

EXECUTIVE MEMBER RESPONSE	
<p>NAME OF SCRUTINY: Annual IPP Budget Scrutiny CHAIRMAN: Terry Hone SCRUTINY OFFICER: Natalie Rotherham DATE OF SCRUTINY: 27 Jan & 3 Feb 2016 EXECUTIVE MEMBER: Chris Hayward</p>	
<p>DATE RESPONSE RETURNED: 28 April 2016</p>	
<p>Suggestion to Cabinet: <i>Note: All abbreviations used must be set out in full the first time they are used</i></p>	<p>Executive Response: <i>Note: All abbreviations used must be set out in full the first time they are used</i></p>
<p>1) The Committee suggested that further evaluation be undertaken before any reductions are made to the Member Locality Budget and that consideration should be given amalgamating the Member Locality Budget and the Member Highways Budget.</p>	<p>The County Council did not support the idea of amalgamating the Member Locality Budget and the Member Highways Budget at its meeting in February.</p> <p>However, it was agreed to retain the Members' Locality Budget for 2016/17 in full, with a requirement that £5,000 of each member's locality budget for 2016/17 be contributed to a central fund for additional 'housekeeping' works on the highway during 2016/17. At the same time, it was agreed to carry forward any underspend of any member's locality budget for 2015/16 as a supplement to the element of their 2016/17 locality budget.</p> <p>The implications and effects of these temporary changes will be monitored in order to help any inform any further decisions on the scheme.</p>
<p>2) Members suggested combining with 5% reduction overall to achieve the required budget cut and a minimum £85k Highways spend and £10k maximum</p>	<p>Similar to above, we do not support the idea of combining the Member Locality Budget and the Member Highways Budget in the way described.</p>

<p>Locality spend</p>	
<p>3) Assessing the impact on the Council's services of the changing demographics in the County so that future pressures and challenges can be addressed through detailed service plans and within the financial constraints within which the Council is operating.</p>	<p>Services provide detailed calculations of demographic pressures each autumn, which are reviewed and scrutinised by senior officers. This includes checks on consistency of approaches between services, and ensuring that the quantum of any change is consistent e.g. that growth in child population has equivalent impacts on Children Looked After and Home to School transport. The revenue monitor cycle also provides an opportunity to review the reasons for any variances against these estimates and assess the financial impact of changing trends. It is intended that the work on demographic growth will be reviewed and refreshed as part of the 2017/18 Integrated Plan cycle to assess whether further improvements can be made.</p>
<p>4) Improving and strengthening partnership working through the further development of the relationships between all County Council departments and their stakeholders, including Health, the Local Enterprise Partnership (LEP), other tiers of local government and the voluntary sector.</p>	<p>As a council we are constantly looking for further opportunities to improve and strengthen the way we work with our partners. At the same time, significant efforts are already being made.</p> <p>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.</p> <p>As part of this, the Hertfordshire Forward Strategy Group brings together, on a quarterly basis, the Chairs 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.</p> <p>Alongside this, the Hertfordshire Assembly meets twice a year to bring together a broader 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.</p> <p>From an officer perspective, the Public Sector Chief Executives Group, chaired by</p>

the County Council's Chief Executive, brings together the chief officers from over 20 different public sector partners to discuss joint challenges and better ways of working together. Membership includes District and Borough Councils, Health, Police, the LEP, the Department for Work and Pensions, Hertfordshire University and the Further Education colleges.

The County Council works closely with the District and Borough Councils through a wide range of different partnerships and networks. Through the Hertfordshire Leaders Group, the leaders of each of the councils meet regularly to discuss matters of common interest. The Hertfordshire Infrastructure and Planning Partnership brings together Executive Members with responsibility for planning and transportation issues whilst the Hertfordshire Waste Partnership has the responsibility of strategically co-ordinating waste management services across the county.

In addition to this, the Executive Member for Public Health, Localism and Libraries and her Deputy regularly attend each district and borough council's Local Strategic Partnership (LSP), which brings together partners from across their local area. 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 Local Strategic Partnerships.

From a health perspective, significant progress is being made on joint working in regards to public health and social care through the county's Health and Wellbeing Board. Collectively around £550 million of health and social care resources are being jointly commissioned across the county. This includes one of the largest Better Care Fund pools in the country, currently standing at £230 million.

