

# Agenda



**AGENDA for a meeting of the OVERVIEW AND SCRUTINY COMMITTEE  
in THE COUNCIL CHAMBER, County Hall, Hertford on WEDNESDAY, 27 JANUARY  
2016 AT 9.30AM and on WEDNESDAY, 3 FEBRUARY 2016 AT 10.00AM**

**Please note venues and start times**

***Please note A.M. Session - Members participating in the evidence gathering groups meeting in the morning will need to attend the briefing with their group Members at 8.45 a.m. in the rooms indicated in Appendix 1 to the report.***

***Please note P.M. Session - Members participating in the evidence gathering groups meeting in the afternoon will need to attend the briefing with their group Members at 1.15 p.m. in the rooms indicated in Appendix 1 to the report.***

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## **MEMBERS OF THE COMMITTEE (16) - QUORUM (4)**

### **County Councillors (10)**

J Billing, M Cowan (Vice-Chairman), C Clapper, H K Crofton, T W Hone (Chairman), T Hutchings, A Joynes (Vice-Chairman), G McAndrew, D E Lloyd, D T F Scudder

### **Parent Governor Representatives (4)**

\*E Mensah, \*R Osterley, \*D Wolstenholme-Williams, Vacancy

### **Church Representatives (2)**

\*D Morton, \*J Sloan

*\* denotes members appointed for education scrutiny matters only.*

## **AGENDA**

### **AUDIO SYSTEM**

The meeting room has an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact Main (front) Reception.

## **PART 1 (PUBLIC) AGENDA**

Meetings of the Committee are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

### **MINUTES [SC.8]**

To confirm the Minutes of the meeting of the Committee held on 11 December 2015 (attached).

### **WEDNESDAY, 27 JANUARY 2016 AT 9.30AM**

#### Non-Education Matters

None

#### Issues Including Education

### **1(A) SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20**

#### Report of the Head of Scrutiny

Report attached

Members are asked to bring the following reports to the meeting:

**‘Public Engagement and Consultation on the 2016/17– 2019/20 Integrated Plan Proposals’ (circulated as Item 4(i) for the Cabinet meeting of 18 January 2016); and**

**‘INTEGRATED PLAN 2016/17 – 2019/20 (incorporating Strategic Direction and Financial Consequences and the Treasury Management Strategy)’ (circulated as Item 4(ii) for the Cabinet meeting of 18 January 2016).**

### **WEDNESDAY, 3 FEBRUARY 2016 AT 10.00AM**

#### Non-Education Matters

None

#### Issues Including Education

### **1(B) SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20: DRAFT REPORT TO CABINET**

#### Report of the Head of Scrutiny

Report to be circulated to Members of the Committee on/after 28 January 2016 by email (hard copies of the report will also be available on/after Friday 29 January 2016 and also at the meeting on 3 February).

Note: A form requesting feedback on the Committee's scrutiny of the Integrated Plan Proposals will be tabled at the end of the meeting. Members will be asked to complete it and to return it to Tom Hawkyard, Head of Scrutiny, Room 322, County Hall, Hertford.

## **2. OTHER PART I BUSINESS**

Such other Part I Business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

### **ITEMS FOR REPORT TO THE COUNCIL [SC.7 (2)]**

Item 1 will be reported to Council.

Following this meeting of the Committee, the Committee's suggestions will be reported to Cabinet; the recommendations arising from the Cabinet meeting on 22 February 2016 will be considered by full Council on 23 February 2016 when it agrees its 2016/17 – 2019/20 budget.

## **PART II ('CLOSED') AGENDA**

### **EXCLUSION OF PRESS AND PUBLIC**

There are no items of Part II (Confidential) business on this agenda. If items are notified the Chairman will move:-

*"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 paragraph(s) .... of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information."*

If you require a copy of any of the reports mentioned above or require further information about this agenda please contact Michelle Diprose, Democratic Services Officer, on telephone no. 01992 555566 or e-mail michelle.diprose@hertfordshire.gov.uk. Agenda documents are also available on the internet at

<https://cmis.hertsdirect.org/hertfordshire/CabinetandCommittees.aspx>

Scrutiny information (including reports on scrutiny investigations) can be found at <http://www.hertsdirect.org/scrutiny>

**DATE OF NEXT COMMITTEE MEETING: 10.00am on 20 April 2016 in the Ashbourne Room, County Hall**

**KATHRYN PETTITT  
CHIEF LEGAL OFFICER**

**HERTFORDSHIRE COUNTY COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

Agenda Item No.

**1(A)**

**WEDNESDAY, 27 JANUARY 2016 AT 9.30AM and**  
**WEDNESDAY, 3 FEBRUARY 2016 AT 10.00AM**

**SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20**

Report of the Head of Scrutiny

Authors: Natalie Rotherham, Scrutiny Officer (Tel: 01992 588485)  
Michelle Diprose Democratic Services Officer (01992 555566)

**1. Purpose of report**

- 1.1 To provide Members with the format for the Committee's scrutiny of the Integrated Plan Proposals (IPP) 2016/17 – 2019/20.

**2. Summary**

- 2.1 As agreed by the Committee in April 2015, the Committee will adopt the same process as was undertaken for its previous scrutinies of the IPP. The primary difference (agreed by the Committee in June 2015) will be that each backbench Member Group will focus a specific portfolio area, exploring all themes/areas of questioning, rather than just one theme/area of questioning which has been the approach in previous years.

2.2 Wednesday 27 January 2016

- 2.2.1 The Committee meeting will start at 9.30am in the Council Chamber. Prior to that the backbench member groups will meet at 8.45 a.m. in order that they can discuss approaches to questions, information they require of portfolio holders and generally agree their approach to their evidence gathering prior to the start of the formal meeting. At the formal meeting of the Committee, Members will receive an introduction to the scrutiny; a summary by the Scrutiny Officer of the format for the Committee's scrutiny and an oral report from the Assistant Director Finance, Resources & Performance, who will provide the Committee with the context within which the integrated plan proposals have been prepared. The Committee will then adjourn to gather its evidence. Each Member Group will focus on a specific portfolio area; four portfolios will be scrutinised in the morning and four in the afternoon. The Groups will gather evidence from portfolio holders on all of the themes/areas of questioning; these are:-

- Strategy and Capital Investment

- Engagement
- Performance, Standards & Targets
- Sustainability, Deliverability and Implementation

2.2.2 Each Member Group will have a graduate trainee to act as a facilitator and a Lead Member who, together, will ensure that the Group covers its questions thoroughly in the time allocated. Key question's Members may wish to pursue under each of the above themes is attached at Appendix 2 to the report. As in previous IPP scrutinies, the questions are a guide for Members, who will not be precluded from asking other questions.

2.2.3 The eight Member evidence groups will look at Executive Member portfolios:-

Morning session

- Children's Services
- Community Safety and Waste Management
- Highways
- Public Health, Localism and Libraries

Afternoon session

- Adult Care & Health
- Enterprise, Education and Skills
- Environment, Planning and Transport
- Resources and Performance

2.2.4 Each of these will be supported by the relevant Executive Member a chief/senior service officer and a senior finance officer.

2.2.5 This approach will enable the Member Groups to concentrate on all aspects of a particular portfolio rather than on one theme as in previous years.

2.2.6 At the end of the evidence gathering process the session will close with the Committee reconvening at 10.00am on Wednesday, 3 February 2016.

2.2.7 During the intervening period the Scrutiny Officer and the Democratic Services Officer will meet with group facilitators; subsequent to which they will prepare a draft report for the Committee to consider when it reconvenes on 3 February 2016. (It is anticipated that this report will be circulated to Members by 29 January 2016).

### 2.3 Wednesday, 3 February 2016

2.3.1 The Committee will reconvene at 10.00am on Wednesday, 3 February 2016 in the Council Chamber. Members will be asked to agree their suggestions to Cabinet.

### 3. **Suggestions to Cabinet**

3.1 The Committee's suggestions will then be reported to Cabinet for consideration at its meeting on 22 February 2016. Cabinet will make suggestions to the Council on 23 February 2016, when the Council's Integrated Plan 2016/17 – 2019/20 will be agreed.

3.2 Responses to any requests for information and scrutinies proposed as a result of the IPP scrutiny will be considered by the Committee at its meeting on 20 April 2016.

### 4. **Supporting Appendices**

4.1 Appendices attached to this report are as follows:-

- Appendix 1 Programme for 27 January and 3 February 2016
- Appendix 2 Themes & Questions
- Appendix 3 Focus areas for Member Groups (including key issues paper presented to the Committee at its December meeting)
- Appendix 4 Allocation to Member Groups, Group Leads, Facilitators, Room Allocation
- Appendix 5 Finance Briefing Papers for:
  - Appendix 5(a) - Adult Care & Health
  - Appendix 5(b) - Children's Services
  - Appendix 5(c) - Community Safety & Waste Management
  - Appendix 5(d) - Enterprise, Education & Skills
  - Appendix 5(e) - Environment, Planning & Transport
  - Appendix 5(f) - Highways
  - Appendix 5(g(a) & 5(g(b)) - Public Health, Localism & Libraries
  - Appendix 5(h) - Resources & Performance

### Background Information

Agenda, reports and minutes, Overview & Scrutiny Committee, April 2015, June 2015, October 2015 and December 2015



## SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20

### PROGRAMME

**DAY ONE: WEDNESDAY, 27 JANUARY 2016**

***8.45am Members are asked to go to the rooms in which their group will be meeting and to go to the Council Chamber at 9.30am***

<b><u>MORNING SESSION</u></b>			
<b>TIME</b>	<b>SESSION</b>	<b>COMMENT</b>	<b>LOCATION</b>
8.45am	Briefings for Member evidence gathering groups	Each Member evidence gathering group to be briefed by its 'Lead Member' and discuss key lines of questioning	<b>A.M. Portfolios</b>  Children's Services – Ashbourne room Community Safety & Waste Management – Mimram Room Highways – Labour Committee Room (Room 130) Public Health, Localism & Libraries – Conservative Meeting Room (Room 121)
9.30am	Chairman's welcome and confirmation of the Minutes of the last meeting		Council Chamber
9.35am	Scrutiny Officer	Introduction	Council Chamber
9.40am	Assistant Director Finance, Resources & Performance	The draft Integrated Plan 2016/17 – 2019/20	Council Chamber
9.50am	Committee adjourns; Members break into their evidence gathering groups	Coffee/tea etc will be provided at each of the group tables	<b>A.M. Portfolios</b>  Children's Services – Ashbourne room Community Safety & Waste Management – Mimram Room Highways – Labour Committee Room (Room 130) Public Health, localism & Libraries – Conservative Meeting Room (Room 121)
10.00am	Evidence gathering groups commence questioning	2 hours has been allowed	



12pm – 12.30pm	Members to agree their suggestions to Cabinet	<i>Note: Further refreshments will be delivered to group room at 12 noon</i>	
12.30pm	<b>LUNCH BREAK</b>	Members are asked to make their way to the canteen for lunch	

### **AFTERNOON SESSION**

1.15pm	Briefings for Member evidence gathering groups		<b>P.M. Portfolios</b> Adult Care & Health – Labour Committee Room (Room 130) Enterprise, Education & Skills – Ashbourne Room Environment, Planning & Transport – Conservative meeting Room (Room 121) Resources & Performance – Mimram Room
2.00 pm	Evidence gathering groups commence questioning	2 hours has been allowed	<b>P.M. Portfolios</b> Adult Care & Health – Labour Committee Room (Room 130) Enterprise, Education & Skills – Ashbourne Room Environment, Planning & Transport – Conservative meeting Room (Room 121) Resources & Performance – Mimram Room
4.00 pm – 4.30 pm	Members to agree their suggestions to Cabinet	<i>Note: Further refreshments will be delivered to group room at 4.00 p.m.</i>	
<b>CLOSE</b>		<b>Committee to reconvene at 10.00am on WEDNESDAY, 3 FEBRUARY 2016 in the Council Chamber, County Hall</b>	
4.30pm onwards	Scrutiny Officer and Democratic Services Officer to meet with facilitators	Draft findings, conclusions and suggestions to Cabinet	Mimram Bar

**THURSDAY, 28 JANUARY 2016**

11.00am	Scrutiny Officer and Democratic Services Officer to meet	Prepare draft report to Committee	
5.00pm	Democratic Services Officer	Draft report circulated by email to participating Members and officers	

**FRIDAY, 29 JANUARY 2016**

10.00am	Democratic Services Officer	Hard copies of the report available	
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**DAY TWO: WEDNESDAY, 3 FEBRUARY 2016**  
*10.00am in the Council Chamber*

<b>TIME</b>	<b>SESSION</b>	<b>COMMENT</b>	<b>LOCATION</b>
10.00am – 12.00pm	Committee Consideration of draft report to Cabinet (including feedback from Lead Members/facilitators)		Council Chamber
12.00pm – End	Committee agrees its suggestions to Cabinet		Council Chamber
<b>CLOSE</b>			



## **SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20**

### **INTRODUCTION**

Please provide a three line summary of what services your portfolio covers and a list of the 5 key issues/ pressures facing your portfolio and what action you have taken/ are taking on them.

### **GROUPINGS**

Morning: Children's Services, Community Services and Waste Management, Highways, Public Health, Localism and Libraries

Afternoon: Adult Care and Health, Enterprise Education and Skills, Environment, Planning and Transport, Resources and Performance

### **KEY THEMES AND QUESTIONS**

#### **STRATEGY AND CAPITAL INVESTMENT**

- How do the future service plan priorities contribute to the Corporate Priorities?
- How are you managing your service to make it more efficient?
- How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?
- How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?
- Have you considered any other investment approaches to reduce future costs to the authority?

#### **ENGAGEMENT**

- How have the proposals been informed by staff/public/partner/staff engagement?
- How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?
- To what extent do your proposals encourage self reliance e.g. volunteering, accessing services on line etc enabling people and communities to help themselves?

## **PERFORMANCE, STANDARDS & TARGETS**

- What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?
- What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?
- What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?
- How are you continuing to drive service improvement and how do you compare against the top performers in your area?

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

- How is your service supporting economic growth and prosperity?
- What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, changing income etc. and how are these impacts being managed or mitigated?
- What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.
- What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?

**SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20**

**AREAS EVIDENCE GATHERING GROUPS MAY WISH TO EXPLORE**

At its meeting on the 11 December 2015, OSC was given an overview of the resources, pressures and key issues facing the Authority. Areas the Committee focussed on during their discussion on this included:-

- Benchmarking data; its availability and what it tells us about County Council services;
- The impacts, or likely impacts of demographic changes on the Authority's budgets and services for all Hertfordshire residents; and
- Most importantly, plans services have to fill the financial gap between income and expenditure by 2017/18.

These may be areas each Group may wish to explore during their evidence gathering sessions.

**Background Papers attached as Item 1 - Appendix 3(a)**



**INTEGRATED PLAN PROPOSALS 2016/7 AND FUTURE YEARS:  
Overview of Resources, Pressures and Key Issues**

Report of the Assistant Director - Finance

**1. Purpose**

1.1 To provide information to support a preliminary discussion on the Integrated Plan (IP) proposals for 2016/17 and future years.

**2. Background and approach to 2016/17 IP**

- 2.1 The Integrated Plan brings together the financial impact of service plans and the available funding to resource these, over the next four years.
- 2.2 The Government is expected to announce the provisional Local Government Finance Settlement by 18 December 2015, which will be reported to Cabinet on 18 January 2016.
- 2.3 Information provided in the 2015/16 Settlement and subsequent Spending Review on 25 November 2015, together with forward notification of some grants, indicates a continued reduction in available resources.
- 2.4 The timetable for the Integrated Plan is:

**2016**

- 18 January - Cabinet consider draft Integrated Plan and invite views of Service Cabinet Panels/Overview & Scrutiny Committee.
- 27 January to 12 February - Service Cabinet Panels/ Overview & Scrutiny Committee review Cabinet's draft Integrated Plan proposals.
- 22 February - Cabinet recommend Integrated Plan for 2016/17 to 2019/20.
- 23 February - County Council approve Integrated Plan for 2016/17 to 2019/20, and set Council Tax for 2016/17.

**3 Strategic Direction**

3.1 Strategic Direction plans have been produced, which set out the future direction of each portfolio in the context of achieving substantial further savings. These have been informed by comparative benchmarking, both through published data and informal networks with other comparable authorities, to identify areas of potential efficiency gains. Savings requiring a policy change have been taken though Panels for Cabinet decisions throughout 2016/17. The main IP report will include the individual Strategic Direction plans and their financial impact, and summarises these in the overall position against resources.



### 3.2 Key areas identified in the Strategic Direction plans include:

- Working with Health partners to drive forward the social care and health integration agenda.
- A continued focus on early intervention, working with partner agencies and with families so that all children have the opportunity to thrive at home, in school and in communities.
- Ensuring effective management of the county's waste in conjunction with the Hertfordshire Waste Partnership, working with residents to reduce residual waste and increase recycling
- Continuing to effectively manage an intensively used highways network to meet the movement and transport needs of residents and business, whilst developing and implementing strategies that provide safe, reliable journeys sustainably
- Reducing the risk of preventable disease and illness occurring or worsening.

## 4. Revenue Budget and Funding

4.1 The Local Government Finance Settlement 2015/16 to 2016/17 provided the funding context for the 2015/16 Integrated Plan, which set the budget position for the next three years. This showed a funding gap of up to £56m by 2017/18, as shown in Tables 1 and 2 below.

**Table 1: Summary Revenue Budget** (from 2015/16 IP, February 2015)

	2015/16 £m	2016/17 £m	2017/18 £m
<b>Original Budget</b>	811.286	811.286	811.286
Technical Adjustments	14.135	22.273	21.162
<b>Adjusted Budget</b>	825.421	833.559	832.448
Inflation - standard and countywide exceptional	9.376	23.605	37.834
Inflation - service specific exceptional	0.246	0.246	0.246
<b>Base Budget</b>	835.043	857.410	870.528
<b>Pressures for Change</b>			
Previous Policy Decisions	0.175	0.200	-0.250
Demography	10.853	18.510	27.116
Legislative	9.081	9.347	9.627
Capital Financing & Interest on Balances	0.088	0.554	2.096
One-off contribution to Pension Fund	10.087	0.000	0.000
Other	2.666	6.659	8.904
<b>Total Pressures for Change</b>	32.950	35.270	47.493
<b>Subtotal</b>	867.993	892.680	918.021
<b>Savings</b>			
Existing efficiencies	-1.224	-2.657	-3.330
2013/14 Policy Decision	-0.375	-0.375	-0.375
New efficiencies	-31.860	-47.792	-51.104
2014/15 Policy Decision	-4.944	-6.225	-7.129
2015/16 Proposed Policy Decision	-0.858	-1.471	-1.471

Further savings required (to close gap)	0.000	-19.974	-56.405
Total Savings	-39.261	-78.494	-119.814
<b>Revenue Budget</b>	<b>828.732</b>	<b>814.186</b>	<b>798.207</b>

**Table 2: Summary Revenue Budget Funding** (from 2015/16 IP)

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Business Rates Income	49.174	50.158	51.161
Business Rates Pooling	0.300	0.000	0.000
Business Rates Top-Up Grant	63.700	64.974	66.273
Total Business Rates	113.174	115.132	117.434
Revenue Support Grant (RSG)	118.969	95.845	74.555
Total Business Rates and RSG	232.143	210.977	191.989
Non-Ringfenced Grants	0.175	0.200	-0.250
Ringfenced Grants:			
• Public Health Grant	37.642	37.642	37.642
• Public Health - Health visitors	8.173	16.346	16.346
• Adult Skills and Community Learning grant	2.605	2.605	2.605
• Bus Service Operators grant	1.111	1.111	0.000
• Unaccompanied Asylum Seeking Children Grant (UASC)	1.122	1.122	1.122
• Troubled Families Grant	1.734	1.734	1.734
• Music Education Grant	1.258	1.258	1.258
• Youth Justice Good Practice Grant	0.903	0.903	0.903
• NHS funding for Social Care	18.949	18.949	18.949
Total Ringfenced Grants	73.497	81.670	80.559
Council Tax	485.427	489.314	481.571
Additional Council Tax income through prevention and detection of fraud	0.500	0.500	0.500
Collection Fund Balance - Council Tax	10.345	4.466	4.466
Collection Fund Balance - Business Rates	-0.711	-0.711	-0.711
	<b>828.732</b>	<b>814.186</b>	<b>798.207</b>

## Pressures

- 4.2 Figures from the 2015/16 IP have been reviewed to reflect latest estimates of pressures in maintaining a standstill budget. Significant effort has been made to contain pressures within these forecasts, although the impact of demographic change continues to increase above previous estimates. The budgets are also being adjusted to reflect changes in legislation, such as the new National Living Wage and impact on National Insurance of the removal of contracted out rebates.

- 4.3 The costs of capital financing, and interest earned on balances, are being re-calculated to include reprogramming and proposed new bids in the Capital Programme (see section 5 below). It is proposed that the council will continue to seek to minimise borrowing through the use of capital receipts and reserves, although some new borrowing is expected to be required from 2016/17. This will add further costs to the revenue budget, especially from 2017/18 as the full year effects impact.

### **Inflation**

- 4.4 The impact of inflation has been costed as below. For 2016/17, it is proposed that both pay and non-pay inflation will be budgeted at 1%.
- 4.5 These figures include provision for countywide budgets where more relevant inflation factors are available, such as gas and electricity, business rates, and building repairs and maintenance. Additional provision is also made for service specific bids, including waste disposal, transport and care contracts. There are expected to be increases for residential and other care providers, where Hertfordshire County Council has a responsibility to consider providers' financial viability and where there are known recruitment difficulties and other pressures. Services are reviewing fees and charges with an expectation that they are increased by 1.5% in line with the forecast CPI inflation index for March 2017 (unless there are statutory or commercial reasons that would make this inappropriate).

#### Impact of Proposed Inflation Rates for 2016/17 Integrated Plan:

	Cumulative (estimate)			
	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
<b>standard pay @ 1.0%</b>	1.222	3.451	5.680	7.909
<b>standard non-pay @ 1.0% (2016/17)</b>	6.282	6.282	6.282	6.282
<b>standard non-pay @ 1.5% (2017/18)</b>		10.175	10.175	10.175
<b>standard non-pay @ 2.0% (2018/19 &amp; 2019/20)</b>			13.516	27.032
<b>standard income - as standard non-pay%</b>	-0.791	-2.001	-3.615	-5.29
<b>Countywide exceptional</b>	1.247	1.247	1.247	1.247
<b>TOTAL</b>	<b>7.960</b>	<b>19.154</b>	<b>33.285</b>	<b>47.355</b>

### **Resources**

#### 4.6 Government Grants

Government revenue grant estimates used in the 2015/16 IP are shown in Table 2. Officers will have further information on these following the 2016/17 Provisional Settlement expected before 18 December. Headline figures from the Spending Review of 25 November indicate a real terms decrease of 56% in core government grant (including Revenue Support Grant) by 2019/20; increased Better Care Funding for social care; and changes expected to lead to reductions in other grants including New Homes Bonus and Public Health. New funding was announced for infrastructure including highways, but details are not expected to be available until the New Year.

#### 4.7 Council Tax

No recent announcements have been made on whether the Government's additional funding for councils that freeze or reduce council tax will continue in 2016/17. The local Council Tax Base is being reviewed, and together with forecasts based on 2014/15 Collection Fund surpluses, is expected to increase in 2016/17. Following the Spending Review and Autumn Statement on 25 November, local authorities are able to levy an additional 2% precept above the limit for council tax increases (the threshold to be confirmed, but previously 2%). This precept is to be used only for the purposes of adult social care services.

#### 4.8 Business Rates

Business Rates funding continues to be received either directly from Districts or via central government 'top up'. The baseline level of funding will increase at the national rate (forecast as 0.9% in 16/17; 2% thereafter). In addition, income will be increased by the County's share of local growth in business rates. Under the Rates Retention Scheme, a proportion of this growth is paid as levy to central government. However it is possible to reduce this levy payment and increase the amount of growth retained locally by forming a Business Rates Pool with other authorities. Hertfordshire has submitted a proposal along with five Hertfordshire districts to form a new pool, following the successful implementation of a pool in 2015/16. This is subject to central government approval and the benefits will depend on the level of growth in these districts.

#### **Revenue Budget Savings**

- 4.9 The 2015/16 IP identified a savings requirement of £56m over the three years 2015/16 to 2017/18, of which £33m was required to be delivered in 2014/15. This figure is expected to increase as the latest estimates of pressures and reductions in funding described above are confirmed.
- 4.10 Within their Strategic Direction plans, each portfolio has identified potential savings through further efficiencies in the way their services are delivered. The process has been underpinned by the value for money comparisons, and by rigorous challenge between officers.
- 4.11 More fundamental changes to service provision have been the subject of member and public discussion and cabinet decisions in the course of 2015/16. Policy decisions have been taken in several areas, including the Bus route changes for the Passenger Transport Service. It will be necessary to continue to develop proposals for further savings for consideration by Cabinet Panels and Cabinet in the course of 2016/17 and future years.
- 4.12 Given the extent of savings required from 2017/18 onwards, it will be necessary to continue to develop proposals for savings for consideration by Cabinet Panels and Cabinet. It is becoming progressively more difficult to find further savings, and these are likely to require more significant service redesign, and hence lead times, before they are achieved. Services are therefore working to identify efficiencies

and policy choices for early decisions in 2016, to allow time for these to be implemented so that full benefits can be achieved in 2017/18.

## 5. Capital Programme

- 5.1 The revised capital programme, including the re-programming being recommended for Cabinet approval in December 2015, is shown in Table 3 below.

**Table 3: Revised Capital Programme 2016/17 – 2018/19**

	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
<b><u>Directorate</u></b>	£'000	£'000	£'000
Environment	122,360	137,186	259,546
Resources and Performance	7,344	6,664	14,008
Community Protection	2,054	2,521	4,575
Health and Community Services	29,473	11,763	41,236
Public Health	0	0	0
Children's Services	63,229	31,167	94,396
<b>TOTAL</b>	<b>224,460</b>	<b>189,301</b>	<b>413,761</b>

- 5.2 This will be updated for the new Integrated Plan to reflect any further changes such as additional/reduced grant allocations, revised estimates of capital receipts, re-programmed projects, changes to the Croxley Rail link etc.
- 5.3 Services have also developed priority business cases for new major projects to 2018/19. These have been reviewed by senior officers and will be considered in the Integrated Plan to be reported to Cabinet in January. As far as possible, bids have been required to be fully funded from external sources.
- 5.4 Services are also reviewing all existing schemes to ensure budgets are still required, to review cashflow profiling, and to ensure that grant, S106 or other external funding is applied wherever possible.
- 5.5 Details of final Government capital grant funding are yet to be announced, so officers are working with provisional allocations. Any reduction/increase will need to be reflected in an adjustment to the draft capital programme.
- 5.6 Based on existing knowledge of future sales and assuming a continuing improvement in market conditions, the Council is anticipating £20m of Capital Receipts per year for 2016/17-2018/19. If this level of capital receipts were not achieved then any shortfall would need to be financed through borrowing or a reduction in expenditure, which will be reviewed in the Integrated Plan.

## **6 Reserves**

- 6.1 All general and specific reserves will be reviewed during the Integrated Planning process.
- 6.2 A prudent level of General Fund Balances was set for 2015/16 at 4.0% of the Net Revenue Budget (NRB), which equated to £33.1million. The Assistant Director – Finance will review the level of these balances and make recommendations in the Integrated Plan report.

### *Background Information*

Integrated Plan Report to Full Council February 2015

Statement of Accounts 2014/15

Quarterly Revenue and Capital Monitor Report to Cabinet, December 2015



**SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20**  
**Scrutiny Groups - As at 13 January 2016**

(Note: Non-OSC members have also been allocated to groups) .

<b>MORNING SESSION</b>					
<b>((F) = Finance Officer Support)</b>					
<b>((GT) = Graduate Trainee Support)</b>					
<b>PORTFOLIO &amp; EXECUTIVE MEMBER</b>	<b>PORTFOLIO AREAS</b>	<b>GROUP LEAD MEMBER</b>	<b>GROUP MEMBERSHIP</b>	<b>OFFICERS ATTENDING</b>	<b>ALLOCATED ROOM</b>
Children's Services Richard Roberts Sara Johnston (Deputy Executive Member attending with Executive Member)	Lead Member for all Children's Services, including Education, for the purposes of the Children Act 2004). Children's social care; corporate parenting; child protection; family placement; children's residential care; children with disabilities; young people's services (including Youth Connexions); early intervention; early years, children's centres & childcare; thriving/ troubled families initiative; youth offending.	Mark Watkin	John Barfoot Richard Smith Dee Hart Ken Crofton (OSC) Aislinn Lee Leon Reeve	Jenny Coles Simon Newland Abioye Asimolowo (F)  Belinda Yeldon (GT)	Ashbourne Room
Community Safety and Waste Management Richard Thake	Fire & rescue; trading standards & consumer protection; resilience; community safety; relations with the Police & Crime Commissioner and the Constabulary; the requirements of Counter Terrorism and Security Act:	Ian Reay	Graham McAndrew (OSC) William Wyatt Lowe Peter Knell Fiona Hill Paul Zukowskyj Derek Scudder (OSC)	Roy Wilsher Daryl Keen Simon Aries Ian Couper (F)  David Hodbod (GT)	Mimram Room



	waste management; leading for the County Council on the Hertfordshire Waste Partnership.		Anne Joynes (OSC)		
Highways Terry Douris Ralph Sangster (Deputy Executive Member attending with Executive Member)	Highways maintenance; new roads and improvements; major infrastructure delivery; traffic management; road safety (including school crossing patrols and safer routes to schools); street lighting; relationships with other highways authorities and Highways England; provision for cycling and pedestrians; highways development control issues.	Judi Billing (OSC)	Tim Hutchings (OSC) Rose Cheswright Frances Button Michael Muir Ron Tindall Malcolm Cowan (OSC)	Rob Smith Simon Barge (F)  William Gould (GT)	Labour Committee Room (Room 130)
Public Health, Localism and Libraries Teresa Heritage	Health protection; health improvement; health services quality; sport and recreation: Cross cutting theme: localism. localism; volunteering; relations with the voluntary sector; District Council local strategic partnerships; relations with Town & Parish Councils; Hertfordshire Community Covenant: culture (libraries, museums and the arts); adult and family learning; Cross-cutting theme: customer service; customer Service Centre; web site.	Roger Beeching	Dave Hewitt Caroline Clapper (OSC) Tony Hunter David Lloyd (OSC) Sandy Walkington	Jim McManus Alex James Taryn Person Matthew Buckland (F)  James Barber (GT)	Conservative Meeting Room (Room 121)

**AFTERNOON SESSION**

**((F) = Finance Officer Support)**

**((GT) = Graduate Trainee Support)**

<b>PORTFOLIO &amp; EXECUTIVE MEMBER</b>	<b>PORTFOLIO AREAS</b>	<b>GROUP LEAD MEMBER</b>	<b>GROUP MEMBERSHIP</b>	<b>OFFICERS ATTENDING</b>	<b>ALLOCATED ROOM</b>
Adult Care and Health Colette Wyatt-Lowe	Adult care and safeguarding; health & wellbeing (excluding public health); gypsy sites: relationships with NHS trusts and commissioning groups serving Hertfordshire; leading for the County Council on the Health & Wellbeing Board.	Leon Reeve	Roger Beeching Dave Hewitt Tony Hunter Caroline Clapper (OSC) Ron Tindall	Iain MacBeath Helen Maneuf Matt Buckland (F)  Chloe Carter (GT)	Labour Committee Room (Room 130)
Enterprise, Education and Skills David Williams	Economic development; relations with Hertfordshire's business community; skills for employment; leading for the County Council on the Local Enterprise Partnership: school improvement & standards; special educational needs; school place planning and admissions; relations with further and higher education	Mark Watkin	John Barfoot Richard Smith Paul Mason Sandy Walkington Derek Scudder (OSC) Anne Joynes (OSC) Maxine Crawley Robin Osterley (OSC (OB)) Emmanuel Mensah (OSC (OB)) D W-Williams (OSC (OB)) John Sloan (OSC (OB)) David Morton (OSC (OB))	Andrew Simmons Simon Newland Jan Hayes-Griffin Abioye Asimolowo (F)  Lucy Gallard (GT)	Ashbourne Room

			(OB))		
<p>Environment, Planning and Transport</p> <p>Derrick Ashley</p>	<p>Hertfordshire's built and natural environment; countryside management; Lead Flood Authority; environmental intelligence; rights of way; climate change (excluding County Council estate and operations); leading for the County Council on the Hertfordshire Infrastructure and Planning Panel: strategic planning; waste planning; minerals planning; airport policy: Local Transport Plan; leading for the County Council on the Local Transport Board; passenger transport: leading for the County Council on the Lee Valley Regional Park Authority.</p>	<p>Tim Hutchings (OSC)</p>	<p>Ian Reay Fiona Hill Michael Muir Ken Crofton (OSC) Paul Zukowskyj</p>	<p>Jonathan Tiley Simon Aries Tom Hennessey Simon Barge (F)</p> <p>Chris Martin (GT)</p>	<p>Conservative Meeting Room (Room 121)</p>
<p>Resources and Performance</p> <p>Chris Hayward</p>	<p>Cross-cutting theme: business transformation and efficiencies. Finance (revenue and capital); property &amp; technology (including carbon management for County Council estate and operations); human resources and organisational development (including member training); legal and member services; registration and citizenship service; Coroner service; land charges;</p>	<p>Richard Smith</p>	<p>William Wyatt-Lowe Frances Button David Lloyd (OSC) Malcolm Cowan (OSC) Judi Billing</p>	<p>Claire Cook Lindsey McLeod Joanne Butcher(F)</p> <p>Rajah Mukwiri (GT)</p>	<p>Mimram Room</p>

	procurement; external audit; Hertfordshire Business Services; Herts Catering: performance management and reporting; Assurance (including health & safety); data quality; equalities				
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Not allocated to a group:-

Terry Hone, Chairman of OSC will be a reserve for any group



## SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20

### PORTFOLIO: ADULT CARE & HEALTH

#### INTRODUCTION

Adult Care and Health within the Health and Community Services Department (HCS) provides information, assessment, care and support to adults who have social care needs and their family carers. These include older people, people with a learning disability, a physical disability, mental ill health, autism, or Asperger's Syndrome.

