

SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2016/17 - 2018/19

INFORMATION REQUESTS

Adult Care and Health

- 1. Please provide an up to date Health & Community Services structure chart to Members when available.**

H&CS are re-doing their structure charts but won't be ready in time for the OSC Agenda deadline

2. The Community Wellbeing Team to outline the support available to stroke patients and their carers. This should include services commissioned or provided by the Clinical Commissioning Groups (CCGs).

Provider	Service	Location	Commissioner
Stroke Association	<p><i>Life after Stroke (Info, Advice & Support)</i></p> <p><i>Co-ordinating services and providing emotional support as part of early supported discharge package</i></p> <p>Tailored, individualised support provided to everyone affected by stroke, including service users, carers and families and stroke survivors. Work with multi-disciplinary stroke teams (Early Supported Discharge team) to provide support, carry out home visits and provide follow up calls/visits. Service users and carers can be referred on to other services that can provide additional help. Discharge from the service usually after 12 months.</p>	County Wide	CWB

<p>Stroke Association & HCT</p>	<p>Six month review service</p> <p><i>Review service for those with low level need, creating an action plan/ ongoing support package</i></p> <p>Provides reviews for stroke survivors with low levels of need and their carers, six months after hospital admission. Sessions identify a plan for ongoing need, signpost to further information and support and offer emotional support. A copy of the review is sent to the ESD team and GP.</p> <p>Service is delivered in partnership with HCT</p>	<p>County Wide</p>	
<p>Stroke Association</p>	<p>Communication support service</p> <p><i>Group based support to assist in rebuilding confidence and learning communication strategies</i></p> <p>The service offers specialist, personalised Communication Support, which extends the support that speech and language therapists provide. Assists service users to rebuild confidence, practice lost communication skills and learn new strategies. The service is supported by trained volunteers.</p>	<p>West Herts only</p>	

<p>Various independent groups</p>	<p>Independent speech and language groups</p> <p><i>Provide a similar service to the Stroke Association</i></p> <p>In East and North Hertfordshire there are a number of independent groups, supported by the local speech and language therapists, who recruit and train the volunteers and offer a termly visit into the groups.</p> <p>Further detail below</p>	<p>East Herts only</p>	<p>HCT via East and North Herts CCG</p>
<p>Sarah's Stroke Group</p>	<p>Sarah's Stroke and Communication Group</p> <p>Affiliated to the stroke association, focused largely on supporting people of working age who have had a stroke or head injury resulting in aphasia and/or communication difficulties</p>	<p>Welwyn Garden City</p>	<p>HCT via East and North Herts CCG</p>
<p>Speak out Club</p>	<p>Royston and District Speak out Stroke Club</p> <p>Referral required by speech therapist or GP. Recuperative, confidence building social club for people whose communication is affected by stroke</p>	<p>Royston and District</p>	<p>HCT via East and North Herts CCG</p>

Phoenix Stroke Club	<p>Phoenix Stroke Club</p> <p>Support group for stroke survivors, affiliated to the Stroke Association. Programme includes coach outings, speakers etc.</p>	Bishop Stortford	Self-Funded
HCT	<p>Early Supported Discharge</p> <p>Stroke specialist rehabilitation in the community, offering up to 6 week intensive packages including psychology and social work</p>	County Wide	ENH CCG & HCC
HCT	<p>Community Neuro-Rehabilitation</p> <p>Bed based stroke rehabilitation, post-acute care. Therapy includes psychology</p>	County Wide	CCG
HCT	<p>Equipment (various)</p> <p>Generic items such as communication aids for short or medium term loan, equipment to prevent falls etc.</p>	County Wide	HCC & CCG
Different Strokes	<p>Different Strokes</p> <p>Website and phone-line offering rehabilitative services, information and advice</p>	National	National funding

The Stroke Club	Hertford and Ware Stroke Club Voluntary support group for survivors of stroke	Hertford and Ware	Self-funded
Howard Garden Social Centre	Stepping Stones Stroke Club Social club for stroke survivors and their carer held once a month	Letchworth	Organisation commissioned by CWB. Service independently funded
DRUM	DRUM Stroke Support Group Support group for survivors of stroke and their carers	Watford	
Northchurch Social Centre	Berkhamstead/ Tring Stroke Support Group Fortnightly support groups, with transport provided. Programme includes outings etc.	Berkhampstead/ Tring	Self-funded
Bushey Link Stroke club	Bushey Link Stroke club Weekly social group, including speech therapy and activities	Bushey and Hertsmere	Self-funded
YMCA	Stroke and Neurological Rehabilitation (GRASP)	West Herts, but open to county	Unknown

	Helps stroke survivors be more active, mobile and independent		
St Albans and Harpenden Stroke Club	St Albans and Harpenden Stroke Club Peer and communication support, recreational activities and presentations by speakers	St Albans and Harpenden	Unknown
Stroke Association	Target Support group for people of working age which offers stroke specific information and local services	Stevenage	Organisation commissioned by CWB. Service independently funded
Douglas Drive	Douglas Drive Speech Therapy Group Peer and communication support, recreational activities and presentations by speakers	Stevenage	
Speakability	Speakability self-help group Run by and for people with Aphasia following stroke, head injury or other neuro conditions. Does not provide therapy. Social support group	Hertford	Unknown

Independent	<p>Be yourself group</p> <p>Informal support for young stroke survivors and carers, offering support, information and guidance</p>	Bishop Stortford	Unknown
<p>Other services stroke survivors and their family can access - not stroke specific</p>			
Headway	<p>Headway Hertfordshire (various)</p> <p>Services for people with brain injury. Includes information and advice, signposting to services, home visits, counselling, group rehabilitation, vocational rehabilitation sessions and carer support</p>	County Wide	CWB
Carers in Herts	<p>Carers in Herts (Various)</p> <p>Carer support services including training programmes, peer support and counselling</p>	County Wide	CWB
Age UK	<p>Age UK (Various)</p> <p>Various activities including day activities, lunch clubs, support groups etc. for older people, carers and their family</p>	County Wide	CWB