There is close working between the County Council's Highways and Planning services and the Hertfordshire LEP.

	<p>Meanwhile, considerable work has also been undertaken to strengthen relationships between statutory agencies and the voluntary and community sector in the county through the work to refresh the Hertfordshire Compact. The Hertfordshire Compact is a written understanding between the voluntary and community sector and statutory organisations about how they will co-operate and continue to develop positive working relationships for the benefit of Hertfordshire's communities</p> <p>Within Children's Services, partnership working underpins our strategic planning and service delivery: our key partnerships are Hertfordshire Safeguarding Children Board, Health and Wellbeing Board, working with schools, Herts for Learning and local community safety partnerships.</p>
<p>5) Investigating how localism and devolution activities can directly involve partners, particularly lower-tier authorities, rather than being driven in a 'top-down' manner; and how they can be used to better support local economic development and prosperity. Members would welcome Highways Together options being extended to district and borough councils where possible.</p>	<p>Hertfordshire's consideration of how to respond to the devolution agenda is being taken forward as a cross-partner initiative through the Public Sector Chief Executives group.</p> <p>As part of this, two partnership events involving representatives from over 20 different public sector partners have been held to discuss the implications and possibilities of devolution for the county.</p> <p>The County Council is very open to discussing with partners how to further develop the county's approach to localism in regards to all matters including supporting local economic development.</p> <p>The Executive Member for Public Health, Localism and Libraries chairs meetings of the Hertfordshire Members Localism Network. This brings together representatives from each of Hertfordshire's Borough and District Councils as well as the Hertfordshire Association of Parish and Town Councils (HAPTC) with the intention of sharing best practice and discussing opportunities to work together to develop localism in the county.</p> <p>In addition, last year a Shared Statement of Partnership Principles between the County Council and the county's town and parish councils was officially adopted.</p>

	<p>Developed and agreed in conjunction with the HAPTC, this statement seeks to clarify mutual expectations.</p> <p>A key focus of this has been exploring opportunities for town and parish Councils to work more closely with the county council. 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.</p> <p>This work has also seen the development of the 'Highways Together' programme, which enables town and parish councils to get more involved in undertaking highways related environmental work in their local area. This is primarily connected to these organisations using volunteers to do this work and as such an extension to districts and borough councils would not be appropriate.</p>
<p>6) Enabling smaller and medium sized local businesses to better understand the County Council's procurement processes to promote the local economy.</p>	<p>We have been actively engaged in working more closely with Small and Medium Enterprises (SMEs) throughout the period of the current HCC Procurement Strategy, which explicitly recognises the value of promoting local business participation in our procurement processes. Some examples of this work and future plans to enhance and continue this work are shown below.</p> <p>However, it is worth noting at this point that our concentration is not only on promoting the County Council's opportunities, or even the wider Hertfordshire public sector's opportunities, but on assisting local businesses to compete nationally for opportunities, for example, encouraging use of the national Contracts Finder service run by the Crown Commercial Service. With this wider vision, we hope to help the Hertfordshire economy to grow.</p> <p>Examples of work we are undertaking / will undertake include:</p> <ul style="list-style-type: none"> • The development of a new twitter account '@HCCProcurement' which within weeks of launch has attracted nearly 700 followers. Through this, we post openly advertised procurement opportunities, as well as highlighting key procurement news and trends. Most importantly, this platform allows us to develop a more dynamic relationship between ourselves in the

procurement community and – particularly – local businesses and the voluntary and community sector. We will also be sending congratulatory tweets when local businesses win our contracts.

- We are working with the Hertfordshire Chamber of Commerce to promote our work with small and local businesses through newsletter articles and joint events.
- We continue to develop our procurement documentation to ensure that it becomes as simple and straightforward as possible, recognising that small businesses may not have the resources available to devote to overly onerous tender processes. We are continually engaged in a process of asking businesses what they think of our processes both before procurements in the form of market consultation events, and post procurement in the form of supplier surveys. We have also heavily encouraged use of single stage procurement procedures, doing away with the pre-qualification stage which is widely thought to disadvantage smaller organisations.
- The County Council is currently implementing an eInvoicing solution that will reduce the amount of paperwork and postage cost generated by our contract processes to the benefit of both suppliers and the Council.
- We are promoting much more early engagement with the market before going out to formal procurement. This benefits local businesses by giving them an opportunity to discuss our desired outcomes at an early stage without the necessary restrictions imposed by the formal procurement process. We want to work with local and small businesses and voluntary and community organisations to invite and develop creative ideas before we develop the service specifications that will eventually form part of the formal procurement process. We also often use these events to deliver hints and tips on both the tendering system used and on tendering for public sector contracts in general. The events themselves provide a valuable opportunity for local organisations to meet other local