The five key pressures facing Adult Care and Health currently are:

- **Increasing demographic demand and complexity of care packages** – the ageing population means more adults require social care and their family carers need support. People's needs are also more complex meaning care packages are becoming larger to meet their eligible needs. We are seeking new ways to help people remain independent at home and prevent them from needing social care either at all – or as soon. The cost of this additional demand for social care is calculated as £8.1million per annum (D06-D09).
- **Attracting and retaining a care workforce** – attracting and retaining a dedicated and caring workforce to undertake this demanding and critical work in a high cost-of-living area is a constant challenge. The Government's announcement to raise the minimum wage from £6.50 to £7.20 from 1 April 2016 and to continue to increase this to £9.00 per hour from 2020 will not directly impact front-line care staff next year in Hertfordshire as most are being paid more than this amount. However, maintaining a differential between the minimum / living wage and the hourly rates paid to care staff is essential to sustain and grow the care workforce in line with our demand forecasts, and the IP proposals provide for this (L09). We continue to work with Hertfordshire Care Provider's Association on a number of new ways to attract and retain a high quality caring workforce in adult social care.
- **Ensuring sufficient supply of quality care at the right price** – Ensuring that there is sufficient supply of good quality care is an increasing challenge, with pressures leading to waiting lists for home care, and difficulty in purchasing residential care and nursing care at an affordable price. Addressing this, whilst maintaining good care standards among our 700+ care providers, low levels of safeguarding concerns and complaints and high customer satisfaction is our key objective. We have created the 'Hertfordshire Care Standard' which offers a fair price for care in return for fair pay for staff and high care quality expectations.
- **Health integration** – the alignment and integration of NHS and social care services to meet the holistic needs of each individual rather than treating each condition separately is the ambition of Hertfordshire's

Health and Wellbeing Board commissioners, and is a stated intention of the Government. Partnership working in this context demands sustained effort to be effective and we are working closely across a range of areas to prevent ill-health, provide care closer to home, reduce hospital admissions and improve efficiency. We have agreed one of the most ambitious Better Care Funds in the country to achieve all this, and major programmes of work are underway to ensure that available NHS and council resources are used more effectively to meet people's needs and not duplicate provision. Examples include the Care Home Vanguard project, the Emergency Care Improvement Programme and the Enhanced Discharge Service. The NHS has made a substantial financial contribution to protect our services (HCS025), on the basis that this saves money for health in the long run.

- **Transforming services to maintain modern, flexible and efficient provision** – HCS is overseeing significant change initiatives for example:
  - The 'Accommodation for Independence' Programme for people with learning disabilities which involves converting existing residential care homes into modern supported living services (HCS044)
  - Using 'Community Alternatives': adopting a strengths-based approach as part of our new Care Act assessment and care planning processes, finding community alternatives and networks for people to connect them to society and improve their health, wellbeing and happiness (HCS024; HCS026; HCS044)
  - Participating in the national Learning Disability Transforming Care programme as a pilot site: to re-design services for people with learning disabilities and/or autism with a mental health problem, or behaviour that challenges, to ensure that services meet the needs and that care is delivered in the community, closer to home, rather than in hospital settings (OP20)
  - The development of day opportunities for people to access mainstream leisure and community services and be less buildings-based than at present (HCS045)
  - The drive to increase the use of services provided by private and voluntary organisations in order to minimise the use of or defer the need for social care support (HCS024; HCS044)
  - Using technology to make business process efficiencies (HCS048; HCS049; HCS051; HCS052)
  - Piloting new adult care pages on the new website with a view to improving the usability, clarity and customer focus of the web pages.

## KEY THEMES AND QUESTIONS

### STRATEGY AND CAPITAL INVESTMENT

#### **How do the future service plan priorities contribute to the Corporate Priorities?**

Health and Community Services' integrated plans align fully to the Hertfordshire county Council corporate plan, the four key priorities of which are laid out below:

#### **Opportunity to Thrive:**

Our focus as a department has been in implementing the Care Act 2014 which now means that for every person eligible for social care, and their family carers, there is a proportionate care assessment, a personal budget, a care plan and the opportunity to arrange personalised care and support.

Certain of our integrated plan initiatives will now build on this to improve the experience of people who receive care services: we will improve the effectiveness of placements for people transitioning to adult care meaning fewer crisis placements, enhancing stability and continuity of care (HCS043). The 'Accommodation for Independence' Programme will offer modern accommodation in supported settings for people previously cared for in residential establishments, increasing their independence and opportunities for living rewarding lives (HCS044).

#### **Opportunity to Prosper:**

In the light of the government's announcements on the National Living Wage we are supporting care providers to maintain wage differentials so as to protect the social care workforce, and helping our care providers to sustain resilient and successful businesses (L09). We will improve our invoicing systems, moving them onto an electronic footing, reducing the levels of queries and making it easier for our suppliers to do business with us (HCS049).

**Opportunity to be Healthy and Safe:** We have identified savings as a result of investing in telecare facilities which are allowing people to remain independent for longer in their own homes, whilst reducing demand for costlier forms of care. We continue our work with the NHS to prevent [predominantly older] people being admitted to hospital and where hospital treatment is required, expedite their discharge home (HCS041; HCS046). Our new Specialist Care at Home Schemes will rehabilitate and aid the independence of those discharged from hospital (HCS053).

Our new specialist care at home schemes offer intensive care at home with a focus on rehabilitation and living safely whilst maintaining independence. In recognition of this, the NHS has agreed to continue to protect adult social care budgets by making a significant financial contribution in 2016/17 (HCS025).

We are participating in the Learning Disability Transforming Care programme, which aims to significantly re-shape services for people with learning disabilities and/or autism with a mental health problem, or behaviour that challenges, to ensure that more services are provided in the community and closer to home, rather than in hospital settings (OP20).



**Opportunity to Take Part:** In our 3 year plan, Health and Community Services prioritises work on a model being used elsewhere in the country called ‘Asset Based Community Development’, whereby social work professionals make links into the local communities where people and carers live, encourage local groups and businesses to become more accessible to people with disabilities – and generate volunteering, work and ‘disability friendly communities’. Following successful adoption of this model in our Community Learning Disability Teams, we are rolling out the approach into the Older People and Physical Disability Services. This should lead to people spending less money from their personal budget on formal care services and more on community alternatives or transport (HCS016, HCS024, HCS044).

### **How are you managing your service to make it more efficient?**

The Department wants to harness the potential of flexible working practices and innovative technologies to allow staff to maximise time spent with service users, carers and their families, and to interact with them in the most effective way and efficient way. The service is therefore investing in mobile technology in line with the Hertfordshire County Council Enabling the Worker programme. This will deliver efficiency in terms of saving printing costs and reducing mileage; and by enabling staff to make more effective use of time will allow the service to reducing staffing levels where appropriate, for example by not filling vacancies (HCS048).

### **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

Adult social care’s strongest partnership is with the NHS. The increasingly frail older population who wish to remain independent at home but who have multiple long-term conditions are a real focus for health and social care. The NHS and adult social care created one of the largest ‘Better Care Fund’ budgets in the country which, in 2015/16 pools £330m of monies currently spent on community health and social care for older people. Our strategy is to transform services to reduce duplication, invest in preventative services and rapid response – and ultimately prevent hospital or care home admission, meaning more money can be recycled on supporting people’s health and social care needs at home.

Health and Social Care is building on its relationship with Housing partners. Hundreds more mainstream and supported housing placements are required for older people and learning and physically disabled people in the medium term, to maximise their independence and as alternatives to care home settings. New models of supported living are being considered which will need partnerships between housing providers and adult social care (HCS044).

A strategy for commissioning Hertfordshire’s voluntary sector was agreed in 2015 by the Health and Wellbeing Board. This sees a more strategic approach to how we spend money with the sector, assisting them to grow confidently and give the opportunity for HCC to consider if any of its services can be better delivered by professionals and volunteers in voluntary organisations. Hertfordshire County Council is also committed to renewing the ‘Hertfordshire

Compact', a document which describes how the voluntary sector and public sector will work in partnership to deliver for people (HCS024; HCS044).

We have rationalised our community alarm provision in partnership with North Herts Careline to allow better use of existing capacity with no change to service quality (HCS041).

**How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

The majority of care home buildings operated by Quantum Care are owned by Hertfordshire County Council and are provided at a market rent. In return, buildings no longer fit for purpose are re-built and the rent agreement adjusted accordingly with a view to recouping the capital costs (IPP, page 239, HCS 1-3). This approach is important in helping to regulate the market for care home beds and keeping fees at a sustainable level.

We will seek opportunities to develop day service provision for people with learning disabilities, away from larger day centres to more modern town centre bases with good disabled toilet facilities provides new opportunities for people to access services available to the wider community including sports, leisure and education (IPP, page 239, item HCS 4).

The county council operates a number of supported living accommodation schemes which require rebuilding or upgrading with adaptations for older residents and en-suite facilities. This will enable people to be supported in a more dignified way, particularly around bathing and toileting. In addition, we are investing in a facility to enable people to enter short-term accommodation where they learn life skills as well as academic study with a view to moving into the most independent accommodation possible after their education (IPP, page 239, item HCS 5).

Our replacement schedule for the fleet of vehicles operated by the service is kept under constant review to ensure that the life span of vehicles is maximised and that these are replaced when appropriate in cost terms (IPP, page 239, item HCS 10).

The Better Care Fund now includes the Government's capital grant contribution for Disabled Facilities Grants (DFG). This was previously provided to district councils directly from Central Government. In the light of this funding change we are considering how to integrate provision of help with home adaptations across housing, health and social care systems. We are participating in a project to ensure that all individuals in Hertfordshire who need housing adaptations to support independent living will have access to an appropriate service that is accessible and equitable. The aim is that the service will run more efficiently, be more resilient and help local authorities deal with increased budget pressures (IPP, page 239, item HCS 12).

## **Have you considered any other investment approaches to reduce future costs to the authority?**

We have invested in telecare technology which reduces costs to the authority by deferring or eliminating the need for people to access care services. The initial investment in telecare will be paid back in the year 2018/19 and savings will accrue thereafter. There is work underway to consider the business case for further investment in telecare (HCS046).

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner/staff engagement?**

We are increasingly using co-production methods to help develop the services needed for the future. Co-production means working with service users, empowering them to develop and design services, within necessary constraints and parameters such as available budget. We are creating a Co-Production Board which will embed this way of working throughout the service and ensure that the service user voice has a significant weight in our work. In this vein, over the past year a number of senior appointments within the service have been made with service user panels used as part of the interview process.

This year has seen the development and approval of the Carers Strategy and significant engagement and consultation work took place with carers and other stakeholders as part of its formulation. Responding to this engagement has led to further work streams such as the development of training materials for employers as part of work to support carers in the work place.

The procurement of the new Specialist Care at Home has been informed by consultation and close working with our partners. Specialist Care at Home is an entirely new service, which has incorporated the effective elements of the current Home from Hospital and Enablement Service, and successful pilot work in relation to hospital discharge and prevention of re-admission. The new model aligns with the Ageing Well in Hertfordshire Strategy 2015 – 19, which was developed by partners, following consultation with service users and the outcomes within the strategy are at the core of this provision (HCS053).

We have worked with health partners to redesign the available health and care services for people who acquire or develop neurological conditions in adulthood and need care and support to remain independent. New services were co-produced with people who have motor neurone disease and other neuro conditions and the outcomes will be monitored; there increased independence early on is projected to reduce spend on health and social care longer term while more importantly improving life outcomes for them.

Adult Social Care web pages are already in place as part of the project to develop the new web site and their development has been informed by significant engagement work with service users to ensure they are accessible, useful and user friendly.

We have continued to seek input from staff about how the service should be developed and has run a number of successful Dragon's Den style sessions. These sessions enable staff to bring forward proposed schemes requesting small up-front investment to generate a better experience for people with a business case to demonstrate savings.

Managers throughout the services are encouraged to listen to staff ideas and feed these back to management board. Manager engagement days are held twice yearly providing a further opportunity to engage with staff on their ideas for service development.

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

HCS has involved and engaged residents, service users and carers across the service for the development of services. We have taken responsibility for the cross-cutting work stream on 'Enabling the Citizen and Communities'. In particular, the new website is being developed with the involvement of residents at every stage and activity is underway to engage with service users in relation to plans for on-line forms to facilitate self-assessments for both carers and service users.

Whilst implementing the Care Act it was of prime importance to ask service users and carers what they thought about our services and how they would like things to be different in the future. We held a range of involvement activities and have now developed new relationships, networks and forums to allow residents, service users/carers and local community organisations to be involved in the development and delivery of new services. This activity includes, for example, work with service users and subject matter experts to co-produce and design training; in recruiting staff; and involving older people in the planning and evaluating of services – such as support at home and services for carers. Our strategic partners such as Carers in Herts and Herts Care Providers Association (HCPA) work closely with us to support wider engagement from residents, providers and the community sector. The proposals for our Co-Production Board to feed into management board decision making and have oversight of co-production across our services will also support greater engagement.

Elected members and particularly Executive Members take a lead on communication of new adult care and health initiatives, consultations and strategies with citizens, in particular with local and national media. Highlights this year have included:

- The leadership role of the Executive Member in promoting the Hertfordshire Year of Mental Health, inspiring and motivating people to take simple steps to help challenge mental health discrimination, and to improve the lives of those of us with mental health problems
- Good Care Week, which saw the Executive and Deputy Portfolio Member helping to showcase the crucial role of care professionals, with a view to raising the profile of careers in the sector

- The role of the Executive Member and Panel in championing the Herts Care Standard to promote the vital importance of good quality care.

The Executive Member has been interviewed about a number of initiatives during the year on both a reactive and pro-active publicity basis. Members have also met with people who use services and their carers to listen to their views and actively participate in Boards and groups where feedback is sought from key stakeholders – including the Learning Disability Partnership Board, the Safeguarding Adults Board and Carers' Forum.

**To what extent do your proposals encourage self reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

The cross-cutting workstream 'Enabling the Citizen and Communities' is intended to provide better web channels for people to self-serve and access high quality information and advice to enable them to make informed decisions.

The new website includes redeveloped pages for Adult Social Care which signpost to community resources and information that supports prevention of care needs as well as our own services. We also widely promote the community directory as a source of local community support.

The Care Act places a new responsibility on the local authority to have a comprehensive information and advice offer about adult social care and health, which extends to include the support available in the community. Much of the signposting we do extends to reminding and advising people about how to stay healthy, independent and delay or prevent the need for social care. We have reviewed and developed our information and advice service at each point of contact, including face to face, by telephone, via the internet and through partners. Our commissioned HertsHelp information and advice services focus on prevention and resilience and getting people in touch with local community support. Much of this is supported by volunteers and tackles areas such as loneliness. Our new library strategy includes an enhanced role for social care information and advice.

We work closely with our partners to raise standards across the county so people can get consistent information and advice wherever they look for it. This has included extending our Herts Care Partners network, providing additional funding to Carers in Herts for information and strengthening the information and advice requirements of our commissioned contracts with the community and voluntary sector.

We have invested with partners in the use of Telecare packages to enable people to be independent at home with confidence, prompt them pro-actively when equipment is triggered (e.g. medication dispensers) – but access support and response services in emergencies. This provides an alternative to community services and in some instances care home admissions (HCS041; HCS046).

## **PERFORMANCE, STANDARDS & TARGETS**

### **What contribution are you making to the broader partnership working both within Hertfordshire county Council and outside?**

We are working hard to manage performance jointly with our health partners in key areas to progress the integration agenda, as described above. A particular focus has been on delayed discharges at Watford General Hospital; work has been undertaken to improve referral processes and to fill vacancies, under the leadership of a new senior manager. Delays are now beginning to fall.

The nationally specified conditions linked to the Better Care Fund require partners to monitor a number of key performance indicators to improve the experience of people who need health and social care. Hertfordshire is performing well against this basket of indicators with the exception of delayed transfer at Watford and readmission of patients, which is not fully in the control of adult social care.

We have a strong focus on safeguarding as part of our three year plan, and work closely with a range of partners including the Police and Crime Commissioner, the Constabulary and District Councils, via the Safeguarding Adults Board, to progress our aims and objectives here.

### **What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

HCS is contributing a proposed £10.4 million of efficiencies in the 2016/17 Integrated Plan. Of this figure £7.7 million relates to new efficiencies identified for the current IP round.

The new efficiencies fall into the following categories:

- Making better use of technology to streamline and automate systems and processes, and maximise productivity (HCS042 Customer Service Function; HCS 048 Enabling the Worker; HCS041 & HCS046 Telecare; HCS 050 Learning and Development Commissioning; HCS 049 Review of Back Office Functions)
- Achieving better value from commissioning and purchasing of care (HCS053 Specialist Care at Home; HCS 047 Housing Related Support & Flexi-care; HCS043 Effective Placements for Transitions)
- Redesign and modernisation of services (HCS045 In House Day Services; HCS044 Learning Disabilities – Community Alternatives)

On top of the service's contribution is an additional significant amount relating to funding received from the NHS to protect social care given that this investment serves in turn to defray costs in the NHS (HCS024).

Together with the NHS contribution the service is delivering efficiencies worth 6.9% of its proposed net revenue budget for 2016/17.

## **What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

HCS is leading on the 'Integrating health and social care' cross-cutting theme and continues its work to align and integrate services under this theme, and is participating in the NHS's own change programmes such as the Care Homes Vanguard in East and North Herts, and the Learning Disability Transforming Care Programme. Joint Better Care Fund strategic initiatives in progress cover a range of areas relating to minimising demand on hospital care such as:

- Community Discharge Scheme: Short-term (3-6 week) emotional and practical support for hospital leavers
- Enhanced Discharge Service: skilled Healthcare Assistants managing care plans, reducing dependency on care over four week period from discharge
- Flexi-care: post-discharge, 24-hour care provided by Housing Associations
- Equipment: initiatives on stock replenishment, ordering protocols, training in functional assessment
- Equipment: reconfiguring and investment in enhancing capacity, responsiveness and flexibility of the equipment service
- Specialist Support at Home - single providers per area, clarifying and enhancing processes and efficiency
- Step Down Beds - exploring provision of further beds to assist with flow out of hospital.

HCS is also leading on the 'Enabling Citizens and Communities' workstream which involves investing in the website, improved information and advice available from the Customer Service Centre.

## **How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

HCS has a three year plan setting out its service improvement priorities over the period grouped into six themes:

- Inform, Advise and Advocate
- Developing Communities
- Enable People for the Future
- Personalise People's Support
- Quality and Safeguarding
- Develop our Organisation

Key Performance Indicator (KPIs) targets are set for each theme in December annually, and these are monitored regularly and reported into the HCS Performance Monitor. Teams are encouraged to develop service plans for the start of each financial year which focus on the contribution they can make in particular area and particular KPIs for which they are responsible.

HCS is able to compare performance with other authorities both in the East of England and nationally. In terms of financial performance, expenditure and unit cost information on all authorities providing adult social care is available from the Health and Social Care Information Centre. In 2014/15 the basis for collecting cost information was changed and so figures are not comparable with previous years.

Because of the change in approach there are data quality issues with the home care figures which make it difficult to compare across authorities.

However, the data on 2014/15 for residential and nursing accommodation for Learning Disabilities (£55.3m gross expenditure in 2014/15) shows Learning Disability unit costs running above the East of England average; the 'Accommodation for Independence' programme mentioned above is likely to impact favourably here.

In the other major expenditure area of Physical Support, 2014/15 unit costs for residential and nursing accommodation run lower than the East of England Average for the 65+ age group (£40.8m gross expenditure in 2014/15), albeit higher for the 18-64 age group (£7.8m gross expenditure in 2014/15).

Operational performance data is collected nationally via the Adult Social Care Outcomes Framework (ASCOF) indicators. These represent a 'basket' of 27 measures across a variety of social care areas. Hertfordshire obtained an average ranking of 73rd out of 152 Authorities across 24 of the 27 ASCOF Measures (those 24 where a high ranking is desirable). Hertfordshire's performance was better than that of the Eastern Region and England averages across 9 measures.

Strongly performing areas are the level of control service users feel they experience over their daily life, the level of direct payments and proportions of service users receiving self-directed support; all of which are consistent with the current HCS Three Year Plan commitment to keep people's well-being, choice and control at the core.

Areas with scope for further progress relate to the amount of social contact experienced by service users, delayed transfers of care and overall satisfaction, and these will be reflected in team plans during the forthcoming year. Targets for the 2016/17 year are currently being developed in the light of the IP objectives.

In December 2015 the Department invited a number of experienced Peer Reviewers to examine the Council's adult social care commissioning arrangements from a safeguarding viewpoint. An action plan is being formulated in response to the observations made.

During 2015 a number of fact-finding exercises took place with various authorities to review specific areas both in terms of what has been successful in improving performance, and what has not worked well. These include:

- Increasing uptake of Direct Payments - Nottingham
- Integrated discharge, rapid response and community reablement teams - Greenwich
- Opportunities and synergies for working together on our integrated health and social care data analysis - West Essex
- Equipment Services – Hampshire and Essex.



## SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION

### How is your service supporting economic growth and prosperity?

In 2015/16, Hertfordshire County Council is spending £340m on adult social care. It is estimated that another £250m will be spent privately by individuals who need assistance in their own home or in a care home. The NHS spends a further £30m on Continuing Healthcare. Other local authorities placing people in Hertfordshire will spend £50m. The value of the adult social care economy is therefore estimated at £670m in the county.

Adult social care employs approximately 28,000 people in Hertfordshire, 94% of which work for the private, independent, voluntary and charitable sector in the county. Around 55% of this workforce is commissioned directly by Hertfordshire County Council with the remainder funded by the NHS or privately by people who fund their own care.

The Hertfordshire average care wage of £8.05 per hour is above the current minimum wage of £6.70 per hour, and with the government's introduction of the National Living Wage, the IP contains proposals to retain the wage differential so as to help sustain the attractiveness of care as a profession in this difficult to recruit area.

Adult Care and Health works to sustain those businesses comprising the adult care sector in the County. The Hertfordshire Care Standard aims to pay a fair price for care – but also place expectations on private and independent care providers to remunerate staff properly through salary, travelling expenses, training and other expenses – and retain the best quality caring staff. In this way the Council is helping to build and sustain resilience businesses in the sector.

Hertfordshire Care Providers Association is a key partner of Hertfordshire County Council in this activity. It acts as an umbrella organisation for all private, independent and voluntary sector care providers and provides support and access to training and development, funded by the local authority. HCPA provide support to the following organisations across Hertfordshire (November 2014):

- 302 Residential Care Homes
- 109 Nursing Homes and 6 Hospices
- 114 Domiciliary Care Agencies
- 12 Nursing Agencies
- 66 Supported Living Services
- 53 Day Services

People who find themselves in a caring role for older relatives, or for family who have life-long disabilities, often find it difficult to work fulltime or at all. Providing support to family carers is a statutory entitlement from April 2014 and in October 2015 Hertfordshire's Health and Wellbeing Board refreshed its Carers Strategy which includes a commitment to support carers who wish to work. To further this Adult Care and Health is working with a range of partners, including Carers in Hertfordshire and the national organisation Employers for Carers to encourage employers to make reasonable adjustments for family carers to continue working but maintain their caring role.

Adult Care and Health provides a comprehensive Money Advice service to people with disabilities and older people – supplemented by commissioned services from Hertfordshire's ten Citizens' Advice Bureaus. Together they draw in millions of pounds of welfare benefits which would not be claimed, which are spent in the local economy.

**What effect is the change in the economy and society having on your services? E.g. levels of demand, inflation, changing income etc. and how are these impacts being managed or mitigated?**

A detailed analysis on the inflationary factors affecting the care sector is undertaken every year, combined with a formal negotiation process with Hertfordshire Care Provider's Association. This includes cost of living / minimum wage, water, fuel, utilities and food.

This year it is proposed to maintain the differential between the average care wage Hertfordshire and the National Living Wage by 50p per hour and funding this legislative pressure will cost £6.8m in 2016/17 (L09). In the interests of maintaining a sustainable market for care provision in the county we have provided service specific inflation for physical disability and learning disability residential and nursing care, modelled to ensure a fair cost for care is being provided. We have also provided an additional amount for older people in relation to nursing care homes recognising that these providers have seen a large increase in the numbers of people staying for less than four weeks (at the end of life rather than dying in hospital) and the numbers of people being admitted with a more acute level of need leading to more administration of complex medication. The total amount of this service specific inflation is £2.7M in 2016/17.

**What are the major risks to delivery of your proposals and how are you proposing to manage these? E.g. capacity, time, budget in regard to these proposals.**

There is a need to rigorously manage budgets to meet efficiency targets, exercising continual scrutiny in relation to the purchasing of care to ensure that the most cost effective options are sourced. In the Learning Disability Service the Best Value Team has been helpful controlling costs and teams within the Service review the cost of packages on a regular basis.

There is a risk in relation to the care workforce in terms of recruiting sufficient workers into the sector to continue to deliver required levels of care; the social care workforce in Hertfordshire is ageing and annual staff turnover ranges from 11 - 28% depending on the sector, pay and conditions of different agencies and location in the county.

There are delivery risks associated with the projects and programmes necessary to achieve efficiency targets. For example the 'Accommodation for Independence' project has property-related dependencies which introduce a risk of delay. Rigorous project management arrangements across a number of efficiency areas including In House Day Services, Flexi-Care, Housing Related Support and Enabling the Worker are necessary to ensure achievement. Alongside these major

efficiency projects, there are a host of other projects that the service is looking to deliver over the next year.

There are risks to delivery in terms of partnership working where partner's priorities are changed by external factors, leading to delays. Both the NHS and Adult Care and Health have invested in senior managers to mitigate these risks.

**What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

Demographic projections are calculated annually using a sophisticated population prediction model and, for learning disabilities, a cost analysis of all people expected through transition. This has been honed over the years and has led to a £1m annual reduction in the amount of demography money requested through getting better value from care providers, although there are signs that it is becoming more difficult to sustain this reduction. This work continues. Demographic pressures requested for older people, people with learning and physical disabilities and mental ill health are shown in the IPP (D06-D09)

There is a risk within the budget that increased demand for care services exceeds the demography calculations within the standstill budget. This is managed through strict application of the eligibility criteria, regular budget and activity monitoring and care reviews of existing packages to ensure value for money and appropriate care provision.

## SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20

### PORTFOLIO: CHILDREN'S SERVICES

#### INTRODUCTION

The department is responsible for ensuring publicly-funded early years services are provided across Hertfordshire. Early help and support is provided across the age range, together with support and education-related services for children with disabilities and special educational needs. The department undertakes safeguarding activities on behalf of the council, along with a range of services for children in need (including disabled children); children looked after and care leavers.

#### 5 key issues/pressures

The dominant issue for the portfolio is providing better outcomes across the range of our services, and at the same time reducing costs. Our specific issues all relate to this, and are:

1. To respond to changes in the nature and pattern of demand for services for children with disabilities and special educational needs, within limited resources and following the Special Educational Needs (SEND) reform legislation requirements. We are doing this through our 0-25 integration programme.
2. To reduce the numbers of children looked after, so as to reduce costs and improve outcomes for those children. We are doing this through our Early Help Families First transformation programme (including delivery of phase 2 of the Troubled Families initiative) and our Family Safeguarding Programme.
3. To continue to increase the number of children looked after in local in house foster placements and encourage independent placement providers to deliver services within Hertfordshire. We use our regional block contract with one residential provider and a programme of scrutinising placements costs to drive efficiencies in quality and costs.
4. To change the way in which child protection services are delivered, to ensure the highest risk children and families are provided with a clear programme of support to change and to move more quickly to care proceedings where parents decline to engage in help offered and their children remain at risk of significant harm. We are doing this through the Family Safeguarding Programme.
5. To improve the way we work with our partners, particularly in the health sector through developing opportunities to streamline commissioning and capitalise on the opportunities for efficiencies and improved outcomes presented by the transfer of public health commissioning responsibilities to the County Council.

## KEY THEMES AND QUESTIONS

### STRATEGY AND CAPITAL INVESTMENT

#### **How do the future service plan priorities contribute to the Corporate Priorities?**

Hertfordshire County Council's [Corporate Plan](#) 2013-17 identifies the main ambitions and commitments that provide the foundations for the county council's activities between now and 2017. Corporate priorities were reviewed in 2013 and revised to 'Opportunity to Prosper, Opportunity to Thrive, Opportunity to be Healthy and Safe, and Opportunity to Take Part'. The recently published Children's Services Strategic Plan for 2015 – 2018, 'Shaping The Future', whilst contributing to the other priorities, primarily focuses on the 'Opportunity to Thrive'. Specifically, Children's Services strategic direction is aimed at achieving the following priorities:



### How are you managing your service to make it more efficient?

During a gradual re-allocation of resources, all commissioning activity in the Children's Services (CS) is being consolidated into separate teams covering Children Looked After/Safeguarding, 0-25 SEND and Early Years/Early Help, with the existing Performance and Improvement Team being expanded to have a strategic oversight of commissioning processes and activity, to ensure consistency. This will have the effect of raising the profile of commissioning activity so that senior management have a high level view of all work. These changes have been cost neutral.

In practice, this will lead to less duplication of activity, refined processes to ensure value for money and better long-term planning of commissioning so that new services are evidence based, strategic and outcome focussed, rather than reactive and recurring as has been the case. This approach also includes the continued integration of commissioning activity with Clinical Commissioning Group, Health and Community Services and Public Health, where joint

contracts and pooled budgets will lead to a reduction in management costs where there are shared providers, along with better integrated management focused on outcomes and improving transitions.

The 0-25 years (children and young people 0-25 with additional needs) workstream will ensure children's social care, adults' social care, education and the health services work more effectively together to better support families with children and young people that have additional needs. This will result in savings from removal of duplication, smarter commissioning and improved delivery as well as non-financial benefits such as:

- Increased community capacity and resilience
- Improved satisfaction with SEND families
- Clearer processes
- Improved partnership working
- Reduction in the number of children with SEND who are not in employment, education or training
- Greater independence of those entering adult life and reduction on HCS budget as a result
- More jointly commissioned services
- Improved quality of commissioned services

To achieve this we have been working on improving both the commissioning and delivery of services as well as reviewing what information if available for families in Hertfordshire and how they can access it.

An integrated commissioning strategy has been developed for children and young people with SEND in Hertfordshire. We have worked with children, young people and families as well as our partners in health and in different county council departments to develop this. It sets out our joint ambition for developing SEND services in the county. We recognise the importance of working with services users not just in the development of this plan but in its delivery. That is why we have been running a young commissioners course along with our partners in Oakland's and North Hertfordshire colleges to support children and young people with SEND to develop their skills and to enable them to take an active role in the commissioning of services.

