

# Agenda



**AGENDA for a meeting of the OVERVIEW AND SCRUTINY COMMITTEE  
in THE COUNCIL CHAMBER, County Hall, Hertford on TUESDAY, 20 DECEMBER  
2016 AT 10.00AM**

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

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

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

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

[Positions currently vacant]

### **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 Thursday, 10 November 2016 (attached).

## Non-Education Matters

None

## Issues Including Education

### **1. INTEGRATED PLAN PROPOSALS 2016/17 AND FUTURE YEARS Overview of Resources, Pressures and Key Issues**

*Report of the Director of Resources*

### **2. SCRUTINY RECOMMENDATIONS: UPDATE**

*Report of the Head of Scrutiny*

### **3. SCRUTINY WORK PROGRAMME 2016 – 2017**

*Report of the Head of Scrutiny*

### **4. OTHER PART I BUSINESS**

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

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

To agree items for inclusion in the Committee's report to Council (in the absence of a decision, all items will be reported).

## **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](mailto:michelle.diprose@hertfordshire.gov.uk). Agenda documents are also available on the internet at <https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings.aspx>. Scrutiny information (including reports on scrutiny investigations) can be found at <http://www.hertsdirect.org/scrutiny>

**DATE OF NEXT COMMITTEE MEETING: Thursday, 26 January at 9.00 a.m. in the Council Chamber, County Hall, Hertford**

# Minutes



To: All Members of the Overview & Scrutiny Committee, Chief Executive, Chief Officers, All officers named for 'actions'

From: Legal, Democratic & Statutory Services  
Ask for: Michelle Diprose  
Ext: 25566

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## **OVERVIEW AND SCRUTINY COMMITTEE THURSDAY, 10 NOVEMBER 2016**

### **ATTENDANCE**

### **MEMBERS OF THE COMMITTEE**

R Beeching (substitute for T W Hone), M Cowan (Chairman), H K Crofton, D J Hewitt (substitute for T Hutchings), A Joynes (Vice-Chairman), D E Lloyd, G McAndrew, L F Reeve (substitute for J Billing), D T F Scudder

\*PARENT GOVERNOR / CHURCH REPRESENTATIVES (VOTING)

\*

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

### **PART I ('OPEN') BUSINESS**

### **CHAIRMAN'S ANNOUNCEMENTS**

### **MINUTES**

The Minutes of the meeting of the Committee held on Friday, 2 September 2016 were confirmed as a correct record and signed by the Chairman.

D E Lloyd declared a personal interest, as recorded at minute 2.2.

**1. SCRUTINY RECOMMENDATIONS: UPDATE**

[Officer contact: Natalie Rotherham, Scrutiny Officer (01992 555300)]

- 1.1 The Committee received a report providing the recommendations from the 'Hertfordshire Safeguarding Adults Board'.
- 1.2 Members noted that the Executive Member response to the 'Hertfordshire Safeguarding Adults Board Topic Group' (HSAB) and 'The Children in Care Council Placement Stability Topic Group' (CHICC) had been received.
- 1.3 It was noted that the Executive Member response to the 'HSAB Topic Group' would be presented to the Monitoring of Recommendations Topic Group and 'The CHICC' Executive Member response would be presented to the November meeting of the Monitoring of Recommendations Topic Group. Members were informed that a young care leaver would attend the November meeting as well as officers to give their perspective.
- 1.4 The Chairman raised an observation concerning the title of the Monitoring of Recommendations Topic Group. He thought that the Topic Group had such an important role and asked for Member views as to whether it should be renamed to reflect its importance. Members agreed with the Chairman and a suggestion was to rename it and to include the word 'Committee' in the title. The Committee agreed for officers to liaise with the Chief Legal Officer and report back to a future meeting. The Chairman and Vice Chairmen will discuss further and report back to the committee.

**Conclusion**

- 1.5
  - 1. The Committee noted the HSAB scrutiny recommendations set out in Appendix 1 to the report and that it would be presented to the November meeting of the Monitoring of Recommendations.
  - 2. The Committee noted the Executive Member response to scrutiny recommendations for the HSAB and CHICC Topic Group as set out in Appendix 2(a) and 2(b) to the report, and agreed that the Monitoring of Recommendations Topic Group be requested to consider action taken on these in due course.
  - 3. For officers to liaise with the Chief Legal Officer on renaming the Monitoring of Recommendations Topic Group title.

Natalie  
Rotherham /  
Michelle  
Diprose to  
note / action  
all

## 2. SCRUTINY WORK PROGRAMME 2016 – 2017

[Officer contact: Natalie Rotherham, Scrutiny Officer (01992 588485)]