	<p>organisations and possibly form consortiums to tender for our larger contracts, or to spot potential sub-contracting opportunities.</p> <ul style="list-style-type: none"> • We are working with our district and borough councils under the banner of Supply Hertfordshire to use a single portal which advertises local opportunities for tendering. • We will continue to develop guidance for SMEs on tender writing for public sector opportunities. This guidance will replace the existing Supplier Toolkit, but will be developed in a more dynamic version and promoted via social media and our internet sites.
<p>7) Investigating what further departmental and cross-portfolio/partnership working opportunities exist to ensure utilisation of the expertise and experience of trained officers (e.g. Fire & Rescue former frontline officers) / staff (e.g. Highways officers drafting Traffic Regulations Orders (TROs)) across different services to generate future savings and service resilience.</p>	<p>Community Protection, along with Library and Property colleagues, is part way through a feasibility study to consider the combination of four libraries in smaller towns across Hertfordshire with their local fire station. All of the fire stations are part-time retained (RDS) stations and so their use during library hours is minimal, whilst the library opening hours will have limited effect on the usual working/training times of the fire stations. Another significant benefit is the footfall through libraries which will provide an opportunity to deliver community safety information to a broad cross section of the community (for example one of the libraries proposed receives 44,000 visits per year – a superb opportunity to improve the safety of visitors).</p> <p>There are undoubtedly challenges with these proposals, not least of which is ensuring that emergency response is not adversely affected whilst the library is open, but it is believed that across all sites there is opportunity to ensure that there is adequate separation of library users from responding fire crews. That said it is absolutely an intention that interaction between both sets of site users will be an integral part of the effectiveness of the sites.</p> <p>This use of resources is part of work in progress across the property portfolio to deliver additional Touchdown facilities throughout Hertfordshire.</p>

With regards to the shared fire station/library sites; three of the four are nearing the end of the feasibility stage, the fourth is entering a public consultation phase. The proposals are part funded through a DCLG Transformation Grant and part HCC funded and it is hoped to be able to announce formal commencement shortly.

Work continues to evolve the professional visits of fire fighters (home fire safety checks) to incorporate other citizen wellbeing checks – this ranges from healthy living to falls prevention and the fitting of hand rails and locks for the safety of vulnerable residents. This work already exists in the Hertfordshire Home Safety Service, operated by CPD, and is being trialled for wider delivery by operational crews, the intention being to support the work of other services in protecting citizens and providing advice and tools to residents in need.

Community Protection staff are also working collaboratively on a very wide range of youth focussed activities. For example well over 100 LiFE courses have been delivered across the County to assist young people in developing self-discipline and confidence. The Directorate has been successfully running Princes Trust courses, supported by a number of public and private sector partners and providing young adults with the confidence to progress in to full time employment. Fire stations across the County have also seen increases in the number of Fire Cadet Units and a wide range of local initiatives continue to ensure that youth engagement remains a high priority.

Softer, less tangible returns include using the collective eyes and ears of operational staff to report antisocial behaviour, spot planning and building compliance issues such as illegal conversions of housing stock, the reporting of vulnerable citizens that are come into contact with and the referral and support of Hertfordshire businesses for aspects of fire safety, trading standards, rights of access and many other enforcing authority duties of Hertfordshire County Council.