Whilst plans to develop a multi-agency team for children and young people with SEND continue to be developed we have put our attention on the way we work. A professional charter combining the values and behaviours across all of Hertfordshire County Council and the Clinical Commissioning Groups (CCGs) that outlines the way that Children & Young People (CYP) with SEND and their families can expect professionals from across the partnership to work with them. This will be published on the Local Offer and we are now beginning to explore how we can use the charter in our staff training.

Finally, we have worked with young people and families to review our information and advice offer. A set of proposals to streamline our SEND information services are being developed.

The 0-25 Integration workstream is detailed as one of the three key projects/programmes within the CS portfolio of the 2016/17 – 2019/20 IP Pack; Part B – Service Direction and Financial Consequences – Children’s Services p.33

The **Families First** workstream is establishing a stronger Early Help ‘offer’ that is making a difference with staff and partners understanding their role in delivering it.

Anticipated benefits include:

A reduction in reported domestic violence in families

An increase in the number of referrals to Early Help services and consequential reduction in safeguarding referrals

A reduction in the number of young people at risk of harmful behaviours including those at risk of child sexual exploitation.

More effective information sharing and collaboration, leading to more effective partnership case management

Greater confidence in the early help ‘system’ amongst parents and practitioners.

The Families First workstream is detailed as one of the three key projects/programmes within the CS portfolio of the 2016/17 – 2019/20 IP Pack; Part B – Service Direction and Financial Consequences – Children’s Services p.34

The innovative Family Safeguarding service has been successfully implemented at all three of the county council bases with multi-disciplinary teams in place. The Family Safeguarding teams consist of Social Workers, Children’s Practitioners, Domestic Abuse specialists, Mental Health practitioners and Drug and Alcohol specialists. By working in partnership with these specialists, the protection and life chances for our highest risk children and families will be improved.

This approach to working reduces the risk to children and young people and ensures that families receive the appropriate support from the social care system.

By improving the outcomes for families at an early stage, it is anticipated that the draw on resources at later stages will reduce, resulting in savings.

This will be achieved by:

- Maintaining multi-disciplinary Family Safeguarding Teams with the full range of skills necessary to address the factors which pose the highest risk to children.
- Embedding core skills set with motivational interviewing at its heart.
- Implementing a structured workbook approach to assessing parents’ capacity for change.
- Embedding an outcome based performance framework.

The Family Safeguarding workstream is detailed as one of the three key projects/programmes within the CS portfolio of the 2016/17 – 2019/20 IP Pack; Part B – Service Direction and Financial Consequences – Children’s Services p.35



In June 2015 it was agreed that the Home-Start home visiting contracts would not be renewed from September 2015 onwards. The majority of needs covered through these contracts are now available through the expanded children's centres programme, the extension of free nursery care and Health Visiting services run by the CCG. £200,000 of the savings in 2015/16 has been set aside for transitional support to Home-Start providers with savings of £390,000 expected from 2016/17 onwards.

This saving is shown within the Key Budget Movements section of the CS portfolio 2016/17 – 2019/20 IP Pack; Part B – Service Direction and Financial Consequences – Children's Services p.41 (Saving Reference - EEI030)

### **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

The critical issue is the further integration of health and social care provision within and outside of the Council. There are major initiatives in hand in terms of structure and co-ordination.

The [Health and Wellbeing Board](#) was formally constituted from 1 April 2013 and the Health & Wellbeing Strategy has been launched with nine priorities (including tackling obesity, helping all families to thrive, reducing the harm caused by alcohol and fulfilling lives for people with disabilities). Underpinned by our [Joint Strategic Needs Assessment](#), the multi-agency [Children and Young People Strategic Commissioning Executive Group](#) have identified three priorities going forward; Early Years Strategy, 0 – 25 Integrated Programme and Child and Adolescent Mental Health services(CAMHS) whole pathway review.

Children's Services recognises that we can achieve far better outcomes for our children and families at highest risk and save money for public services, if we work closely with partners. Building on our previous experience of setting up award winning multi agency teams such as Targeted Advice Service, Joint Police/Social Work Child Protection Investigation team, 2015 has seen the set-up of two new fully integrated safeguarding services.

#### **Family Safeguarding**

As a result of a successful bid to the DfE for funding to transform child protection services, the 22 Family Safeguarding teams in children's services now have adult mental health, substance misuse and domestic abuse specialists imbedded within all of the teams. From January 2016, clinical psychologists will also join the Family Safeguarding service. By working in this way, it is anticipated that more parents will engage with support to tackle their behaviours that put their children at risk. This will reduce police attendance at domestic abuse incidents, reduce attendance at A&E, improve the mental health of parents and their children and ensure more parents complete treatment courses to address their substance misuse problems, first time round. This will also enable more children to stay at home safely in their families rather than being brought up in care.

## **MASH**

In August 2015, Probation, Police, Health and Children's Services set up a Multi-Agency Safeguarding Hub (MASH) team to share information and risk assess safeguarding referrals for children across Hertfordshire. By being part of the same team and having access to all the major agency databases, the MASH team can gain a swift understanding of each agency's history of involvement with children and their families and ensure those children at risk of abuse and neglect get the most appropriate help swiftly. When the team is fully functioning, their work will save time and resources across all agencies and help protect those children at highest risk get the right help as quickly as possible and save time across all agencies in respect of gathering and sharing information.

## **Children's Centres**

The current contract specification for all children's centre groups includes a clear expectation that the lead agencies will proactively develop integrated working with a range of health services in the group area. A specific pilot in the Hertsmere area has been developing and testing a model for delivering integrated two year old reviews, providing support for breastfeeding and working in partnership with health service to support women with post-natal depression. The contract for the Hertsmere East group of children's centres has been let for a two year period 2016-18 with a specific focus on developing and testing further models of integrated working between children's centres and the health visiting service. This will inform future commissioning of both the children's centre and health visiting services.

## **How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

Although the service is not generally capital-intensive, we continue to look for opportunities to access external capital funding and third-party contributions, for example to support the further development of Liquid Care System (LCS) as part of the jointly funded Child Project. We continue to invest in technology such as iPads for Social Workers reducing the need to type up case notes following visits to families/young people thus facilitating a better use of resources.

The Children's Services Capital Programme is detailed within the CS portfolio of the 2016/17 – 2019/20 IP Pack; Part B – Service Direction and Financial Consequences – Children's Services

- Proposed Capital Programme 2016/17 – 2018/19– p.45

Our main priority is to look to further to reduce organisational costs through buildings rationalisation. This includes looking at ways to reduce the cost of the PFI funding provision of Childrens homes and ancillary buildings.

## **Have you considered any other investment approaches to reduce future costs to the authority?**

During the last year we have investigated the possibility of obtaining finance through the use of a Social Impact Bond, whereby external funders provide funding and deliver early intervention or preventative services up front and are paid by savings in down-stream costs in later years. We have not pursued this because it has not proved possible to develop a workable model. This is largely due to the difficulty in identifying and linking specific future savings to actions undertaken by the bond provider, in circumstances where there is some degree of incentive on the provider to identify cases for intervention where positive outcomes are guaranteed – i.e. where a positive outcome might well have happened anyway regardless of the specific additional intervention – or where positive outcomes were not linked to activity being undertaken and funded separately.

Work supporting families through early help services and to improve the outcomes of our children looked after will have a positive future impact on public services.

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner engagement?**

We want Children and Young People to play an active role at all levels to influence our service, feedback how well we meet their needs and share their views about what improvements can be made. The opportunity for the **‘Voice of the Child’** to be heard and influence services varies throughout Children’s Services - we are currently developing a ‘Voice of the Child’ programme to ensure the views of children and young people are an integral part of developing and improving service provision.

Each year we work with Young People to develop a Youth Manifesto. This highlights the key priorities in service development from young people’s perspective. The Manifesto is used to create a continuing dialogue with senior officers about service priorities.

Children and young people who are looked after are engaged and involved in developing and reviewing services through Hertfordshire’s Children in Care Council & Care Leavers Group. Meetings are held regularly between the Council ‘Deputies’, senior officers and executive members, to discuss planned changes and explore the young people’s ideas, issues and concerns.

Services for disabled children are being developed in partnership with the Hertfordshire Parent-Carer Involvement and meetings are ongoing with parental involvement and co-production at the centre of our 0-25 integration programme. We are also actively looking at how children and young people can be involved in shaping our work in this area.

Youth Connexions has a range of methods to engage young people in planned changes to services, for example through youth participation groups, youth councils and forums, and Channel Mogo. Each local youth work team engages annually with young people (both users and non-users of services) as part of the evaluation and planning cycle. This results in local provision that is directly responsive to local needs. It also facilitates a number of youth participation groups, youth councils and forums across Hertfordshire. These groups provide young people with the

opportunity to consult on relevant issues with their peers contribute to improving the lives of other young people within their communities and engage with decision-makers.

In Hertfordshire the election of Members of the Youth Parliament (MYP) takes place annually in January, with young people aged 11-17 being given the opportunity to stand to represent their peers in each of the ten districts. The role of the MYP is to consult with young people to ensure that they effectively represent the voice of young people in Herts at local, regional and national levels.

Children's Services continue to work closely with partners to plan and deliver change and improvement. Much is being taken forward by groups under Hertfordshire's Health & Wellbeing Board and Hertfordshire Safeguarding Children Board. They also offer opportunities to achieve economies of scale and better use of resources through joint commissioning.

Children's Services use a variety of mechanisms to ensure that there is an ongoing loop of information giving, engagement and feedback across the department. . These mechanisms are used to ensure that all staff members are kept up to date with key changes and developments, getting their thoughts and showing them how their feedback has been taken into account and helped to shape the way services are delivered.

Communicating and engaging with staff is a key priority for the county council. Our staff are our best asset and it's important that we engage and involve them continually. That's why we have a dedicated internal communications strategy which focusses on engaging, enabling and ensuring the wellbeing of our workforce. In addition, there are a number of specific internal campaigns which have staff at the heart of them and are designed to encourage their involvement and contribution to change programmes.

There are a number of mechanisms which have been used in the past and which are currently in place. These range from annual staff surveys to dedicated events relating to a specific project or programme. Organised events can be targeted to meet a specific need or to reach the staff within Children's Services more generally. Events are attended by staff and stakeholders depending on the subject area.

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

Children's Services continue to take measures to enhance the role and visibility of Members, particularly in 'corporate parenting' for children who are looked after. Reporting to the Children's Services Cabinet Panel on the work and impact of services for children looked after has been strengthened, and members meet on a regular basis with the 'Deputies' of Hertfordshire Children in Care Council.

Members are regularly communicated with by local Youth Connexions (YC) teams; through termly district / borough specific reports on the work of the team, briefings and attendance by the local team manager at Members Panels (as requested) and one to one meetings as required. Members have been supportive

of specific events and activities, both locally and countywide Members are encouraged to access details on the work of the Service on the YC website, on the MIS and via social media. Local teams have secured Members financial support for a range of opportunities and projects for young people over the last year. Cabinet Members continue to be highly supportive of county events.

Every group of children's centres is required to have an Advisory Board comprising of local services users, partners, county and district councillors and local authority representatives. The role of the Advisory Board is to monitor and challenge performance of KPIs, review data and contribute to service development plans to ensure that the children's centre programme meets local need and delivers effective, targeted early intervention services. The majority of Children's Centres currently have a County Councillor on their Advisory Board. In addition, new initiatives are launched by the Executive Member – i.e. promotion of the two year old free place scheme; development of 'My Teen Brain' parenting support

**To what extent do your proposals encourage self reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

One of the major activities of the service is helping people to help themselves –to help equip parents to look after their children successfully without reliance on Hertfordshire County Council services. This is woven through all early years and early intervention activities.

- The Troubled Families initiative (now in phase 2) encourages parents to prepare for work through volunteering.
- Youth Connexions delivers the National Citizen Service (NCS) for 16 year olds in all ten Districts of the county. Each NCS team programme includes a project with a focus on improving a community based initiative or facility. Many participants continue to volunteer after completing the programme.
- Children's centres support and develop volunteers, offering opportunities for volunteers to undertake training or qualifications to gain the skills needed to work within the early year's sector. In addition, part of the governance is through the Advisory Board which consists of local professionals and volunteers who provide monitoring and challenge. In the recommissioning process, all applicants had to include their plans for developing the volunteer strategy further to engage the local community in understanding and supporting families with young children.
- The KIDS HUBS support families to help themselves through their online directory which has details of inclusive clubs and activities and other groups such as parent support groups. Parents and carers are able to use this directory to find out what services are available in their local area and to make contact with the organisations that are running these services. This directory is updated on a regular basis and is available through The KIDS website (<http://www.kids.org.uk/hub>) which has approximately 8,000 visitors a year.

Early years services have undergone a channel shift and all services can now be applied for online. The Local offer, Families First portal, parenting directory, childcare directory and breast feeding support group directory are online, parents and professionals are encouraged to self-serve. In addition, providers can update elements of their online profile themselves.

Children's centres provide opportunities for vulnerable families to access online services such as nursery admissions and free places for 2 year olds and to search for childcare provision, seek advice about benefits and other services. The recommissioning of children's centres included the requirement to develop further opportunities for volunteering and the recent satisfaction survey generated over 2000 contacts interested in volunteering at their local centre.

## **PERFORMANCE, STANDARDS & TARGETS**

### **What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?**

The Family Safeguarding service is working with partner agencies to deliver a new service for safeguarding children and young people. A number of different service areas within the county council are working with colleagues in Public Health, Community Protection, NHS CCGs, Hertfordshire Partnership Foundation Trust (HPFT), the Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire Community Rehabilitation Company LTD (BeNCH), Hertfordshire Police, and Spectrum Crime Reduction Initiative (Spectrum CRI).

All partners are working together to deliver the service and assist with the evaluation of its effectiveness.

Hertfordshire is host to and one of 18 members in the Children's Cross Regional Arrangement Group (CCRAG). The partnership maintains the CCRAG Providers' Database, which supports the sourcing, contracting, monitoring and annual fee negotiations for children's placements. The database is best seen as a facilitated market place for children's residential care, Independent Fostering Agencies and residential schools with registered children's homes as their means of providing accommodation

In line with the DfE policy for the regionalisation of adoption, Hertfordshire has begun a scoping exercise with 4 other LA partners in the region ( Essex, Southend-on-Sea, Suffolk and Luton) and a voluntary adoption agency Adoptionplus with a view to delivering services together as a regional adoption agency ( RAA). The outline plan is to deliver a single adoption service with regard to the following functions; recruitment, assessment, matching and support service. A programme board will be established in January 2016, to drive forward this initiative and consider what governance arrangements would work best. The partnership will receive a grant from the DfE £100 k to support this scoping exercise up to March 2016.

### **What contribution is your service making towards the efficiency savings HCC needs to make?**

All savings are detailed in:

Part B – Service Direction and Financial Consequences – Children's Services

- Key Budget Movements 2016/17 – 2019/20 p.39 - 41

Savings of £100k (16/17) are anticipated to be achieved by Youth Connexions through increased trading of services, and reductions in Youth Justice will save a further £88k in 16/17. (Ref. EEI018)

The department is also realising decreases in the Children's Centres contracts of £942k (16/17) and savings via recommissioning of Public Health of £1,000k (16/17). (Ref. EEI006 & EEI029)

£350k savings will be made due following a review of family assessment teams (16/17), with a further £200k from Project Protector (16/17). (Ref. SSS022 & SSS021).

£392k will be saved following a review of the Home Visiting Service (16/17). Service changes including a review of training & development - £125k, Commissioning Savings - £170k and restructures within the CS Directorate - £95k, will also be delivered in 16/17. (Ref. EEI030, SSS026, SSS020 & SSS019).

**What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

All savings are detailed in:

Part B – Service Direction and Financial Consequences – Children's Services  
Key Budget Movements 2016/17 – 2019/20 p.39 - 41

Children's Services is the lead for one theme; Family Focused Working. We are working closely with Health & Community Services (HCS), Health and Public Health colleagues to seek to ensure complementary and integration of social care and health services.

Children's Services as a Department is committed to delivering efficiency savings of £750k (all years) by reviewing staffing and generation of internal efficiencies – this is spread over the Children's Services, and Education, Enterprise and Skills Portfolios. (Ref. EEI032 & SSS023)

Further savings of £250k (all years) are to be generated by development of the SmartWorking agenda, creating efficiencies via to better use of IT, better connectivity, and developing working practices. (Ref. EEI035 & SSS026)

CS is working with partners to deliver savings against the 0-25 Integration workstream, with savings of £75k (17/18) rising to £200k (18/19). (Ref. EEI019 & SSS013)

Contributions are being made to authority wide cross cutting savings in printing costs of £38k (16/17) rising to £86k (18/19), (Ref. EEI034 & SSS024).

**How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

Early Years Foundation Stage Profile (EYFSP) data shows that Hertfordshire remains in the top quintile for both children achieving a 'good level of development' at age 5 with 69% compared to the national average of 66.3%. Children's Centres are performing well at Ofsted inspections, with an increase of 5.1 percentage points between March 2014 and March 2015 with 75.4% of Centres achieving good/outstanding grades, compared to the year and against a national average of 66%. No Hertfordshire children's centres have received an 'inadequate' grade.

Children's Services continues to perform well. In social care, performance on completion of the Child & Family Single Assessment shows that 89.1% of all assessments in Hertfordshire were completed within 45 days in 2014/15 compared a statistical neighbour average of 84.8% and national average of 80.7%. There was a considerable reduction in referrals to social care between 2013/14 and 2014/15 which has continued into the current financial year. Hertfordshire has the lowest rate per 10,000 amongst its statistical neighbours. This is a result of an increased Early Help offer, supporting families earlier and appropriately reducing the need of social care intervention. After a rise in 2013/14 the number of children subject to a child protection plan reduced from 44.1 per 10,000 in March 2014 to 37.3 in March 2015 and has continued to reduce during 2015/16. This compares to our statistical neighbour average of 37.7.

Key indicators and performance measures relating to cost drivers and quality of safeguarding and specialist services are monitored closely and regularly. Hertfordshire is the regional data lead for the Eastern Region with regards to benchmarking and analysis of data relating to Children's Services. As part of this we:

- Collate and co-ordinate the collection of Children's Services performance data across the region.
- Producing analysis and intelligence to be shared with the group and directors across the region
- Lead on several workstreams relating to improving performance and sharing best practice across the region.
- Produce bespoke products to share information in innovative formats.



The number of children looked after has continued to decrease year on year despite a continuing national picture of rising numbers and is now 19<sup>th</sup> lowest rate per 10,000 out of 152 local authorities per 10,000 population up from 23<sup>rd</sup> in 2014.

Hertfordshire is a member of the CIPFA Children Looked After (CLA) Benchmarking Club which compares average spends across 73 participating authorities. It shows;

- the estimated cost per child looked after in Hertfordshire for 2015/16 was £893 per week compared with the average of £916 per week.
- in-House foster care placement costs are in line with the average (£493 per week compared with £467 per week) while internal residential care is more expensive than the average (£3,365 pw compared with £2,980 pw).
- external residential care is higher (£3,528 pw compared to £3,400 pw).
- Hertfordshire had 64% of placements with in-house foster carers (the lowest cost type of placement) compared with 59% average across the rest of the benchmarking club.

Hertfordshire's young people benefit from a secure path into adulthood. The percentage of 16-18 year olds Not in Education, Employment or Training (NEET) was at a record low of 3.8% at the end of October 2015, (a 9.5% reduction on 12 months previous). The latest available benchmarking as at October 2015 shows that Hertfordshire has the third lowest percentage of young people aged 16-18 who are NEET in the Eastern Region against a regional average of 4.4% and England average of 4.2%.

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

Children's Services contributes towards supporting economic growth by having one of the lowest rates of young people not in education, employment or training (NEET) in the country.

The service is a major purchaser of supplies and services, and where possible – without prejudice to value for money – seeks to make sure local small and medium sized enterprises have the opportunity to compete and to supply these services. Children's Services continues to promote and support apprenticeships both within the County Council but also within the private sector with additional support offered for Care Leavers.

### **What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, changing income etc. and how are these impacts being managed or mitigated?**

The level of demand for safeguarding services can be closely linked to economic wellbeing. Local authorities with higher levels of deprivation tend to have higher numbers of children in need, children subject to child protection plans and children looked after, and are funded accordingly. Within Hertfordshire, we know for

example that there is a strong correlation between the level of deprivation in a ward and the number of children from that ward who become looked after. This is also reflected in the increasing complexity of cases.

The increase in under five year olds has increased demand on services, and there are more families needing targeted interventions and with Children in Need plans. Children's centres now have a charging policy and make differentiated charges for universal services, although targeted interventions are free of charge. The recommissioning of children's centres reduced the contract value by £1.5m and by grouping the centres the management layer has reduced and the number of lower grade intervention workers has increased. Services are now offered on rolling programmes across the group, and are targeted to local need.

**What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

### **Families First**

- Insufficient partnership buy-in due to resource pressures.
- Further financial pressures limit the opportunities to invest in early help

### **0-25 Integration**

- Maintaining stakeholder engagement as we move along the process when it comes down to making difficult decisions. We need to keep momentum going and to ensure that high level stakeholder engagement across all agencies is kept up. Regular individual contact with all key stakeholders is a measure to mitigate this.
- Competing priorities for staff cause tasks to not be completed within timescales. To mitigate this Ensure that workforce are communicated with in an appropriate manner so they are not 'drowned in information'

### **Family Safeguarding**

The major risks to the Family Safeguarding service are that the specialist posts are hard-to-fill, the arrival of some adult workers has been later than anticipated, timescales for the evaluation are pre-set and may not allow sufficient time for the innovation projects to deliver and embed the required changes before evaluating impact. Information sharing was raised as an issue which has been resolved with specific sharing arrangements. There are also issues around the potential for insufficient join up between the Family Safeguarding and other service areas.

Mitigation measures have been explored and/or put in place to manage these risks. For example;

Specific recruitment drives and agency staff used to backfill hard to fill posts. Implementation manuals are being drafted and redrafted as a result of learning from recent implementation. Evaluations are being undertaken as soon as possible with families who have provided consent. More resources have been diverted to the evaluation team to undertake the baseline evaluation.

Information sharing agreements and consent mechanisms have been put in place and the potential for cross over and opportunities with other service areas will continue to be explored.

### **Specialist and Early Help within Children' Services**

Children's Services continues to strengthen Hertfordshire's early intervention support, and therefore control and reduce the escalation of need and demand for higher-cost services. However, there will always be risks that the level of demand increases as a result of factors over which the service has limited control. These might include, for example, a national safeguarding scandal or new legal rulings and benefit changes or the recent increases in the number of unaccompanied asylum seeking children arriving in the authority. Key indicators and performance measures relating to demand and cost drivers are monitored closely, so that any changes can be addressed at the earliest opportunity.

### **What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

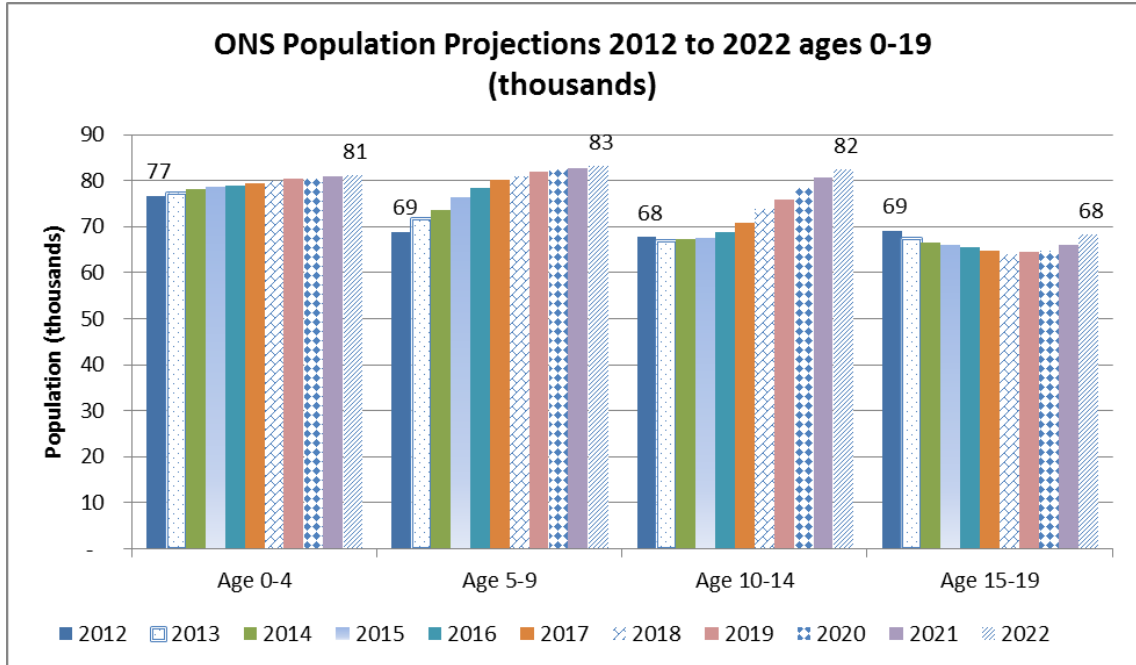
Demographic projections by ONS indicate a rising child population, in particular in the age groups 5-9 and 10-14 both projecting increases of over 20% in the ten year period 2012 to 2022. Overall an 11.5% increase is projected for the population aged 0-19

Demographic pressures for Children Looked After (CLA) and Unaccompanied Asylum Seekers (UASC) are included in the Integrated Plan proposals. These are detailed within the CS portfolio of the 2016/17 – 2019/20 IP Pack; Part B – Service Direction and Financial Consequences – Children's Services *p.39 – 40 (Ref. D01 & D02)*

The demographic estimates for CLA are based on a predicted increasing child population in Hertfordshire and maintaining numbers of CLA as a specified rate per 10,000. CLA savings being developed assume a decreasing rate per 10,000 from 39 to 34 but do not factor in the impact of an increasing population. Increases in the CLA population puts pressure on placement and social work team budgets. The demographic pressure only includes the placement pressure. The number of CLA has remained stable during the current year however, with plans to reduce the number (to contain and reduce costs) it is estimated that this pressure will be required to maintain support for CLA placements in the short to medium term.

There has been a substantial increase in the numbers of unaccompanied asylum seeking children (UASC) in the first half of the current year. It is estimated that this pressure will continue in 2016/17. The demographic pressure for UASC estimated based on the increase in numbers experienced in the first half of 2015/16 and assumes that this level of increase continues at half that rate until the end of 2015/16 and is based on the funding gap between cost of placement and Government grant received. If the numbers continue to rise in future years then further pressures will be experienced.

The demographic increases in the CLA population are also having an effect on the number of supported care leavers who are accessing further or higher education services via Corporate Parenting. Whilst this represents an ultimately positive trend for Hertfordshire in the attainment and achievement of individuals who have been in care there is a pressure due to the financial support offered to this increasing number of individuals.



Demographic pressures are currently felt particularly in services for under 5's, and this has been taken account of in discussions round the development of the IP.



**SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20****PORTFOLIO: COMMUNITY SAFETY & WASTE MANAGEMENT****Summary of what the department/service does and a list of the 5 key issues/ pressures facing this portfolio and what action has been/is being taken on them**

Community Safety – There are 4 main departments within the Community Protection Directorate; Joint Protective Services, incorporating Trading Standards, provides advice to protect consumers and business in lawful trading activities and to identify and tackle unlawful trading, it also delivers advice and enforcement in relation to fire safety in businesses and the home. Pre-planning and coordination for major emergencies and advice to the community in relation to events with the potential to cause major disruption is provided through the Hertfordshire Resilience Team. The County Community Safety Unit (CCSU), jointly funded by the Police and Crime Commissioner, provides coordination for a number of community risk reduction activities focussed on areas such as domestic violence, drug and alcohol abuse and anti-social behaviour. Response to a wide range of unplanned emergencies is undertaken through Hertfordshire Fire and Rescue Service (HFRS) including support for other areas through national resilience arrangements. All areas of the Community Protection Directorate take part in a wide range of planned community risk reduction activities on a daily basis.

The five key pressures for Community Safety are:-

- Experience – The positive effect prevention work has had on reducing demand is resulting in less emergencies and therefore fewer experiential learning opportunities for staff at real incident, particularly fires. This will require significant resource commitment to deliver more, high quality, realistic training;
- Rural delivery through retained provision is becoming increasingly challenging – HFRS is looking to provide emergency cover in other ways but the ability to maintain the retained duty system as a viable way to deliver emergency response in Hertfordshire is becoming increasingly difficult;
- HFRS has maintained a downward trend on calls for a decade, maintaining this in future years will become increasingly challenging – the law of diminishing returns will require a more focussed aim towards the most vulnerable groups. Any policy decision to reduce prevention activities may also adversely affect the current downward trend;
- Taking opportunities to adapt or relocate resources to best meet community need may be able to generate revenue savings that would not be available with the current resource disposition. Therefore a reduction in resources in line with day-to-day demand may be attractive but would adversely impact on the Services ability to effectively respond to large scale or multiple small scale emergencies. The implications of adapting or relocating resources may be significant and changes should be planned on a risk not just demand led basis;
- Any reduction in Trading Standards and Community Safety Preventative services will result in less business and home safety advice being provided; this would have a detrimental effect on public safety. Any review in this area should consider the CCSU to ensure that it remains fit for purpose for the future.

Waste Management – The service has a key role in running the Waste Management Service for the residents of Hertfordshire and has a statutory responsibility as Waste Disposal Authority.

- The 2015/16 revenue budget for Waste Disposal and Household Waste Recycling Centres (HWRCs) is £43.25m.
- Manages a network of 17 Household Waste Recycling Centres, handling approximately 85,000 tonnes per annum.
- Manages 535,000 tonnes of waste a year as the Waste Disposal Authority.

Key issues relating to Waste Management are:

- The repeated decision by the Secretary of State for DCLG not to grant planning permission for the New Barnfield Recycling & Energy Recovery Facility, following a successful appeal by the Council's contractor, means the County Council need to develop an alternative long term solution for the management and disposal of Hertfordshire's residual waste. The County Council will carefully consider the changing nature of the waste market and developments in waste processing technology when considering the affordability and deliverability of a revised plan from its contractor before deciding on a future direction in 2016.
- Changing demography has an impact on waste budgets and is broadly influenced by housing growth in County and changes in the economy that affect spending – positive growth tends to generate increased waste volumes and vice versa.
- Unilateral changes in the district and borough council (e.g. a decision to change for collection of green garden waste at the kerbside) can have a direct impact on waste disposal costs and the overall value for money for the taxpayer within existing contractual arrangements. Although the Alternative Financial Model (AFM) mitigates the impact to the Authority to a large extent, effective communication and coordination through the Hertfordshire Waste Partnership (HWP) is key.
- Continued provision of an effective and efficient HWRC service.

## **STRATEGY AND CAPITAL INVESTMENT**

### **How do the future service plan priorities contribute to the Corporate Priorities?**

Community Protection – The Community Protection Directorate provides strong support to all four of the key priorities within the Hertfordshire County Council Corporate Plan 2013-17 as shown below. However of significant note is the positive impact on service demand and public safety that the Directorate's prevention focussed approach has had, this has resulted in a reduction of over 20% for all incident types in the last 5 years and up to 40% for deliberate primary fires. This has resulted in a positive effect on the safety of the residents of Hertfordshire and a direct focus on prevention is now being considered by other areas of Hertfordshire county Council as part of their considerations around future budget pressures:

'Opportunity to Thrive' – Community Protection undertakes a wide range of activities aimed at improving opportunity for Hertfordshire residents. These include events such as Prince's Trust and LiFE courses designed to encourage young people to alter their focus to consider others and to take an active part in their communities through to events and targeted campaigns to support safe and independent living for elderly members of the community.

'Opportunity to Prosper' – Within Joint Protective Services considerable work is undertaken to ensure that enforcement activities are undertaken in a proportionate way which reduces the burden on business. Key examples of this are the Primary Authority work that officers undertake with a number of large businesses based in the County and our strong engagement in the Better Business for All work involving the Hertfordshire Local Enterprise Partnership (LEP).

'Opportunity to be Healthy and Safe' – Community Protection undertakes a wide range of activities in this area to support a healthier and safer Hertfordshire. Activities such as Home Safety Visits are undertaken to develop safer living but incorporate a wide range of interventions involving areas such as Public Health and home security. Operational fire crews are regularly involved in delivering events to young people to encourage a healthier lifestyle and the benefits of regular exercise. Hertfordshire Fire and Rescue Service is also always ready to respond to unplanned emergencies with highly skilled and well equipped response staff.