Children's Services

3. What financial and service benefits does the department see resulting from the Regional Adoption Service?

In June 2015, all Local Authorities received an invitation from the Department for Education (DfE) to consider making a bid for financial support to develop a Regional Adoption Agency (RAA). After considering a range of options, in terms of partnership, Hertfordshire submitted a bid with the following councils: Essex, Southend, Luton, Suffolk and a voluntary adoption agency Adoptionplus. This expression of interest was accepted and the proposed partnership (Adopt East) was invited to undertake a 'scope and define' project to consider in more depth the opportunities and challenges that regionalisation might present. This activity is being supported by a coach appointed by DfE and further grant funding (100K), the options appraisal will be completed by 31st March 2016.

The main aim of Adopt East is to provide access to a wider cohort of local families and a more timely and streamlined journey for both children and adopters. As such the following aspects of the adopter journey are being explored within the context of delivery through a regional model: recruitment & marketing; assessment and training of prospective adopters; matching of children to adopters; panel activity and adoption support. The partnership is also exploring the delivery model and associated legal implications since the functions of an adoption agency are defined in law.

In the short term, it is unlikely that regionalisation will deliver financial benefits to any of the parties involved in Adopt East. The main costs of service delivery are associated with staffing, the purchase of adopters (inter-agency) when HCC is unable to identify a match within the county and the purchase of specialised therapeutic support services. During 2015, the DfE established a process of direct central funding of the latter two areas of expenditure (The Interagency Fees and The Adoption Support Fund). This means that any savings from a regional model, for example an inter-agency match or better commissioning of therapeutic provision, would be accrued by central government rather than the local authority. Additionally, each adoption service would need to maintain a localised profile and therefore any significant reductions in staffing numbers are unlikely to be achieved.

One of the main benefits identified in the initial expression of interest was the opportunity to develop an 'academy of excellent practice', taking forward the best practice in adoption from all the partners involved and improving services in all aspects of the adopter and child journey. This will involve strengthening training and development for both children's social workers and adoption social workers across the partnership. The RAA development also offers opportunities to improve the accessibility and quality of adoption support provision working with resources now made available through the Adoption Support Fund. A further benefit identified has been the increased opportunity to link children waiting with prospective adopters much earlier in the process by joining together some key processes in matching across the

partnership. Early matching and placement for child with a plan for adoption would contribute to achieving the savings already identified through reduction in the numbers of children looked after.

The partnership Adopt East is considering a range of delivery models which includes: Delivery through a single local authority provider, a local authority trading company, the development of a shared service, or a social or mutual enterprise. In considering the various options, the partnership will pay particular attention to best value, opportunities for generating new business and savings going forward. It is anticipated that the DfE will make further direction regarding the development of RAA as a model for the delivery of adoption services. It is also anticipated that funding will continue to be available to support this process.

4. Please outline how the department is adopting SMART working techniques and the benefits for social workers workload management.

Children's Services is currently focusing on providing staff with technology that enables more mobile working and increases the ability for information to be inputted onto key systems when away from the office.

A roll-out programme of iPads to all front line operational staff is being drawn up with a view to implementing from the beginning of April 2016. All of these staff currently use laptops, and the allocation of iPads will result in these laptops being returned to the Corporate Centre.

The allocation of iPads will enable staff to operate more freely away from the office, reducing the need to return to the office after visits which in turn releases the pressure on desks and parking on our main sites. Staff will also be encouraged to utilise the touchdown facilities available across the County.

Social workers will have access to the relevant case management systems either through the usual desktop arrangement, or via a mobile application which is currently being developed. This will enable staff to access case information off site, complete forms whilst with clients, record case notes whilst mobile etc. For those workers who spend a lot of time at Court, they will be able to continue to work whilst waiting, but will also be able to use their iPad to access key information that is required whilst discussing the case at Court.

More mobile access to case management systems will aid more timely recording of case related information, and enable workers to see relevant and up to date records whilst they are with families.

It is to be noted that a full roll out of iPads and the adoption of more SMART working techniques will take place over a number of months. Support is being planned to ensure that the benefits that can be realised by more mobile technology can be achieved on a long term basis.

5. Please provide information on the performance of Children’s Centres.

The performance of the children’s centre programme since April 2015

Hertfordshire County Council has retained its 82 children’s centres which since April 2015 have been grouped into 29 groups. The children’s centre programme is a fully commissioned service. There are currently 17 organisations (lead agencies) with contracts to run the 29 groups.

The performance of children’s centres since April 2015 has been good. Whilst restructuring staff teams to fit with the new groups, children’s centres have maintained both the quality of services offered to parents and children and the level of user satisfaction with the services.

- *The numbers of children registered with a children’s centre have increased since April 2015 and the number of children reached has been maintained.*

	March 2015	December 2015
<i>Registration</i>	89%	92%
<i>Reach</i>	75%	75%

(Registration measures the number of children registered on the children’s centre information management system. Reach is a measure of the number of children and families who have used services at least once in the past twelve months.)

- *A user satisfaction survey carried out in autumn 2015 attracted 5200 responses. The overwhelming majority (98%) said they were either very satisfied (61%) or satisfied (37%) with the services that the children’s centre offer them. 98% of people would recommend their children’s centre to other parents/carers.*

The annual census conducted in November 2015 showed that the total number of staff employed by children’s centres decreased by 56 but the reduction in full-time equivalent staff numbers is only 13. The number of higher qualified staff (managers) has decreased significantly. This decrease is likely to be a combination of reduced management roles and some changes to the profile of the staff teams.