Much in the same way as the data strategy of 'collect once, use many times', CPD is committed to a strategy of 'visit once, provide multiple services'. CPD officers

	<p>are also directly engaged with work across the County Council to focus the organisation on prevention instead of cure whereby a small investment upfront may reduce the need for more costly downstream interventions later.</p> <p>The Highways Service is reviewing its approach to the preparation of HLB schemes and in 16/17 the designers will be embedded alongside the Highway Locality Officers (HLOs) to remove the requirement for formal commissioning and some of the project formalities, which should help both cost and programme. The aim of removing these interfaces and boundaries will also enable HLOs to undertake some of the more basic activities associated with TROs, for example.</p>
<p>8) Continuing to look for opportunities to maximise the use of the Council's assets:</p> <ul style="list-style-type: none"> (a) To ensure the most appropriate sites are used for services, including co-location e.g. retained fire stations and libraries (b) To further encourage services and partners to share accommodation (c) To ensure rental charges help address budget challenges (d) To examine ways of increasing business and income through County Council traded services. 	<p>Property will continue to review where co-location in both county and partner buildings is possible and should be taken forward. Such projects, in some instances may lead to joint sponsored projects to create new buildings rather than revise existing. All such projects will be subject to detailed business case and appropriate council process.</p> <p>A review of rental costs of HCC buildings is scheduled for 2016/17 and further information will be presented to members prior to any change.</p> <p>During 2015/16 the local authority conducted a programme on opportunities for trading. This work concluded with a list of opportunities which are actively being taken forward by the services involved. Looking forward it is intended that further opportunities for commercialisation are explored as part of our overall transformation plan and objectives.</p>
<p>9) Developing a clear strategy for encouraging and supporting volunteering across services and providing further support for stakeholders and volunteers</p>	<p>Volunteers extend and add value to Hertfordshire County Council's services and as such individual services embrace volunteering according to their business need and capacity. As an organisation the County Council does not have a specific</p>

<p>in helping deliver services for the community.</p>	<p>remit for developing and managing volunteers though it is recognised that being a 'volunteering organisation of choice' helps deliver corporate and departmental priorities. 'A Charter for Volunteering within Hertfordshire County Council' was agreed in 2013 and our 'Guide to Volunteering' set out how we value volunteers.</p> <p>The demand for volunteers to support services has been increasing in recent years, though services have had limited resource to develop their volunteering infrastructure. In the aim to support services attract, retain and develop volunteers, a group focussed solely on the management of volunteers has been established. This group has the remit to share good practise, develop cross council toolkits and support. During 2015/16 the group developed a volunteer recognition scheme; enhanced data collection practises, developed the webpage content and established joint working with partners such as the Police and Crime Commissioner's Office. In 2016/17 the group will be driving forward the County Councils contribution to the 'Year of Volunteering' and delivering the first internal council volunteering celebration and recognition event.</p> <p>In terms of providing support for stakeholders, in May 2016 the County Council and its partners will be launching a year-long campaign to promote the benefits of volunteering in general and to celebrate the contribution of those who volunteer already. The 'Year of Volunteering' aims to boost participation in volunteering activities across Hertfordshire supporting county council and partner organisations to attract, retain and recognise volunteers.</p> <p>In 2015/16 Health and Community Services Community Wellbeing Team awarded the Connecting Communities contract lot 2 to #TeamHerts, a partnership led by North Herts CVS and involving other Community Volunteer Services (CVS) across the county. This contract covers support, promotion and celebration of volunteering across the county linking up with existing local priorities and celebrations, including the Year of Volunteering.</p>
<p>10) Encouraging bus companies and community transport providers to maintain routes after Hertfordshire</p>	<p>During the consultation period and before the implementation of the policy changes in September 2015, officers were in regular contact with bus and coach operators to mitigate the risk of services being withdrawn. To date 18 HCC</p>