'Opportunity to Take Part' – The Directorate has encouraged volunteering within in Hertfordshire for many years and has built up a very strong core of over 120 community spirited people, aged from 17 to 70, who undertook over 11,000 hours of activities in the last year. Volunteers take part in a wide range of interventions from Home Safety Checks, support for station open days and through to delivery of incident response with the recent introduction of the Volunteer Incident Support Team which will attend emergencies to assist the clear up after emergency crews would traditionally leave the scene.



## Waste Management

'Opportunity to Thrive' – The Council continues to provide 17 household waste recycling centres (HWRC) which supports the expansion of recycling, composting and re-use.

The county council's Alternative Financial Model (AFM) directly influences and supports collection authorities to make positive changes in recycling, composting and re-use alongside the minimisation of wastes in the kerbside services.

### **How are you managing your service to make it more efficient?**

Community Protection – The Directorate has made a number of changes to the way in which it supports and delivers services. A recent change to duty systems at three fire stations has resulted in staff reductions saving a total of approximately £1million per annum with no significant reduction in emergency response and officer numbers have been reduced by 20% over the last five years, however opportunities for further changes of this nature are limited.

Alterations to the way in which the Joint Protective Services Team deliver enforcement activities around Trading Standards and Fire Safety have resulted in efficiencies which will generate revenue savings in 2016/17. The Directorate has also undertaken a review exercise in relation to its use of Information Technology which has resulted in amalgamation of the previous two areas responsible for Directorate specific IT systems and data management. These two areas, which now work as one combined team, are responsible for systems such as the Vision mobilising system used to receive and handle emergency calls and those systems which utilise emergency call data to assist in optimising of resource location through the Integrated Risk Management Planning process. As part of the review of internal systems it was identified that more of the generic systems used with the Directorate could be placed under the Hertfordshire County Council main IT contract – the transition of the relevant systems and hardware took place in the last twelve months.

For the longer term resource locations and crewing arrangements will be considered in a Fire Cover Review planned to be undertaken over the next 12 to 18 months, this will be a key piece of data to inform the development of the next Integrated Risk Management Plan (IRMP) to replace the existing plan which comes to an end in 2018.

However, given the challenging budget settlement for Hertfordshire County Council, to achieve genuine savings it will be necessary to invest in service redesign including the relocation and/or combination of existing resources.

## Waste Management

The HWRC contract contains separate contractual mechanisms that seek to reduce the levels of residual waste disposed and provide an incentive for the contractor to deliver financially efficient recycling services when marketing materials received.

The 2009 spatial strategy for the Waste Disposal Authority (WDA) is due for a review in 2016 and is set to detail an aim for a reduced number of a more modern, better

located and more fit-for-purpose HWRC network. Delivery of such a vision would provide less centres allowing for rationalisation of the existing number of centres.

The Alternative Financial Model (AFM) incentivises the district and borough council's such that they are penalised when their household kerbside services increase cost to the WDA but rewarded when they deliver financial improvement. This has already had a significant effect on the long term sustainability and financial pressure that the Authority would otherwise face.

## **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

### Community Protection

Community Protection including Fire and Rescue is in discussion with colleagues in various areas of HCC, such as Public Health, to assist in delivery of various health related initiatives and to assist other directorates to achieve a focal change from response to prevention – an approach that Fire and Rescue has been able to apply particularly successfully over the last decade such that call numbers have been driven down to an all-time low.

Discussions with Police and Ambulance colleagues are also identifying a number of incident types where the skills and equipment of Hertfordshire's firefighters can be used to improve outcomes for residents such as co-responding schemes and in gaining entry when elderly members of the public have suffered medical issues.

Given the continued shift of focus in relation to operational response from fires to a much broader range of emergencies, staff from across the Directorate are working closely with Hertfordshire County Council colleagues to ensure that duplication of effort is minimised and consistent messages and interventions are delivered. This includes the wide range of community engagement activities from Princes Trust through to road safety events all aimed at improving safety for Hertfordshire residents and reducing demand on Hertfordshire County Council resources.

### Waste Management

Partnership working within waste services has been effective for many years with the aim to deliver the best value for the Hertfordshire Pound. Some of the recent examples of this work include:

Actively participating in and influencing the Hertfordshire Waste Partnership (HWP) promoting joint working in order to deliver savings, greater efficiencies and improved performance.

The AFM operated by the County Council influences the development of new and improved waste and recycling services.

We have developed the new Hertfordshire Waste Recycling Service (HWRS) Partnership with AmeyCespa, which has delivered at least £750k per annum in savings.

Planned changes in the collection and disposal arrangements for clinical waste and street sweeping waste in 2016 will provide savings for the taxpayer, provide improve

performance in diversion from landfill and positively impact on climate change related to emissions from collection and disposal.

**How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

Community Protection

Fire and Rescue has altered its fire engine and officer response car programmes to smooth out the capital requirements – vehicles are also risk assessed rather than simply replaced on a time basis allowing extension of service life where this is cost effective but replacing before failure in order to reduce risk to the Authority of emergency response being adversely affected. Further, those vehicles which are attracting increasing servicing costs are replaced before they become too expensive to maintain. A ‘standard’ fire engine, which in itself is a bespoke vehicle, takes approximately one year to bring in to service from tender stage to completion of acceptance – more complex vehicles such as the Rescue Support Unit introduced in 2015 take 18 months or more to complete.

At Hemel Hempstead Fire Station a targeted building improvement programme, such as installation of new windows and LED lighting, alongside the engagement of enthusiastic staff has been able to reduce energy consumption by 25% since 2013. Replacement of poor insulation and installation of more energy efficient appliances has seen similar reductions in energy consumption at many other stations across Hertfordshire.

However in order to achieve useful revenue savings going forward capital investment will be required to enable the possible relocation of Fire and Rescue resources. Appropriate investment will allow some high value town centre sites to be released providing a capital receipt. This would support relocation to take advantage of fast road infrastructure for quicker emergency response and move resources into more modern sites which would be both more energy efficient and provide the potential to combine some resources thereby reducing revenue costs. However the acquisition of the necessary sites and building new fire stations will take time and the aforementioned capital investment.

Waste Management

For waste management capital spend is prioritised on service improvements with potential ‘invest to save’ opportunities e.g. service improvement at HWRCs and at waste transfer stations to reduce future pressures on waste transport by road. Capital bids in 2016 are also proposed to provide resilience in the services, e.g. a fire suppression system at the business critical Waterdale waste transfer station.

**Have you considered any other investment approaches to reduce future costs to the authority?**

Community Protection

During 2014/15 a bid to Department for Communities and Local Government (DCLG) for Transformation Grant was successful in attracting money to support the development of library provision at four fire stations in the County. The bid is intended to combine each of the separate buildings in the chosen locations in to one in each town

with the resulting benefit of reducing overhead costs. The use of retained fire stations, which historically see minimal use during the day, with libraries which traditionally see little use at night will, it is hoped, ensure the longevity of provision for both fire and library facilities in some of Hertfordshire's rural towns.

As development of the Fire Cover Review and subsequent Integrated Risk Management (IRMP) is undertaken it is expected that opportunities will arise to consider the most appropriate locations for fire stations in the future. Notwithstanding the obvious complexities of relocating a fire station, there is no doubt that town centre fire stations are no longer likely to be in the most appropriate locations. It is likely that modelling for emergency response will identify the benefits of placing new fire stations on, or close to high speed road infrastructure allowing faster access to more of the County.

### Waste Management

Future considerations, dependent on agreement through the HWP, could include invest to save in the form of reducing future pressures. One such example is investment in reduced receptacle size for kerbside collection of residual household waste. The theoretical benefit being that reduced volumes prevents future disposal cost pressures, however, it is challenging to quantify the pay-back period or value of the investment levels that may be required with any degree of certainty.

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner/staff engagement?**

#### Community Protection

All significant changes to the organisation and in particular changes to service delivery are already, and will continue to be, the subject of Equality Impact Assessments. Any proposed changes relating to a new IRMP will undoubtedly require formal consultation processes. To date the majority of changes of significance to the Service, such as introduction of Day Crewing Plus, have had no discernible impact upon emergency response and as such the changes have been progressed through robust staff engagement arrangements. However it is unlikely that similar changes will be so easily achieved in the future as opportunities to apply duty pattern changes are now significantly reduced and would, if applied across the whole of HFRS, have a direct impact on the Services ability to effectively staff for large scale, major incidents. Future changes will require significant internal and external consultation and communication.

The Directorate has also ensured that where changes to organisational structures have been undertaken the standard Hertfordshire County Council consultation exercise has been followed throughout. This has seen alterations to structures within Joint Protective Services resulting in much closer working between Trading Standards and Fire Protection colleagues. This was similar applied to a review and restructure of the Services operational training provision which has resulted in a significant reduction in overtime bills through the introduction of a new working pattern. A further internal review is also underway for the County Community Safety Unit.

### Waste Management

The changes to the Hertfordshire Waste Recycling Service (HWRS) were subject to extensive soft market testing, procurement and comprehensive public consultation on the proposals as well as engaging with relevant stakeholders.

A future consultation exercise may be required dependent on the future long term strategic direction for the disposal of residual local authority collected waste. The current decision making process is set to conclude in 2016 and is informed by a formal market engagement exercise.

Effective communication within the HWP has led to successful resolution of issues across the two-tiers, e.g. removal of cardboard from the organic waste kerbside containers into the dry recycling services provided.

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

#### Community Protection

The work undertaken by the Directorate is often highly visible and well reported by the media. Much is also delivered through resources which are located in the heart of communities and provided by staff, such as retained firefighters, who work directly within their own towns and villages as well as across the County and many fire stations are used regularly as locations for community meetings and events.

The work undertaken by Trading Standards in relation to scams prevention and rogue trading for example has attracted national media attention via the BBC's One Show. The professionalism with which emergencies are managed by Hertfordshire Fire and Rescue Service is highlighted daily and press within the County and beyond regularly contact the Corporate Comms Team for details and quotes.

A wide range of community safety activities are undertaken across the County every week. This includes delivery of safety advice to vulnerable groups, engagement with young people through Prince's Trust Teams and LiFE courses, all of which take place in the community and have a direct effect on those communities, whilst locally based Community Protection staff actively engage with District Councils, in particular through Community Safety Partnerships.

A prime example of the use of the work of the Directorate took place in December 2015 as part of media engagement relating to the tenth anniversary of the Buncefield fire. Elected Members, especially the Executive Member for Community Safety and Waste Management, provide quotes and are linked to the work of the Directorate.

#### Waste Management

The new HWRS Contractor will work with the local community in a number of ways including:

- The Amey Community Fund provides funding for organisations that deliver a range of community and environmental objectives;
- The provision of a dedicated waste education 'outreach' officer to visit local schools;

- The contractor's Supplier Diversity Charter will support and encourage micro- and Small and Medium Enterprises to join their supply chain; and
- Any expansion of services in areas such as re-use and recycling will be coordinated through the contractor's communications team to engage and include local members.

**To what extent do your proposals encourage self-reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

Community Protection

Community Protection has over 120 volunteers working to support Trading Standards and Fire and Rescue activities. As an example of the excellent work that these upstanding members of the community undertake, volunteers have assisted in a wide range of trading standards events and supported safety activities. The Volunteer Incident Support Team has assisted at a number of emergency incidents to help residents get back on their feet after fires and other unexpected emergencies. CPD Volunteers can also be seen every week supporting community safety activities ranging from LiFE courses, Job Clubs and significant events such as the Herts County Show. In all 70 Volunteers aged from 18 to 70 delivered in Hertfordshire provided over 11,000hours of community activity last year.

Waste Management

The popular WasteAware web pages (providing information and advice on recycling, re-use and disposal to residents) have been reviewed for content over the last year and will be one of the first services to be migrated to the Council's new website with the aim being to shorten the customer journey and provide residents with answers to queries reducing the need to go through customer service telephone routing options.

**PERFORMANCE, STANDARDS & TARGETS**

**What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?**

Community Protection

Supporting other emergency services, in particular at a range of incidents where the skills and equipment within Fire and Rescue can have a positive impact upon the outcome for the public and assist in reducing the burden on the other emergency services. For example Firefighters now have a high level of trauma training and are able to assist Ambulance colleagues much more directly at trauma related incidents such as road traffic collisions.

Across Hertfordshire there are also 18 fire stations which act as Ambulance response points or as full Ambulance stations, this includes two additional stations added in the last two years, all assist in ensuring that ambulances are available in the areas required and are provided on a cost recovery basis.

Much of the work undertaken across Community Protection is focussed on the reduction of risk and preventing demand and officers are now directly supporting colleagues in other Directorates to identify opportunities to shift to a prevention focus across the County Council. Nationally Fire and Rescue Services are receiving considerable recognition for the significant demand reduction achieved in the last decade and the Service is regularly held up as an exemplar for other areas of local government to follow – the Community Protection Directorate in Hertfordshire is held in as high a regard as any other service.

Community Protection (CP) staff are also working on opportunities to expand the role of the Directorate to assist other Hertfordshire County Council areas. For example Joint Protective Services officers are working with Public Health and Social Care colleagues to incorporate various aspects of the engagement work that they undertake in to the existing Home Fire Safety Visit programme. This will see visits to vulnerable members of the community expanded to cover other aspects, in addition to the scams protection, fire safety and home security work that is already undertaken by CP staff, this will include falls protection and safe and warm checks for example.

### Waste Management

The Alternative Financial Model (AFM) encourages and influences the borough and district waste collection authorities to promote and change behaviour around waste disposal costs to increase performance and operate more efficiently. It rewards and incentivises with a view to obtaining more sustainable collection and disposal services in the longer term.

The new Hertfordshire Waste Recycling Service (HWRS) contract includes site operative recycling and waste minimisation bonus payments if they exceed agreed recycling rates. These will increase year on year and are a powerful incentive for staff to salvage as much material as possible and advise residents on how to best to aid recycling efforts. This bonus is self-funded from reduced costs in the disposal of material received at the network of centres. Furthermore, 10% of the contractual cost (after delivery of the identified savings) is linked to Performance-By-Results (KPI targets) which Amey must meet – these include increases in the levels of customer care and diversion of waste from landfill.

The Hertfordshire Waste Partnership (HWP) is continually reviewing best practice as well as setting national standards, though its consortia work.

## **What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

### Community Protection

Savings of around £3.5million have already been made within the Directorate since 2010 and further savings have already been identified through staff reductions in the Joint Protective Services arm of CP. The Directorate has also identified savings in equipment management and through the move from leasing to capital procurement of fire engines and officer response cars.

It would be possible to achieve small additional revenue saving through removal of fringe payments but would almost certainly result in a disenchanted workforce and the potential for industrial action. A more prudent approach would be to engage staff in a Service redesign programme that has the potential to release more significant revenue savings with limited impact on public safety. It is however important to note that this is likely to require the relocation of resources and may therefore attract resistance from staff representative bodies and/or the public.

### Waste Management

The waste management unit continues to deliver large sums toward the Council's efficiency savings as is set out below:-

- 2014/15 – Introduction of the new AFM and contractual savings in composting contracts delivered £2,040k
- 2015/16 – The HWRC Procurement and new interim waste disposal contracts delivered £2,250k
- 2016/17 – Expectations include a further saving from the interim waste disposal contracts, reduced use of external advisers for the RWTP and internal efficiencies will deliver £515k

In addition, the service actively supports the delivery of Enabling the Worker programme.

### **What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

#### Community Protection

The Directorate has done much to encourage a more flexible approach to working and is seeking further opportunities to develop this further through the Enabling the Worker Programme.

Much of the community safety and trading standards activity, such as scams prevention and rogue trading supports the most vulnerable members of our community and as such will support the Adults with Complex Needs agenda. That same prevention work is now undergoing a refocus to consider what more can be done to support general health and wellbeing with a shift away from community safety focussed home visits to 'Safe and Well Checks' covering a much wider range of health, safety and security aspects.

In a wider sense staff from the Directorate actively support Adults with Complex Needs through direct involvement in Integrated Offender Management through the Perpetrators Scheme, engagement in Safe Guarding Boards and the work undertaken by the CCSU in relation to drugs, alcohol and domestic abuse.

A recent DCLG Transformation bid has provided funding to combine libraries with fire stations in four rural areas. This will assist in reducing the number of County Council assets in these areas and assist in maximising use of the sites whilst optimising utility costs. This is in support of the Asset Rationalisation theme.



Finally the Fire and Rescue Service has been able to achieve a small income through charging for some simple training courses. Work is currently underway which will formally establish a trading company to more directly market these activities with a view to expansion in the future. The values involved are not likely to be significant, at least in the early stages, however research suggests that there is a viable market and the costs in taking this next step are minimal. This will support the Selective Extension of Trading Activity theme.

Waste Management

Supporting delivery of the enabling the worker cross-cutting theme.

**How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

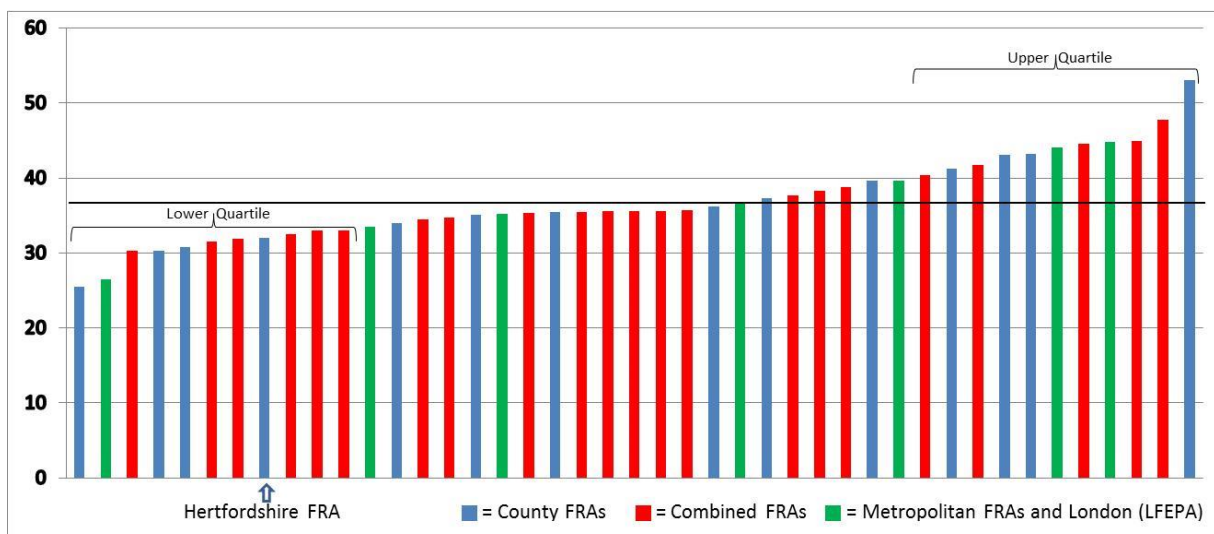
Community Protection

HFRS undertook an Operational Assessment of Service Delivery led by IDeA in 2009 and repeated this in February 2013 using the new LGA/CFOA Operational Assessment and Fire Peer Challenge. The review team that visited in February 2013 concluded that HFRS:

- is regarded as a high performing Fire and Rescue Service by staff, partners and other stakeholders.
- has a very committed and professional workforce.
- is a quality organisation that Hertfordshire County Council should be proud of?

A further peer review is currently being planned for late 2016.

CIPFA also publishes annual fire statistics which enable Fire and Rescue Services to undertake national cost comparative analysis. The latest available CIPFA Fire and Rescue Statistics for 2014/15 show HFRS to be one of the lowest cost English FRSS in the country.



The CIPFA 2014/15 statistics show HFRS expenditure at £32.04 per head of the population (net expenditure excluding capital charges). This places HFRS

eighth lowest nationally out of 43 English FRAs, second lowest of 13 FRAs in the DCLG defined Family Group and fourth lowest out of 13 County Council FRAs. This clearly demonstrates that the Service is low cost and high performing.

National	8 / 43
Family Group	2 / 13
County Councils	4 / 13

Benchmark relative performance results for 2014/15 are included in the tables below.<sup>1</sup> HFRS performs well across a range of performance indicators with performance in relation to Family Group<sup>2</sup> Fire and Rescue Authorities providing the best comparator.

Measure	2013-14			2014-15			+ / - Ranking		
	English FRAs	Family Group FRAs	County Council FRAs	English FRAs	Family Group FRAs	County Council FRAs	English FRAs	Family Group FRAs	County Council FRAs
All fires (per 100,000 population)	1/45	1/14	1/14	5/45	3/14	2/14	-4	-2	-1
Primary fires (per 100,000 population)	11/45	6/14	4/14	9/45	4/14	4/14	+2	+2	0
Secondary fires (per 100,000 population)	5/45	1/14	4/14	14/45	2/14	8/14	-9	-1	-4
All deliberate fires (per 10,000 population)	14/45	3/14	8/14	21/45	4/14	10/14	-7	-1	-2
Deliberate primary fires (per 10,000 population)	9/45	3/14	5/14	19/45	5/14	8/14	-10	-2	-3
Deliberate secondary fires (per 10,000 population)	15/45	3/14	8/14	21/45	5/14	10/14	-6	-2	-2
Dwelling fires (per 10,000 dwellings)	27/45	10/14	11/14	17/45	6/14	7/14	+10	+4	+4
Accidental dwelling fires (per 10,000 dwellings)	32/45	12/14	11/14	17/45	7/14	7/14	+15	+5	+4
False alarms due to automated fire alarms (per 100,000 population)	23/45	7/14	9/14	13/45	5/14	5/14	+10	+2	+4
Malicious false alarms (per 100,000 population)	5/45	2/14	3/14	6/45	3/14	3/14	-1	-1	0
Fatal fire casualties (per 100,000 population)	14/45	7/14	4/14	34/45	11/14	9/14	-20	-4	-5
Non-fatal fire casualties (per 100,000 population)	16/45	5/14	7/14	24/45	7/14	10/14	-8	-2	-3
Non-domestic fires (per 1,000 non-domestic premises)	18/45	7/14	7/14	10/45	5/14	5/14	+8	+2	+2

### Waste Management

The Public Sector Audit Appointments (PSAA) VFM dataset for County Councils shows Hertfordshire is a high performing Waste Disposal Authority. The cost of waste disposal has remained consistently lower than average, with an average spend per head in 2013/14 of £35.50 compared to £39.64, whilst high performance has been maintained. This means that Hertfordshire is £4.7m per annum cheaper than the average County Council comparator.

Quarterly performance checks and comparisons carried out as standard by the Waste Management Unit and the HWP (which reports outturn from the National performance database WasteDataFlow). All indicators show signs of positive movement in:-

- increased amount of household waste sent for recycling, re-use and composting
- reduction in the level of household waste managed per household, and
- reduction in the percentage of local authority waste disposed to landfill

<sup>1</sup> Data from DCLG Fire Statistics Monitor: England April 2014 to March 2015 and the CIPFA Fire and Rescue Service Statistics 2015

<sup>2</sup> A DCLG prescribed group of Fire and Rescue Services which cover similar geographic and demographic areas

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

#### Community Protection

The Directorate is heavily involved in activities to support economic growth and to ensure a safe and just trading environment. Hertfordshire Joint Protective Services is one of the leading organisations undertaking Primary Authority activities with a strong track record in Trading Standards Primary Authority work and an early adopter in relation to Fire Protection Primary Authority activities. Primary Authority supports businesses by reducing the burden of regulation, providing assured advice on regulatory issues which can then be applied consistently across the UK. Moreover, the provision of advice in respect of both Trading Standards and Fire Safety regulations and the use of intelligence lead enforcement work, provides an important mechanism for best ensuring compliance and providing a level playing field upon which businesses of all shapes and sizes can prosper and compete fairly.

The Directorate is also supporting the Better Business for All agenda in Hertfordshire, working with partners from across the local government community, the LEP and the Growth Hub to better support our business community, providing a fair and level regulatory playing field and embed the sort of approach to regulation which fosters growth and prosperity. The partnership has increased officers' understanding of the needs of business, the importance of fostering a relationship built on trust and understanding to improve compliance, as well as improved officer awareness of the important role they have to play in contributing to the growth agenda.

The Directorate continues to deliver Prince's Trust courses and volunteer-lead 'job clubs' both of which play their part in helping people into employment and, in turn, raising levels of prosperity and productivity.

#### Waste Management

By offering commingled and other services (and associated contracts) the Waste Management Service has led to associated increases in employment locally, such as textiles and expanded operations at local Small, Medium Enterprises (SMEs) used to process material from the network of HWRCs, e.g. Pearce Recycling in St Albans.

The new Hertfordshire Waste Recycling Service (HWRS) contractor's Supplier Diversity Charter will support and encourage the development of micro- and small and medium sized enterprises by enabling them to join their supply chain.

**What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, charging income etc. and how are these impacts being managed or mitigated?**

### Community Protection

The approach that Community Protection has taken towards prevention over the last decade has had a significant effect on demand in relation to response with emergency calls seeing a reduction approaching 50%.

However whilst this has resulted in fewer emergencies to attend it has resulted in an increasing demand on staff to undertake prevention activities. It is also resulting in a significant reduction in exposure to the live operational environment for emergency crews.

Whilst this is undoubtedly good news for the public it does have the potential to have a negative impact on the confidence of crews and officers due to a lack of experience. This will place additional demands on the service as a result of the need to replicate operational exposure through training.

As demand continues to fall, the need to ensure that training is realistic and more regular will place a financial burden on the service as the public of Hertfordshire will continue to expect the best possible level of service from their emergency services.

Community Protection, and in particular Herts Trading Standards and Herts Fire and Rescue Service, have a number of brands which represent considerable value in terms of their ability to support access to vulnerable residents because of the confidence that they inspire and their potential to generate income from businesses.

The latter is the subject of a proposal to formally establish a commercial trading company to sell training and development activities for both HCC internal and external customers.

With regard to activities such as Primary Authority there is potential for income, however the principle that is expected to be applied is that of cost recovery meaning that there is no potential to offset budget gaps as money should only be recovered to offset costs incurred in delivering the requisite service.

### Waste Management

Economic recovery can bring with it increases in consumption and therefore waste creating pressure on the waste Disposal budget.

Increased housing numbers within the County increases the volume of managed wastes including residual, dry recyclables and organics and represents significant additional cost.

All contractual arrangements are subject to varying basket of indices which is a pressure for the Authority's budget – linked to for example, fuel, labour or simply RPIX or other indicator.

**What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

### Community Protection

Given the need to maintain a prevention focus and the relatively small proportion of the Directorates budget that is spent on prevention activities the opportunity to make savings in this area is relatively small. In terms of CPD budget the much larger majority is spent on preparation for response; the employment of firefighters, the maintenance of the equipment they use and the delivery of the training that they must have to operate safely and effectively.

It has already been shown that the HFRS is one of the lowest cost fire and rescue services in the country (CIPFA placed HFRS 8<sup>th</sup> lowest at £32.04 per head of population per annum in 14/15) and operational assessments have also demonstrated the Services preparedness and effectiveness for dealing with emergencies.

However the response standards set by Members dictate an expected attendance time for certain types of emergency. In order for the Service to achieve those standards there is a requirement for resources to be spread across the County with the current provision, largely achieving the measures set. However it would be possible to utilise a different disposition of resources which may allow revenue reductions and still meet the attendance standards set for the County. That said, to achieve such a change will require a number of key components; capital funding, suitable locations, the construction of new fire stations and other support aspects such as improved training facilities. Whilst the funding, if approved, could be available quickly the remaining aspects will take a considerable amount of time to deliver and will require the support of a number of areas of Hertfordshire County Council. Whilst revenue savings may be possible through Service redesign they cannot be delivered quickly.

### Waste Management

There is a risk that the Hertfordshire Waste Partnership could break up for local, parochial reasons. A lack of joined up thinking locally would likely reflect negatively on the Authority's budget and ability to mitigate future pressures in waste.

**What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

### Community Protection

Members will be aware that the population of Hertfordshire is ageing and expected to continue to do so. It is therefore worthy of note that the elderly and vulnerable tend to make up a disproportionate number of fire deaths and injuries and this will need to continue to form part of the focus of CPD in future prevention activities. With the proposed introduction of the new 'Safe and Well' Checks it is expected that the ability to identify potentially high risk residents will be both improved and become more important.

With the excellent work done by UK FRS to achieve legislation change and the work undertaken within Hertfordshire to protect the public through the building consultation work that the Directorate does, the risk to the public is lower than ever. The potential increase in population in the County will almost certainly result in more homes and

businesses but the fire impact is unlikely to be significant because of the excellent prevention work undertaken.

The additional residents may however create more risk on the already busy roads, however neither aspect is expected to require additional emergency resources whilst prevention will continue to deliver safety activities on a risk assessed basis to the highest risk groups and areas.

#### Waste Management

Changing demography has an impact on waste budgets and is broadly influenced by housing growth in County and changes in the economy that affect spending – positive growth tends to generate increased waste volumes and vice versa.

Changes in the amount of local authority collected waste has a direct impact on waste disposal costs although the AFM protects the Authority for the majority of waste growth pressure so long as it is in place.

Those parts of the budget that are income generated such as the sale of HWRC materials are linked to values for supply and demand on the world market. As such, they are volatile and uncertain, for example, the administration of a major re-processor or reduced demand overseas can negatively affect income levels achieved. The Waste Management budget will be further protected through the new contract with Amey that provides a guaranteed level of income during 2016.



## SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20

### PORTFOLIO: ENTERPRISE, EDUCATION & SKILLS

#### INTRODUCTION

The portfolio has responsibility for ensuring the quality of schools and children's achievement as well as providing school places to all who need them. The priorities for school improvement as laid out in the [School Improvement Strategy](#) are; ensuring a good or outstanding school for every child and young person, closing the gap between underachieving groups and all Hertfordshire children and young people and eliminating discrepancies in attainment at 'district' level.

**Enterprise:** the County Council has a clear interest in sustaining a strong economy in Hertfordshire. It does this by working closely with the Hertfordshire Local Enterprise Partnership (LEP) and helping to create the conditions for economic prosperity and growth e.g. developing the right infrastructure, supporting entrepreneurship, inward investment, key sectors and local businesses to grow and ensuring young people and the local workforce have the right skills to secure employment and economic independence.

#### 6 Key issues

##### Enterprise:

- Ensuring economic growth of Herts is sustainable and smart and provides economic opportunity for all
- Ensuring the needs of businesses and our key sectors are heard and that Hertfordshire County Council is 'easy to do business with'
- Supporting the Herts LEP to deliver the Strategic Economic Plan and ensuring Hertfordshire secures significant future Growth funding for Infrastructure Skills and Business Support

##### Education:

- Expanding school capacity to meet rising demand.
- Maintaining and improving educational standards in a context of reduced funding.
- Maintaining a cohesive and collaborative local education system in a context of major change to the role and powers of the local authority.

#### KEY THEMES AND QUESTIONS

##### STRATEGY AND CAPITAL INVESTMENT

##### How do the future service plan priorities contribute to the Corporate Priorities?

Hertfordshire County Council's [Corporate Plan](#) 2013-17 identifies the main ambitions and commitments that provide the foundations for the county council's activities between now and 2017. Corporate priorities were reviewed  
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in 2013 and revised to 'Opportunity to Prosper, Opportunity to Thrive, Opportunity to be Healthy and Safe, and Opportunity to Take Part'.

**Opportunity to Prosper** - this corporate objective aims to build a strong economy for Hertfordshire. As a strategic partner and core funder of the Hertfordshire Local Enterprise Partnership (LEP) the County Council works to create the conditions for economic growth and prosperity.

The Enterprise function co-ordinates the county council's approach to achieving the strategic goal of having a strong and prosperous economy by securing economic development functions through partnerships with the LEP and other providers. By coordinating programmes across a range of service departments in HCC we support business, improve the skills of the local workforce, promote inward investment and coordinate growth and infrastructure provision.

The recently published Children's Services Strategic Plan for 2015 – 2018, 'Shaping The Future', whilst contributing to the other priorities, primarily focuses on the 'Opportunity to Thrive'. Specifically, Children's Services strategic direction is aimed at achieving the following priorities:



### How are you managing your service to make it more efficient?

The County Council's budget for Economic Development is now approximately £300k per annum - comprising of £250k for LEP core funding and £50k for the Tourism Partnership. Significant budget reductions have been made in the past and all work is now delivered in partnership to leverage added value for the County Council's contribution.