Children's Centre census results Nov 2015

	2014	2015
Staff numbers(headcount)	473	417
Staff numbers (full time equivalent)	309	296
Staff with high qualification level (Level +)	30%	22%

- 74% of children's centres in Hertfordshire that have been inspected have a grading of Good or Outstanding. This compares to a national average of 66%. N.B. There have been no Ofsted inspections of children's centres in Hertfordshire since March 2015. The current national Ofsted inspection programme for children's centres is paused and the Department for Education has announced that it will consult on the future of children's centres in 2016.

Ofsted Inspection of Children's Centres - National / Hertfordshire Comparison for the period 1 April 2010 - 31 March 2015

	Outstanding	Good
National	10.2%	55.8%
Hertfordshire	14.3%	60.3%

6. Please provide a breakdown of the services provided to asylum seeking children already in the County. What plans are in place to manage the needs of further asylum seeking children?

Unaccompanied asylum seeking children (UASC) often first present to a police station. Where a UASC has advised police they are under the age of 18, this is taken at face value and a referral is sent to notify Children's Services. From point of entry, the UASC is placed in care under 1989 Children Act, Section 20, as there is no one with Parental Responsibility for the UASC. Following this, if there is no documentary evidence of the UASC's age, a Merton Compliant Age Assessment is undertaken. This is a holistic assessment undertaken by two suitably trained social workers in order to determine the age of the UASC.

As Children Looked After UASC are treated exactly the same as any other child or young person in our care. They are provided with a social worker, a placement and ongoing support in order to ensure that they are healthy and receive an education. Identifying an appropriate placement can be challenging for a number of reasons, most particularly risk assessment and risk management (since we do not know these young people, their

behaviours or their past experiences). It is also challenging to ensure there is a cultural match for the UASC's placement.

Whilst we would normally seek to place a newly accommodated child in foster care this is not always the case with UASC. Often, UASC are age assessed as being aged 16 or over. Also, they often wish to live with or near others from their country of origin. Due to the risks highlighted above, we are unable to place them alongside younger children. Therefore, many UASC are placed in semi-independent accommodation or with Independent Fostering Agencies in or on the outskirts of London.

One particular challenge for UASC is the uncertainty of their future due to their immigration status. We support UASC with exceptional costs relating specifically to their asylum application and immigration status including support with legal costs and identifying documentation as well as interpreting/translation costs.

Once a young person reaches 18 years they become a care leaver. UAS Care Leavers are supported within a specialist leaving care team. Each UAS Care Leaver (including those who are Appeal Rights Exhausted) has a personal adviser, pathway plan and visits in line with our statutory duty and the service given to all care leavers.

If the young person has received indefinite leave to remain in the country they are entitled to work, study, and accommodation and, if necessary, benefits. A significant number of our young people do not have indefinite leave to remain. Instead, they were given leave to remain until they reached 17.5 years. In such cases we support young people (as children in our care) to appeal the decision or make a fresh claim. During the period that their claim is open to the Home Office they have a right to be in the country and are therefore able to live a 'normal' life. If this appeal/new claim is lost and there are no further grounds to appeal, the young person becomes Appeal Rights Exhausted (ARE). This means that the young person has no right to be in this country and is effectively waiting to be deported. They have 'no recourse to public funds' and can no longer work, study or claim benefits. That said, the Children Leaving Care Act supersedes this decision and, under the Act, the Local Authority is required to support the young person with accommodation and subsistence payments until they leave the country. Despite our best efforts, young people do not wish to leave the country and return to their country of origin and so our support continues until the young person reaches 21 years. We are currently supporting approximately 37 young people in this position.

The Local Authority is able to claim a grant from central government for caring for UASC and an annual claim is made to the Home Office. The grant is paid at a fixed rate for under 16s, over 16s and care leavers. The rate does not cover the full costs of providing a placement other than with an 'in house' foster carer, and neither does it cover the costs of social work or any other support. Consequently, there is a deficit in the amount the Council can claim and the cost of care.

There are currently no plans for HCC to accommodate further UASC. Recent national data indicates that Hertfordshire already has significantly higher numbers of UASC than many other Authorities and therefore any 'national dispersal scheme may well take this into consideration.

If the UK were to offer homes to significant numbers of UASC from Syria it is our belief that individuals would come forward to offer them a home however such individuals may not be those who would come forward to foster. We are therefore not running a recruitment campaign for such placements and will do so when the position is confirmed. All recruitment and assessment capacity must continue to be directed towards finding homes for the children we already look after or who come into our care due to safeguarding issues.

7. What is the strategic plan to address the maintenance and quality of school buildings across the County?

The Government has made it clear in statements since the election that it intends all schools to become academies within 5 years. A consultation on removal of Local Authority powers and duties is due to be published shortly and we expect this will include reference to that programme.

Responsibility for the maintenance and quality of Academy buildings is held by the Department for Education (DfE), and exercised via its agency, the Education Funding Agency (EFA).

Since HCC will lose its responsibilities in a relatively short period of time, there is no benefit in seeking to develop a strategic plan which we will not be able to or responsible for implementing.

Rather, over the remaining period for which we have responsibility for schools we are seeking to deliver the most worthwhile projects, to the value of the capital grant money allocated by the DfE to us for that purpose.

Once the DfE publishes its consultation material, and depending on what it says, officers will be considering with schools how best to manage our exit from our current responsibilities, and how best to support and equip schools for the different future.

For a very considerable period of time we have been working with schools on enhancing schools' own capacity to plan and manage their own buildings and to submit funding bids as they will no doubt have to do in future to EFA or DfE.

8. Please outline opportunities for members and school governors to get involved with Children's Services to reflect the interaction with children in care.