<p>County Council subsidies have been withdrawn.</p>	<p>contracted services have been taken on commercially which will have safeguarded a significant number of passenger numbers. A full report on the impact of the local bus policy changes will be presented to Environment Planning and Transport Panel in September 2016.</p> <p>HCC supports ten community transport schemes in the county and is seeking opportunities to enable community transport to meet any unfulfilled needs.</p>
<p>11) As a matter of urgency, Hertfordshire Leaders Group and Hertfordshire Infrastructure and Planning Partnership (HIPP) address the strategic infrastructure planning issues, particularly with regard to housing development, to assess future budgetary implications for the Council arising from inadequate setting of the Community Infrastructure Levy (CIL)</p>	<p>Discussions about housing growth, infrastructure and future funding take place between the County Council and the Districts collectively through the Herts Planning Officers Group and the Hertfordshire Infrastructure and Planning Partnership (HIPP), and individually as part of the Districts Local Plan process and the preparation of Local Infrastructure Documents.</p> <p>So far only four Districts have implemented a CIL charging regime and others are still some way off introducing CIL. The Government have recently announced a review of CIL and the Executive Member of Planning Transport and Environment wrote to the Minister expressing concerns about the impact of the current system on the County Council.</p> <p>The issue of future funding for critical infrastructure particularly for Education and Transport arising from growth pressure remains a key issue for HIPP.</p> <p>The issue is recognised amongst the Hertfordshire Leaders and by the Hertfordshire Local Enterprise Partnership. It has been the subject of recent discussions between the Executive Member, the Chair of HIPP, the LEP and various District Leaders at HIPP, the Local Transport Board, the A414 Group and other Duty To Co-Operate meetings.</p> <p>The Executive Member for Planning would urge all Members who are also members of districts/boroughs in the county to raise this issue of funding for critical infrastructure with their colleague members and planning staff.</p>
<p>12) Transferring the Dial-A-Ride service from Environment to Adult Care and Health</p>	<p>Following a meeting of the Senior Management Board in January 2016 it has been agreed that the Dial-A-Ride service along with Community Transport and</p>

<p>and lowering the qualifying age limit for those able to use the service to 60.</p>	<p>Fleet Services (Adult Day Care transport) will be transferred to Health and Community Services from 1 April 2016. This will enable a wider review of assets and transport services for vulnerable older people as well as exploring opportunities for reducing costs while increasing the reach and ridership of the transport provided. Part of this review will include a consideration of the eligibility criteria for the Dial-A-Ride service.</p>
<p>13) All future portfolio papers clarify statutory and non-statutory obligations and priorities within the Service's financial constraints</p>	<p>We will review the presentation of statutory and non-statutory services in future IP and Panel papers to address this requirement. Within this we will attempt to benchmark the level of service provided against our peers to take account of the varying levels of addressing both statutory and non-statutory requirements across authorities.</p>

The Committee also requested that Cabinet and Cabinet Panels note its comments below:-

<p>Children's Services</p>	
<p>14) That waiting times for the Family Safeguarding Project be reviewed and improved.</p>	<p>The Family Safeguarding Service has been in operation for 11 months and was up and running within schedule. There is no waiting list for access to the services. The evaluation of the project that was required by the Department for Education (DfE) commenced in April 2015 and has met all of the milestones set by the DfE. The impact of the project on the protection of children will take several years to gather evidence on.</p>
<p>15) That the recording of asylum seeking children be reviewed.</p>	<p>Changes to the LCS case record system are due to be implemented in April to ensure more consistent recording of unaccompanied asylum seeking children (UASC) who become looked after. In addition to this, regular reconciling between LCS and the list submitted to the Home Office to claim funding for UASC who are looked after now takes place on a regular basis ensuring data on LCS is robust.</p>

<p>16) That the transition from Statement to Education Health & Care Plan (EHCP) implications inform service provision and development e.g. changing needs are identified</p>	<p>There are some key differences between statements and EHCPs which are being taken forward through service development and workforce reform.</p> <ul style="list-style-type: none"> • We are planning for the integration of two currently separate teams' pre and post 16 to become a seamless 0-25 statutory service from September 2016. • We have set up a specialist transfer review team within the Special Educational Needs service to manage the transfer of Statements to EHCPs • We have developed a person centred approach including the holding of a family conversation with the family/young person • We are developing EHCPs which are co-produced with families with a focus on outcomes through a multi-agency meeting to include professionals, parents/carers CYP • We are implementing an on-going workforce development plan to ensure the spirit of the reforms is embedded with all involved in the EHCP process including joint training with Hertfordshire's Parent/Carer Forum (HPCI) • We will be preparing a business case to inform longer term sustainability of the service required to deliver the reforms and the statutory duties of the Council following completion of the transfer review process
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Community Safety and Waste Management	
<p>17) That the risks and uncertainties associated with legislative change, changes to residents life-style and</p>	<p>The risks and uncertainties associated with legislative change are addressed in the contract with Veolia Environmental Services (as is common practise). Where Legislation or Guidance is already in force in the UK it is priced in the accepted</p>