- 2.1 The Chairman reminded the Committee of the importance to declare an interest on items that they had a personal or pecuniary interest in.
- 2.2 David Lloyd declared a personal interest as he was the Police & Crime Commissioner and he had an interest in the Crime and Disorder items on the work programme.
- 2.3 The Committee considered its work programme 2016 – 2017 noting those scrutinies recently concluded and those scheduled for the forthcoming period.
- 2.4 The Committee were reminded that participants for the Disability Support for Bus Users Topic Group and the Library Services Review Topic Group were still required.
- 2.5 Members heard that all Group Leaders had agreed for the work programme to be 'rolled over' to the next term of office in May 2017. Although the Committee raised concerns in relation to the work programme items not being the same issues of newly elected Members, it understood that this process was the usual convention. The Committee agreed to support this with the proviso that at the first meeting of the OSC that followed the elections in May 2017, that the new Committee considered the work programme to ensure it still reflected the Committee's focus. It was noted that some items such as the IPP Budget Scrutiny, Crime and Disorder, HSAB and HSCB Topic Groups would remain on the work programme as it was a legal requirement for them to be scrutinised annually.
- 2.6 The Chairman asked if the Committee would be interested to have officer presentations at the end of meetings. This would help inform members, especially in the new council, about the business of the Authority. It would also provide an insight to areas the Committee might wish to scrutinise in the future. This could help inform Members about pressures facing a directorate. The Committee in principle agreed the idea and that discussions between the Chairman and Vice-Chairmen should take place and be reported back to a future meeting of the Committee.
- 2.7 The Committee agreed to amend the work programme so that the Children and Adolescent Mental Health Service (CAMHS) would now be owned by the Health Scrutiny Committee, although participation from Members of the Overview & Scrutiny Committee would be welcomed.

Natalie  
Rotherham  
To action

Terry Hone /  
Malcolm  
Cowan /  
Anne Joynes  
To action

Natalie  
Rotherham  
Charles  
Lambert/  
Michelle  
Diprose  
to note /

2.8 The Committee noted the seminars on the work programme had been postponed until after the May Elections unless anything urgent was raised.

action all

2.9 The draft scoping document for the Library Service Review Topic Group, attached as Appendix 2 to the report was also received.

### Conclusions

2.10 1. The work programme considered at this meeting reflected the decisions made by the Committee at its last meeting.

2. That the work programme to be rolled over to the next term of office, with the proviso that the new Council considered the work programme to see if it still reflected the Committee's focus.

3. The Committee agreed that discussions between the Chairman and Vice-Chairmen should take place in relation to reinstating officer presentations and be reported back to a future meeting of the Committee

Terry Hone /  
Malcolm  
Cowan /  
Anne Joynes  
to action

4. The Committee agreed to amend the work programme so that the Children and Adolescent Mental Health Service (CAMHS) would now be owned by the Health Scrutiny Committee.

5. The Committee noted the seminars on the work programme had been postponed until after the May Elections unless anything urgent was raised:

Natalie  
Rotherham  
Charles  
Lambert/  
Michelle  
Diprose  
to note /  
action all

6. The Committee noted the draft scoping document for the Library Services Review Topic Group, attached as Appendix 2 to the report

7. No scrutinies were suggested for inclusion on the work programme

8. No scrutinies were deleted from the work programme

### 3 INTEGRATED PLAN PROPOSALS (IPP): DIRECTOR OF RESOURCES PROPOSED BRIEFING FOR THE OSC MEETING ON 20 DECEMBER 2016.

[Officer contact: Natalie Rotherham, Scrutiny Officer (01992 555300)]

3.1 The Committee received a report outlining the proposed brief for the Director of Resources presentation to the Overview & Scrutiny Committee on 20 December 2016.

3.2 The Committee agreed to ask the Director of Resources to cover the following in his presentation:

- Clarify the expected Hertfordshire County Council Settlement from central government
- The impact of any changes to the funding formula and its implementation
- Identify any other funding streams pertinent to determining the IPP
- Relevance of the budget gap in guidance to departments (i.e. graph of doom trajectory)
- What trends are affecting the development of the IP 2017/18 and beyond

**Conclusion**

3.3 For the Director of Resources in his presentation to the Committee in December on the IPP to include the following:

1. Clarify the expected Hertfordshire County Council Settlement from central government
2. The impact of any changes to the funding formula and its implementation
3. Identify any other funding streams pertinent to determining the IPP
4. The relevance of the budget gap in guidance to departments (i.e. graph of doom trajectory)
5. What trends are affecting the development of the IP 2017/18 and beyond

Natalie  
Rotherham  
to action

**4. OTHER PART I BUSINESS**

4.1 There was no other business.

**REPORT TO COUNTY COUNCIL**

A summary of all items will be reported to the County Council at its meeting on 21 March 2017.

Michelle  
Diprose

**KATHRYN PETTITT,  
CHIEF LEGAL OFFICER**

**CHAIRMAN** \_\_\_\_\_

**CHAIRMAN'S  
INITIALS**

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**HERTFORDSHIRE COUNTY COUNCIL**

**OVERVIEW AND SCRUTINY COMMITTEE  
WEDNESDAY, 20 DECEMBER 2016 AT 10.00AM.**

**INTEGRATED PLAN PROPOSALS 2017/18 AND FUTURE YEARS:  
Overview of Resources, Pressures and Key Issues**

Report of the Director of Resources

Author: Owen Mapley, Director of Resources (Tel: 01992 555601)  
Lindsey McLeod, Head of Accountancy Services (Tel: 01992 556431)

**1. Purpose**

1.1 To provide information to support a preliminary discussion on the Integrated Plan (IP) proposals for 2017/18 and future years.

**2. Background and approach to 2017/18 Integrated Plan**

2.1 The Integrated Plan (IP) brings together the financial impact of service plans and the available funding to resource these, over the next three years.

2.2 The IP is set within the context of central government funding and other available resources. The Council has submitted an Efficiency Plan in order to gain certainty on core funding over the IP period. The Chancellor's Autumn Statement of 23 November confirmed the financial context for local authority spending, with central government Departmental Expenditure Limits unchanged, and no indication of changes to Council Tax or the Social Care precept.