Children in care have a large number of professionals in their lives including an allocated social worker, a foster carer or team of residential workers, a supervising social worker (for the foster carer), an independent reviewing officer, a designated teacher, a virtual school adviser, and a designated health professional. They may also have a contact supervisor, a CAMHS, substance misuse or youth justice intervention, an advocate or an independent visitor. They have told us, through consultation, that they have enough (sometimes too many) adults involved in their lives. For this reason, as well as the need to protect their confidentiality, we do not generally provide opportunities for Members and school governors to meet with children in our care.

Although we do not promote direct contact, members and governors have an important role as corporate parents. Corporate parenting responsibilities include championing children in care and driving improved outcomes through an understanding of the needs of our Children Looked After (CLA), the profile of CLA and the outcomes they are achieving compared with other local children. It is also important that Corporate Parents receive regular reports on what children and young people are telling us and what is important to them.

It is a recommendation that all schools identify a governor with lead responsibility for children in care and most schools in Hertfordshire have implemented this recommendation. The Governing Body of a school is required to appoint a designated teacher to promote the educational achievement of children in care who are on the school roll. The designated teacher will complete an annual report on children in care who attend the school in line with statutory guidance https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/269764/role_and_responsibilities_of_the_designated_teacher_for_looked_after_children.pdf however they will not share the names or details of the individual children concerned.

In their role as Corporate Parents it is expected that all elected Members have an understanding of the population of children in the care of their local authority. In line with the explanation above, they are not given the details of individual children. Members of the Children's Services Panel may have some contact with Children Looked After. This will primarily be through visits to Hertfordshire's children's homes or through contact with the Children in Care Council (CHICC). CHICC have attended Panel and have also taken part in a number of events which have included elected members.

As mentioned above, some children in our care have an Independent Visitor. The local authority has a duty to offer children an independent visitor if they have little or no contact with their family or if the contact is not giving the child a positive experience. The Independent Visitor scheme in Hertfordshire is delivered by NYAS (National Youth Advocacy Service). Independent Visitors are volunteers who are recruited and trained to be a concerned and interested, independent adult in the child's life. They are given limited information about a child's history and their role is to 'have fun' with the child/young person and give them opportunities they might not otherwise have. Individuals who have connections with the children in a formal or professional capacity cannot be independent visitors for those children. Later this year the Children's Service will be running a recruitment campaign for Independent Visitors.

Community Safety and Waste Management

9. Waste

- (a) **What action is being taken by officers to ensure that there is agreement between the 11 Hertfordshire local authorities on a definition of fly-tipping; and to ensure that there is consistent response from the appropriate body/ies and enforcement against offences?**

The issue of definition was recently discussed at the Hertfordshire Fly Tipping Forum and in response it has been agreed that Hertfordshire Authorities will work to the guidance provided by DEFRA in the Code of Practice on Litter and Refuse (2006). In summary the guidance says that a single plastic sack of rubbish should be considered a fly-tip and not litter. However, one likely consequence of agreeing a common definition is that the number of fly tips reported each month could escalate.

Enforcement is more complex with results usually reflective of resource levels. Moving forward it is hoped that the forum will look at identifying good practice with a view to achieving a consistent approach. It has also recently been clarified that Duty of Care offences under section 34 Environmental Protection Act 1990 are both notifiable and recordable which should assist in prosecutions and recording intelligence.

- (b) **What information is available to the public that makes clear their responsibilities for commercial waste disposal to minimise the risk to members of the public of being liable for unauthorised disposal by traders without official waste carrier licences?**

The need to hire registered private waste disposal companies is included on the County Council's current Construction, Demolition and Excavation policy information leaflet. Similar information can be found on directgov.uk as well as the Environment Agency website. A recent County Council press release has also reinforced this message. However, in addition to the above the Hertfordshire Waste Partnership and HCC will be looking to develop a dedicated web page putting all of the information and relevant links into a single location. This will provide the relevant background information as well as links to external websites such as the Environment Agency that will allow residents to check whether or not their intended waste carrier is registered.

- (c) **What lessons have been learned and used from the 6 month pilot at the St Albans Depot to accept commercial waste from paying traders?**

The trial for the Commercial Waste scheme at the St Albans Depot has been operation for nearly six months, but up until the end of January, Amey have only received a total of 28 visits. The customers are generally smaller traders like landscape gardeners and builders, who bring green garden waste and construction and demolition wastes.

The scheme has already been publicised in the Autumn Horizons magazine and on the Wasteaware website, but the low usage currently means that the service is not cost effective, so Amey are giving out leaflets to any traders that they refuse at the Household Waste Recycling Centres and their communications team are currently looking at further ways to improve take up.

Enterprise, Education and Skills

- 10. What is being done to raise awareness of the LEP with the general public to outline its role and successes?**

Please see Appendices 1(a) and 1(b)

- 11. What are the potential financial implications of increasing numbers of schools converting to academies? This should include responsibility for any deficits the school holds prior to conversion.**

A range of HCC's education-related services are funded through the provision by DfE of Education Services Grant. Part of this is for services which will continue after schools become Academies (the retained duties element) and part for services not provided to Academies (non-retained duties component). The element for non-retained duties is paid to LAs at a rate of £77 per pupil at maintained schools. Academies also receive £77 per pupil to allow them to provide for themselves those services/functions that LAs provide for Maintained schools. ESG covers a range of activity, not just central services. It is not ring-fenced.

The table below sets out the rate of grant in recent years, to Local Authorities and to Academies, in £ per pupil for pupils in maintained schools and Academies respectively.

£ per pupil	Local Authority	Academy
2013/14	116	150
2014/15	113	140
2015/16	87	87
2016/17	77	77

As part of the coming planned reductions in public expenditure, DfE proposes to reduce ESG by an aggregate of 60% between now – 2015/16-- and the end of the Parliament. So far as funding flowing into HCC is concerned, our existing level of grant will fall substantially as the grant rate per pupil falls, and will fall further as the number of relevant pupils decline with continuing Academisation.