<p>waste generation, feature in the proposals to manage Hertfordshire's residual waste, be reviewed in detail</p>	<p>proposals. Future changes in law are managed through discussion where the parties agree the impact of the change and any corresponding necessary contractual adjustments.</p> <p>Consideration of risks associated with changes to life-style and waste generation was included in the Revised Project Plan discussions. This has resulted in a solution that caters for very significant improvements in the level of material that can be diverted for re-use, recycling and/or composting whilst still being able to manage an increase in waste volumes. This was informed by using up-to-date waste generation and performance levels and a set of comprehensive kerbside and household waste recycling centre services as well as the latest position on planned housing pressures in the county.</p> <p>The proposed proven technology reduces risks associated with deliverability, availability and performance and its flexible nature is suitable to address potential changes in the compositional nature of the waste that may arise over the contract period, for example, if further food wastes are diverted.</p>
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<p>Environment, Planning and Transport</p>	
<p><i>Suggestion to Cabinet:</i></p> <p><i>Note: All abbreviations used must be set out in full the first time they are used</i></p>	<p><i>Executive Response:</i></p> <p><i>Note: All abbreviations used must be set out in full the first time they are used</i></p>
<p>18) That the impact on the budget of removing trees across County owned land be investigated so that provision can be put in place to meet the cost of this potential risk.</p>	<p>Overall the Integrated Plan has made provision of £450k in 2016/17 and future years to deal with the impact of tree health across the authority. This includes £50k to enable the Countryside Management Service to keep updated with the risk associated with the impact of tree health issues over the coming years and ensure it is reflected in the corporate risk assessment and that service</p>

	<p>departments (and external partners) are provided with advice and guidance as required. An assessment will be undertaken in year of the sufficiency of the overall provision to deal with the potential risks.</p> <p>All relevant departments in the County Council are ensuring they have appropriate tree risk policies and procedures in place, building on and adopting existing good practice and experience from within the Authority</p> <p>A tree health network has been established with officers attending from across the breadth of HCC departments with a direct and indirect interest in tree matters including. A web presence containing tree health information has been created and will be kept updated as more information becomes readily available.</p>
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Highways	
<p>19) That the potential for carrying out project work concurrently rather than the current step by step approach; and undertaking work concurrently with partners, be explored to improve future cost efficiencies and customer experience.</p>	<p>All projects (except HLB funded projects) need to compete for funding, whether the funding is being sought from within HCC, the LEP or from central government.</p> <p>This is standard practice and not unique to Hertfordshire, as funding parties generally want to support 'shovel-ready' projects, which are low risk rather than speculative projects, which are high risk.</p> <p>Generally, projects need to have been developed through at least the feasibility stage to demonstrate to the funding party that the proposed project meets the funder's objectives, that the project is deliverable (from a technical and public acceptability standpoint), the risks have been identified and there is cost certainty.</p> <p>The Highways Service is reviewing its approach to the preparation of HLB schemes and in 2016/17 the designers will be embedded alongside the Highway Locality Officers to remove the requirement for formal commissioning and some of the project formalities, which should help both cost and programme. Major utilities and highway works are co-ordinated by the Highways Service's Network</p>

	<p>Management team, with the aim of minimising disruption to the road user and minimising long term damage to the structural integrity of the roads and footways.</p> <p>Generally, where there are planned utilities works and highway maintenance works the utilities works are programmed to come in first, so that HCC's resurfacing, or surface treatment covers the trench reinstatements. However, the utilities are not subject to pre-planning requirements for emergency works and connections and it is usually these works that are seen to cut through recently resurfaced roads.</p> <p>Co-ordination of utilities to come in and share the same traffic management and potentially the same trench is always considered, but it is rare that it is practical. Each utility has its own complex programme which will have a logic dictated by its operational needs (for instance, pipe A must be laid before pipe B by such and such a time etc.) and there are safety and operational requirements that mean that the utilities plant often need to be kept separated.</p> <p>There has been a recent drive to secure shared traffic management for utilities providing plant for new developments, which has achieved some success that the network team is looking to build on.</p> <p>Ringway is also looking to see how it can optimise the use of its traffic management by undertaking multiple tasks at the same time</p>
<p>20) That Government be lobbied with a view to making public highways data from other local authorities available to assist with benchmarking as these data are not available in the public domain.</p>	<p>Through technical working groups, HCC officers have lobbied Department for Transport officials, and will continue to do so, for this information to be collated and shared.</p>
<p>Any other comments on this scrutiny?</p>	