2.3 At the time of writing, the provisional Local Government Finance Settlement had not been released. While the Settlement is expected to confirm the core funding assumptions in last year's IP, details of other grant movements are as yet unknown. A verbal update will be provided at the meeting.

2.4 The timetable for the Integrated Plan is:

- 23 January 2017 – Cabinet consider draft Integrated Plan and invite views of Service Cabinet Panels/Overview & Scrutiny Committee.
- 31 January to 10 February – Service Cabinet Panels/ Overview & Scrutiny Committee review Cabinet's draft Integrated Plan proposals.
- 20 February – Cabinet recommend Integrated Plan for 2017/18 to 2019/20.
- 21 February – County Council approve Integrated Plan for 2017/18 to 2019/20, and set Council Tax for 2017/18.

**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. Services have been required to make every effort to contain pressures within these forecasts, for example through finding offsetting savings or taking preventative action. Proposals have been informed by comparative benchmarking, both through published data and informal networks with other comparable authorities, to identify areas of potential efficiency gains. Where savings require a policy change, these have been taken through Panels for Cabinet decisions during 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:

- Focus on early intervention, prevention and alternative models of service delivery to better manage demand for services;
- Work in partnership with other agencies and organisations to make Hertfordshire safer and support health and wellbeing through targeted proactive prevention, education and protection work;
- Working closely with the Herts Infrastructure and Planning Partnership and Districts on bringing forward land for new homes and jobs. This will be developed further through a recently established new forum of all Hertfordshire public services providers which is considering property opportunities under the government's "One Public Estate" initiative;
- Ensure 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

#### **4. Revenue Budget and Funding**

4.1 The Local Government Finance Settlement 2016/17 provided the funding context for the 2016/17 Integrated Plan, which set the budget position for the next four years. This showed a funding gap of up to £75m by 2019/20, as shown in Tables 1 and 2 overleaf.

**Table 1: Summary Revenue Budget** (from 2016/17 IP, February 2016)

2015/16 £m		2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
<b>811.286</b>	<b>Original Budget</b>	<b>828.732</b>	<b>828.732</b>	<b>828.732</b>	<b>828.732</b>
14.135	Technical Adjustments	(5.660)	(7.311)	(8.645)	(9.885)
9.622	Inflation	8.933	20.127	34.258	48.389
<b>835.043</b>	<b>Base Budget</b>	<b>832.005</b>	<b>841.548</b>	<b>854.345</b>	<b>867.236</b>
	<b>Pressures for change:</b>				
0.175	Previous Policy Decisions	0.025	(0.225)	(0.175)	(0.225)
10.853	Demography	10.079	19.043	29.342	39.751
9.081	Legislative	8.681	13.058	17.183	21.676
0.088	Capital Financing	0.342	1.343	2.335	3.351
10.087	One-off capital investment	-	-	1.106	1.908
2.666	Other	3.602	6.749	12.007	13.127
<b>32.950</b>	<b>Total Pressures for Change</b>	<b>22.729</b>	<b>39.968</b>	<b>61.798</b>	<b>79.588</b>
<b>867.993</b>	<b>Subtotal</b>	<b>854.734</b>	<b>881.516</b>	<b>916.143</b>	<b>946.824</b>
	<b>Savings:</b>				
(33.084)	Existing efficiencies	(16.263)	(20.201)	(20.326)	(20.326)
(5.319)	Previous Policy Decision	(0.281)	(0.685)	(0.685)	(0.685)
-	New efficiencies	(13.478)	(16.419)	(17.699)	(18.303)
(0.858)	2015/16 Policy Decision	(2.530)	(3.930)	(6.130)	(10.130)
-	Further savings required	-	(34.116)	(65.524)	(75.446)
<b>(39.261)</b>	<b>Total Efficiency / Business Transformation Savings</b>	<b>(32.552)</b>	<b>(75.351)</b>	<b>(110.364)</b>	<b>(124.890)</b>
<b>828.732</b>	<b>REVENUE BUDGET (excluding funding specifically allocated to service area)</b>	<b>822.182</b>	<b>806.165</b>	<b>805.779</b>	<b>821.934</b>
-	Use of Reserves	(0.385)	-	-	-
<b>828.732</b>	<b>Resultant Budget</b>	<b>821.797</b>	<b>806.165</b>	<b>805.779</b>	<b>821.934</b>