For 2016/17 HCC will receive £12.0m of ESG in total, £2.8m for retained duties and £9.2m for non-retained duties. HCC currently spends just under £10m on services for which ESG is provided.

It follows that once all schools become Academies, we will lose £9.2m of grant currently provided for duties supposedly undertaken in respect of those schools when they were maintained.

Deficits held by schools prior to conversion:

Currently, this depends on the way in which schools become Academies – either as convertor academies or as sponsored academies. Converter academies are those that convert (whether as a

standalone Academy or as part of a Multi Academy Trust) by means of an Academy Order (AO) made after an application by the governing body of the school. Schools which are eligible for intervention, within the meaning of Part 4 of the Education and Inspections Act 2006, and underperforming schools which the Secretary of State judges are not strong enough to become an Academy without a strong sponsor are treated as sponsored Academies, even where their route to becoming an Academy is through an application for an AO by the governing body.

For convertor Academies, the Department for Education’s policy is to reimburse LAs and recover the money back from the Academy through abatement of General Annual Grant (GAG). To date no schools have converted in Hertfordshire with deficits.

For sponsored Academies – i.e. where a school with a deficit is to join the Academy Trust of an external sponsor and open as a sponsored Academy - DfE guidance is that the deficit remains with the LA. School deficits are not an allowable charge on the LA’s schools budget (funded by its allocation of Dedicated Schools Grant); however, if the schools forum has agreed to de-delegate a contingency provision, then the deficit may be funded from that contingency, depending on the criteria agreed for its use.

It is possible this existing guidance will change.

12. Please provide Members with updates on changes to the Authority’s policy and the implications for county council budgets.

Where policy changes are made that are significant and have financial implications the consequences are incorporated within the Integrated Plan.

13. Please provide Members with an update of the number of academies, free schools and maintained schools.

The numbers of schools are as follows. Free Schools are formally Academies. There are 6 primary and 1 secondary schools of this type:

	<i>Academy</i>	<i>Maintained</i>
<i>Primary (incl First)</i>	32	370
<i>Middle</i>	3	1
<i>Secondary 11-18 (incl upper)</i>	54	20
<i>Studio/UTC</i>	4	0
<i>All through</i>	2	0

<i>Special</i>	4	21
<i>ESC inc PRU</i>	1	7
<i>Total</i>	100	419

Environment, Planning and Transport

14. Please provide a breakdown of the budget assigned to Passenger Transport and Safety.

Description	£	Notes
<i>Passenger transport services support costs</i>	139,904	
<i>Passenger transport – operations</i>	455,251	
<i>Passenger transport Hub</i>	114,747	
<i>TAS ticketing team</i>	80,898	
<i>HCC bus contracts</i>	1,714,272	
<i>Other local authority bus contracts</i>	172,495	
<i>Transport for London bus contracts</i>	390,000	
<i>SaverCard concessionary fares</i>	1,685,652	
<i>Elderly & disabled concessionary fares</i>	12,747,724	
<i>Community transport partnership</i>	147,436	<i>Moving to HCS from 1/4/16</i>
<i>Dial-a-Ride</i>	339,120	<i>Moving to HCS from 1/4/16</i>
<i>HAPS development</i>	77,226	
<i>Intalink partnership</i>	428,075	
<i>Integrated Transport (sub-total)</i>	18,492,800	
<i>TMS</i>	495,524	
<i>Traffic management & safety</i>	2,132,210	
<i>Hertfordshire Safety Camera Partnership</i>	268,501	
<i>Safe & Sustainable Journeys</i>	140,340	
<i>Education</i>	26,520	
<i>Training – other driving courses</i>	14,465	
<i>Cycle training</i>	-29,712	
<i>Education publicity</i>	30,600	
<i>Sustainable transport promotion – schools</i>	55,575	
<i>Sustainable transport promotion – general</i>	29,616	
<i>Speed awareness training courses</i>	-627,790	
<i>SMS driver training</i>	57,787	
<i>School crossing patrols</i>	609,939	
<i>Traffic management & safety (sub-total)</i>	3,203,575	

- 15. How is the importance of CIL to local authorities being made clear to central government?**

Highways

16. How are the expectations of residents and partners reporting highways issues managed?

Residents and partners can either report highway defects/issues online or over the phone to the customer service centre (CSC). Where a customer calls the CSC, the CSC use the online system to record the defect. Provide the resident/partner leaves an email address, the online system will send an automatic acknowledgement. When the defect is dealt with the system will send an update on the action taken.

We try to make it clear to those reporting defects on line that not every defect will be repaired. The note that appears on the fault reporting web page says:

“We can't carry out repairs on all reports we receive. Where we consider a report a hazard we will either repair or make the problem safe. All reports will be noted in our system. We monitor reported issues 24/7. The response you will receive is likely to be standard and generated by the system. To receive an update, please leave your email address.”

Where a defect is unlikely to be repaired, because it is considered of low risk, the online system is being revised to ensure an appropriate note is fed back to the reporting customer making it clear that a repair won't be carried out and explaining how their defect is being treated.

17. What is the exact cost “silent tarmac” relative to using “noisier” tarmac?

There are a number of different road surfacing's used in the county including surface dressing, micro surfacing and Hot Rolled Asphalt inlays/overlays.

Each of these has different characteristics in terms of tyre noise because of their different surface textures and makeup (density). In general roads resurfaced with noise reducing asphalts tend to be more expensive because of the materials used and also the relative durability and maintenance costs. However, this can change where thinner surfacing materials are used.

Unfortunately we do not have comparable rates for 'silent tarmac' because it's not a product that we have used recently.