We continually review how best to improve efficiency, including what services to deliver in house and what to purchase. Most importantly in recent years we established Herts for Learning (HfL). HfL is a school- company owned in partnership with schools in the county and is commissioned by Hertfordshire county Council to deliver the local authority's statutory duties in relation to school improvement. This has enabled support to schools and school improvement to be sustained at a much lower cost.

The largest area of Hertfordshire County Council spending on education is on home to school transport. We have progressively reduced the services offered to the statutory minimum, and are currently consulting on removal of escorts for primary-aged children transported to mainstream schools. We have explored and developed ways of working with parents – providing travel cards and mileage reimbursement to help them take their own children to school, at reduced costs. There has also been some reduction in the costs of the transport services that we buy in through greater efficiency in delivery.

A range of programmes have been developed with schools and HfL to try to reduce service costs for schools and enable them to operate more effectively. These affect the DSG-funded budget.

The Integrated Services for Learning (ISL) Attendance Teams deliver the local authority's statutory duties in relation to non-school attendance. This includes issuing Penalty Notices for Truancy and taking prosecutions in the magistrates' courts in cases of non-attendance. The Attendance teams offer a traded service to academies to address attendance issues both at a whole school strategic level and on an individual casework basis. Despite a challenging financial environment the Attendance teams have shown a promising increase in income from trading with academies on the previous financial year.

### **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

The County Council does not have a 'stand-alone' Enterprise / Economic Development function. Following the creation of the LEP, the County Council has delivered this function in partnership:

- First, there is the partnership with the LEP for the delivery of economic development services to the county. The County Council pays a contribution towards LEP core costs which is set out through a service level agreement.
- The second major area is the Tourism Partnership with the LEP and other stakeholders. This has delivered an efficiency saving for Hertfordshire County Council; by the joint procurement of a Destination Management Service for the County, which has the aim of becoming self-funding over the next two years.
- Responsibility for the County Council's strategic relationship with the LEP rests with the County Council's Spatial Planning and Economy function.

For Education our strategy is to move even further away from Hertfordshire County Council's direction and control, towards partnerships with schools and school funding of activity. We are doing this in practice through the development of Herts for Learning, the devolution of funding to schools for some specific functions, schools involvement in Special Educational Needs (SEN) via the Delivering Special Provision Locally planning process, the strengthening of relationships with the Schools Forum and the development of Local

Partnerships with schools that support early intervention with vulnerable children and families.

Our SEND (Special Educational Needs and/or Disability) strategy sets out our direction of travel on this. Given the extensive involvement of schools and to a lesser extent other service providers in services for children with SEN, any approach not based on extensive and effective partnership would fail.

**How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

There are two major areas of capital investment; expanding school capacity, and maintenance of (community) school buildings, these are detailed within Part B, Service Direction and Financial Consequences – Education, Enterprise & Skills Portfolio; Proposed Capital Programme 2016/17 – 2018/19 p.86 - 89. Schools capital investment in both of these areas is limited to that which can be met from external funding, without any call on HCC's own resources. Funding from DfE is largely in the form of capital grant. It is complemented by developers contributions, based on planning agreements negotiated over years as housing developments are approved. Substantial effort is directed towards inputting to District Council's Local Development Frameworks, the developing Community Infrastructure Levy (CIL) and other planning documents to seek to maximise long term availability of sites and other forms of contribution. The council is continuing to work with Free School providers in areas of demand for school places, so as to bring in further external funding. Four new primary schools have been provided through this route and are now open. Two secondary schools have been approved to proceed by DfE and we are working with the Education Funding Agency on delivery. To date we have been able to meet the demand for additional school places within the external funding available. The risks to this are covered elsewhere in this document.

**Have you considered any other investment approaches to reduce future costs to the authority?**

The County Council works closely with the LEP to maximise the Single Local Growth Fund (SLGF) pot and EU funding for Hertfordshire. The County Council has secured funding from both sources for specific Transport / Infrastructure and Skills related project over the last year.

The primary schools maintenance programme has resulted in considerable improvements in energy efficiency and savings for schools. The school expansion programme has also led to an increase in the numbers of (more efficient) 2 Form Entry primary schools and a reduction in the number of 1Form Entry, as the smaller schools have been expanded. When housing developments require small (one form entry) new schools, we look carefully at any options for moving and expanding existing small schools as a way of improving future efficiency and quality.

The progressive transfer of responsibility for schools maintenance from Hertfordshire County Council to central government and the possible

introduction of an institution-based national funding formula creates dilemmas on the extent to which we should be concerned about spending money now to minimise future costs, where those future costs (or benefits) will not fall on the Council anyway but any additional costs today will do.

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner engagement?**

The County Council works closely with the LEP and the Tourism Partnership and engages with a wide range of business and other stakeholders to determine future priorities and direction for Economic Development Work.

Schools and major stakeholders are engaged in budget planning through the Schools Forum. Major changes are the subject of formal consultation with the schools – there is an annual consultation over the summer and usually another on emergent issues mid-year. A consultation on an aspect of the funding formula is currently live.

The development of special education provision is overseen by both local and county-wide DSPL (Delivering Special Provision Locally) structures, largely comprised of school representatives. County-wide direction is set by the DSPL Executive, which includes parent, school and CCG representatives.

Parents and carers are also engaged in developing special educational needs provision. A County-wide Parents' Reference Group for DSPL meets regularly and local parent representatives are members of each of the nine Area DSPL groups. Parents and carers were involved in the management and development of Hertfordshire's SEND (Special Educational Needs and Disability) Pathfinder and contributing to the local implementation of the national SEND reform programme. School expansion and new school provision is the subject of formal public consultation.

The proposal to look at ceasing home to school escorts for primary aged pupils came forward from a cross departmental working group on small vehicles. If agreed by Cabinet on 14 December, public consultation on the proposal will be undertaken in January 2016 seeking views from all families impacted, small vehicles companies and schools. An initial letter explaining the proposal and plan to consult has been sent to all families with children currently travelling.

The number of directly employed staff involved in education service delivery is small. Nonetheless the usual departmental processes of information-giving, engagement and feedback are employed.

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

The County Council's Executive Member for Enterprise, Education and Skills is a member of the LEP Board.

The County Council's Deputy Executive Member for Enterprise, Education and Skills is a member of the new Destination Management Partnership Board.

The transition to the new school transport arrangements has included local member participation in identifying potential local solutions which serve community needs.

Key consultees and advocates are engaged with school reorganisations and expansions. There are regular programmes of briefings and member engagement, both at county-wide level and with members round issues specific to their divisions.

The development of a strong and diverse economy generally helps to underpin resilience and the creation and support of independent communities.

**To what extent do your proposals encourage self reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

The development of a strong and diverse economy is central to sustaining business growth, high levels of employment and self-reliant citizens. The LEP has established a new website and all of its newsletters, plans and reports and Board agendas / minutes are available online. Many of the LEP's services for business are delivered online. A new website is being developed for the Destination Management Service in the County.

Voluntary effort is critical to local education provision, with thousands of local people engaged in their schools as governors and tens of thousands of parents involved in primary schools, both helping in their schools and in fund raising. We are continuing to fund support for governors and via Herts for Learning.

The school admissions and transport service has, over the last 10 years, converted from a 100% paper based application service to a service where over 99% of applications for each transfer process are now made on line via the county's council's website – [www.hertsdirect.org/admissions](http://www.hertsdirect.org/admissions).

This has resulted in significant savings in printing, posting and data input costs as well as providing an effective, simple and secure application process for parents and families. Online applicants are informed of school allocations by email and can make continuing interest applications and submit appeals online. This year, for applications for secondary schools for September 2016, only 108 applications were made on paper from a total cohort of over 13,000. Parents can continue to make late secondary applications online until April 2016.

We have just moved to on line applications for the in year process too and already have over 70% take up, ongoing signposting and work with schools will increase this in the next year to ideally match the take up of the under 11s and secondary transfer processes.

We publish detailed application and allocation statistics online on allocation day and this information is updated regularly throughout the process. Parents can access individual pupil allocation information via their allocation email and the online system. The provision of detailed information online has resulted in a drop in calls made to the customer service centre with a subsequent reduction in costs.

The “Find your nearest school” online facility has dealt with over 308,000 online queries since September 2011. Nearest school information was previously provided by the CSC – at a cost of approximately £2 per call – therefore providing a saving of over £616,000 in 4 years.

The National Citizen Service (NCS), providing the opportunity for volunteering activity and delivered by Youth Connexions is promoted heavily in all school and colleges across Hertfordshire. There is a good take up by 16 year olds in all Districts. Many young people continue to volunteer after NCS is completed.

Section 1.2 above describes how we are seeking to encourage and enable parents to take their own children to school, in situations where they have a home to school transport entitlement.

## **PERFORMANCE, STANDARDS & TARGETS**

### **What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?**

Section 2.1 above describes the way in which policy and service development takes place with our partners. The two key partnership forums are probably Schools Forum and the DSPL Executive, which have formalised representation from schools, parents/governors and other stakeholders.

Also see 1.3 above.

In addition;

1. Hertfordshire County Council officers either have been or are currently involved in a number of other forums, such as Hertfordshire Planning Group, Locality Reviews, the Community Infrastructure Levy group and Hertfordshire Infrastructure Planning Partnership to work together with Districts in order to understand development needs, consider best use of assets, look at funding issues and opportunities and consider appropriate local plan policy making.

2. Property (Development Services team) co-ordinates work across most Hertfordshire county Council’s Services (except Environment teams such as Highways who provide their own advice directly) in order to respond to District Local Plan consultations and third party planning applications. The teams (i.e. including Services) consider the impact of both strategic and individual developments on the county council’s services and infrastructure. The Development Services team leads on developing and managing relationships with District local planning authorities, as well as private developers. The specific impacts of developments are managed by securing suitable policies and site allocations in Local Plans and through completion of legal agreements (Planning obligations or S106 agreements). This involves significant in-house and external partnership working and is necessary to secure funding and land to pay for new schools, nurseries, youth, library services etc.

### **What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

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The County Council's direct Enterprise Budget comprises

- £250k core funding for the LEP
- £50k for Tourism Partnership / Hertfordshire Destination Management Organisation (DMO)

The LEP's £500k core funding from BIS / DCLG is predicated on Hertfordshire County Council also providing core funding. The national funding of LEP's is currently under review. Hertfordshire County Council's core funding of the LEP does offer Hertfordshire County Council a degree of leverage at the LEP Board which has so far been positive and secured support for Hertfordshire County Council projects and objectives. Hertfordshire County Council's pump priming support for the Hertfordshire Destination Management Organisation is for 2 years (from September 2015) and is contractual.

All savings proposals below are detailed within Part B – Service Direction and Financial Consequences – Education, Enterprise & Skills; Key Budget Movements 2016/17 – 2019/20 p.83 – 84, and include:

£995k in home to school transport savings (16/17) rising to £1,125k by (17/18) (Ref. EEI009, EEI025, EEI026, EEI027 & EEI028).

£105k savings are being made from rationalisations in operational support (16/17) (Ref. EEI016).

Children's Services as a Department is committed to delivering efficiency savings of £750k (all years) by reviewing staffing and generation of internal efficiencies – this saving is spread over the Children's Services, and Education, Enterprise and Skills Portfolios (Ref. EEI032 & SSS023).

Further savings of £250k (all years – similarly across both CS & EE&S portfolios) are to be generated by development of the SmartWorking agenda, creating efficiencies via to better use of IT, better connectivity, and developing working practices (Ref. EEI035, SSS025).

Contributions are being made to authority wide cross cutting saving in printing costs of £19k (16/17) rising to £43k (18/19) (Ref. EEI034 & SSS024), and savings arising from the implementation of E-Invoicing of £42k (all years) (Ref. EEI033).

**What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

Opportunity to prosper is a key cross cutting theme of the Corporate Plan and the County Council's work on Economic Development is central to this theme.

**How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

The National LEP Network is the organisation which brings together the 39 LEPs across the country to share knowledge and best practice. The LEP network produced a benchmarking exercise last year which measured economic resilience, which scored the Hertfordshire LEP as the fifth best in the country, in terms of being an effective well-functioning partnership, securing investment and external



funding for the county, and delivery. Nationally the Hertfordshire LEP is seen as 'punching above its weight' in the recent CSR, Hertfordshire LEP was awarded Enterprise Zone (EZ) status for the Maylands / St Albans area.

National Audit VFM tables show that the County Council spends £1.21 per head of population on economic development, compared to the County and single tier average of £13.13 per head. Hertfordshire's overall employment rate, median weekly earning, number claiming Job Seekers Allowance, levels of qualifications and number of active businesses are all in the upper quartile compared to the county and single tier average (source: Public Sector Audit value for money profiles 2013/14).

In 2014/15 the LEP reviewed its Governance Arrangements and continues as an informal partnership with Hertfordshire County Council acting as the Accountable Body to Government for LEP decisions and funding. Hertfordshire County Council approved the LEP's governance framework in January 2015.

The new Destination Management organisation for Hertfordshire is in the process of benchmarking the tourism economy in the county. Visit Kent is a well-regarded Destination Management Organisation which has won national awards for its work elsewhere.

2015 data for key stage 2 shows that 83% of Hertfordshire pupils achieved Level 4 or better in the combined measure for reading, writing and mathematics. This is in line with the 2014 result of 83.1%. The statistical neighbour average was 80.2% and the national average 80%. The key stage 2 gap between Free School Meal (FSM) children and non FSM children has reduced from 18.3% in 2014 and 17.4% in 2015. This is lower than the statistical neighbour (21.7%) and national (18.2%) average for 2014. The gaps for progress in reading, writing and mathematics are also closing, showing an improving trend over the last three years.

Provisional data is showing a considerable reduction in the percentage of Children Looked After (CLA) achieving level 4+ in reading, writing and mathematics from 69% to 53%, this was impacted upon by a small number of CLA with specific difficulties in writing. However there has been an increase in the percentage of CLA making expected between KS1 and KS2 rising from 83% to 89.3% in reading, 83% to 87% in writing and 77% to 89% in mathematics (the highest level to date).

Key Stage 4 (GCSE) data for 2015 will be released towards the end of January 2016.

In August 2015 85.4% of schools in Hertfordshire were judged by Ofsted to be good or outstanding the highest proportion to date. This is higher than the national average of 83.9% and statistical neighbour average of 83.7% and also a sustained improvement from 72% of Hertfordshire schools being judged to be good or outstanding in August 2012 and 82.1% in August 2014.

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

This is the main purpose of the Local Economic Partnership (LEP) of which the Hertfordshire county Council is a core funder.

### **What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, changing income etc. and how are these impacts being managed or mitigated?**

The economy of Hertfordshire is recovering well after the recession and the LEP has set out its priorities in its Strategic Economic Plan. The aim of the Strategic Economic Plan is to maintain Hertfordshire competitiveness, based on its key sectors and location within the Golden Triangle of leader Oxford and Cambridge.

In the longer term, major new housing developments are a major driver for new school provision, operating in a different way to the general increases and declines in underlying demography. Considerable work is being undertaken at present in relation to new housing in Bishops Stortford, and to a degree in Broxbourne. This is likely to become generalised at a number of key sites across the county over the next few years.

It is difficult at this stage to assess what the impacts of the changes in the economy which are currently being signalled (increasing demand for goods and services, falling unemployment etc.) will have on this service area. Medium-term, reductions in welfare benefits may have a range of impacts; it remains to be seen how far changes to work incentive will affect levels of employment. The national living wage will have an appreciable impact on costs in the schools sector.

### **What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

The key risk to the future economy of Hertfordshire is the area's appetite for economic growth, the ability to secure inward investment, and addressing some of the potential constraints on the economy e.g. infrastructure, lack of housing, employment, land supply, skills shortage

- Hertfordshire has recovered well from the recession and the economy is picking up strongly. There are two key issues emerging from this:
  - - The need to ensure future economic growth is smart and sustainable. This will rely on strong relationships between Hertfordshire County Council, the LEP, the Districts and businesses to ensure the focus is on supporting our key sectors, attracting jobs and inward investment, encouraging entrepreneurship, and lobbying for resources.
    - Addressing the potential 'brakes' on the economy that could affect its success – lack of housing, labour and skills shortages and infrastructure to support future growth. This will rely on (i) working closely with the Herts Infrastructure and Planning Partnership and

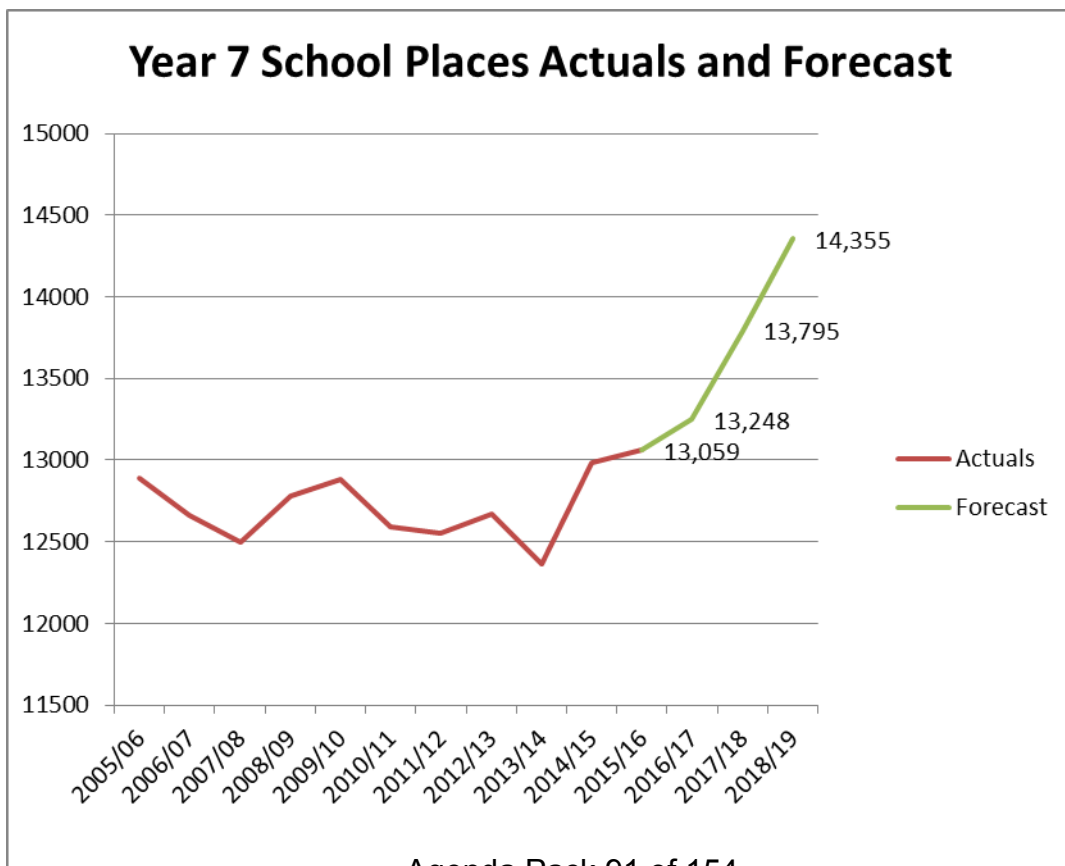
Districts on bringing forward land for new homes and jobs. (ii) Working with the LEP, Department for Work & Pensions (DWP) and Colleges of FE, and Business on the delivery of the Hertfordshire Skills Strategy. (iii) developing new infrastructure projects to support growth (iv) maximizing the potential regeneration opportunities of our New Towns and other town centre locations for growth.

- Hertfordshire County Council is not a 'provider' in this area and therefore our role is very much to work in partnership to deliver key projects. As the pace of the economy picks up, there is likely to be increased demand on County Council technical resources from competing projects and the need to find alternative sources / approaches to funding.

**What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

The population of Hertfordshire is expected to increase from 1.1m to 1.5m over the next 20 years, as a result of local population growth and pressures from London. Growth pressures are likely to be significant in terms of the need for jobs and housing. The LEP's latest economic bulletin is [here](#)

The school expansions programme is informed by detailed forecasting work on demand for school places in each planning area. These projections are reviewed for accuracy each year, and from time to time external reviews of accuracy and methodology are also commissioned. The process is also subjected to public scrutiny and attach in planning enquiries. It has proved robust.

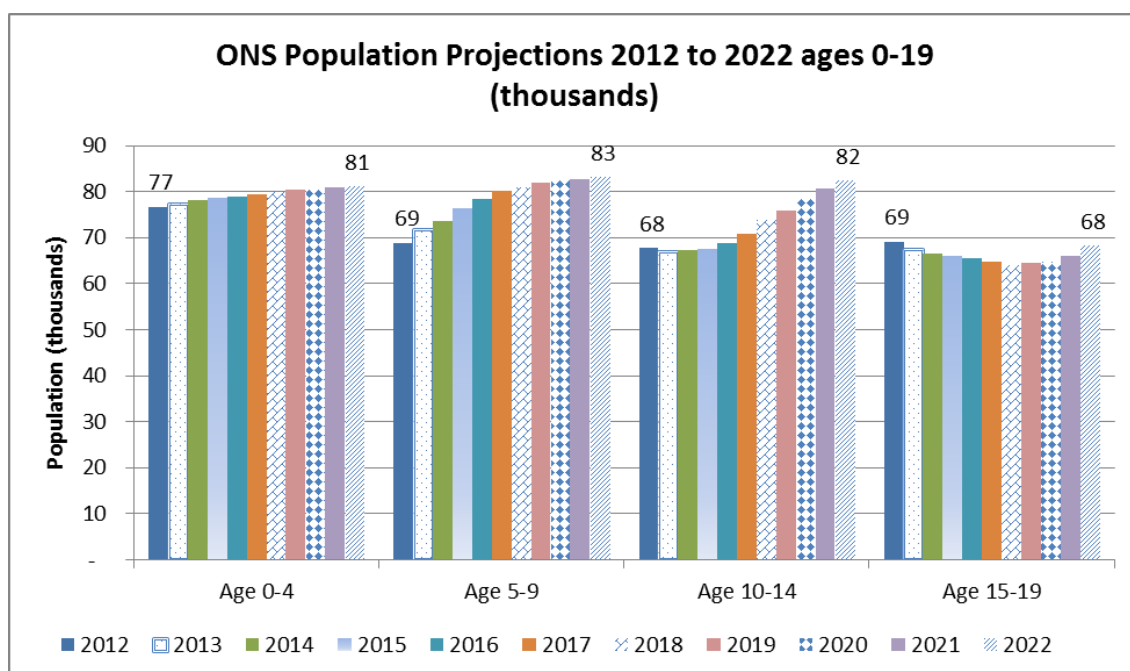


Forecasting shows that there is expected to be a 10% increase in year 7 school places by the 2018/19 academic year (an additional 1296 pupils compared with 2014/15 academic year.)

It is a general feature of children’s services that necessary costs of service rise and fall with child population numbers. Government funding flowing into Hertfordshire County Council is usually formula-driven to reflect this. For example:

- School level DSG is driven by pupils in schools, as is the Education Services Grant which relates to elements of non-Dedicated School Grant (DSG) education activity.
- Early Years funding via DSG)is pupil driven (under 5’s)

Demographic projections by Office of National Statistics (ONS) indicate a rising child population, in particular in the age groups 5-9 and 10-14 both projecting increases of over 20% in the ten year period 2012 to 2022. Overall an 11.5% increase is projected for the population aged 0-19.



Demographic pressures are felt particularly in services for under 5's, and this has been taken account of in discussions round the development of the IP.

The demography of the county has an indirect effect on this service area, in that the nature of the workforce may influence the focus for the activities (e.g. worker retention, focus on young people’s training needs etc.), but it is more closely related to economic indicators in terms of Gross Domestic Product (GDP); GDP per Capita, unemployment etc.



## **SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20**

### **PORTFOLIO: ENVIRONMENT, PLANNING AND TRANSPORT**

#### **INTRODUCTION**

The Environment Planning and Transport portfolio has a key role in the long term stewardship of the quality of life of Hertfordshire through place-based services such as Spatial Planning and Economy, Environmental Resources Planning, Passenger Transport, Countryside Management and Rights of Way and the development of key planning policy frameworks.

#### **5 Key issues**

- Tree health issues converging on Hertfordshire with an as yet unpredictable financial and environmental impact upon the county and the county council's land and highways assets
- A lack of clarity over government funding for the new burden in relation to the role of the Lead Local Flood Authority (LLFA) alongside unrealistic and/or misunderstood expectations of the role continue to adversely impact on service delivery. Increasing demand linked to extreme weather events adds to the pressure on the service
- Safeguarding the interests of Hertfordshire in relation to the future growth of London and surrounding areas, airport expansion and the development of strategic rail infrastructure
- Continuing to work with the Districts via the Hertfordshire Infrastructure and Planning Partnership (HIPP) on the development and coordination of Local Plans and a longer term spatial framework and Transport Vision for the county, the provision of appropriate infrastructure to support growth, the introduction of Community Infrastructure Levy (CIL) and other sources of funding for infrastructure
- Continued review of Hertfordshire County Council subsidised bus services to ensure all deliver value for money within existing policy framework

## **KEY THEMES AND QUESTIONS**

### **STRATEGY AND CAPITAL INVESTMENT**

#### **How do the future service plan priorities contribute to the Corporate Priorities?**

##### **Opportunity to Thrive.**

The Spatial Planning team works with the HIPP to bring forward plans for sustainable development and protect the interests of Hertfordshire in terms of development pressures from London and adjacent areas and airport expansion.

The work of our Countryside Management Service (CMS) and Rights of Way (RoW) teams are key to enabling access to the countryside, enhancing ecological and landscape diversity and improving open spaces and woodlands. In particular the CMS involves local communities in all aspects of this activity.

The advice and guidance provided to the local planning authorities on development management decisions in relation to ecology, flood risk, drainage, landscape and historic environment is aimed at creating better, healthier living environment for residents and businesses.

We contribute to promoting a reduced carbon footprint by encouraging sustainable modes of transport.

##### **Opportunity to be Healthy and Safe.**

The Passenger Transport teams work closely with Health to provide transport to hospital and other medical appointments through the non-emergency patient transport contract and the Travelink service.

Healthy lifestyles are supported by CMS and RoW in delivering a comprehensive programme of volunteer led health walks and environmental volunteering opportunities, promoting alternative transport modes to the car, delivering walking and cycling improvement schemes and overseeing a well maintained rights of way network and other accessible natural assets enhancing public health through outdoor recreation.

In its capacity as Lead Local Flood Authority for Hertfordshire the service has a duty to investigate flooding incidents and report publicly on the findings. This can lead to improvement in flood risk management, including where possible the mitigation or removal of flood risk from affected properties.

##### **Opportunity to Take Part.**

CMS work closely with town and parish councils and community and voluntary groups to develop, fund and deliver environmental schemes in local areas. We engage with communities in our planning for improvements to the natural environment and green space.

We actively support and encourage environmental volunteering through initiatives such as health walks and conservation and access improvement projects.

### **Opportunity to Prosper.**

Our Spatial Planning team helps plan for the county's future growth and prosperity by working closely with the Hertfordshire Local Enterprise Partnership (LEP) and planning appropriate infrastructure for the future.

Our transport team works with bus and rail operators to provide a network of reliable bus services and improvements to stations and rail services and enabling people who do not have their own transport to access education, employment and training opportunities.

### **How are you managing your service to make it more efficient?**

The Spatial Planning Unit is subject to annual review through the business planning process, which examines the political and technical challenges for the next financial year and identifies the most efficient way of responding to those challenges. Efficiency savings have been made across the four teams all of which have statutory responsibilities for various services/functions.

Transport Access and Safety (TAS) work closely with bus and taxi operators to reduce the financial burden to the County Council through, where appropriate, merging contracts and/or target service delivery to where it is most needed.

Following a recent consultation on bus services supported by the council, we were able to negotiate a number of contracts to be taken on commercially by the private operators to mitigate the impact on passengers.

Efficiency savings have been made by reviewing pricing strategies and the use of technology to encourage channel shift and drive down costs. For example, the SaverCard costs £20 per year for paper applications but we offer a discounted rate of £15 for online applications which has seen rise from 25% to 89% during 2015.

The Access & RoW Service has reduced staff numbers, leading to officers covering bigger geographical areas and increased the use of volunteers wherever possible to stretch resources further. Volunteers also play an active role in much of the work of the CMS including playing an administrative role to try to sustain the Hertfordshire Health Walks initiative.

The Environment Resource Planning service cost recovery on services provided to third parties, notably the district councils. In addition it is cutting overhead costs for services notably in relation to the ecological advice service provided to the local planning authorities.



## **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

Partnership working within these services has been effective for many years with the aim to deliver the best value for the Hertfordshire Pound:

**Spatial Planning and Economy** - The county council hosts one of the few partnership functions in planning in the Information and Monitoring Service and the Smart Herts system.

The County Council's main external planning partnership work is centred on the HIPP, together with the supporting Hertfordshire Planning Officers Group (HPOG). Wherever possible joint approaches to planning research are explored through HPOG and HIPP, and this has resulted in a number of joint studies over the years including the Hertfordshire Infrastructure Study and the current Water study.

**TAS** - The contract management & quality monitoring teams work with District/Borough Taxi Licensing Officers and with Driver Vehicle Standards Agency (DVSA) officers to ensure the transport we contract is safe and legal.

The County Council leads on the Intalink Partnership, involving bus operators, rail companies and district and borough councils.

The service works closely with community & voluntary transport groups across the county to develop and fund transport schemes in local communities.

The Passenger Transport Hub works closely with Children's Services, CS Brokerage and HCS through Service Level Agreements (SLA) to deliver cost effective client transport services on their behalf.

**The Countryside Management Service** (CMS), currently a joint funded service, has an excellent and long standing track record of continuing to secure external funding and maximising the impact of volunteer involvement to deliver the planned management of the county council's natural assets. This volunteer activity has been extended to deliver aspects of the Rights of Way Service works programme.

**RoW** - The service works with HertsLAF (Local Access Forum) representing all user groups and landowners to seek consensus between user groups. In addition, there is regular liaison with the Chilterns AONB (Area of Outstanding Natural Beauty), Groundwork Trust and other key stakeholders in the County. The service delivers the majority of its works programme via the use of small local Hertfordshire contractors, plus partnerships with Parish Councils and volunteer groups.

**ERP** – the service actively works with the district councils, the Environment Agency and Thames Water aiming to deliver effective flood risk management and to develop appropriate flood risk schemes. This includes partnership working on scheme development funded nationally and regionally through the Regional Flood and Coastal Committee.

The service also provides specialist archaeology and ecological planning support services that are in part paid for by the Local Planning Authorities (LPA). Delivery of the specialist services to the majority of LPA's ensures that they can be delivered effectively, efficiently and in a resilient manner.

**How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

The Passenger Transport capital expenditure for rail station forecourts is prioritised to where the rail industry (Network Rail and the train operators) is able to invest, so that the County Council can get the maximum value for its funding and the greatest benefits for the travelling public can be achieved.

In addition, capital grants are made to community and voluntary groups to support the purchase of vehicles to provide services in local areas.

New vehicles with an improved specification are on order as part of the Dial-a-Ride vehicle replacement programme and will be delivered before the end of the current financial year. These vehicles will bring in more income by allowing more flexible services and encouraging greater usage. In the meantime, the life of the existing vehicles has been extended to maximise value for money and the existing budget for vehicle replacement has been re-profiled in order to deliver a more cost effective and diversified service in the future.

Small scale capital investment has helped the CMS secure external funding at a leverage ratio of around 1 to 10 and deliver land management and recreational improvements to the county council's natural assets. This, in turn, has helped reduce routine maintenance liabilities.

Within Access & RoW, capital spend is prioritised on service improvements works designed to decrease the amount of routine maintenance

**Have you considered any other investment approaches to reduce future costs to the authority?**

The Spatial Planning and Highways teams work closely with the LEP to secure Single Local Growth Fund (SLGF) for Hertfordshire County Council infrastructure priorities. It is important to sustain this relationship as the LEP will continue to be the route through which future government funding is channelled. Working closely with HIPP on the introduction of CIL is also a key priority to ensure future funding for key infrastructure e.g. roads and schools.

Passenger Transport has fully upgraded the Intalink website to make it fully integrated with all platforms (PC, tablet, smartphone) and introduced ticketing on mobile phones. The mobile ticketing bar code project is the first in the country to use mobiles and bar codes on buses. The project will show efficiencies in bus timings and boarding times. Three operators (UNO, Red Rose and Metroline) have joined the project currently.

