access to the new RERF site requires the upgrading or amending of the highway who would be responsible for this?
- 5.5 The likelihood of the Fire and Rescue Service being transferred to the Police and Crime Commissioner and the financial and service implications for the Authority's Community Protection function.
- 5.6 How much, both in cash and percentage terms, does Hertfordshire County Council receive from proceeds of crime money as a result of work conducted by Trading Standards?
- 5.7 How much money is allocated to the maintenance and improvement of carriageways and footways for the next financial year? This to be broken down to show carriageways and footways separately with capital and revenue for each. Further, what was the amount spent on the maintenance and improvement of carriageways and footways in the past 4 years?
- 5.8 To make the most of Hertfordshire County Council property the Committee discussed a review of property assets to create a property company that is 100% owned by the Authority. To effect this Hertfordshire County Council has to have staff with the commercial skills to make robust property deals.

6 Committee Observations

- 6.1 Adult Care & Health
 - 6.1.2 The Committee expresses its support for the manner in which Hertfordshire County Council's Adult Care & Health team have conducted themselves in relation to the recent proposed withdrawal of funding by Herts Valleys Clinical Commissioning Group.
 - 6.1.3 Accessible pathways should be developed for self-funders and personal budget holders to access council services and could provide benefits to all parties.
 - 6.1.4 There is a need to develop the range of accommodation for care leavers in county in partnership with districts/boroughs.

6.2 Children's Services

- 6.2.2 There is a culture shift towards prevention and utilisation of partnerships e.g. the voluntary sector. There are ambitious targets, yet the Committee believes Children's Services is well placed to achieve these subject to external forces.
- 6.2.3 There have been fluctuations in Unaccompanied Asylum Seeking Children (UASC) numbers over the last 12 months.
- 6.2.4 There are increasing demands on SEN services due to demographic growth pressures.
- 6.2.5 To review the advice and guidance provided to families just below the threshold to access Children's Social Care.
- 6.2.6 Support available from the Authority to schools that are not academies.
- 6.2.7 Potential negative impact of restructuring and reshaping the Music Service.

6.3 Community Safety & Waste Management

- 6.3.2 Increasing demographic pressures facing both Community Safety & Waste Management services across the county were recognised and the ways in which these could be addressed.
- 6.3.3 Partnership working and collaboration has brought benefits to both services and should continue in future.
- 6.3.4 The Committee endorses the Authority's encouragement of recycling across the county via the Herts Waste Partnership.
- 6.3.5 To consider the viability of disposing of business and commercial waste as well as household waste to provide an additional income stream.
- 6.3.6 The Chief Fire Officer to attend a future OSC to outline
 - the cost and benefits of Rescue Service staff being trained in medical trauma care when responding to ambulance call-outs
 - Day-Crewing Plus initiative.
- 6.3.7 The Chief Officer to attend a future OSC to outline the issues arising from fly-tipping. This will follow a report to Community Safety & Waste Management Panel in February 2017.

6.4 Enterprise, Education & Skills

- 6.4.1 Increasing public understanding of apprenticeships as a valued alternate to degrees needs to be undertaken. The Authority works closely with the

University of Hertfordshire and is open to working with other organisations. Apprenticeships should be offered to existing members of staff and via the Military Covenant to members of the armed forces.

6.5 Environment, Planning & Transport

6.5.2 Medium and longer term planning between Hertfordshire County Council and districts/boroughs should be undertaken to ensure that suitable sized sites for school expansion.

6.5.3 There are uneven levels of co-operation and a lack of co-ordination between Districts and County in relation to planning issues.

6.5.4 A short and medium term vision to encourage bus use is required and will be addressed at the scrutiny looking at services for disabled users.

6.5.5 More radical methods should be considered to reduce home to school transport costs by running a bus service, a joint venture or schools assuming responsibility.

6.5.6 Clarify the statutory responsibilities of Transport for London (TfL) to provide services outside of Greater London into Hertfordshire. The Committee is concerned that services may not continue or will terminate on the County boundary.

6.6 Highways

6.6.1 Planning applications must provide more clarity on local planning decisions, including any points raised by Highways with districts/boroughs.

6.6.2 Information to manage customer expectations (i.e. via Horizons) should be clear that the immediate priority is road safety and keeping the highways operable rather than aesthetics.

6.6.3 Information on the process of completing paperwork for enacting traffic regulation orders in line with the Highways Locality Budget; including the length of time taken and amount of paperwork is involved to be provided to Monitoring of Recommendations progress report.

6.6.4 Highways should maintain cycle paths and footways to a standard to encourage greater use and as an alternative to driving.

6.6.5 Highways should explore further the use of volunteers to undertake minor maintenance such as cleaning road signs subject to compliance with Health & Safety legislation.

6.7 Public Health, Localism & Libraries

6.7.1 The Committee strongly supports the principle of the Locality Budget scheme and the good work it supports within the community. It very much encourages its continuation.

- 6.7.2 Greater partnership between Public Health and the Clinical Commissioning Groups (CCGs) is needed that recognises the contributions and pressures of both to stimulate closer working.
- 6.7.3 There will be opportunities to innovate and an increased need for Public Health to bid for external funding when the ring-fenced budget is removed.
- 6.7.4 Increasing public understanding of apprenticeships as a valued alternate to degrees needs to be undertaken. The Authority works closely with the University of Hertfordshire and is open to working with other organisations. Apprenticeships should be offered to existing members of staff and via the Military Covenant to members of the armed forces.
- 6.7.5 Members were disappointed at the perceived lack of progress of the Hertfordshire Civil Service. The financial and quality benefits of existing shared services between districts and between county and district/s should be highlighted to encourage further back-office sharing of services.