18. What is the budget breakdown for the Highways categories 1 and 2 for the forthcoming year in comparison with 2015/16?

Work Area	2015/16 Budget	16/17 Budget
Triage Inspectors		417
Cat 1 Reactive Service	6,510	5,500
Street Lighting Cat 1	850	800
Cat 2 Planned Minor Repairs Service	4,725	5,626
Cat 2 Service High Impact Teams		418
Cat 5 Routine & Cyclic Service	4,441	6,023
Contingency		500
Total	16,526	19,284

Public Health

19. How do Public Health, Localism and Libraries engage and communicate with excluded and hard to reach groups?

We consider engagement and outreach to communities and populations service by service. All commissioned public health services have user engagement plans which have priorities to reach excluded and hard to reach groups. These vary by service but three examples are:

- *Drug and alcohol services – an audience profile is created which identifies populations we are reaching and not reaching, and identifies priorities. For drugs and alcohol services this is about engaging more alcohol users with problems arising from their alcohol use and moving away from a focus on opiate users. For user and carer engagement this is done by agencies independent to the main provider and they are prioritised to reach populations under-represented in user fora. Service user councils are established for key services. In addition, outreach campaigns using targeted approaches most likely to reach specific populations are used to engage them with treatment services. A recent example is a steroid safety campaign aimed at gym users. We work in partnership with community safety and police on campaigns.*
- *HIV Testing – priority for HIV testing uptake continues to be a) men who have sex with men, b) some black and minority ethnic communities, c) drug users who inject intravenously and d) women with a range of risk histories. To address these we have adopted a number of strategies including increasing testing sites and making available free test kits by post as part of the national system. Intravenous drug users are offered regular testing through services they already attend and point of care testing in target GP practices, midwifery and maternity is made available to identify women at high risk easily.*
- *Stop Smoking Services – we have employed service providers who speak key community languages (Polish, Czech in some parts of Hertfordshire, Pashtu in others) and conduct advertising in those languages and through outlets used by those populations.*

We also commission agencies to engage populations on our behalf. So drug and alcohol service user engagement is done independently of the commissioned provider service.

Ongoing measures on engaging communities include working closely with Healthwatch and having them on our board, social marketing (e.g. dedicated websites and text messages for young people) etc.

Localism

From a localism perspective, the primary focus is ensuring local elected members in their role as community activists are supported to engage with all sections of the areas they represent. As part of this, specific information on the composition of each member's individual electoral division is available on the Member Information System.

In her role as lead for relations with the voluntary and community sector, the Executive Member for Public Health, Localism and Libraries engages with a wide range of organisations responsible for representing the interests of hard to reach groups. The interests of armed forces veterans are represented on the Hertfordshire Community Covenant Board by organisations such as SSAFA and the royal British Legion.

Libraries

Community engagement is an integral part of the development and delivery of Libraries and Heritage Services in Hertfordshire. This is embedded in the job descriptions of our service teams and local Library Managers, who have as one of their specific roles ensuring that we achieve successful outcomes for excluded and hard to reach groups. Some of the many examples include:

- *Social Care – In November 2015 we created a new specialist role of Social Care Information Librarian. The primary role of this service provider is to develop the provision of information, advice and guidance about adult social care and support services as required by the Care Act, working with partners and service colleagues to deliver a range of projects. Library staff work closely with partners such as Carers in Herts in order to get their advice, support in developing library services that are shaped with the needs of carers in mind. For example, Carers in Herts have facilitated focus group sessions with carers in which library staff have been able to talk with carers about how library service planning can take account of their particular needs.*
- *Dementia and mental health –Libraries and Heritage Services have a Health and Wellbeing Offer, the purpose of which is to pull together a programme of health and wellbeing activities and information available in libraries, and promoted to library users and relevant partners. For example, Hertfordshire Libraries deliver the national “Reading Well: Books on Prescription” scheme, providing a curated collection of books, information and reminiscence resources to help people with general mental health conditions, such as anxiety, depression and eating disorders, and to help people with dementia and their families and carers. Library staff promote these services actively at countywide and local community events in order to engage directly with service users and with other service providers. Outreach includes engagement directly with GP surgeries and with partners such as*

Hertfordshire Partnership Foundation Trust. Engagement activity also includes examples such as Dementia Friends events in libraries and library talks in Dementia Cafes.

- *Learning disabilities – Hertfordshire Libraries works closely with specialist HCC colleagues and external partners to develop targeted library services for adults with learning disabilities. An example of this is a partnership between the Library Service and colleagues from the Community Learning Disability Team to develop and implement reading groups for adults with learning disabilities in libraries, the first of which is being piloted in Watford Central Library. This was set up following specially arranged training and advice from publishers Beyond Words, a company that specialises in producing books and publications aimed at and produced in partnership with adults with learning disabilities.*
- *Homeless people – For a number of years Hertfordshire Libraries has worked with homeless charities to develop library services for people who are homeless. Services and activities developed have included reading groups for homeless people; book collections for homeless shelters, exhibitions of artwork produced by homeless people and community archive memories events, in which homeless people have been able to record their experiences onto the Herts Memories website. The Library Service reaches homeless people by working with charities such as Open Door in St Albans; Dacorum Emergency Night Shelter; and Watford New Hope Trust.*