**Table 2: Summary Revenue Budget Funding** (from 2016/17 IP)

2015/16 £m		2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
	<b>Business Rates and Revenue Support Grant:</b>				
49.174	Business Rates Income	49.847	50.844	51.861	52.898
0.300	Business Rates Pooling / Growth	-	-	-	-
63.700	Business Rates Top-Up Grant	64.231	65.494	67.426	69.581
118.969	Revenue Support Grant	79.992	44.535	22.599	1.890
<b>232.143</b>		<b>194.069</b>	<b>160.873</b>	<b>141.886</b>	<b>124.369</b>
	<b>Non-ringfenced Grants:</b>				
2.545	Compensation for impact of changes to Business Rates (S31 grant)	2.552	2.552	2.552	2.552
13.172	Education Services Grant (ESG)	12.009	12.009	12.009	12.009
5.457	New Homes Bonus	6.635	6.936	4.358	4.181
0.372	New Homes Bonus Adjustment	0.263	-	-	-
5.872	Adult Social Care new burdens	-	-	-	-
0.659	SEN Reform	0.746	-	-	-
1.871	Independent Living Fund	2.141	2.070	2.005	1.944
-	Transition Grant	7.760	7.849	-	-
1.439	Other non-ringfenced grants	1.100	1.001	0.911	0.911
<b>31.387</b>		<b>33.207</b>	<b>32.418</b>	<b>21.835</b>	<b>21.597</b>
	<b>Ringfenced Grants:</b>				
37.642	Public Health Grant	34.504	33.659	32.784	31.932
8.173	Public Health - Health visitors	15.543	15.154	14.760	14.376
2.605	Adult Skills and Community Learning grant	2.605	2.605	2.605	2.605
1.111	Local Authority Bus Subsidy Grant	1.111	1.111	1.111	1.111
1.122	Unaccompanied Asylum Seeking Children Grant	1.122	1.122	1.122	1.122
1.734	Troubled Families Grant	1.837	2.237	2.237	2.237
1.258	Music Education Grant	1.258	1.258	1.258	1.258
0.903	Youth Justice Good Practice Grant	0.815	0.815	0.815	0.815
<b>54.548</b>		<b>58.795</b>	<b>57.961</b>	<b>56.692</b>	<b>55.456</b>
	<b>Other Income:</b>				
18.949	NHS funding - Better Care Fund	18.949	18.949	23.676	31.858
481.571	Council Tax	499.136	513.142	527.540	542.342
-	Council Tax relating to 2% Social Care Precept	9.787	20.323	31.650	43.812
0.500	Projected additional Council Tax Income	-	-	-	-
10.345	Collection Fund Balance - Council Tax	9.907	4.000	4.000	4.000
(0.711)	Collection Fund Balance - Business Rates	(2.053)	(1.500)	(1.500)	(1.500)
<b>510.654</b>		<b>535.726</b>	<b>554.914</b>	<b>585.366</b>	<b>620.512</b>
<b>828.732</b>	<b>TOTAL</b>	<b>821.797</b>	<b>806.165</b>	<b>805.779</b>	<b>821.934</b>

## Pressures

- 4.2 Figures from the 2016/17 IP have been reviewed to reflect latest estimates of pressures in maintaining a standstill budget. The impact of demographic change continues to increase above previous estimates. The budgets are also being adjusted as a result of announcements in the Autumn Statement on 23 November, such as modelling the impact of new rate for National Living Wage.
- 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). The Council will continue to use external funding wherever possible, with the balance of funding coming from capital receipts where available, and from borrowing. While in recent years the Council has used capital receipts to reduce the need to borrow, officers are exploring options to develop rather than dispose of some surplus sites, in order to generate revenue streams that may provide a better return on these assets.

## Inflation

- 4.4 The impact of inflation has been costed as below. 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. Services are reviewing fees and charges with an expectation that they are increased by 2.2% in line with the forecast CPI inflation index for March 2017 (unless there are statutory or commercial reasons that would make this inappropriate). Additional provision is also made for service specific bids relating to particular categories or contractual agreements.
- 4.5 These levels will be reviewed within the IP proposals. While latest forecasts of CPI are above the 1.5% assumed for non-pay inflation in the 2016/17 IP, the extent of countywide and service specific bids means it may be reasonable to reduce inflation on the remaining non-pay lines.

### Impact of Proposed Inflation Rates for 2017/18 Integrated Plan:

	Cumulative (estimate)		
	2017/18	2018/19	2019/20
	£m	£m	£m
Standard Pay @ 1.0%	2.593	4.841	7.089
Standard Non-pay @ 1.5% (2017/18)	9.493	9.493	9.493
Standard Non-pay @ 2.0% (2018/19 & 2019/20)		14.161	28.322
Standard Income @ 2.2% (2017/18)	(1.660)	(1.660)	(1.660)
Standard Income @ 2.0% (2018/19 & 2019/20)		(1.509)	(3.018)
Countywide exceptional	2.854	2.854	2.854
<b>TOTAL</b>	<b>13.280</b>	<b>28.180</b>	<b>43.080</b>

## **Resources**

### 4.6 Government Grants

Government revenue grant estimates used in the 2016/17 IP are shown in Table 2. We will have further information on these following the 2017/18 Provisional Settlement expected in early December. Some new funding was announced during the Autumn Statement for infrastructure including highways; where details are available, these have been built into the Capital Programme.

### 4.7 Council Tax

The local Council Tax Base is being reviewed, and together with forecasts based on 2015/16 Collection Fund surpluses, is expected to increase in 2017/18.

No changes regarding Council Tax or the Social Care Precept were announced during the Autumn Statement on 23 November; current assumptions anticipate that the referendum threshold of 2% Council Tax increase remains, and authorities will be able continue raising the additional precept at the rate of 2%.

### 4.8 Business Rates

Business Rates funding continues to be received either directly from Districts or via central government 'top up'. Confirmation of the baseline level of funding (following the revaluation in 2017/18 of the Rateable Values of properties) will be announced as part of the 2017/18 Provisional Settlement, expected in early December. DCLG have however confirmed the Business Rates multiplier for 2017/18, and transitional arrangements which will be in place following revaluation. DCLG will lower the transitional relief cap from 45% next year to 43%, and from 50% to 32% the year after. This discretionary relief is fully funded through Section 31 grants. Work is ongoing with Districts to confirm the impact of these changes on the County's funding.