The Access & RoW Service's future spend is linked to Hertfordshire County Council's statutory duties and the service has officers fully engaged in influencing new primary legislation to reduce burdens, guide deregulation and increase efficiency in RoW processes.

In other areas, bidding to regional and national funding sources to support flood risk management work is ongoing.

The Passenger Transport Hub has been created to bring together all of the county council's transport procurement activity and so benefit from economies of scale, whilst ensuring best value and compliance with procurement requirements. Further activity is underway to investigate bringing the County Council's passenger together under one umbrella in order to ensure efficient use of the fleet across all services and reduce expenditure on contracted transport.

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner/staff engagement?**

The Transport Vision for Hertfordshire is being developed by a cross department officer group and has been informed by engagement and consultation with businesses, districts, the LEP and other stakeholders.

Many of our services are involved in promoting sustainable transport and engage with various stakeholders to do this. The Year of Walking programme in 2015 has been coordinated by the CMS in conjunction with Public Health. The programme is delivered in partnership with TAS, district and borough councils, community groups, charitable organisations, health organisations and walking groups. Similarly, the Hertfordshire Cycling programme is being led by TAS working closely with Public Health and is being developed in conjunction with district and borough councils, local cycling groups, national cycling organisations and Public Health England.

In other areas, all land management proposals that are developed by the CMS follow a planned process that informs and engages with colleagues, partners and local people.

The RoW Service priorities are informed by engagement with parish and town councils and the public including through main stakeholder group representation.

In areas relating to transport, public Transport promotion and publicity, including multi-operator ticketing schemes, is led by the Intalink Partnership. The Partnership is made up of the County Council, bus operators, rail companies and district and borough councils. TAS also works closely with community and voluntary groups to identify develop and support services that will be beneficial to residents in the local area.

In determining the County Council's future level of support for local bus services, a public consultation exercise was held in early 2015. Following detailed analysis of the responses and debate by Members, amended bus services were introduced in September 2015.

**How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

Enhancement of green space and accessible natural assets is nearly always community lead and often results in the establishment of a Friends Group and volunteer tasks for self-sustaining maintenance regimes. Members are associated with schemes from inception to celebration and have the opportunity to use their Locality Budgets to help secure additional external funding. Where S106 is to be allocated, this process also engages with members.

Town and parish councils are supported to participate in work on definitive rights of way and other natural assets through advice, volunteering, externally funded initiatives and the locally determined Parish Paths Partnership scheme (seed funding for local RoW schemes).

Communities affected by flooding are actively engaged with and includes involvement of the local Member.

**To what extent do your proposals encourage self-reliance e.g. volunteering, accessing services on line etc enabling people and communities to help themselves?**

**Volunteering**

Environmental volunteering (including Hertfordshire Health Walks) contributes more than twenty thousand hours of activity annually across a range of tasks and events. Nationally accredited as an Investor in Volunteers (IiV), the CMS runs regular, weekly volunteer teams and enables Friends Group, volunteer work parties as well as thousands of volunteer led health walks each year. Training and support material enables greater self-reliance for the Volunteer Health Walk Leaders, conservation and access volunteers and the multiple Friends Groups maintaining green spaces.

In addition, Hertfordshire Health Walks registration and administration is managed through a self-service web portal that enables users and volunteers to undertake these simple tasks directly and has enabled scheme growth. All CMS products have an online availability and the CMS has a strong and positive social media following.

**Accessing services online**

Information and applications for some of our services are now online. These include:

- RoW application forms and background material for users applying for legal changes to the definitive map .Customers can access the map on line to plan walks and rides
- Improved information and membership application form for Dial-a-Ride

- Online applications for SaverCard for 11-18 year olds was launched this year with 85% applying online

Looking ahead, the public should be able to access more information about planning applications and the planning histories of sites on line. This follows proposed efficiencies in the Development Management team which have been brought forward following an external review of the service and are predicated on improving the on line planning administration system and scanning historical records which will then be available on line.

Elsewhere, for communities affected by flooding the County Council will usually present a range of measures aimed to mitigate or reduce flooding including those that can be undertaken by the community to in effect help themselves.

## **PERFORMANCE, STANDARDS & TARGETS**

### **What contribution are you making to the broader partnership working both within Hertfordshire County council and outside?**

Partnership working in the Spatial Planning function is largely through the HIPP, where the County Council contributes to a jointly appointed resource which carries out some strategic planning functions on behalf of the 11 planning authorities in the county. In addition, the County Council delivers planning information and monitoring service for the county, with the district and borough councils helping to fund approximately 50% of the cost of that function.

The Passenger Transport Hub in TAS manages SLAs with Children's Services, CS Brokerage and HCS to deliver effective client transport services on their behalf.

RoW Service priorities are informed by engagement with the HertsLAF, district planners, parish and town councils and the public through main user groups' representation, including Sustrans for the National Cycle Network (NCN); officers represent the service at the Police-run county fly-tipping forum and the Chilterns AONB RAG (Recreation & Access Group) meetings.

As a jointly funded service, the CMS receives part of its core subscription and project funding from five of Hertfordshire's district and borough councils. In particular, Hertfordshire Health Walks initiative, coordinated by the CMS, significantly contributes to the Public Health prevention agenda, delivering a barrier free, physical activity intervention that initiates and sustains a healthy lifestyle and improves mental wellbeing.

In areas relating to transport, we actively engage with the Association of Transport Co-ordinating Officers (ATCO) to gather data on a range of transport related services but also to share best practice for addressing some of the challenges faced by the sector and to learn from each other. ATCO provides a country-wide forum for local authority officers working in the field of passenger transport to network and promote best practice.

In addition, TAS engages in a number of transport executive committees, including "Local bus" and "Rail", which respond through ATCO on behalf of local authorities

on consultations from central government and lobby ministers on particular issues or legislation.

On a more specific level, ATCO runs several Best Practice Forums, such as the Publicity & Marketing Best Practice Forum. This is the opportunity for member authorities to compare their transport publicity with what is produced by others and set national standards through promoting best practice.

Finally, the contract management & quality monitoring teams in TAS work with District/Borough Taxi Licensing Officers and with DVSA officers to ensure the transport we contract is safe and legal.

### **What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

A recent review of Development Management (DM) identified efficiency savings of £80k which are in the current IP.

Through outsourcing the production of Saver cards during 2015-16, TAS has been able to reduce operating costs by £60k a year.

TAS is reviewing its structures and costs and anticipates savings of £150k during 2016-17 rising to £300k the following year.

The Environment Resource Planning team is planning to deliver £75k of savings for 2016/17 through a mixture of resource efficiencies and through increased income generation for planning support services. In addition new income streams are being developed, notably that for pre-application advice in relation to drainage proposals on major development in the county.

### **What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

Our services are supporting a range of corporate projects. This includes:

- Actively promoting Enabling the Worker programme
- Engaging with those leading on the development of the council's new website, a key element of this IP cross-cutting theme, in order to enable residents to access our services more effectively online.

Specifically within services, following a review of charges, RoW is introducing charging more for all applications including pre-application advice.

### **How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

Given the nature of planning, the major fee earning potential is in the Development Management service, where fees are set by central government. However, on average the fees recovered for planning applications and monitoring visits equate to approximately 40% of the cost of the function.

In terms of cost comparisons to other County Council and unitary planning authorities, the cost profile for the Authority is extremely good. Figures from the PSAA (formerly Audit Commission) for 2013/14, records that spend per head on planning in the county was £3.71, which placed Hertfordshire in the lowest 20% of all counties and Unitaries in the country.

Broken down further, the Development Control function was in the lowest 10% in the country for cost, whilst the policy function was in the lowest third. The Development Control performance is an extremely good result, given that we are exceeding the Government's target for the time taken to determine major county matter planning applications (currently set at 50% within 13 weeks) and are performing at 100%. This is better than some of our neighbouring and comparator county councils.

The ATCO Benchmarking survey 2014 shows that Hertfordshire is in line with the national average for Special Education Needs (SEN) in relation to the costs per pupil for school transport.

Hertfordshire scores highly in its coverage of information displayed at bus stops at twice the national average (90% vs 49%), and with the second highest figure for all shire counties (the highest being 93%).

Services such as the CMS are delivered through a locally relevant and unique model. Local indicators exist for services but national comparison is difficult. Engagement at regional and national forum at a professional level is common place and allows learning to be brought back to the authority. There has been direct involvement with national working groups related to tree health and volunteering on rights of way. The Hertfordshire Health Walks are nationally accredited, recognised as the largest scheme in England and one of the leaders on efficiency.

Performance in RoW is reported via a former nationwide Best Value Performance Indicator (BVPI) measure, still used by approximately 50% of local authorities. Current performance of the RoW Network classed as 'easy to use' is at 72%. This is a broadly average position when compared with the eastern region.

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

The Planning service has a key role to play in supporting economic growth and prosperity. Whilst the County Council is no longer a statutory strategic planning authority, it still plays an important role in representing the County Council when dealing with the plans of other authorities such as London as well as the proposals for other major economic drivers such as the nearby airports.

In addition, Minerals and Waste facilities are key to supporting the construction industry and commerce in general. Having up to date and effective Minerals and Waste Plans which secure an adequate supply of mineral for building and adequate facilities to deal with waste are important components of a healthy and prosperous economy.

In addition, within the Spatial Planning Unit sits the strategic transport policy function and ensuring that our transport system facilitates economic prosperity is a key driver for the county council.

Also sitting within the Spatial Planning Unit is the Growth and Prosperity function for the county council, acting as the principle point of contact between the County Council and Hertfordshire LEP. It also coordinates the activities across the whole of the county council's service delivery areas to be effective in supporting the economic aspirations for the county.

TAS works with businesses to help reduce their transport-related costs, working on 40 travel plans per year and currently engaging with 76 companies through the BigHertsBigIdeas for Business initiative.

The CMS and RoW services are working with district and borough councils and other partners to deliver improvements to rights of way and accessible natural assets to deliver routes for alternative modes of travel (non-motorised) for residents. External sources of funding including the Local Sustainable Transport Fund and S106 are secured to enable these.

The RoW service maintains and improves the walking & cycling environment to contribute to sustainable transport, safe routes to schools and local routes to reduce traffic congestion and promote quality of life in Hertfordshire.

**What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, charging income etc. and how are these impacts being managed or mitigated?**

### **Levels of demand**

Hertfordshire is under significant growth pressure arising from population and household growth and the need for new jobs as the economy takes off. Between now and 2031 an estimated 66,000 new homes are planned in Local Plans being developed by the districts. This will place further strain on already overstretched infrastructure in Hertfordshire and the need to find appropriate transport solutions for the future and significant levels of funding.

A growing economy inevitably leads to a higher demand for minerals for construction and the production of more waste. It is anticipated that as the economy recovers the numbers of planning applications for the extraction of minerals and the provision of waste facilities will increase. Simultaneously, population increases are leading to a higher number of planning applications for new educational facilities

In Access & RoW, the number of reports received from users (an indicator of overall demand) is growing annually. In response, the service has a robust prioritisation system.

Increasing levels of development and development pressure are creating an increase in demand for services provided by the archaeology and ecological teams. This is being managed through increased charging to support the



increased workload and we are able to bring in short term resource to cover for these increased service demands.

### **Economic pressure**

The availability of environmental grants from government has been reducing. Some other grants are available to support enhancement of natural assets for people, wildlife and landscape but these are of a smaller scale generally. CMS is working to access and maximise a broader range of funding sources including the Heritage Lottery Fund, Landfill Communities Fund and local S106 agreements.

In addition, while tree health issues facing Hertfordshire have not yet materialised to their full extent, the implications are likely to be significant when they do. The direct pressure on the CMS will be limited in comparison to Highways. However, the advisory role taken by CMS on such matters is likely to grow in the coming 3 years. Action planning is underway to secure networks and develop advice to ensure that Hertfordshire's response is appropriate and sustainable.

In recent years, inflation costs in RoW have been kept minimal or to zero. When the main mowing and clearance contracts are retendered during 2016, it is likely that inflation increase will be necessary.

### **What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

In relation to Passenger Transport, a key challenge is how to make bus services economic and effective across a diverse county like Hertfordshire.

The Access & RoW Service's major risks are storm and winter damage and legal challenges. Maintenance responses are prioritised robustly and the risks of legal challenges are minimised through negotiation and compromise wherever possible.

There is a risk that those organisations who purchase services from the County Council are unable to meet any increase in cost for the service and that this could lead to a reduction in income if they pull out of the service. This is being managed through effective dialogue with our customers and by ensuring that any changes to projected income level are known about sufficiently in advance for the service to be modified, either for an increase or decrease in activity.

### **What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

The demographic projections of school age children will lead to an increase number of applications for school facilities which the Planning service will be responsible for determining. It will also impact the transport services delivered on behalf of Children's Services to schools and colleges for entitled children. Similarly, demographic changes in the older population impact the transport provision on behalf of HCS. As a result, the service is in regular discussion with these key departments to ensure that services and resources are targeted to meet our statutory obligations.

A major area of uncertainty is the timing of when new housing developments will actually come forward in the county, given that many of them are controversial, complex and of a considerable scale.

The Access & RoW Service's levels of demand for maintenance services increase as more users access the network and demand for input to development management functions increase with inappropriate development proposals. Front line service delivery will seek to deliver a more effective and efficient service ensuring cost recovery where appropriate.



## **SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2017/18**

### **PORTFOLIO: HIGHWAYS**

#### **INTRODUCTION**

The Highways Portfolio delivers safe, reliable journeys, sustainably through effective transport planning, network and development management and delivering programmes of highways improvements and maintenance.

The key pressures and challenges facing the department arise from, the pressure for growth and development, the contrast between the available levels of capital and revenue funding and the high expectations of our communities:

- As the economy improves and major national infrastructure projects get underway market forces are increasing the costs of our contracts and services, and making it increasingly difficult to recruit and retain staff. The service structure, levels of service and affordability are under review in order to forge a sustainable service for the future.
- The Highways Service had to consider 4,000 planning applications in 2013/14, but this is expected to rise to 6,900 in 2016/17 rising further as the economy continues to improve. Planning agreements enabling Hertfordshire County Council to fund some of the growth in staff requirement
- Following the award of £170 million from the Local Enterprise Partnership (LEP) for infrastructure, the department has a major challenge to progress delivery of a number of high profile infrastructure projects over the next three years including the A120 Little Hadham bypass and A602 improvements whilst enabling the development and delivery of projects such as Croxley Rail Link and A1(M) improvements.
- The adverse impact on traffic flow through current traffic growth, the 70-80,000 authorised highway activities per year undertaken by Hertfordshire County Council, Utilities together with the growing unauthorised activities is tempered by pro-active network management to keep traffic moving as efficiently as possible and providing multi-media real time information.
- Reducing the number of road traffic collisions remains a priority for the service. This is achieved through programmes of engineering, training, education and publicity activities. These programmes will be supported by the Road Safety Partnership – to be relaunched in 2016, in conjunction with the new Road Safety Fund which Hertfordshire County Council will be administering.

## KEY THEMES AND QUESTIONS

### STRATEGY AND CAPITAL INVESTMENT

#### How do the future service plan priorities contribute to the Corporate Priorities?

- **Opportunity to Thrive** – by providing for and encouraging sustainable transport and improving Travel Choice
- **Opportunity to Prosper** – by creating the conditions for economic growth through the delivery of critical highways infrastructure, maintaining the roads and keeping traffic moving through pro-active network management.
- **Opportunity to be Healthy and Safe** – by providing and maintaining pedestrian and cycle facilities, promoting and delivering Safer Routes to School initiatives and through delivery of casualty reduction initiatives. In addition, Transport Access and Safety (TAS) deliver road safety education and training, and develop safe routes to schools.
- **Opportunity to Take Part** – by promoting the localism agenda through the Highways Locality Budget scheme, initiatives such as Herts Together and through effective public consultation.

#### How are you managing your service to make it more efficient?

Value for money is optimised in the delivery of Highways Service by:

- Taking a risk based approach to service levels across all services
- Adopting strategic financial management
- Investing in programme planning and co-ordination
- Bulking like-activities into countywide work streams
- Removing inter-organisational boundaries within the Whole Client Service
- Streamlining the design process through the use of 'walk and build'
- Maintaining competitive tension between contractors
- Promoting the local member community leadership role and channel shift to enable reduced personal officer support to members and customers

#### How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?

- Partnership working has been effective for many years with the aim to deliver the best value for the Hertfordshire Pound.
- Some of the recent examples of this work include:
  - The 'Highways Together' schemes, which are aimed at enabling Town and Parish Councils to undertake non-statutory local maintenance (e.g.

to clean village signs), whilst making the best use of volunteers and other resources such as the probation service.

- Working with District Councils delivering initiatives ranging from major public realm improvements through to joint litter pick and verge maintenance activities
- Working on road safety through the Hertfordshire Road Safety Partnership. Increasing safety initiatives are also delivered with other Hertfordshire partners (e.g. Learn2Live with Fire & Rescue and Police) or with neighbouring local authorities.
- Road Safety has supported the tri-force Police collaboration, which has enabled the County Council's safety camera budget to be reduced by 60% (£400k) over the last three years without any reduction in service.

**How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

- Highways capital investment priorities are to:
  - Ensure that roads are maintained safe and operational through technically led programmes of planned and responsive interventions to meet statutory obligations.
  - Tackle congestion and provide travel choice in support of economic development and improved health through a programme of integrated transport schemes
  - Provide local discretion for all non-statutory maintenance service levels and minor improvements through the Highways Locality Budget scheme.
- Similarly, the capital invested LED lighting with Central Management System control project continues to be rolled out with the aim of saving ongoing maintenance costs as well as energy.

**Have you considered any other investment approaches to reduce future costs to the authority?**

- The capital budget strategy for Highways works is to reduce the reliance on County Council capital funding through seeking and deploying funding from alternative sources, such as Government Block allocations, special grants, (e.g. Local Sustainable Transport Fund), S106 and through partnership working with other organisations such as District Councils and Sustrans.
- The Highways service has been particularly successful in attracting Single Local Growth funding (SLGF) through its partnership with the Local Enterprise Partnership.
- Road Safety has moved much of its activity onto social media and digital marketing to reduce costs, increase reach to target audiences, and increase feedback on effectiveness.

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner/staff engagement?**

- The Highways Service delivers a mix of core and discretionary services. The Core Highway Service is determined by the county council's role as the Strategic Highway and Transport Authority, which has a legal responsibility for the highways network in terms of keeping the routes available and safe for the passage of the travelling public
- The Core Highways Service is plan led, derived from policies and standards agreed by Cabinet, enabling the county council to discharge its statutory duties.
- Highways draft policies and strategies are supported by market research and subjected to public consultation where appropriate.
- Operational strategy is shaped and driven by a business and service plan approach, in which 'communities' made up of a range of levels of staff from Hertfordshire County Council and its term contractor participate
- Road Safety activities are led by the Hertfordshire Road Safety Partnership which includes Environment, Fire & Rescue and Public Health from the County Council, and external bodies including the Police and Highways Agency. There is additional regional input through the Road Safety Practitioners Group and the East of England Directors of Environment and Transport Road Safety Group.
- Staff also participate in Quarterly Team Briefs led by the Senior Management Team and through monthly Group Meetings

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

- In line with the council's vision for localism, funding for non-core Highways service is devolved to individual county councillors in conjunction with their Highway Locality Officer to spend on local highway activity in consultation with their local communities. There is discretion within this budget to fund activities outside of the Cabinet approved plans and programmes.
- Most Road Safety and sustainable transport initiatives are delivered with or through the local school, such as school travel plans and Learn2Live. Local Members are informed of these processes and invited to participate. Road Safety has also enabled Local Members to support school crossing patrols using locality budgets.

**To what extent do your proposals encourage self-reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

- The 'Highways Together' schemes are aimed at enabling Town and Parish Councils to undertake non-statutory local maintenance (e.g. to clean village signs), whilst making the best use of volunteers and other resources such as the probation service.
- The School Crossing Patrol service is encouraging the use of volunteer patrols.
- Road Safety and sustainable transport work with schools to deliver volunteer-led walking buses to primary schools.
- TAS works with community and voluntary groups to develop and support transport schemes in local areas, many of which are run by volunteers.
- Road Safety has been working with the Customer Service Centre to increase the number of clients booking on-line for driver training courses.

**PERFORMANCE, STANDARDS & TARGETS**

**What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?**

- The Highways Service works closely with the Environment Planning & Transport and Enterprise, Education & Skills portfolio with transport planning and implementation in support of growth and economic development

**What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

- Income generated from Driver Training courses has increased by a predicted £340k during this year
- The Highways service model proposed in 2010, delivered an inter-linked mix of service efficiencies, changed services and service reductions.
- Compared to 2010, the Highways service is being delivered with
  - 87 fewer Hertfordshire County Council FTE's, which equates to 42% reduction
  - £10.1m equating to 26% reduction in revenue budgets for works and services (including budget increases for inflation, growth in network and the like)
  - £13.0m equating to 28% reduction in revenue budgets overall
- A further £516k savings, predominantly associated with income generation and energy savings are planned for 2016/17



**What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

- *Enabling the Worker* – the service is actively promoting this programme.
- *Enabling the Citizen* – officers are engaging with those leading on the development of the Council's new website, a key element of this IP cross-cutting theme, in order to enable residents to access services more effectively online.

**How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

- Comparisons for the Road Safety function are difficult due to differences in traffic volumes, population, and nature of the road network. Hertfordshire ranks 10th out of 35 shire counties for road casualties per vehicle kilometre, and the 21st best out of all 151 English highway authorities. Performance is joint second best in the East of England. Opportunities to further improve safety are reviewed through the national and regional groups of Road Safety Great Britain.
- The Highways Service asset management approach aims to provide long term sustainability and optimum value for money through:
  - Considering Whole Life Costing
  - Undertaking the right intervention at the right time
  - Moving from reactive to planned, permanent repairs
- Hertfordshire was one of the pioneers of Highways asset management within the UK, having recognised the benefits introduced elsewhere in the world. This has now become the preferred approach adopted by central government.
- The adoption of the County Council's 'Safe and Operational' Street Lighting policies including Part Night Lighting has enabled the county council to reduce its revenue budget from £9.2 million in 2010 to £5.2 million in 2015/16 despite energy cost increases, the introduction of carbon tax and inflation.
- Benchmarking services is challenging, given the different ways that highway authority's price, procure and account for their works and services.
- In the absence of any voluntary scheme, Hertfordshire County Council used a 'Freedom of Information' request in order to get truly comparable information. The approach placed the county council within the top quartile for VFM of the authorities that participated. However, none of the councils are willing to continue the benchmarking exercises.
- Hertfordshire County Council has continuously been successful in Department for Transport (DfT) 'efficiency' challenges and it augers well

that Hertfordshire County Council should receive the maximum amount in the latest DfT Maintenance Incentive Fund scheme.

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

- The highways service supports economic prosperity by optimising journey times through pro-active traffic management, effective transport planning and development management and the delivery of highways and transport improvements.
- In particular, it is supporting the delivery of Hertfordshire's Strategic Economic Plan (SEP) through a series of capital projects, including major projects such as Croxley Rail Link, A120 Little Hadham By-pass and A602 Stevenage to Ware improvements. It is also co-ordinating the consortium working with the Highways Agency to promote improvements to the A1(M).
- The service works to reduce collisions and delays on the highway network, and thus reduce the economic costs of congestion, which in 2013 was estimated at £30 million.

### **What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, charging income etc. and how are these impacts being managed or mitigated?**

- In 2016 there remains an austerity agenda to control public spending, which is expected to continue to press revenue budgets into the foreseeable future.
- However, the government has committed to investing in infrastructure as a key supporter of its growth agenda, which has led to increased capital budgets for the service and a national upturn in construction.
- As the economy improves and major national infrastructure projects get underway market forces are increasing the costs of contracts and services, and making it increasingly difficult to recruit and retain staff.
- The service structure, levels of service and affordability are under review in order to forge a sustainable service for the future
- Representatives from the Civil Engineering Contractor's Association have indicated that construction inflation is currently 6% to 10% p.a. across the country.
- A comparison of Hertfordshire County Council's prices obtained by competitive tender for framework contracts for works delivered in 2014/15 compared to similar works in 2015/16 indicates their prices have increased by around 12% *over the year*.

- Rising development levels are creating an increased demand for planning advisory services, at present these are being managed through a prioritisation process. Workload impacts are being managed with robust prioritisation and increased fees / income is helping to quench some of the pressures.

**What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

- Road Safety could be significantly affected if the county council were to lose the driver diversionary course contract with Hertfordshire Police. This work currently generates £770k net income which helps to fund other road safety activity.
- The major risks to the Highways service delivery are:
  - The impacts of climate change, which can potentially lead to roads melting, freezing and flooding all within one year.
  - The state of flux within the S106 and CIL regimes, leading to uncertain future funding availability
  - Local construction inflation impacting on the sustainability of the Highways Service Term Contract
  - Staff shortages due to the buoyant construction industry and the influence of London
- Mitigating in-year weather events tend to require a re-programming of works and a fresh casting of the budget
- The service structure, levels of service and affordability are under review in order to deliver a sustainable service for the future
- However, if the market remains in 'white heat' this approach may not be sufficient

**What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

- The County Travel Survey, transport planning and pre-application development management help provide robust demographic predictions
- The main demographic changes are associated with traffic growth, changes in travel patterns and modes and the construction of new roads
- Budgetary provision is made to fund the maintenance of increased road lengths and capital budgets support the introduction of sustainable transport schemes and Intelligent Transport Systems

## SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2017/18

### PORTFOLIO: PUBLIC HEALTH, LOCALISM AND LIBRARIES

#### INTRODUCTION

Please provide a three line summary of what services your portfolio covers and a list of the 5 key issues/ pressures facing your portfolio and what action you have taken/ are taking on them.

#### **Public Health**

The Public Health side of the portfolio is responsible for delivering the statutory public health functions ranging from public health needs assessment through to commissioning public health services (drugs, sexual health, health improvement, family planning, school nurses, health visitors); Health Protection (planning for and mitigating threats to population health) and advising and supporting commissioners.

Key issues and pressures:

- Ensuring a portfolio of public health services and functions is retained despite cuts imposed by Government
  - The need to reduce spending by £7.77m from a £50m by 2020 will present a significant range of challenges to ensure we retain outcomes for public health services
  - The removal of the ring-fence for public health has implications which are as yet unclarified by central government
  - Trends in rising need for public health services and antibiotic resistance in sexually transmitted infections may result in additional cost pressures to the service to ensure people are treated
  - Probation are removing their share of funding from drug and alcohol services will place additional demand on drug and alcohol services

#### **Localism**

The Localism side of the portfolio includes work on the delivery of the Hertfordshire Localism programme, relationships with town and parish councils and voluntary and community sector, volunteering, and support for the Hertfordshire Lifestyle and Legacy Partnership and the Hertfordshire Armed Forces Community Covenant.

Key Issue:

- Taking forward the principles and values of localism and personalisation to enable residents to take responsibility for themselves, their families and communities.

## KEY THEMES AND QUESTIONS

### STRATEGY AND CAPITAL INVESTMENT

#### How do the future service plan priorities contribute to the Corporate Priorities?

**Public Health** contributes to all of the four corporate priorities

Thrive – our health visitors, child obesity functions and school nurses help young people to reach their potential. Public Health led on the multi-agency whole system review of child and adolescent mental health services, an important programme in re-shaping how we prevent and treat mental ill health in our young people.

Prosper – good health is essential for a productive workforce. Our workforce health programme helps employers improve and protect the health of their population. Our programmes also help people recover from drug and alcohol use and get back into work.

Be healthy and safe

From healthy weight to sexual health, drug and alcohol services, harm reduction in smoking and reducing the risk of threats to population health, our services help keep our population healthy and safe.

Take part

Our drugs and alcohol services ensure people can manage problems with drug and alcohol use and live productive lives, taking part in study or work or volunteering. Most of our services are provided by local providers meaning residents can work or volunteer for them/

**Localism** makes an important contribution to the ‘Opportunity to Take Part’ theme of the Council’s Corporate Plan.

Hertfordshire County Council’s vision for localism is:

*“To shift power from the state (in the form of the County Council and its local partners) to individuals and families, both personally and also in the geographic localities in which they live. It seeks to position councillors as an indispensable resource within active communities. It aims to ensure that residents are suitably informed to allow them to influence and shape local services and take a more active part in helping them help themselves.”*

The development of this vision is being taken forward by the Hertfordshire Local programme. The four themes are:

- Supporting democratic leadership and participation
- Improving working with partners and communities
- Promote and improve take up of volunteering opportunities in Hertfordshire
- Changing our organisational culture.

## **How are you managing your service to make it more efficient?**

### **Localism**

The strategic lead for the Council's approach to Localism, including responsibility for administering the member Locality Budget Scheme, is held by the Corporate Policy team within the Environment directorate, the resources for other Localism initiatives are contained within the relevant service area budgets.

There is a proposal in the Integrated Plan to reduce the funding available through the member Locality Budget Scheme by 50% from 2016/17 (ENV120), meaning that going forward each member would have £5,000 rather than £10,000 a year to spend on projects in their electoral division. This would produce savings of £385,000 a year.

## **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

### **Public Health**

- The Public Health Strategy is to ensure as much as possible of the public health ring-fenced grant is spent appropriately on public health services which prevent further need or alleviate problems making people more independent, while recognising that in previous years before public health became the County Council's responsibility some services were not commissioned, which has meant that services for some areas have had to be developed from a low baseline (e.g. NHS Health Checks.)
- At the same time, Public Health seek to properly ensure that what the County Council does already which needs to be picked up by public health will enable the rest of the Council Departments to use the money freed up by this internal commissioning and financial absorption, and enable Public Health to work on quality of those services. One example of this is children and young people's drug and alcohol misuse services
- We have led and initiated a *Strategic shift to prevention* programme specifically aimed at seeking to reduce the burden of avoidable disease and disability and the costs to the public purse associated with it. This work programme was approved by the Health and Wellbeing Board recently
- We work with providers to identify where we can improve outcomes and efficiency. For example, the follow up visits to our Watford Sexual Health Hub have reduced by up to 30% because much cheaper telephone follow up is done where direct clinical face to face contact is not needed.
- In all commissioning we undertake we use evidence of effectiveness and work with partners to identify the best models for delivery. We use the public health board (a multi-agency stakeholder board) to regularly review our commissioning and priorities. We are also developing joint proposals with

the NHS and Childrens and Health and Community Services Directorates including:

- Shared approaches to health and social care integration (e.g. joint plans to reduce falls, putting public health and psychology skills into social care to help people stay at home, redesigning services to ensure better outcomes and more efficiency)
- Shared approaches to prevention including pathways to ensure people transfer easily between NHS and public health services
- Public Health, with Community Protection and Resources and Performance are working on a County Council wide prevention assessment project which seeks to identify how we can intervene earlier and more cheaply across everything the council does, to reduce the cost to the public purse
- Our work with the NHS focuses on helping them reduce avoidable variations in care outcomes and avoidable disease and disability
- The Public Health Service runs a range of multi-agency partnerships including physical activity, the public health board, drugs and alcohol Board and early year's board. These Boards focus on shared outcomes where improvement is required across the system. This aspect of system leadership is central to public health.

## **Localism**

A key focus of the Council's work on localism has been work to strengthen the relationship between the County Council and local partners.

Significant work has been undertaken with the county's town and parish councils in order to explore ways of working more closely together in the interests of local communities

Over the course of the last year, a Shared Statement of Partnership Principles between the County Council and the county's town and parish councils has been developed and agreed in conjunction with the Hertfordshire Association of Parish and Town Councils. This statement seeks to clarify mutual expectations and was officially adopted in June 2015.

A key focus of this work so far has been exploring opportunities for town and parish Councils working more closely with the county council on highways matters through the 'Highways Together' programme. Following the piloting projects, Highways Together was rolled out countywide at an event on 29 June 2015. A new webpage and toolkit was launched shortly afterwards and a number of mandatory Risk Assessment Briefings have been held.

The County Council also holds regular Town and Parish Councils conferences. The most recent took place on 5th November and focused on joint working in the areas of Highways, Libraries and Public Health.

Considerable work has also been undertaken to strengthen relationships between statutory agencies and the voluntary and community sector in the county. Commencing in early 2015, a steering group, including representatives from both sectors, have worked together to develop a draft 'Compact' document for consultation. The consultation on this draft began on 14 October and will continue until 15 January 2016. Representatives from both sectors will be encouraged to adopt the Compact principles to ensure that strong, effective partnerships are at the heart of all relationships between the voluntary and public sector.