6.8 Resources & Performance

- 6.8.1 The Resources & Performance Panel will receive regular reports on the income streams from property development by the Authority and its property company (currently in development).
- 6.8.2 Hertfordshire County Council must ensure that qualified staff with expert and/or commercial skills are utilised when negotiating contracts to ensure robust deals are achieved; for instance the forthcoming Highways contracts negotiation.
- 6.8.3 Reserves should be accessed if current income does not support services (Invest to Transform budget)
- 6.8.4 The Invest to Transform fund should be used to improve efficiency and quality of frontline services.
- 6.8.5 The Committee is aware of work towards integration of data, IT systems and expertise to achieve efficiencies. It supports further initiatives to make effective use of IT and new technology internally and to interact with residents and users e.g. bus information.

7 Proposed future scrutinies

- 7.1 A scrutiny of the Herts Healthy Homes initiative is on the work programme for autumn 2017.
- 7.2 To undertake a review of the provision of day services.
- 7.3 Hertfordshire Safeguarding Children Board annual scrutiny considers self-esteem amongst teenage girls as its 2017 focus.

- 7.4 Review whether the nine Delivering Special Provision Locally Areas are performing consistently across the county.
- 7.5 The Alternative Financial Model review will be addressed by the Monitoring of Recommendations Topic Group when it receives a progress report on the Herts Waste Partnership scrutiny.
- 7.6 The effect of green waste charges introduced by some borough/district councils on the volume of residual waste collected will be addressed by the Monitoring of Recommendations Topic Group when it receives a progress report on the Herts Waste Partnership scrutiny.
- 7.7 A scrutiny of the Local Enterprise Partnership (LEP) is on the work programme.
- 7.8 Review of the effectiveness of the Herts Infrastructure and Planning Partnership.
- 7.9 Review the Intelligent Transport Solutions project to determine its success or otherwise.
- 7.10 To review planning approaches to identify and seek damages from individual drivers and organisations causing a hazard or damage to verges in accordance with the Highways Act 1980.
- 7.11 The process to enact traffic regulation orders in line with the Highways Locality Budget will be addressed at the Monitoring of Recommendations Topic Group when it receives a progress report on the Traffic Regulation Order Scrutiny.
- 7.12 A number of Library Service issues will be addressed at the scheduled scrutiny in March 2017:
- the impact of slower introduction of volunteers
 - alternate funding e.g. direct debit to allow personal donations
 - maximise commercial revenue streams e.g. archive services, family heritage and retail opportunities both online and within libraries.
- 7.13 Health Scrutiny Committee (HSC) to undertake a review of the integrated budget of mental health services.
- 7.14 HSC scrutiny to ensure that there is consistency of services across the county and that social prescribing is offered by GPs regardless of locality.
- 7.15 HSC's scrutiny of the Child and Adolescent Mental Health Service on the work programme for autumn 2017 remains a priority.

8 Information note

- 8.1 Outline the functions and remit of High Impact Gangs. To be received by OSC by 28 March 2017.

9. Background

- 9.1 The Committee received background and contextual information from the Director of Resources at its meeting in December 2016. The Director's report provided the Committee with an authority-wide overview of resources, pressures and key issues for the Council for the forthcoming period. This provided the Committee with the information necessary to inform its scrutiny and an opportunity for preliminary discussion on the Council's draft Integrated Plan to identify some of the issues they wished to explore further during the scrutiny process.
- 9.2 The Committee's formal scrutiny was conducted over two days; the first of which was used to gather evidence; the second to agree its findings, conclusions and suggestions to Cabinet.
- 9.3 The Committee divided into groups to gather its evidence. For this purpose the Council's service/budget areas were divided into 8 groups, based on the portfolios of each Executive Member:-
- 'Children's Services'
 - 'Community Safety & Waste Management'
 - 'Highways'
 - 'Public Health, Localism & Libraries'
 - 'Adult Care & Health'
 - 'Enterprise, Education & Skills'
 - 'Environment, Planning & Transport'
 - 'Resources & Performance'
- 9.4 Members of the Council were notified of the scrutiny and were invited to attend. A number of Members took up this invitation and, with the Chairman's agreement, participated in the 'evidence gathering' part of the scrutiny.
- 9.5 The Committee reconvened on 2 February 2017 to agree its comments and suggestions for Cabinet's consideration.

10. Suggestions from the Overview & Scrutiny Committee

- 10.1 The Committee's comments and suggestions on the draft Integrated Plan 2017/18 – 2019/20 are set out in section 3 of the report above; they will also be considered by the Resources and Performance Cabinet Panel at its meeting on 10 February 2017. The Panel's comments will be reported to Cabinet and County Council.

11. Financial Implications

- 11.1 The financial implications of the Integrated Plan 2017/18 – 2019/20 are as set out in the Integrated Plan were considered at the Committee's meeting on Thursday 2 February 2017.

12. Equalities Implications

- 12.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 12.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 12.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 12.4 An Equality Impact Assessment (EqIA) has been undertaken on the draft Integrated Plan proposals 2017/18 – 2019/20 and this is included within the Integrated Plan proposals also being considered at this meeting.

13. Conclusion

- 13.1 Cabinet and County Council are asked to take into account the comments and suggestions of the Overview and Scrutiny Committee when considering the Integrated Plan proposals.

Background Information

Reports & Minutes of the Overview & Scrutiny Committee meetings held in [November 2016](#), [December 2016](#), and [January 2017](#) and [February 2017](#)