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 proposes to continue with the existing pool for 2017/18, subject to final agreement of the Pool members following the Provisional Settlement.

## **Revenue Budget Savings**

- 4.9 The 2016/17 IP identified a savings requirement of £75m over the four years 2016/17 to 2019/20, of which £34m was required to be delivered in 2017/18. 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 2016/17. It will be necessary to continue to develop proposals for further savings for consideration by Cabinet Panels and Cabinet in the course of 2017/18 and future years.
- 4.12 Given the extent of savings required from 2018/19 onwards, it will be necessary to continue to develop proposals for savings for consideration by Cabinet Panels and Cabinet. It is likely that such savings may well require more significant service redesign, which may require varying lead-in times before they are achieved. Services are working to identify further efficiencies and policy options, underpinned by a refreshed range of “transformation” initiatives incorporating both service-led and corporate-led cross cutting themes.

## 5. Capital Programme

- 5.1 The revised capital programme, including the re-programming being recommended for Cabinet approval in December 2016, is shown in Table 3 below.

**Table 3: Revised Capital Programme 2017/18 – 2018/19**

	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
<b><u>Directorate</u></b>	£'000	£'000	£'000
Environment	113,156	103,662	<b>216,818</b>
Resources	11,613	6,932	<b>18,545</b>
Community Protection	3,197	1,733	<b>4,930</b>
Health and Community Services	32,311	18,440	<b>50,751</b>
Public Health	1,400	-	<b>1,400</b>
Children’s Services	41,510	44,637	<b>86,147</b>
<b>TOTAL</b>	<b>203,187</b>	<b>175,404</b>	<b>378,591</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, and re-programmed projects.
- 5.3 Services have also developed priority business cases for new major projects to 2019/20. 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 The Capital Programme has in recent years been part funded by capital receipts, in order to minimise borrowing. With current low interest rates, officers are reviewing future potential receipts and are investigating options to generate optimal returns from non-operational sites.

## **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 2016/17 at 4.0% of the Net Revenue Budget (NRB), which equated to £32.1 million. The Director of Resources will review the level of these balances and make recommendations in the Integrated Plan report.

### *Background Information*

Integrated Plan Report to Full Council February 2016

Statement of Accounts 2015/16

Quarterly Revenue and Capital Monitor Report to Cabinet, December 2016

**SCRUTINY RECOMMENDATIONS: UPDATE**

*Report of the Head of Scrutiny*

Author: Michelle Diprose, Democratic Services Officer (Tel: 01992 555566)

**1. Purpose of report**

1.1 To provide the Committee with an update on:-

(a) Recommendations arising from scrutinies concluded since the Committee's last meeting, and

(b) Executive Member responses to the recommendations from topic groups received since the Committee's last meeting.

**2. Summary**

Topic Group Recommendations

2.1 The recommendations from the Flood Risk Management Topic Group, Herts Waste Partnership Topic Group and Hertfordshire Children Safeguarding Board are attached as Appendix 1(a), 1(b) and 1(c) to the report.

Executive Member responses to scrutiny recommendations received since the last OSC meeting

2.2 There have been no Executive Member responses received since the last meeting of OSC.

Monitoring of Recommendations Topic Group

2.3 The Monitoring of Recommendation's Topic Group met on the 25 November 2016. All items were signed off by the Topic Group. Only one further item was due for consideration at the February 2017 meeting. It was decided that this be carried over to the first meeting of the Topic Group after May 2017.

**3. Recommendations**

3.1 1. That the scrutiny recommendations, set out in Appendix 1(a), 1(b) and 1(c) to the report, be noted.

**4. Financial Implications**



4.1 There are no financial implications arising from this report.

Background Information

Reports of the Flood Risk Management Topic Group, Herts Waste Partnership Topic Group and the Hertfordshire Safeguarding Children Board topic Group

## **FLOOD RISK MANAGEMENT TOPIC GROUP**

The Recommendations of the Flood Risk Management Topic Group are:

1. Members requested that the Flood Risk Management Strategy 2017-2027 includes:
  - a) A criterion for prioritising flood schemes, which takes into account:
    - The number and type of properties affected
    - Frequency of flooding (based on historical data)
    - Developing early cost estimates for contributory consideration.
  - b) A review of service 'Trigger Points' to better prioritise and manage work within resources and to improve outcomes.
  - c) Further development of the internal Hertfordshire County Council links between Flood Risk Management, Highways and Property services
  - d) Investigation of partnership working and approaches to scheme funding for areas where flood risk management crosses county boundaries and agency responsibilities.
  - e) Consideration of the feasibility of establishing a small works fund to facilitate direct action on flood issues.
  - f) That the 2017-2027 strategy be launched with a new communications campaign to increase public awareness and raise engagement: and that this includes the involvement of external agencies such as the Environment Agency (EA) and other risk management authorities (RMA's).
2. That at a future meeting of Herts Infrastructure and Investment Planning Partnership (HIPP) the Lead Local Flood Authority (LLFA) leads a discussion with Local Planning Authorities (LPAs) and other agencies to agree a countywide approach to flood risk management. This discussion should have an emphasis on pressing developers to provide surface level Sustainable Drainage Systems (SuDS) and SuDS maintenance in planning pre-applications.
3. That the LLFA sets up formal meetings with Thames Water, Anglian Water, and Environment Agency, regularly (approximately every six months) for strategic based discussions.
4. That the department aims to explore partnership opportunities with relevant higher education institutions to develop training and skills development in this professional area.