Resources and Performance

20. Please conduct a survey of the usage of the Member Information System (MIS) and report the result to Members.

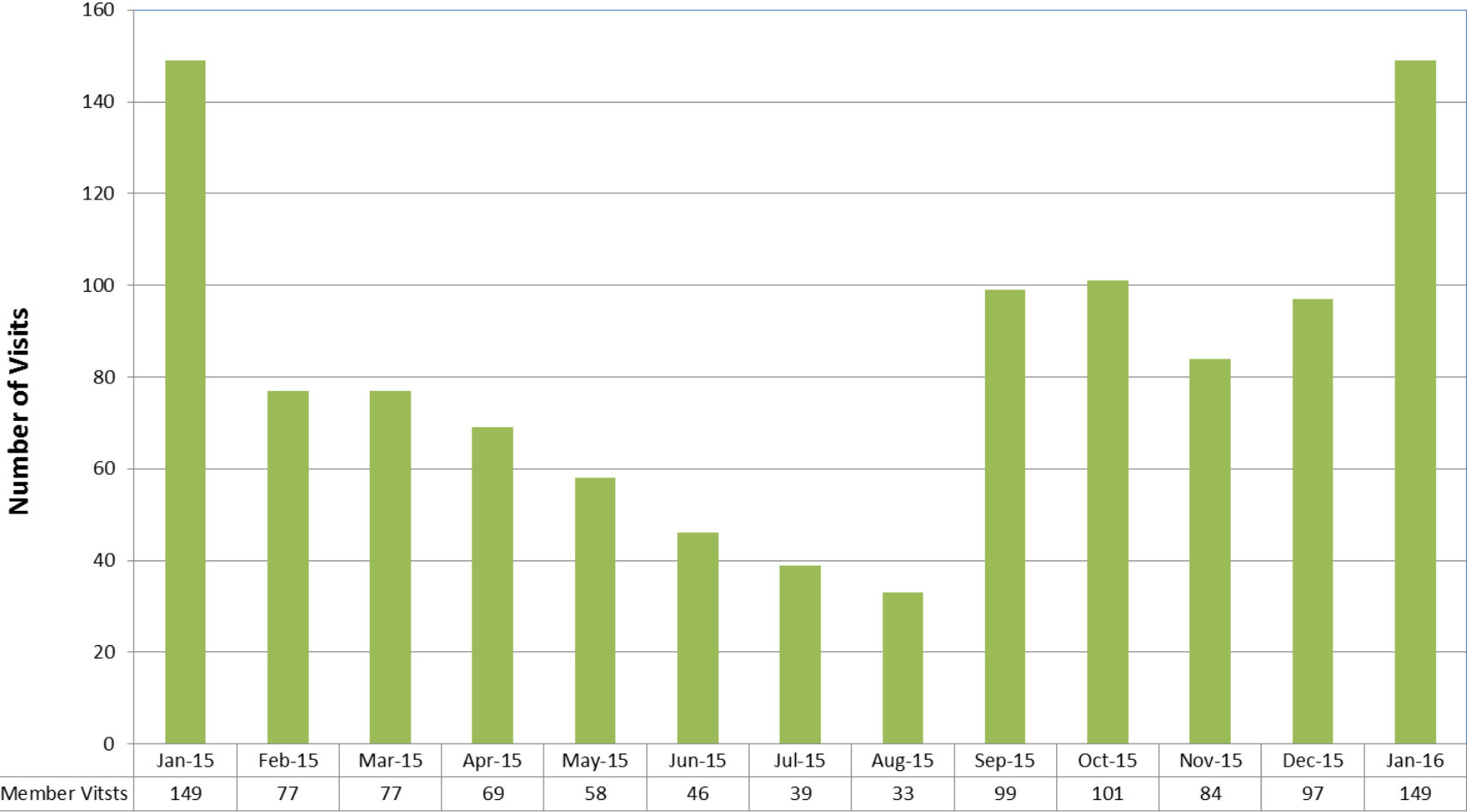
The Members' Information System (MiS) was launched following the 2013 county council elections as an online one stop-shop designed to help Members get quick, self-service access to information and data about council services and the local community.

Officers continue to regularly look to improve the system's content and functionality. Most recently new Locality Budget and Highways Fault Reporting dashboards have been established. However, following its set up in 2013, no additional costs have been incurred by the ongoing running of the system.

Officers already collect usage figures for the system. Information for the last year is outlined below and a survey would duplicate these figures. Whilst these show modest usage over this period, it is clear that some members use the system quite a lot whilst others do not use it at all. Therefore, it has been agreed that a member seminar will be arranged. The seminar will provide members with an opportunity to hear about MiS and provide feedback.

One of the key challenges has been the fact that Members have not been able to access the system by tablet or mobile device. However, a solution for this is currently being tested for corporate devices and is due to be rolled out shortly.

The number of visits to the Members Information System January 2015 to January 2016



■ Total Member Vitsts

21. Please provide clarification of the key and performance indicators used by the department and Hertfordshire’s statistical neighbours and why these have chosen.

What is a comparable authority:-

To provide a means of benchmarking progress other local authorities (LAs) are identified where they are deemed to have similar characteristics. These designated LAs are known as statistical neighbours (stat neighbours) or comparable authorities.

Any LA may compare its performance (as measured by various indicators) against its statistical neighbours to provide an initial guide as to whether their performance is above or below the level that might be expected.

The term ‘comparable neighbour average’ (or stat neighbour average) is used when, for that indicator, the individual totals from LAs in the group are combined and divided by the number of LAs in the group.