Alongside this our Community Wellbeing Commissioning team have drafted a Voluntary Sector Commissioning Strategy and are undertaking a review of the work we currently commission with the voluntary and community sector. The aim is to have more strategic and long term contracts with the sector that deliver on the Preventative agenda. One example of this approach is a new Connecting Communities service, currently out to tender, that will provide a Hertfordshire wide organisational support structure for voluntary organisations and a single entry portal for volunteering.

The Hertfordshire Lifestyle and Legacy Partnership (HLLP), chaired by the Executive Member for Public Health, Localism and Libraries, brings together partners from across the county to develop a shared vision for sport, physical activity, recreation and culture in the county. Key achievements include:

- The approval of a Hertfordshire Physical Activity and Sport Framework;
- Hertfordshire's involvement in a nationally acclaimed Chief Cultural & Leisure Officers Association (CLOA) and Sport England project on how sport and physical activity can be used by commissioners to tackle wider health and wellbeing issues.
- The creation of Creative Hertfordshire – [www.creativehertfordshire.com](http://www.creativehertfordshire.com) - a free online interface for cultural organisations and the public countywide has been developed as a means to maximise public and partner engagement in arts, museums and libraries in Hertfordshire.

Through continuing work with Sport England, Hertfordshire also now has funding, between County Council, NHS, Hertfordshire Sports Partnership, Districts and Boroughs, of over £2 million for sport and physical activity. Public Health's District Offer funding to the Districts and Boroughs has provided the match funding to leverage in these monies.

This portfolio also leads on the county's relationship with Hertfordshire armed forces. The Executive Member for Public Health, Localism and Libraries chairs the county's Community Covenant Board responsible for overseeing the county's pledge to support its Armed Forces community. As part of the work of this partnership, a countywide War Veteran's Waiver has been agreed for the Blue Badge Scheme; the NHS have launched a poster campaign to encourage veterans to register themselves as such at their GP; and community projects such as the Pastoral Support Centre at Hartsbourne School in Bushey have been able to access national Covenant Grant funding.



**How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

**Public Health**

The only capital investment has been to ensure sexual health services are fit for purpose to meet the needs of the future and bring activity back into Hertfordshire (which is cheaper) out of London and other areas. Premises work in Stevenage and Watford is underway currently. We also seek for external investment in Capital developments, recently achieving success in obtaining funding for capital services to develop social enterprises which get people off drugs and alcohol and back into work.

**Localism**

There is no capital investment associated with localism.

**Have you considered any other investment approaches to reduce future costs to the authority?**

There is no capital investment associated with localism.

**ENGAGEMENT**

**How have the proposals been informed by staff/public/partner/staff engagement?**

**Public Health**

The Public Health Strategy and every strategy since then have included partner and public engagement as part of it. To give two examples:

- The Sexual Health Strategy was developed following a user engagement exercise which engaged over 100 service users and stakeholders. A further needs assessment was undertaken and stakeholder events organized. The draft sexual health improvement work plans are the subject of a multi-agency stakeholder process culminating in a stakeholder conference day in early 2015
- Drug and Alcohol services for adults are commissioned through a strategic commissioning group which includes clinical, community safety, social care, police, probation and provider stakeholders. In addition, user and carer representative take part. The Director of Public Health and an NHS clinician co-chair. Independent agencies are commissioned specifically to undertake service user and carer engagement and consultation respectively and they are represented on the commissioning group.
- We monitor all complaints to our provider organizations and include these in our commissioning and quality reviews
- A Public Health stakeholder (officer) Board meets six times a year with over 50 agencies statutory and non-statutory represented on it. Healthwatch are

included on this. The Service also runs annual conferences for stakeholders.

- The Executive Member chairs a portfolio leaders group with the Districts where all the members with public health responsibilities convene.
- The Directorate has a lead team member to liaise with every HCC Department.
- The Director of Public Health meets regularly with key partners and a Consultant in Public Health is embedded in each NHS Clinical Commissioning Group to ensure advice, support and liaison.
- A communications officer is funded by Public Health and produces a monthly electronic newsletter which is circulated to over 800 stakeholders and residents.
- The Executive Member and Deputy also ensure they attend regularly every LSP in the County
- The District Offer, which is a package of financial and technical advice, support and assistance to Districts, through the District Council, has a dedicated lead officer and they meet regularly with District officers to ensure work is supported
- A member of the Public Health team is embedded in the County Community Safety Unit to ensure effective liaison
- An equality impact assessment is undertaken for every strategic or commissioning proposal which goes to Cabinet Panel

## **Localism**

Questions in the council's Resident Survey are used as proxy to measure public perception and views in regards to localism. The latest results, collected during Autumn 2015, show that 62% of residents would like to be more involved in decisions that affect their local area. This compares favourably to the national average of 43% of people indicating they wish to be more involved in decision making.

In terms of engagement with district and borough councils, the Executive Member and Deputy Executive Member for Public Health and Localism represent the County Council at each of the district and borough's local strategic partnerships (LSPs). The county council also has a designated senior officer Lead Officer for each district and borough council. These Lead Officers act as the principal point of contact between the county council's managerial leadership and their allocated district and borough council. Lead Officers also act as the county council's officer representatives on the district and borough LSPs.

The Executive Member for Public Health and Localism also chairs meetings of the Hertfordshire Members Localism Network, which brings together representatives

from each of Hertfordshire's Borough and District Councils as well as the Hertfordshire Association of Parish and Town Councils (HAPTC).

Alongside this, the Executive Member has recently been invited to represent the County Council at HAPTC Board meetings as a participating observer'.

Engagement with key partners involved in sport, recreation, culture and volunteering is being taken forward the Hertfordshire Lifestyle and Legacy Partnership.

The Executive Member also represents the County Council on the Hertfordshire Community Foundation's Board of Trustees.

The internal County Council volunteering group has been reinvigorated with staff representation from a range of services that work with volunteers. This group has developed a recognition scheme for County Council volunteers and is leading the 2016 Year of Volunteering project.

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

#### **Public Health**

In addition to the above, our Executive Member and Deputy head up all our major work and initiatives, launches and releases with the public. We have a communications officer in corporate communications working specifically to engage populations and ensure high member visibility.

Public Health leads on the Year of Mental Health and has built a network of elected members at County and District level to be public health champions.

#### **Localism**

A key component of the Localism agenda is to increase individuals and communities influence, engagement and involvement in issues that affect their local area. An important part of this is the objective of positioning county councillors as activists within their local communities and ensuring that the county council supports councillors effectively to perform this role.

Measures to support this include the continuation of the Locality Budget Scheme, through which it is proposed that going forward each County Councillor will have £5,000 per year to spend on community projects in their division, and the Highways Locality Budget, through which County Councillors have £90,000 a year each to fund highways works in their electoral divisions.

In addition, the Members Information System was introduced in May 2013 to provide Members with easier access to information about their divisions and county council services.

Alongside this, the Hertfordshire Local Action Plan outlines a number of proposals designed to improve communities and individuals' ability to influence and get

involved. This includes strengthening and joining up Hertfordshire's approach to volunteering and strengthening relationships with the voluntary and community sectors, town and parish councils and others in order to deliver targeted, efficient local services.

**To what extent do your proposals encourage self reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

### **Public Health**

Most public health services are commissioned to local providers including voluntary organisations, which are required to encourage volunteering and also have service user engagement programmes, including service users on decision making bodies. We also fund specific service user engagement for largest programmes.

Our services and Public Health itself makes use of encouragement awards for achievement (weight loss awards, public health excellence awards)

There is a specific self-management programme of our work which works with the NHS, County Departments, Districts and Third Sector to develop self-management approaches for long term conditions and diseases

We have been moving services onto digital platforms to encourage people to become more self-reliant (e.g. the new managing your diabetes app.)

### **Localism**

This portfolio leads on developing the council's approach to volunteering including efforts to promote volunteering in all localities with the view of developing more coherent approach across the county.

The County Council is currently reviewing its approach to volunteering. Alongside the ongoing work with the voluntary and community sector outlined above, there are plans to run a 'Year of Volunteering' in conjunction with other partners across the county. Due to begin in April/ May 2016, the aim is to promote the value and benefits of volunteering across the county and encourage therefore more people to get involved.

Work is also underway to join up and enhance practice across the Council on how it rewards and recognises those who volunteer for county council services. A range of materials, such as e-cards and certificates, have been developed and an annual celebration event hosted by the Chairman is planned. Alongside this, the volunteering pages on Hertsdirect are being revamped as part of the wider development of the council's next generation website.

## **PERFORMANCE, STANDARDS & TARGETS**

### **What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?**

#### **Public Health**

Public Health has a significant range of partnerships mentioned above. In addition to this Public Health through delivery of the Joint Strategic Needs Assessment and Pharmaceutical Needs Assessment plays an important role in enabling other partnerships like the Health and Wellbeing Partnership to play their roles. The Director of Public Health co-chairs the Drugs and Alcohol Strategic Board and the Local Health Resilience Partnership. The Public Health Board is also a key partnership to ensure public health works across the whole Hertfordshire system. In addition the portfolio leads relationships with the University and the portfolio is the HCC Sponsor for the Adults with Complex Needs Programmes and Public Health hosted and led the Child and Adolescent Mental Health Review.

The portfolio also works actively with the Police and Crime Commissioner and County Community Safety Unit and through the Tobacco Control Alliance works on tobacco control, winning the national award for 2015.

#### **Localism**

The work on localism involves working with a wide range partners including the district and borough councils, towns and parishes, the voluntary and community sector and the armed forces community.

### **What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

#### **Public Health**

Public Health supports this through the following contributions

1. Consuming its own inflation and staying within the ring-fenced grant
2. Ensuring it meets the cuts imposed by Government to public health services
3. Supporting and advising HCC functions where they ask on evidence of effectiveness and outcomes
4. Winning external resource (over £2.5m from Sport England; helping us achieve £2m national government funding for Child Mental Health; £100k for capital investment in social enterprises for drugs services from government; success in becoming an early adopter site for the National Diabetes Prevention Programme.)
5. Ensuring that services within the council which meet public health priorities are considered for commissioning or joint commissioning as part of making the best of the Hertfordshire Pound

#### **Localism**

Whilst the strategic lead for the Council's approach to Localism, including responsibility for administering the member Locality Budget Scheme, is held by the

Corporate Policy team within the Environment directorate, localism initiatives are primarily taken forward by the relevant service areas.

There is a proposal in the Integrated Plan to reduce the funding available through the member Locality Budget Scheme by 50% from 2016/17 (ENV120), meaning that going forward each member would have £5,000 rather than £10,000 a year to spend on projects in their electoral division. This would produce savings of £385,000 a year.

More broadly, the aspiration is that the development of active communities will not only develop more locally responsive services but also help increase self-reliance which will in turn reduce demand for council services.

### **What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

#### **Public Health**

- **Health and social care integration** – We provide a public health consultant into this work and lead on several workstreams including self-management and prevention. Hertfordshire features as a case study in a forthcoming publication on integration from the Local Government Association.
- **Family focused working** – We provide a senior public health professional for the Board and are working to align public health and other services. A joint early year's board between public health and children's services is in place.
- **Adults with complex needs** – Public Health are lead sponsor for this programme and are funding the evaluation
- **Asset rationalisation/shared accommodation** – We have identified where public health services could operate from shared accommodation and most of our services already do
- **Hertfordshire civil service** – we share billing facilities and payment facilities with the rest of HCC resulting in savings.
- **Skills, jobs and work opportunities** - Jim McManus leads this workstream because it has clear health outcomes.
- **Enabling the citizen and communities** – We continue to fund voluntary sector provision and work and provide information and training
- **Enabling the Worker** – All our business plans include this work. We have recently moved to having countywide team meetings by skype to reduce travel costs.
- **Selected extension of trading activity** – We have done an assessment of trading opportunities and agreed there are no opportunities for trading at present but review regularly.

#### **Localism**

The Executive Member for Public Health, Localism and Libraries is the lead member for the Enabling the Citizen Transformation theme. The work outlined above in regards to the work around developing a more co-ordinated approach on volunteering and with the voluntary sector is a key element of this work.

In addition, the service actively supports the delivery of Enabling the Worker programme.

### **How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

#### **Public Health**

We use national and regional benchmarking as part of our work in driving service improvement. As stated above:

“The Public Health Service has a framework to continuously improve the efficiency of our services which comprises:

- A performance indicator suit of 69 national indicators, plus additional local indicators
- Use of procurement to market test and develop services
- Benchmarking our services using the new CIPFA benchmarks
- Prioritising our service commissioning against the Joint Strategic Needs Assessment
- Basing our services on evidence of effectiveness wherever possible
- Seeking to reduce management and other costs where possible

We are systematically working through every service we commission to identify potential efficiencies.

Starting from evidence of need (JSNA or specific needs assessments) and evidence of effectiveness we work to identify where pathways could be streamlined or other efficiencies made.

For example in school nursing we are working to look at the model of service we want to ensure it is more efficient and responsive. In sexual health services we redesigned the service including clinical roles to deliver efficiencies and at the same time enable wider geographical access than had been the case previously

In drug and alcohol services we adopted a risk sharing approach with the provider which has seen efficiencies in residential rehabilitation admissions

We have a monthly Management Board which oversees all our services. We are also actively making use of the Sector Led Improvement offer from the LGA to benchmark and improve our services.”

#### **Localism**

Councils across the country are looking to develop localism in different ways. At Hertfordshire County Council, the lead for developing this agenda rests with the Corporate Policy team but will rest in other areas in other local authorities.

Given this, there is no benchmarking data available. However, in the absence of this, work has previously been undertaken by the Corporate Policy team in 2013 to compare and contrast its approach on corporate policy with three authorities that

were either of a similar size, were a neighbouring authority and/ or were facing similar challenges. This research showed that the level of capacity and approach that councils dedicate to this area does vary considerably. However, the level of resource that the County Council allocates to this area seems slightly less than that of the two authorities examined that employ a similar approach. One County Council spent roughly £630,000 and had 10 members of staff working on corporate policy activities. The other spent roughly £730,000 and had 9.33 FTE working on corporate policy activities. Hertfordshire County Council's Corporate Policy team currently has a budget of £585,000 with 9 members of staff (7.8 FTE).

We are not aware of any incidences where other county councils are doing anything dramatically different to the approach the Hertfordshire County Council is employing in this area. However, the Corporate Policy Team does regularly engage with other councils through the County Council Network and Association of County Chief Executives to share best practice and keep abreast of different approaches that other councils might be exploring.

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

#### **Public Health**

We seek to commission local services where possible; we have supported creation and development of social enterprises to get people off drugs and alcohol and into employment and we have developed a workplace health offer to help employers reduce lost productivity from ill-health.

We are also leading with corporate policy and the LEP the work to bring European investment in health into the County.

#### **Localism**

Work on localism does not make a direct contribution to supporting economic growth and prosperity.

### **What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, changing income etc. and how are these impacts being managed or mitigated?**

#### **Public Health**

- The need to reduce spending by £7.77m from a £50m by 2020 will present a significant range of challenges to ensure we retain outcomes for public health services
- The removal of the ring-fence for public health has financial implications as yet unclarified by central government
- Trends in rising need for public health services and antibiotic resistance in sexually transmitted infections may result in additional cost pressures to the service to ensure people are treated
- Probation are removing their share of funding from drug and alcohol services will place additional demand on drug and alcohol services



We cannot charge for Public Health Services so a fundamental prioritisation review for Public Health Services is underway to ascertain how best we protect and improve the health of the population with a reduced budget.

### **Localism**

There is no direct link between the changes in the economy and work on localism.

**What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

### **Public Health**

The key risk is being unable to make the required savings and we are managing these through weekly meetings to assess progress. Partner engagement to identify what partners can do is also crucial.

### **Localism**

In terms of localism, the key risk is whether it is possible to deliver the necessary cultural change both internally within the County Council and with local partners and communities in order to progress and develop its vision for localism. Internally, management of this is being taken forward through targeted learning and organisation development interventions. Externally, partner engagement is vital.

**What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

### **Public Health**

The Joint Strategic Needs Assessment, a statutory process to identify the needs of the population, is led by Public Health and is central to our predictions.

Demographic change is necessitating changes to smoking cessation, sexual health and other services to manage demand and engage new populations. For example our work on HIV testing has seen new postal home sampling services developed.

Our service is very sensitive to demographic changes since some services (sexual health) are universal access and free of charge, so we are developing mechanisms to manage demand wherever possible.

### **Localism**

The Localism agenda will need to recognise the changing nature of our communities e.g. an increasing elderly population, more young children, and changing ethnic composition of different communities. It will be important that all sections of our communities have a voice and access to services, and are encouraged to take an active part in their communities.

## SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2019/20

### PORTFOLIO: PUBLIC HEALTH, LOCALISM AND LIBRARIES

#### INTRODUCTION: Libraries

Please provide a three line summary of what services your portfolio covers and a list of the 5 key issues/ pressures facing your portfolio and what action you have taken/ are taking on them.

#### Summary of Services

There are four main services within this area of the portfolio. Hertfordshire Library Service, which is delivered through 46 libraries and a range of outreach services. Hertfordshire Archives and Local Studies (HALS) is a specialist centre, preserving, promoting and archiving resources for the discovery of Hertfordshire's history. The Customer Services Team supports county council departments and services in enhancing the customer service they provide to residents. Finally Hertfordshire Adult and Family Learning Service (HAFLS) provide a wide variety of learning for adults and parents and their children.

#### Issues/pressures

1. The Library Service's key challenge is ensuring the service remains vibrant and relevant to Hertfordshire residents whilst reducing its cost of delivery. The 'Inspiring Libraries Strategy' sets out an exciting modern role for the service and is on track to deliver its first year of saving for 15/16. The challenge ahead will be the implement the remaining 14 community partnered libraries over the next two years to achieve the further £1.m savings.
2. Hertfordshire Archives and Local Studies is a specialist centre for the discovery of Hertfordshire's history from 1060 to the present day. The digitisation of collections and storage continue to be a key issue for the service. During the final quarter of 2015/16 a strategy for the future of the service will be developed.
3. The new County Council's website's homepage and several service pages of the new website have gone live in Beta form, resulting in initial positive feedback. During 2016/17 the challenge will be to develop the whole site, renewing content for all service areas and maximising the potential of the new website to as the primary customer channel to reduce the cost of other contact channels.
4. Hertfordshire Adult and Family Learning Service is funded from the Skills Funding Agency. This funding has been reducing year on year for the last four year presenting challenges in continuing the levels of learning the team can deliver. HAFLs working with other service areas have bid for European Structural Investment Fund (ESIF)/Big lottery money in the region £5m, the outcome of this bid will be know early summer in 2016. HAFLS are due to be inspected by Ofsted in the next year to 18 months.

## **KEY THEMES AND QUESTIONS**

### **STRATEGY AND CAPITAL INVESTMENT**

#### **How do the future service plan priorities contribute to the Corporate Priorities?**

The Library Service, Hertfordshire Archives and Local Studies (HALS) and Hertfordshire Adult and Family Learning Service (HAFLS) all contribute to the County Council's Corporate Priorities to provide residents with the opportunity to Thrive, Prosper and Take Part.

The Library Service's vision is to create inspiring library services that enable Hertfordshire citizens to enrich their lives:

- Hertfordshire Library Service will enable individuals to access knowledge, information and cultural resources for themselves, and provide support for those who may need more help.
- Hertfordshire libraries will provide safe spaces (both physical and virtual) where anyone can go, without judgement, to read, to borrow, to learn, to access information and online resources.
- Hertfordshire libraries will enrich communities by fostering local culture and heritage, and providing opportunities for citizens to participate actively in community life.

HALS aims to successfully preserve and promote the use of Hertfordshire's heritage resources for the personal, community, social and economic benefit and wellbeing of Hertfordshire's citizens.

HAFLS endeavours to ensure that all residents in Hertfordshire to have the opportunity to learn and acquire new skills, throughout their life, that will enable them to lead healthy, independent and fulfilling lives, actively contribute to local communities and benefit from employment opportunities created by Hertfordshire's growing prosperity.

#### **How are you managing your service to make it more efficient?**

The Customer Service team have led on the development and implementation of a new website for the County Council. This website aims to reduce customer contact through higher cost channels such as face to face and telephone, in addition to improving the customer experience. The business case for the development of the website was predicated on reducing the number of calls into the Customer Service Centre, thereby making efficiencies and also reducing the cost of outdated technology infrastructure. With the new enhanced website capability individual services are now considering what further services and transactions can be provided online to support their customers and make efficiencies.

The Library Service has also used technology to become more efficient and reduce cost. Self-service printing from public access computers, with printing and payment via the existing self-service kiosks is gradually being rolled out across libraries and innovations like the Library Link (video link between

libraries) installed at volunteer run libraries. These and other uses of technology enable the library to continue to deliver quality services whilst reducing cost.

### **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

The 'Inspiring Libraries' strategy outlines the ambition for all Hertfordshire library buildings to be bright, attractive, welcoming, flexible, tech-enabled spaces in convenient locations. With 11 of the service's 46 library buildings identified as not fit for delivering modern library services, effective partnerships have been pivotal in developing projects to improve or re provide library buildings across the county. Two of particular note are:

In Hemel Hempstead, the County Council is a partner in The Forum project, which will re-provide Hemel Hempstead Library in a new building under the same roof as Dacorum customer services, the registration service and community and voluntary sector provision. The library relocated into temporary accommodation in Dacorum Civic Centre in April 2015 so that the existing library building could be demolished to make way for the new development. Plans for the new building are well advanced, and the Forum is expected to open in late 2016.

At Berkhamsted, planning permission has been granted to re-provide the library on the ground floor of a new residential development on the adjacent police station site. A public engagement exercise undertaken in partnership with the B-Hive group in July 2015 has helped to inform plans for the new library, which is scheduled to complete in the autumn of 2016.

Hertfordshire Adult and Family Learning Service have developed strong and effective partnerships through subcontracting arrangements and working with other organisations and internal Hertfordshire County Council departments. The partnerships offer value for money through shared resources, knowledge and expertise. There are highly effective commissioning and contract monitoring processes in place to ensure quality of provision and reduce risk. The service also facilitates four geographically based stakeholder groups to encourage and widen participation in adult learning, improve co-ordination of the learning offer and strengthen partnerships between different organisations. The Service have recently submitted bids to the ESIF/Lottery fund, these bids have been developed in partnership and if successful will be delivered with a range of different public sector and community partners.

### **How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

The 'Inspiring Libraries Strategy' proposed that the County Council should seek opportunities to re-provide libraries which are currently less suitable by sharing buildings with other services, and identified 11 libraries as priorities for relocation or re-provision based on condition, suitability, size and location.

The County Council has secured £700,000 in grant funding from the Department for Communities and Local Government to investigate the co-location of up to four libraries with retained fire stations in small towns and villages. Work has taken place over the summer to explore the viability of co-location projects in Buntingford, Redbourn, Sawbridgeworth and Wheathampstead, three of which were identified as priority buildings to re provide. The purpose of this project is to create attractive, modern libraries suitable for the delivery of a service appropriate to the designated tier, but also to significantly reduce building running costs. If the four co-location projects go ahead they have the potential to make approximately £100,000 reduction in revenue cost per year for the county council whilst sustaining services in the these small town and villages.

In other libraries across the county we are exploring opportunities to share space with partners and reduce building revenue costs or achieve income. Successes to date include the Thriving Families moving into Stevenage Old Town Library. At Watford Central Library, part of the ground floor has been shared with Day Services since October 2014, which has also had the benefit of a café facility for library users

### **Have you considered any other investment approaches to reduce future costs to the authority?**

The 'Inspiring Libraries' Strategy has an aim of increasing library income by around 25% (£200,000-£300,000 per annum) from 2015/16 – 2017/18 to contribute to the total savings target of £2.5m.

Hertfordshire Adult and Family Learning Service attracted £79,000 in additional external funding from the Skills and Funding Agency to support learners with mental health needs in 2015/16 and aim to attract a similar amount of funding in 2016/17. The Service has now led on a partnership bid for ESIF/Big Lottery funding on tackling barriers to employment, if this bid is successful, delivery will commence in the summer of 2016 for three years.

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner/staff engagement?**

The 'Inspiring Libraries' strategy is informed by the results of a public consultation, 'The Future of Hertfordshire Libraries', which attracted contributions from 15,457 residents, partners and stakeholders between October and December 2013.

A further public consultation exercise took place between 29 September and 7 December 2014, to seek feedback on the strategy proposals and informed the final proposals on how the 'Inspiring Libraries' strategy will be implemented across the county's 46 libraries. Relevant Herefordshire residents/ communities continue to be engaged as elements of the strategy are progressed.

Staff have been fully involved in the development of the 'Inspiring Libraries' strategy through a services of roadshows, workshops, a questionnaire and invited to submit their idea through the Council's Bright Ideas scheme. There have been significant staffing changes, with full consultation and engagement, to implement

the first year of the Library Strategy implementation and achieve the 2015/16 savings targets.

Hertfordshire Archives and Local Studies Service (HALS) works successfully with a wide range of partners and community organisations to preserve and promote Hertfordshire's heritage, including local groups and societies, museums, libraries and educational organisations. HALS is regularly approached to support community projects and events. There is further potential for taking Heritage Services more visibly 'out' into the wider community, improving access to services and historic resources across the whole county for the benefit of diverse audiences and this will be considered within the new strategy being developed.

The Hertfordshire Adult and Family Learning Service's four Community Learning Network groups, which consist of a variety of local and county wide partners, meets 3 times a year and contributes information concerning current local learning opportunities, local needs and gaps in provision.

The Customer Service Team in developing the new website is using a Website Testing Panel of people to try out early web pages and services being developed. This makes sure that the website is designed closely with its audience from the start.

The panel is regularly asked to complete various tasks on the new website to find out how user friendly it is. Panellists are also asked to take part in card sorting exercises to see how they organise different types of information or content, and how they'd name those areas. The Customer service Team recruited volunteers via blog posts and social media. They also used a local market research company to recruit panel members across the Hertfordshire personas based on the different customer types that use our services. It's vital that the panel is demographically representative of all our customers and not just those familiar with websites and technology. The Panel is currently made up of 586 people.

In addition there are a range of mechanisms that staff groups have been engaged in the development of the new website. Every department has been involved in the process of developing their requirements of the website, using workshops and middle management engagement days. The new website has been a key topic on the Bright Ideas forum. Representatives from each department and current web editors and publishers have had a strong voice in developing the future requirements. A website Members working party has also been engaged to provide feedback on the current website and contribute their views on future developments.

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

The 'Inspiring Libraries strategy' sets out Hertfordshire Library Service's ambitions based on three main themes. One of these themes focuses on the library as a vibrant community asset – shaped with local people and partners to reflect local need, support sustainability and enrich communities. This will be achieved in a number of ways, firstly in the county's smaller libraries we will seek to add value to the self-service offer by developing community partnerships, inviting partner

organisations to provide volunteer assistance and organise additional activities in the library. The first two community partnership libraries went live in November 2016 at Redbourn and Chorelywood. Local members have been pivotal in the development of these two libraries supporting them with time and their locality budgets. There are a further 15 libraries that need to be developed in this way over the next two years. These local partnerships to develop community run libraries will enhance local services, increase access, ensure sustainability, foster a sense of ownership and involvement and help us to develop these libraries into genuine community hubs. These community-partnered libraries will remain very much part of the family of Hertfordshire libraries.

**To what extent do your proposals encourage self reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

In addition to the community partnered libraries being volunteer run, the Library Service work with local communities to encourage the organisation of 'Friends' groups for local libraries, through which volunteers can help us extend opening hours such as at Harpenden, to promote library services in the local area and to raise income. Volunteers are critical to the Home Library Service that delivers books to customers who are unable to reach your local library because they are housebound, have a disability, or care for someone at home.

Over the last 10 years in Hertfordshire Archives and Local studies (HALS), volunteers have made (and continue to make) an invaluable contribution to HALS work; they bring enthusiasm and commitment in helping to list, index and preserve archives and deliver funded projects. The volunteer and work experience programmes provide the opportunity for citizens to become more closely involved with Hertfordshire's historic collections, to learn and develop new skills. Looking ahead, the service will continue to seek to develop volunteer roles in digitisation, along with increased promotion and education roles, as well as seeking to extend our volunteering offer for people who wish to contribute remotely.

**PERFORMANCE, STANDARDS & TARGETS**

**What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?**

The Library Service, Hertfordshire Archives and Local Studies (HALS), Customer Service and Hertfordshire Adult and Family Learning Service's (HAFLS) work in close partnership with other services within the county council and externally. Positive relationships have been built with colleagues in health, police, PCCO, district councils, voluntary sector and Town and Parish Councils. These include areas such as; library building re provision with health and districts, co-locations between services children centre and libraries support from parishes for community partnered libraries, HAFLS commissioning the voluntary sector to deliver learning opportunities and HALS working closely with local museums to deliver a breath of heritage services and projects.

### **What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

The Library Service proposals are expected to save £2.5 million from the annual Library Service budget by 2017/18. The service is on track to deliver the 2015/16 target of £1 million, in 2016/17 the service aims to deliver a further £1 million and 2017/18 a final £0.5 million.

Hertfordshire Archives and Local Studies service is developing their Heritage Service Strategy currently, with it due to go to Public Health, Localism and Libraries Cabinet Panel in March 2016. This strategy will set out how the service can reduce its revenue budget by £50,000 by 2017/18, it is anticipated that this will primarily be through bringing in additional income.

The Customer Service team have been working on reducing the amount of calls going to the Customer Service Centre as a result of the work on the website. In 2016/17 the team will be reviewing the opening hours of the Customer Service Centre in the hope of making a reduction in the cost of this element of the Shared Managed Services contract.

### **What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

Libraries have been fully engaged in the asset rationalisation/shared accommodation work stream. This has resulted in underutilised areas in a number of libraries being used to host Hertfordshire County Council services or partners.

Hertfordshire Adult and Family Learning Service's work feeds directly into the skills, jobs and work opportunities work stream.

Enabling the citizen and communities work stream is very much being driven by the Customer Service team in terms of improving the website and customer journey through all the council's key contact channels. In terms of enabling communities the volunteering work progressed by the Libraries Service and HALS and the community partnered libraries are all pivotal.

### **How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

The Library Service visited a number of comparator authorities in developing the Inspiring Libraries Strategy to understand best practise in terms of technology, community engagement and capital developments and aid the services' thinking in achieving the £2.5 m savings target by 2017/18. For example Buckinghamshire County Council has partnered with the community to run 17 of their libraries, the service visited several of Buckinghamshire libraries and the learning gained from Buckinghamshire's experience has enabled Hertfordshire Library Service to develop further how we will develop out community partnered libraries. The service visited Exeter and Manchester to understand how they had developed their public technology offer in terms of 'makerspaces'. Similar learning from other authorities has informed the development of community books swaps and expansion of the



Home Library Service in response to the withdrawal of the Mobile Library service in the autumn of 2015.

Customer Service Centre was reviewed as part of Hertfordshire County Council's mid-term review of the Serco Shared Managed Services contract November 2015 – March 2015. The review focussed on benchmarking and value for money and found that the Customer Contact Centre's total price is outperforming top quartile levels of the reference group by 14% and is 17% lower than reference group pricing. Benchmarking with similar authorities also demonstrated that the Customer Service Centre call waiting average was much lower (low being good) than other authorities, reinforcing the good value for money this service provides.

Hertfordshire Adult and Family Learning Service is a member of an Adult and Community Learning benchmarking club and has the 4th lowest overheads out of 21 authorities in the club and the 2nd highest number of learners. A recent external health check has reported that the service and strong management and delivers high quality learning. This health check has been important in preparing for a full Ofsted inspection identifying any area for improvement for the service to address.

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

Hertfordshire Adult and Family Learning Service have contributed to the Hertfordshire Skills Strategy. The service endeavours to ensure that all residents in Hertfordshire to have the opportunity to learn, acquire new skills, actively contribute to local communities and benefit from employment opportunities created by Hertfordshire's growing prosperity

The Library Service also supports economic growth and prosperity by providing small businesses with access to business information and support. The Library Service also supports residents develop their digital skills and have access to technology.

### **What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, changing income etc. and how are these impacts being managed or mitigated?**

Changes in how customers expect services to be developed or delivered is a key driver for how Customer Services, Library Service, Hertfordshire Archives and Local Studies (HALS) and Hertfordshire Adult and Family Learning Service (HAFLS). The expectations that more and more residents have to access services online, through the internet, on social media or through electronic means has greatly influence the services' development. The new website, which the Customer Service Team is leading on, is one mechanism of supporting all county council services to improve their online presence. The library service has increased its use and availability of technology with tablets, self- service printing, increase in e-books and launch of the 'library app'. HALS are further developing the benefits of technology to improve services and meet customer needs, through online services, increased access to digitised records and preservation of digital archives.