5. That the LLFA work with all Hertfordshire LPAs to explore how best to involve Thames Water and Anglian Water earlier in the planning process for new developments.
6. To ensure the LLFA's contributes to the 2019 business planning process of the water utility companies to encourage a focus on the renewal of damaged and under capacity sections of the sewer network in Hertfordshire to cope with the predicted change in extreme weather events resulting from climatic change.

The full report can be viewed at [Flood Risk Management Topic Group](#)

## **HERTS WASTE PARTNERSHIP TOPIC GROUP**

The Recommendations of the Herts Waste Partnership (HWP) Topic Group are:

1. The HWP should aim to increase and strengthen its role and influence to drive forward further progress by focussing on whole system costs as a way of driving up performance and driving down spend.
2. The HWP should focus on further reduction of residual waste as the priority and consider how joint working and a more unified approach to waste collection and disposal can help achieve this and reduce costs.
3. Further consideration should be given by HWP partners to maximising and increasing joint procurement activities and consortium arrangements. The HWP has a role in highlighting examples of authorities entering into combined collection arrangements who have retained autonomy over the standards and scope of the services in their areas.
4. Political leadership is essential to the success of the HWP. Further work, development and engagement of senior Members should be considered to encourage district/borough leaders and ward members to adopt a more proactive role in driving forward further improvements to waste collection and disposal.

The full report can be viewed at [Herts Waste Partnership Topic Group](#)



## **HERTFORDSHIRE SAFEGUARDING CHILDREN BOARD TOPIC GROUP**

There were no Recommendations arising from this Topic Group

Members of the topic group identified no recommendations although a number of themes and suggestions are contained in the report. It is anticipated that Overview & Scrutiny Committee will consider the findings as part of its work programme discussion at its first meeting following May 2017 elections.

The full report can be viewed at [Hertfordshire Safeguarding Children Topic Group](#)



**HERTFORDSHIRE COUNTY COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**TUESDAY, 20 DECEMBER 2016 AT 10.00AM**  
**SCRUTINY WORK PROGRAMME 2016 – 2017**

Agenda Item No.

**3**

Report of the Head of Scrutiny

Author: Michelle Diprose, Democratic Services Officer (Tel: 01992 555566)

**1. Purpose of report**

- 1.1 To provide the Committee with an updated scrutiny work programme for the period 2016 – 2017.

**2. Summary**

The Scrutiny Work Programme

- 2.1 A combined work programme for both Health and Overview and Scrutiny Committees, for the period 2016 – 2017, is attached as Appendix 1 to this report.
- 2.2 The Draft scoping document for the Children's Services Children's Centre Topic Group is attached as Appendix 2

Scrutiny Requests

- 2.3 There have been no Scrutiny requests received since the Committee's last meeting.

**3. Recommendations**

- 3.1
1. That the Scrutiny Work Programme 2016-2017, attached as Appendix 1 to the report, be approved
  2. That the outline draft scoping document, attached as Appendix 2 to the report, be noted.

**4 Financial Implications**

- 4.1 There are no financial implications arising from this report.

Background Information

Minutes of the Committees meeting held on 10 November 2016.





[Amendments, **new entries & OSC and HSC Meetings** are shown in **bold**]

*The Overview and Scrutiny Committee and the Health Scrutiny Committee have responsibility for scrutinising all aspects of County Council and Health Services*

**OSC MEETINGS AND THEMES**

<b>DATE</b>	<b>THEME</b>	<b>NOTES</b>
20 Dec 2016		<ul style="list-style-type: none"> <li>• IPP scrutiny presentation from the Director of Resources</li> <li>• Work programme</li> </ul>
26 Jan 2017	IPP	HCC budget scrutiny
2 Feb 2017	OSC reconvenes	Finalises the suggestions to cabinet, information requests, scrutinies
28 Mar 2017		Work programme
21 June 2017		Work programme

**HSC MEETINGS AND THEMES**

<b>DATE</b>	<b>THEME</b>	<b>NOTES</b>
15 December 2016	<b>1. Healthwatch complaints work</b>	
19 January 2017		<b>Topic dates to be decided for:</b> <ul style="list-style-type: none"> <li>• <b>Dentistry (including Healthwatch Hertfordshire access feedback)</b></li> <li>• <b>Opticians</b></li> </ul>
16 March 2017		
30 March 2017		
15 June 2017		
19 July 2017		

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
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## WORK PROGRAMME