The sections below list the comparable authorities used by the various HCC Services/departments. We continue to review the appropriateness of these comparators

Health & Community Services

<i>Oxfordshire</i>
<i>Essex</i>
<i>Buckinghamshire</i>
<i>Hampshire</i>
<i>Kent</i>
<i>Cambridgeshire</i>
<i>Surrey</i>
<i>Gloucester</i>
<i>Northamptonshire</i>
<i>West Sussex</i>
<i>Warwickshire</i>
<i>Worcestershire</i>
<i>Staffordshire</i>
<i>Lancashire</i>
<i>Somerset</i>

Children's Services & Education

<i>Bracknell Forest</i>
<i>Hampshire</i>
<i>Oxfordshire</i>
<i>Central Bedfordshire</i>
<i>Trafford</i>
<i>Buckinghamshire</i>
<i>Cambridgeshire</i>
<i>West Berkshire</i>
<i>West Sussex</i>
<i>Warwickshire</i>
<i>Hertfordshire</i>

Environment – Bus Information

<i>Cambridgeshire</i>
<i>Essex</i>
<i>Suffolk</i>
<i>Central Bedfordshire</i>
<i>Bedford</i>

Environment

Authority
<i>Buckinghamshire CC</i>
<i>Cambridgeshire</i>
<i>Essex</i>
<i>Gloucestershire</i>
<i>Hampshire</i>
<i>Kent</i>
<i>Lancashire</i>
<i>Northamptonshire</i>
<i>Nottinghamshire</i>
<i>Oxfordshire</i>
<i>Suffolk</i>
<i>Surrey</i>
<i>Warwickshire</i>
<i>West Sussex</i>
<i>Worcestershire</i>

Highways do not benchmark with neighbouring authorities for performance. Instead it compares its own performance against previous years.

Public Health

PHE now use CIPFA comparators. For Hertfordshire these are the 6 statistically nearest county councils linked in the IMD 2015

<i>Oxfordshire</i>
<i>Hampshire</i>
<i>Surrey</i>
<i>West Sussex</i>
<i>Cambridgeshire</i>
<i>Buckinghamshire</i>

Human Resources

<i>Buckinghamshire</i>
<i>East Sussex</i>
<i>Essex</i>
<i>Hampshire</i>
<i>Kent</i>
<i>Oxfordshire</i>
<i>Surrey</i>
<i>Wiltshire</i>

Fire & rescue – family group

Family Group comparison data is produced from the Department for Communities and Local Government: Fire Statistics Monitor: England April 2014 to March 2015 and the CIPFA Fire and Rescue Service Statistics 2015. The Family Group is a group of Fire and Rescue Services defined by the Department for Communities and Local Government (DCLG) for comparison purposes, here Hertfordshire is compared to the 13 other English Fire and Rescue Services in Family Group 4 (FG4)

<i>Avon</i>
<i>Cheshire</i>
<i>Cleveland</i>
<i>Derbyshire</i>
<i>Essex</i>
<i>Hampshire</i>
<i>Hertfordshire</i>
<i>Humberside</i>
<i>Kent</i>
<i>Lancashire</i>
<i>Leicestershire</i>
<i>Nottinghamshire</i>
<i>Staffordshire</i>
<i>Surrey</i>

22. Please provide a review of Hertfordshire’s shared back office services to establish what savings have been made and those anticipated going forward and the benefits that have been gained to date to inform potential future shared service opportunities.

Since 2010, over £47m savings have been achieved by the county council from “back office” functions , through staff restructurings and changes to working practice, use of property assets, and ICT investment that has enabled streamlining of processes for both staff and service users. These savings have been achieved across services as well as in central Resources and Performance teams (e.g. Finance, HR, Legal, Property, Technology and Improvement). A further £4.8m savings have been built into the 2016/17 IP, of which £3.2m are in service budgets.

The Enabling the Worker workstream continues to deliver savings by encouraging more flexible working (improving productivity and saving travel time and costs), and providing more responsive and efficient technology, that also reduces manual processing.

There are also a number of shared services across Hertfordshire in which the authority participates. The table below attempts to capture the financial gain arising from these in 2015/16. There are a number of other partnerships which provide broader benefits in terms of resilience which are also detailed. Over and above this whilst it is not anticipated that there will be a formal structure for Hertfordshire Civil Service, work continues on exploring opportunities for joint working where these are of mutual benefit. This includes HR, Legal and Information Management. This does not preclude any future areas from coming forward

SHARED SERVICES 2015-2016

Definition: Collaboration, partnering or other joint working between local authorities or other public sector bodies to organise the commissioning, provision or delivery of services jointly.

Shared Service	Partner	Unit	Financial Gain £'000
Chief Fire Officer also working as Police and Crime Commissioner Chief Executive	Herts Constabulary	Community Protection	57.0
Assistant Director Environment also working as Police and Crime Commissioner Chief Finance Officer	Herts Constabulary	Environment	28.2
Shared Graduate Trainees	East Herts District Council	Resources	27.0
Shared Graduate Trainees	Herts Constabulary	Resources	30.0
Shared Resilience Officers	Dacorum Borough Council, East Herts District Council, Hertsmere Borough Council, North Herts District Council, St Albans District Council, Stevenage Borough Council, Three Rivers District Council, Watford Borough Council	Community Protection	68.4
Total Savings from Shared Services			210.6

*Herts Waste Partnership is a partnership between all Herts authorities. However, savings achieved for HCC through this partnership have not been quantified.

*SIAS provides HCC with benefits of resilience and shared learning rather than quantifiable financial savings.

*Savings which may be achieved through SAFS cannot be quantified yet.

23. What has been the impact of Member Locality Budget spending?

We do not currently hold or collect empirical information on the overall impact of member locality budget spend.

*Details on the overall spend for the scheme, along with an analysis of spend by type of organisation, activity and beneficiary group. Details of the analysis for 2014/15 is detailed in **Appendix 1(c)***

When the scheme was launched in 2009, the main purpose of the scheme was “to raise the profile of Members in their localities” and “maximise their effectiveness to meet an enhanced community role.”

An evaluation on each grant is sought from the recipient organisation. As part of this, information is collected on how effective the scheme has been in meeting these aims.

In 2014/15, the results showed that:

- *Slightly under 12% (about one in eight) of grant recipients were not previously aware of their councillor.*
- *Nearly 88% of grant recipients were more likely to contact their councillor in future*

Nearly half of grant recipients found out about the scheme directly from their councillor.