**What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

The Library Strategy and associated savings targets are on profile to be achieved in 2015/16. There is a rigorous programme board initiated to implement the strategy, monitor progress and mitigate risks. The major risk for 2016/17 and 2017/18 is progressing the community partnered libraries, ensuring that a further 14 local communities are able to take on and successfully run their libraries. This is a time consuming exercise and often is linked with capital projects, in some locations with partners, which have their own risks to successful delivery.

The delivery of the new website by the Customer Service Team is well underway and being tightly project managed. Reputationally this project is important for the county council as a whole and it's key that the project delivers positive results for a range of stakeholders; staff, services and customers, whilst delivering the savings identified in its business case.

Hertfordshire Adult and Family Learning service needs to sustain its external funding from the Skills Funding Agency. Achieving a positive Ofsted inspection is fundamental to this and the service is preparing for this inspection, tacking areas for improvement found in a recent health check of the service. The other risk to this service is national policy decision to reduce the funding available for adult and community learning. HAFLS has been aiming to diversify its funding sources in the aim to sustain learning activity should his occur.

**What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

Customer Services, Library Service, Hertfordshire Archives and Local Studies (HALS) and Hertfordshire Adult and Family Learning Service (HAFLS) keep abreast of changes in demography so that they can ensure their services are relevant to the changing profiles of communities. It is not anticipated that demographic changes should put pressure on budgets, only that budgets should be re profiled to take into account any change that services need to respond to in the changing profile of the communities.



## **SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 – 2017/18**

### **PORTFOLIO: RESOURCES & PERFORMANCE**

#### **INTRODUCTION**

The portfolio includes Finance, Hertfordshire Business Services (HBS), Human Resources (HR), Legal Services, Democratic & Statutory Services Improvement and Technology, Property from the Resources and Performance (R&P) department. Additionally R&P provide Assurance services which relate to other Member portfolios. This portfolio includes The Corporate Policy Team and The Corporate Communication Team from the Environment department.

As the provider of Support Services to the organisation, one of the key challenges for the portfolio over the next three years is to ensure that we are keeping up with the ever changes needs of departments. This includes ensuring that where demographic and budget pressures are increasing on departments they receive effective and appropriate support services and the portfolio is resourced to respond and support service delivery changes. Other key pressures and considerations for the portfolio include:

1. Ensuring the organisation is able to use the best technology to improve efficiency, productivity and communication ensuring the right balance of investment in fit for purpose technology such as Smart Worker, mobile, cloud services and interactive tools to enable both staff and citizens.
2. Responding to changes in funding. This is in the context of continuing reductions in public sector spend and the risks and opportunities associated with the Better Care Fund, Council Tax and localisation of Business Rates. In addition, identifying and making best use of all our property assets to deliver capital receipts that can help mitigate funding shortages from traditional sources by using new approaches to deliver both revenue and capital profit.
3. Supporting the delivery of infrastructure and managing risks associated with the move to the Community Infrastructure Levy (CIL) and the potential for this charging system not being implemented in all districts, leading to a reduction in funding.
4. Exploring the implications and possible opportunities for Hertfordshire of the government's devolution agenda.
5. In the context of funding changes and increasing demographic pressure on our budgets, managing high public expectations will be required to conserve the authority's reputation, particularly in relation to value for money.

## KEY THEMES AND QUESTIONS

### STRATEGY AND CAPITAL INVESTMENT

#### **How do the future service plan priorities contribute to the Corporate Priorities?**

Within this portfolio Resources & Performance (R&P) department provide centralised support services to the Council's departments, as well as operating Herts Business Services. The net total departmental budget for 2015/16 was £58.287m, with £20.6m of savings achieved between 2010/11 and 2015/16. A further £1.920m of savings are already assumed in the baseline figures for 2016/17 rising to £2.675m by 2019/20

A significant proportion of the service is carried out through third party providers and managed under contract including pensions' administration, payroll, occupational health, IT support and development, HR and finance transactions, temporary staff recruitment, facilities management and some property services. Approximately 35% of the gross R&P budget is spent on these outsourced services.

R&P also have a key role in supporting the Council's departments to improve services and make savings, enabling the Council to continue to operate within increasingly difficult financial circumstances. In key areas of the service such as technology there is a need to sustain the capacity of teams in order to drive change, and greater efficiencies across the whole of Hertfordshire County Council which may increase the pressure to drive out savings in other areas of the service to meet the authority's funding gap.

Under this portfolio The Corporate Policy and Communications teams within the Environment department lead on ensuring the right strategic partnerships are in place to guide the future direction of the county, the County Council communicates effectively with residents, partners and its staff to ensure its priorities, plans and decisions are understood and that the national and local reputation of the county council is safeguarded and enhanced.

The Corporate Communications team contributes to all of the council's priorities particularly by informing residents about access to services and benefits that are available, by providing advice about safety and good health and how their council tax is sent. We also encourage people to take part in their community by helping them to understand how to get involved in the democratic process, by highlighting what we are consulting on and through helping people to understand how decisions are made.

The 2015/16 budget of the Corporate Policy function (including Member locality budgets and Member allowances and expenses) is £2.9m and the budget of the Corporate Communications in 2015/16 was £1.1m.

Within available resources our priorities over the next three years are to:

1. *Provide continued leadership on organisational transformation.* We will provide leadership, direction and support for transformation. This

includes promoting continuing improvement to procurement and negotiation skills, and supporting the development of robust business cases relating to capital and revenue spend.

2. *Support partnership working and the Cross-Cutting themes.* We will provide support to all areas of cross-cutting activity. We will lead on Enabling the Worker / Smart Worker programme and we will continue to explore the potential to make better use of our buildings and those of our partners to identify wider opportunities to trade and to identify and deliver property opportunities with partners such that all areas of the public realm benefit in either released or refreshed assets.
3. *Ensure that Support Services meet the needs of the organisation and provide best value for money.* We will review our structures and ways of working to ensure that we are as efficient as possible and can effectively support the changing needs of the organisation.
4. *Promote and support the delivery of improved technology throughout the organisation and County.* We will ensure that the right technology is used so that staff can work as efficiently and flexibly as possible including utilising new technologies to drive improvements. We will also continue to lead on the roll out of Superfast Broadband across Hertfordshire to enable at least 98% premises coverage and support individuals and businesses across the county.
5. *Ensure our front line services continue to provide effective service,* continuing to maximise cost recovery and supporting services to drive out further savings.

### **How are you managing your service to make it more efficient?**

Given the scale of the funding gap by 2019/20 there is a requirement to develop other approaches to drive out further savings including explorations with partners and/or across departments which could deliver better outcomes for citizens and reduce costs. This portfolio will have a key role in supporting the organisation in delivering work in this area, contributing to the work in the following areas to deliver further efficiencies:

#### Partnerships

*Shared Anti-Fraud Service* - The newly created Shared Anti-Fraud Service partnership has already begun to deliver revenue / savings through prevention and detection of fraud. In 2016/17 this will be enhanced through the introduction of a dedicated data matching service to address potential fraud in areas such as business rates and single person discounts.

*Hertfordshire Civil Service* – As a result of initial work to explore the viability of shared back office functions in Hertfordshire, further partnership arrangements are being explored with potential pilot in 2016/17.

#### Internal

*Shared Managed Service Contract* – Continue to ensure the services meet the changing needs of our business and start the process of identifying the requirements of all services in any new contract (the existing contract ends in March 2019) to ensure best value for money and enhanced and improved service delivery wherever possible.

*Improving the efficiency of our back office services such as Electronic Payments and Income Collection* – To maximise the use of technology to reduce costs and improve the customer journey for supplier payments, including the potential for suppliers discounting, and the costs of collecting fees and charges.

*Legal Services* – Work to increase the use of in-house advocacy litigation and project work to reduce reliance (and cost) of external legal support, developing workflows and performance information in the case management system and new ways of working.

*Lead on Enabling the Worker (ETW) / Smart Worker and technological improvements* – As part of ETW and wider technological improvements we are reviewing and implementing innovative technology and ways of working to ensure that our technology, processes, policies, accommodation and systems help staff work as effectively, flexibly and efficiently as possible and in particular improve the efficiency of our front line services. In 2016/17 we will implement new intranet services and improved mobile technologies alongside roll-out of Office 365 capability.

*Property Development Partnerships* – during the latter part of 2015/16 we have explored a number of options for securing greater returns from our capital sales. This work will continue and is likely to materialise as a number of joint ventures that will deliver both capital and long term revenue opportunities for Hertfordshire County Council. Traditional routes to achieve capital returns will be maintained. The Property Frameworks were re-let in 2015/16 and though they continue to offer best value for money the increasingly vibrant building and construction market is leading to slightly increased prices and some skill shortages across all forms of planning, development and maintenance type works. However, we continue to challenge both specification and build costs on all projects.

*Policy and Communications* - Significant savings have been made in the county council's Corporate Policy and Communications functions over the last few years. In particular the Corporate Policy function has been reduced from 16 full time equivalent (FTE) to 9 FTE to reflect the new model for strategic partnership working. Efficiency savings in Corporate Communications have been achieved via channel shift and looking ahead the team are investigating providing traded services to partners.

### **How are you developing and delivering partnership approaches to make best use of the Hertfordshire pound and improve outcomes for our citizens?**

The council's overall approach to partnership working is overseen by the county's strategic partnership, Hertfordshire Forward, which is chaired by the

Leader of the Council. As part of this, the Hertfordshire Forward Strategy Group brings together, on a quarterly basis, the Chairmen of the Hertfordshire Local Enterprise Partnership, the Hertfordshire Health and Wellbeing Board and the Hertfordshire Leaders group along with the Hertfordshire Police and Crime Commissioner and the Leader of the County Council. This provides these key strategic partners with the opportunity to update each other on key developments and ensure that the county is moving strategically in the same direction. Key topics that the Strategy Group have chosen to focus upon include adults with complex needs, thriving families, health and social care integration, skills and employment and the Hertfordshire Civil Service.

Alongside this, the Hertfordshire Assembly meets twice a year to bring together a broad range of partners from across the county to help steer and develop shared views of emerging plans and strategies and gain a collective understanding of key issues and initiatives affecting Hertfordshire.

Hertfordshire Forward also has an annual conference which this year took place on 14 July. The theme for this year's conference was 'Looking to the future'. Delegates were asked to work together to consider significant issues that need to be addressed to ensure Hertfordshire continues to thrive in the future.

Alongside this, work is currently underway to explore the implications of the devolution agenda for Hertfordshire. A partnership event to discuss this issue involving representatives from 20 partner agencies was held on 15 October. A further follow up event was held on 14 January.

The Corporate Communications team also work in partnership with the police and health communication teams, where applicable and are part of the District Councils Communications Network.

As part of, and beyond these partnerships, there a number of focused activities driven through a partnership approach, including;

#### *Business Rate Pooling*

Under the business rates retention scheme local authorities are able to come together, on a voluntary basis, to pool their business rates, giving them scope to generate additional growth through collaborative effort and to smooth the impact of volatility in rates income across a wider economic area. Hertfordshire County Council alongside Broxbourne, North Herts, Stevenage, Three Rivers and Welwyn and Hatfield formed a business rates pool in 2015/16 which is expected to return some £300k in 2015/16 to Hertfordshire County Council. A revised pool has been developed for 2016/17 with Broxbourne, Hertsmere, North Herts, Three Rivers and Welwyn and Hatfield which is expected to generate additional income of £500k for 2016/17.

#### *Sharing Accommodation / Best Use of Assets / Joint Venture Property Development*

We continue to exploit property sharing opportunities with public sector partners including district councils, health partners, the Police and Ambulance Services, parish and town councils. This includes the replacement of Hertfordshire County Council and partner assets, joint development opportunities of housing and employment sites and the co-location of staff in permanent and touch down



locations as part of the Enabling the Worker programme. Touchdown space enables staff to work in the most appropriate location to deliver their task and reduces travel time. Combined with enhanced technology these sites make a significant contribution to the ETW programme and more will be delivered in 2016/17.

We will continue our work to identify and deliver property opportunities with partners such that all areas of the public realm benefit in either released or refreshed assets.

#### *Shared Anti-Fraud Service*

A Shared Anti-Fraud Service which currently serves the County and some of Hertfordshire's Districts and Boroughs has been established. The Service has been designed to provide a robust and resilient fraud prevention, detection and investigation service to its partners, in non-benefit and corporate fraud. Creation of the new service has enabled senior leaders to continue to meet their duties in relation to safeguarding of public funds, minimising the loss to fraud so that we can spend the maximum possible on delivering local services, and providing a return for the investment made. The service has already begun to generate savings through its work in dealing with referrals relating to cases involving: council tax reduction; single person discount; and tenancy fraud. In addition to this client led work the Service will be dealing with cases that arise from its own data matching initiative service whereby the focussed comparison of relevant client data will be used to highlight potential fraudulent activity.

#### **How have you prioritised capital investment and what opportunities have you considered that might mitigate or reduce future capital and/or revenue costs?**

The portfolio continues to work with all services to maximise external funding, and so to reduce the cost of borrowing and the impact on revenue budget. Consideration has also been given to options for increasing the returns on the council's investments without an unacceptable increase in risk.

The property service continues to ensure out of use property and land is sold as expediently as possible and to best effect to the public purse.

The work to ensure existing S106 funds are identified and used wherever possible to support development by the County Council continues. We have made submissions to those District Authorities that have introduced the Community Infrastructure Levy (CIL) and continue to work with them on how this will develop in future. We will continue to lobby for change to the CIL management mechanisms in order to increase the contribution this funding stream can make to HCC delivered infrastructure costs.

As previously outlined we plan to take forward a number of joint developments with our public sector partners and private developers in order to make both revenue and capital from suitable land sales.

## **Have you considered any other investment approaches to reduce future costs to the authority?**

In addition to those areas outlined elsewhere in this report, the operation of the Invest to Transform Fund is managed through R&P. This reserve created in 2010 is used to finance innovative projects across the authority, which underpins service transformation, delivering improved service performance as well as future savings. Across the authority the fund is anticipated to generate annual savings of £32m from the projects delivered to date, of which some £9m relate to projects delivered by R&P.

## **ENGAGEMENT**

### **How have the proposals been informed by staff/public/partner/staff engagement?**

The Council's budget and spending priorities for 2016/17 and beyond have been informed by a continuous programme of public engagement and consultation relating to key policy decisions throughout the current financial year.

An online survey has been conducted to gather Hertfordshire residents' views on how the county council should make the financial savings needed and how they would like to see the council's available money spent. A community leader's event was also held on the 1<sup>st</sup> December 2015 to discuss the financial challenges ahead and opportunities for future collaboration. Engagement with the business community and with young people is also taking place.

The Council continues to encourage public feedback about the financial issues it faces throughout the year. The results of service specific consultations, which often receive a substantial number of responses, are presented to Members throughout the Integrated Planning cycle and ahead of the budget being approved in February.

In addition, the Council asks 1,000 Hertfordshire residents on an annual basis their views on their local area and on council services via a telephone survey. This includes questions about residents' satisfaction with the county council and how they feel services have changed over the last twelve months. It also seeks their views on whether they feel the council provides value for money and is innovative. The council also maintains and seeks views from the Hertfordshire Citizens' Panel, a group of over 1,500 Hertfordshire residents who have agreed to let the County Council contact them to ask their views about council services.

The Strategic Management Board continues to support an active programme of staff engagement across the Council enabling staff to contribute their views. One of the core engagement activities is the Staff Survey. Our overall engagement score remained at 63% in the autumn 2014 'pulse survey', which is significantly higher than many organisations we compare ourselves to. The results from the Survey identified four key themes to help improve engagement, and actions were taken to improve organisational culture, leadership, use of resources and retention initiatives. Actions have now been completed. A new Staff Survey is due to be conducted in the spring 2016 to assess the impacts of actions taken to date and assess new priority actions. Targeted

communications will support departments to raise the profile of the Staff Survey and benefits of engagement.

The following activities are set to continue in 2016/17;

*Enabling the Worker Engagement Sessions* – the programme group leading this work created a range of ways for staff to engage. The programme has its own internal web pages which provide a toolkit for staff engagement in the programme's various activities. We have also established a "champions" group of representatives across all services who meet regularly to input departmental views and progress on the digital agenda. Our intranet work has established a testbed of 200 staff across the organisation to ensure all views are incorporated into its design and implementation as well as effectively being tested as it is rolled out. A number of tailored events have also been held to ensure the views of staff in specific areas of service are captured including those not based at one of the main Hertfordshire County Council sites or without easy access to electronic communications channels.

*Bright Ideas* - Bright Ideas continues as a tool to engage all members of staff with service improvement conversations and unlock innovative ideas across the workforce. Staff can access the Bright Ideas page online and see some of the big questions and challenges services are facing as well as input ideas or suggestions. Staff are also invited to attend workshops, known as 'ideas labs', to work through some of the key issues and ideas in further detail.

### **How do your proposals support engagement with or delivery to local communities including the enhancement of the role and visibility of Members?**

The Corporate Policy team continues to provide the strategic lead for the Council's localism agenda through support for the Executive Member for Public Health, Localism and Libraries and the implementation of the Hertfordshire Local Action Plan and support for the Member Locality Budget Scheme (further details are contained in the relevant portfolio report).

A key aim is to encourage residents to make an active contribution to their local area as well as providing effective support for Members in their different roles. This is supported by the work of the Corporate Communications team encouraging people to take part in their community by helping them to understand how to get involved in the democratic process, by highlighting what we are consulting on and through helping people to understand how decisions are made.

The Members Information System (MiS), supported by Business Information Services, was introduced in May 2013 to draw together a range of information into one single tool for elected members to use. The system has undergone a number of updates since being introduced based on feedback from members and now includes information on member locality budgets, Highways, Transport, performance indicators and data from a range of key partners. Where possible, information in the system is personalised to the specific patch for the member.

Small changes have been introduced to the S106 Information System Planning Responses and Obligations Monitoring System (PROMS) to enable better and easier access to information for both members and officers in identifying potential spend opportunities. It includes a geographical display of Hertfordshire County Council assets and S106 agreements by service type and will be rolled out by first quarter 2016/17 to all.

**To what extent do your proposals encourage self-reliance e.g. volunteering, accessing services on line etc. enabling people and communities to help themselves?**

Support services play a key role in enabling Service strategies and initiatives to be delivered including;

- Ensuring opportunities for volunteering are part of the property strategy e.g. delivering libraries that can be easily accessed out of supported hours and can easily be managed by volunteer staff.
- Using new technologies to enable on-line payment for goods and services purchased from the authority which currently include archives, roads and driving services and invoices.
- Leading the 'Take Part' reputation campaign which aims to encourage people to get involved in their community and to do things for themselves. The communications team does this by highlighting existing good work and ensuring that residents understand how to get involved.
- As part of Enabling the Worker and service initiatives aimed at moving more information and services online we have reviewed and are initiating a range of activities that aim to encourage channel shift where possible in line with the launch of our new website and intranet. We also have this expectation of our third party providers.
- The use of Hertfordshire County Council Volunteering policy to enable staff to engage in community activity.

**PERFORMANCE, STANDARDS & TARGETS**

**What contribution are you making to the broader partnership working both within Hertfordshire County Council and outside?**

R&P continues to work with partners to enable greater integration of systems and data including areas such as Health and Social Care Data Integration, Information Management and wider opportunities to broaden back office collaboration. The service continues to work with national bodies to develop approaches to national issues including funding through County Council Network, Local Government Association and Society of County Treasurers. Work is also taking place on a national and regional level through Public Services People Managers' Association to influence the market on Social Workers, to manage agency and permanent worker supply and demand, and the associated costs.

## **What contribution is your service making towards the efficiency savings Hertfordshire County Council needs to make?**

R&P has looked to reduce the costs of its operation, ensuring that it is efficient and fit for purpose. Since 2010 it has delivered savings of £20m rising to £23m by 2019/20. This included working with external partners such as London Pension Fund Agency and SERCO to lever out savings through more efficient ways of working and maximising the use of available technology where appropriate. It continues to review opportunities for joint working with partners to reduce the fixed costs of its operation. In addition to the joint partnership with Shared Internal Audit Service/Shared Anti-Fraud Service, R&P is looking to extend partnership working through opportunities in Legal, HR, Insurance and Risk Management.

Both the County Council's Corporate Policy and Communications function have been reduced in scale significantly over the last four years. The Corporate Policy team have continued to make efficiencies in the operation and management of the Member Locality Budget scheme and in the corporate consultation contract. The Communications team have increased advertising income for Horizons this year and will be looking to extend income generation through the development of a traded service.

The Corporate Policy team have continued to make efficiencies in the operation and management of the Member Locality Budget scheme and in the corporate consultation contract. In light of the new proposal to reduce the funding available through the member Locality Budget Scheme by 50% (£385,000 per annum) from 2016/17 (ENV120), meaning that going forward each member would have £5,000 rather than £10,000 a year to spend on projects in their electoral division, the service will be reviewing the costs of its operation. Further savings will be brought forward from 2017/18.

This portfolio will have a key role in supporting and enabling the organisation to achieve further savings to close the funding gap by 2019/20, including explorations with partners and/or across departments which could deliver better outcomes for citizens and reduce costs and enabling efficiency improvements across the organisation particularly ensuring the delivery of the right infrastructure and technology.

## **What is your services contribution to the IP cross-cutting themes and how are these impacting on your proposals?**

The portfolio's key role is primarily in supporting other departments to deliver on key themes as appropriate. Additionally, this portfolio is leading on a number of key themes, including;

*Asset Rationalisation / Shared Accommodation* - we continue with our extensive review and rationalisation of office space within Hertfordshire County Council properties and to ensure that teams are making best use of space. Part of this work includes a review of existing touchdown space which has been enhanced during 2015/16 but more are planned and required. We will continue to identify such space within our own and other public service body buildings in 2016/17.

*Dacorum Public Sector Quarter* - The development of a Public Service Quarter (PSQ) within the borough of Dacorum is a new community focused public service quarter with a modern library and Register Office at its heart, replacing the current Civic Centre on Marlowes. This will be followed soon after by separate proposals for new homes, retirement living accommodation and leisure facilities.

We are also working with a number of district councils and third party providers on an asset review and plans, e.g. Stevenage town centre, Three Rivers, South Oxhey and the Elstree Way corridor.

*Enabling the Worker* - Enabling the Worker (ETW) is an employee-led programme of improvements to the way we work at Hertfordshire County Council aiming to:

- ensure all staff have access to the technology that best supports them to do their job
- ensure staff are enabled to work in the location that makes the best use of their time
- ensure staff have access to clear and usable council policies, information and advice via our intranet
- minimise the time and effort required to comply with council policy processes
- improve productivity by ensuring we are best equipped for the job (training)
- effectively work together and with others as a programme team to deliver cross-cutting projects

*Lead on Hertfordshire Civil Service* – Work to test the viability of a civil service and/or increased collaboration in back office services required by all or most public sector bodies in Hertfordshire was initiated in 2015/16 and the outcome of this work and future opportunities will be explored in 2016/17.

### **How are you continuing to drive service improvement and how do you compare against the top performers in your area?**

Services within the portfolio draw on range of approaches to gather information to determine costs, innovations and good practice examples. Generally these include professional networks, contractors, peer authorities and advisers. Income generating services such as Herts Business Services and Registry undertake regular price comparisons and assess market opportunities so as to maximise the income generated for the county council. Partnership work with District Authorities continues to identify potential efficiencies. Further to this, we continue to look at trading activities of all council services that we are good at providing and where appropriate consider offering those services to other councils or organisations. Some examples of recent benchmarking and value for money analyses are:

*Serco Midterm Review* – We undertook a midterm review of the Serco SMS contract which focused on benchmarking Value for Money and identifying possible service improvements and additional savings. The outcomes of the

benchmarking exercise concluded that the overall contract price still offers good value for money across all service lines, 9% below reference group average. Further savings were identified in relation to paper based processing particularly in the finance area and projects are in place to support this work.

*Back office costs joint work with Essex County Council* - The service has taken the opportunity to review the level and scope of back office costs through joint work with Essex County Council, and ten other county councils. This exercise identified that we compare relatively favourably on costs and scope of service spending 4.4% of our gross budget on support service with only one of the 10 other councils spending a lower proportion. Detailed information from this survey is being used in reviewing costs within each service. Whilst overall the survey has highlighted that there is limited scope to reduce costs further through re-structuring there may still be opportunities to reduce the cost to the authority by changing the way that we deliver services, or by working with others which we are exploring through the work on Hertfordshire Civil Service.

*Legal Services* - is continuing to embed and develop the recommendations of the Legal Services Review. This includes undertaking a review of external legal spend and ongoing development of the case management system.

*Procurement* - the procurement team helps to facilitate cost reductions and efficiencies in external contracting across Hertfordshire County Council. New procurement processes of above EU threshold level are required to provide a procurement business case and commercial challenge is provided throughout the processes. Training courses and best practice guidance are provided for all commissioners and procurers. Best practice from other organisations is gathered to inform these improvement processes via existing networks including the East of England Local Government Association (LGA) procurement network, the Central Buying Consortium and the Society of Procurement Officers. We will be undertaking a review with a view to ensuring we have effective and efficient teams aligned to the needs of our services and partnership agendas for implementation in 2016/17.

*Corporate Policy* - Councils across the country deliver corporate policy in different ways. As such, there is no benchmarking data available. In the absence of this, work was previously undertaken by the Corporate Policy team to compare and contrast its approach on corporate policy with three authorities that were either of a similar size, were a neighbouring authority and/ or were facing similar challenges. This research showed that the level of capacity and approach that councils dedicate to this area does vary considerably. However, the level of resource that Hertfordshire County Council allocates to this area seems roughly in line with, if not slightly less than, that of the two authorities examined that employ a similar approach. One County Council spent roughly £630,000 and had 10 members of staff working on corporate policy activities. The other spent roughly £730,000 and had 9.33 FTE working on corporate policy activities. Hertfordshire County Council's Corporate Policy team currently has a budget of £611,000 with 9 members of staff (7.8 FTE).

*Corporate Communications* - The Corporate Communications team belongs to a well-established national benchmarking club of 59 Local Authorities. In 2013/14 the cost of Hertfordshire County Council's Corporate Communications

team was 91p per head of population compared to the average of £2.17 per head amongst 23 large authorities. The copy of Horizons was 8p per copy compared to 10p which is the median average for larger authorities. By increasing advertising revenue, this has now reduced to 6.9p. The Corporate Communications team has also benchmarked its work against other authorities by entering a number of public sector awards this year and has won two awards for its campaigns; Good Care Week and Reducing Scams.

## **SUSTAINABILITY, DELIVERABILITY & IMPLEMENTATION**

### **How is your service supporting economic growth and prosperity?**

*Lead on opportunities to Maximise the Return to the Public Purse from the Sale of Land and Property* - In the context of Local Strategic Plans, the need for significant housing and infrastructure development, and the potential use of council owned land to deliver this, the service plans to explore the potential to maximise the return to the public purse through the establishment of alternative vehicles such as a property company and the use of joint venture partnerships.

*Procurement* - We continue to work to encourage a more Small Medium Enterprise (SME) friendly approach to public sector procurement. We have begun a process of reducing the barriers to small businesses and the Third sector by engaging with the market before significant procurements and simplifying our documentation. We have launched a new eTendering system which encourages SMEs to register on to ensure they get access to any suitable opportunities and the new suppliers payment portal is intended to make it easier and cheaper for suppliers to do business with the County Council.

*Corporate Communications Thrive & Prosper campaign* – This campaign aims to raise the reputation of Hertfordshire as the County of Opportunity. This will promote Hertfordshire as a great place to start or grow your business and Hertfordshire County Council as a business-friendly council. We will also communicate with the business community to ensure that they understand how to access relevant services and benefits.

### **What effect is the change in the economy and society having on your services? e.g. levels of demand, inflation, charging income etc. and how are these impacts being managed or mitigated?**

R&P has responsibility for ensuring that the overall impact of the economic situation has been considered as part of the budget preparation process. The level of budget and reserves has been set taking in to account the uncertainties that exist and are set out in Section Part D, Section 2 Page 203. Cost savings from contracts and income increases are judged to be appropriate and deliverable.

As part of the preparation for the IP, a review of inflation factors is undertaken, using specific inflation rates where this is more relevant. Calculations include a



review of rates assumed in the previous year's IP, compared with actual price changes over the period and any overprovision is adjusted.

While the sale of properties has risen, achieving planning is taking longer. Construction industry prices are rising; last year we saw costs increase by 10%, which may adversely affect build costs. The vulnerability of economic instability of providers is mitigated through the use of frameworks, for example Property and Insurance.

The employment market continues to pick up strength with the number of jobs being advertised nationally outstripping the number of economically active individuals who are seeking work. This potentially impacts on the authority's ability to recruit and retain staff particularly for hard to recruit/skills shortage areas.

In light of the more competitive employment market Hertfordshire County Council's careers website and recruitment process have been re-engineered, including use of social media to recruit. Market force payments have been introduced for hard to recruit roles as well as measures to 'grow your own' through for instance apprentice and graduate recruitment.

The national 1% pay cap for Public Sector for the next 4 years, as announced in the July 2015 Budget, will result in further challenges to how HCC will manage the attraction and retention of employees locally. The use of a total reward approach, promoting the benefits to working for Hertfordshire County Council via Herts Rewards, Enabling the Worker, and where appropriate, the use of market related pay increments, will help to secure and retain Hertfordshire County Council as an employer of choice.

**What are the major risks to delivery of your proposals and how are you proposing to manage these? e.g. capacity, time, budget in regard to these proposals.**

Major budget related risks are set out in Part D pages 203-205 with a number of these relating to this portfolio. Some key mitigations in place include:

- Continuing to review and manage our overall resource position including changes to grant funding.
- Continued commitment to deliver savings through robust project management and ensuring the focus remains on key priorities.

The council needs to communicate with residents and staff to ensure they understand the context in which decisions are being made and they have an opportunity to have their say on how services are reconfigured for the future. This can have an impact on resources but is being mitigated by implementing a review of how we communicate which is monitored and evaluated to ensure value for money and best practice.

As part of the IP process an overall Equality Impact Assessment (EqIA) is undertaken. The potential for compounded impacts on particular groups are identified in individual equality impact assessments, which generally involve engagement and consultation with a wide range of stakeholders. The process

uses available data from national and local sources identified as relevant to the individual equality impact assessment which includes the results from local consultation. Action planning and monitoring is part of the process which seeks to mitigate potential effects.

**What is the basis of your demographic predictions? What effect is demographic change having on your service? How flexible is your budget to demographic changes?**

The budget proposals cater for expected activity levels across all services and include pressures for change including demography. The sustainability of the budget relies on the robustness of the estimates relating to service volumes and the risks associated with a number of uncertainties [Part D Section 2 page 203].

It is proposed that general contingency be held at £4m, to cover identified uncertainties, unexpected in-year pressures and the cost of redundancy payments and pension strain costs for staff taking early retirement, alongside the general reserve and balances referred to earlier.

The economy of Hertfordshire is buoyant compared to other parts of the country and there are strong signs of economic recovery, however, a number of services will be impacted by demographic changes. The LEP's Strategic Economic Plan envisages around 70,000 new jobs and 56,000 more homes by 2030, which is anticipated to impact on a number of services.

*School Places Planning* - the increasing population of Hertfordshire residents indicates continuing growth in anticipated demand for school places. This demand is placing significant pressure on Property services to provide timely and appropriate provision in suitable locations. This continues to be given priority and the service works closely with colleagues in Children's Services to negotiate with schools to identify realistic and affordable solutions.

*Strategic planning* -The scale of growth that Districts and the County Council now need to plan for is very significant. A key challenge is what role the County Council should have in the future planning of Hertfordshire. Although we are no longer required to produce a Structure Plan, there remains a need to ensure a strategic overview of planning issues across the county to ensure effective management of growth and infrastructure. However, only four Districts currently have up to date local plans and only two have active CIL charging regimes so far running a significant risk of a shortfall in funding available for future infrastructure. A significant number of Strategic Plans from Districts are anticipated to arrive in 2016/17.

*Workforce planning* -Workforce planning is in place to manage the changing workplace demographics and to help forecast the mix of skills, roles and headcount required. Furthermore, support services will need to continue balancing the need to resource organisational change as well as delivering it.