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-ship	Executive Member
<p>Herts Waste Partnership &amp; Recycling Review</p> <p>To understand and test the current service delivery model for waste management in Hertfordshire in the context of current and future challenges'</p> <p><b>COMPLETE</b></p>	OSC	2 days (not consecutive)	4 & 9 Nov 2016	Natalie Rotherham	Michelle Diprose	Duncan Jones / Simon Aries	Richard Smith	Seamus Quilty (c) Michael Muir (c) Paul Mason (c)(res) Maureen Cook (lab) <b>Malcolm Cowan (lib dem)</b>	Richard Thake (Community Safety & Waste Management)
<p>To examine how effective the Public Health Department within Hertfordshire County Council is despite funding cuts to the department's budget 2015/16 and onwards'</p> <p><b>COMPLETE</b></p>	OSC	TBC	28 Nov 2016	Charles Lambert	Theresa Baker	Jim McManus	Richard Smith	William Wyatt-Lowe (c) Colin Woodward (c) Dave Hewitt (res (c)) Mark Watkin (lib dem) Dreda Gordon (lab)	Teresa Heritage (Public Health, Localism & Libraries)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
Crime & Disorder 2016 Scamming <b>COMPLETE</b>	OSC	2 days	5 & 13 Dec 2016	Natalie Rotherham	Michelle Diprose	Mike MacGregor	Malcolm Cowan	Tim Hutchings (c) Dave Hewitt (c) Peter Ruffles (c) Richard Smith (res (c)) Judi Billing (lab)	Colette Wyatt- Lowe(Adult Care & Health) Richard Roberts (Children's Services) Richard Thake (Community Safety & Waste Management)
West Herts Hospital Trust	HSC	On going	Dec 2016	Charles Lambert	TBC		Seamus Quilty	Anne Joynes (lab) Chris White (lib dem) Roger Beeching (Cons) Fiona Thomson	Colette Wyatt- Lowe (Adult Care & Health)
Children Looked After	OSC	1 day	17 January 2017	Charles Lambert	Michelle Diprose	Marion Ingram	Judi Billing	Michael Muir (c) Graham McAndrew (c) Tim Hutchings (c) Mark Watkin (lib dem)	Richard Roberts (Children's Services)
Integrated Plan Proposal 2017- 2020 Scrutiny	OSC	2 days	26 Jan & 2 Feb 2017	Natalie Rotherham	Michelle Diprose	Owen Mapley / Claire Cook	Terry Hone	All OSC Members. All other Members except Executive & Deputy Members. Third Parties	Chris Hayward (Resources & Performance)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
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Disability support for bus users.	OSC	TBC	17 March 2017	Natalie Rotherham	Theresa Baker	Simon Aries	Anne Joynes	Sandy Walkington (lib dem)	Terry Douris (Highways)
Library Services Review To examine new changes to library services (to be undertaken one year after their implementation)	OSC	1 day	20 March 2017	Charles Lambert	Fiona Corcoran	Andrew Bignell	TBC	TBC	Teresa Heritage (Public Health, Localism & Libraries)
Herts for Learning (HfL) – to review its progress against its original objectives since it was established; also to include the role and impact of the governance team <i>Note: whole Committee Scrutiny</i>	OSC	TBC	2017	TBC	TBC	Simon Newland / Jan Paine	Terry Hone		David Williams (Enterprise, Education & Skills)
Children’s Centres – follow up scrutiny to review how the new contract is working. To include the effectiveness of the new contract and whether it is improving long term outcomes for early years. Also to include the effect on the provision of the Home Visiting Service caused by the change in policy.	OSC	TBC	11 July 2017	Natalie Rotherham	TBC	Sally Orr / Simon Newland	TBC	TBC	Richard Roberts (Children’s Services)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
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<p>Special Educational Needs – follow up scrutiny to review progress made on the ‘journey’ implementing the new legislation.</p> <p>To examine disputes with parents over the education of children with SEN, specifically the school they should attend.</p> <ul style="list-style-type: none"> <li>• To examine the processes used by HCC to resolve disputes with parents of SEN when identifying a school that will best meet their child’s needs.</li> <li>• To include on outcomes and how the Council takes into account the voice of SEN and disabled children and young people; and progress made in reducing the number of out of county placements.</li> </ul> <p>To include understanding at what stage in the process HCC Legal unit gets involved in such disputes.</p>	OSC	TBC	2017	TBC	TBC	TBC	TBC	TBC	David Williams (Enterprise, Education & Skills)
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Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
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Crime & Disorder 2017 Domestic Abuse	OSC	TBC	Autumn 2017	Charles Lambert	TBC	TBC	TBC	TBC	Colette Wyatt-Lowe(Adult Care & Health)  Richard Roberts (Children's Services)  Richard Thake (Community Safety & Waste Management)
Hertfordshire Safeguarding Adults Board (Annual)	OSC	TBC	2017	TBC	TBC	TBC	TBC	TBC	Colette Wyatt-Lowe (Adult Care & Health)
To scrutinise Community Protection's preventative work with Public Health, establishing the effects and benefits	OSC	TBC	Autumn 2017		TBC	Steve Holton	TBC	TBC	Richard Thake (Community Safety & Waste Management) Teresa Heritage (Public Health, Localism & Libraries)
To evaluate the effectiveness of the new Council website (18 months after implementation).	OSC	TBC	Autumn 2018	TBC	TBC	TBC	TBC	TBC	Teresa Heritage (Public Health, Localism & Libraries)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
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Children and Adolescent Mental Health <b>Transformation Board</b> (CAMHS) POSTPONED	HSC	1 day	TBC	Natalie Rotherham	TBC	<b>Maria Nastri</b>	TBC	TBC	Colette Wyatt-Lowe(Adult Care & Health) Richard Roberts (Children's Services) Teresa Heritage (Public Health, Localism & Libraries)
Effectiveness of SERCO contracts	OSC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Chris Hayward (Resources & Performance)
Discharge	HSC	1 day	TBC	Charles Lambert	TBC		TBC		Colette Wyatt-Lowe (Adult Care & Health) Teresa Heritage (Public Health, Localism & Libraries)
Secondary school place planning Looking admissions procedures, influence over academies and free schools, costs of bussing children who can't get into their local schools. To include its robustness e.g. whether new schools are coming on stream at the right time and of the right size	OSC	TBC	TBC	TBC	TBC	Simon Newland	TBC	TBC	David Williams (Enterprise, Education & Skills)
Primary school place planning Looking admissions procedures, influence over academies and free schools, costs of bussing	OSC	TBC	TBC	TBC	TBC	Simon Newland	TBC	TBC	David Williams (Enterprise, Education & Skills)



Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
children who can't get into their local schools. To include its robustness e.g. whether new schools are coming on stream at the right time and of the right size.									
To review Hertfordshire's Household Waste and Recycling Centre (HWRC's) and commercial waste facilities to ensure greater compatibility and cooperation between the public and private facilities: and to prevent the unauthorised use of the HWRC's for disposal of commercial waste clarifying the cost to the Authority	OSC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Richard Thake (Community Safety & Waste Management)
Care Act	HSC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Colette Wyatt- Lowe (Adult Care & Health) Teresa Heritage (Public Health, Localism & Libraries)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
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### Monitoring Topic Groups

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
Monitoring of Recommendations Topic Group Reviewing the implementation of both OSC and HSC topic group recommendations.	Joint	Meets every 2 - 3 months	25 Nov 2016	Natalie Rotherham	Fiona Corcoran	N/A	Roger Beeching	Mark Mills-Bishop (c) Michael Muir (c) Mark Watkin (lib dem) Lorna Kercher (lab)	All Executive Members

### MEMBER SEMINARS

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
Members Information Service	OSC		2017 after election	TBC	Michelle Diprose	TBC	Terry Hone (Chairman of OSC)		Chris Hayward (Resources & Performance)
Corporate Parenting	OSC		2017 after election	TBC	Michelle Diprose	TBC	Terry Hone (Chairman of OSC)		Richard Roberts (Children's Services)

### SITE VISITS

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Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
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**OSC BRIEFING PAPERS**

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member

**OBJECTIVE:**

To investigate the effectiveness of 0 – 5 early years services in supporting vulnerable families and narrowing the wellbeing and attainment gaps

**CONTEXT:**

Hertfordshire County Council has retained its 82 Children's Centres. Since April 2015 these have been clustered 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 of centres. The current contracts with our children's centre providers run until 31 March 2018. The performance of the children's centre programme since April 2015 has been stable. Whilst restructuring staff teams to fit with the new groups and reduction in budgets, children's centre lead agencies have maintained both the quality of services offered to parents and children and the level of user satisfaction with the services.

The children's centre programme is part of the Families First (early help) offer to families in Hertfordshire. Working in partnership with health visitors, midwives, GPs, schools, early education providers, voluntary sector, and adult learning providers Children's Centres play a key role in catching emerging problems early therefore reducing the demand for, and high cost of, safeguarding and children looked after services. The children's centre programme delivers a range of support and services to help children develop and progress by supporting them and their parents. Children's Centres aim to reduce the demand for more expensive services by providing opportunities for young children and their families to access the right support locally at the right time and at the right level.

Children's Centres offer information and links to other early years services to all parents whilst focussing their direct work on families most in need of assistance and ensuring that parents are helped to address any problems that arise at an early stage.

**QUESTIONS TO BE ADDRESSED:**

1. What support is provided to vulnerable families (to include those part of the Thriving Families programme)?
2. How are vulnerable families identified and engaged?
3. What progress has been made by 0 – 5 services to narrow the wellbeing and achievement gap?

**OUTCOMES:**

Members have received clear evidence that

- Vulnerable families are known to Children's Services and the health visiting service
- Vulnerable families are well supported by HCC Children's Services
- Gaps in wellbeing and attainment are narrowing

**CONSTRAINTS:**

- Will not review the HomeStart / home visiting contract

- 2017 procurement exercise of Children's Centres will not be addressed

<b>WITNESSES</b> i.e. individuals	<b>EVIDENCE</b> i.e. organisations e.g. HCS
Sally Orr, Head of Early Years and Childhood Services	Hertfordshire Community NHS Trust (health visiting service)
Caroline Swindells Strategy Manager : Children's Centres	Early Years educational provider
Jackie Clementson (Thriving Families)	Parent/s of funded two year olds
Social Worker (Children's Services)	Volunteers
GP tbc	Public Health
Headteacher tbc	

**METHOD:** 1 day Topic Group                      **DATE:** 11 July 2017

**SITE VISIT:** Children's Centre/s to hear from families, staff and partners  
**DATE:** Early July 2017

**MEMBERSHIP:**

**SUPPORT:**  
**Scrutiny Officer:** Natalie Rotherham  
**Lead Officers:** Sally Orr, Caroline Swindells  
**Democratic Services Officer:** tbc

**HCC Priorities for Action: how this item helps deliver the**

1. Opportunity To Thrive ✓
2. Opportunity To Prosper ✓
3. Opportunity To Be Healthy And Safe ✓
4. Opportunity To Take Part ✓

**CfPS ACCOUNTABILITY OBJECTIVES:**

1. Transparent – opening up data, information and governance ✓
2. Inclusive – listening, understanding and changing ✓
3. Accountable – demonstrating credibility ✓