

Agenda



**AGENDA for a meeting of the OVERVIEW AND SCRUTINY COMMITTEE
in THE ASHBOURNE ROOM, County Hall, Hertford on FRIDAY, 29 SEPTEMBER
2017 AT 10.00AM**

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

County Councillors (10)

D Andrews (Chairman), J Bennett-Lovell (Vice-Chairman), F Button, H K Crofton,
R C Deering, K M Hastrick (Vice-Chairman), T Howard, J S Kaye, N A Quinton, I M Reay

Parent Governor Representatives (4)

J Cameron, A Charlwood

[2 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".

Members are reminded that:

- (1) if they consider that they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting they must declare that interest and must not participate in or vote on that matter unless a dispensation has been granted by the Standards Committee;**

- (2) if they consider that they have a **Declarable Interest** (as defined in paragraph 5.3 of the Code of Conduct for Members) in any matter to be considered at the meeting they must declare the existence and nature of that interest but they can speak and vote on the matter

Non-Education Matters

None

Issues Including Education

1. MINUTES [SC.8]

To confirm the Minutes of the meeting of the Committee held on Wednesday 21 June 2017 (attached).

2. INTEGRATED PLAN 2017/18

Report of the Head of Scrutiny

3. SCRUTINY WORK PROGRAMME

Report of the Head of Scrutiny

4. HERTFORDSHIRE FIRE & RESCUE SERVICE – UPDATE FOLLOWING IP SCRUTINY (2017) ON RESPONDING TO MEDICAL INCIDENTS AND DAY CREWED PLUS FIRE STATIONS

Report of the Head of Scrutiny

5. OTHER PART I BUSINESS

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

6. 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. 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: Wednesday, 15 November at 10.00 a.m. in the Ashbourne Room, County Hall, Hertford

**KATHRYN PETTITT
CHIEF LEGAL OFFICER**

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

OVERVIEW AND SCRUTINY COMMITTEE WEDNESDAY, 21 JUNE 2017

ATTENDANCE

MEMBERS OF THE COMMITTEE

D Andrews (Chairman), J Bennett Lovell (Vice –Chairman), F Button, H K Crofton, R C Deering, K M Hastrick (Vice-Chairman), J S Kaye, N A Quinton

*PARENT GOVERNOR / CHURCH REPRESENTATIVES (VOTING)

*J Cameron, *A Charlwood

**denotes members appointed for education scrutiny matters only*

Upon consideration of the agenda for the Overview & Scrutiny Committee meeting on Wednesday, 21 June 2017 as circulated, copy annexed, conclusions were reached and are recorded below.

Note: No conflicts of interest were declared by any member of the Committee in relation to the matters on which conclusions were reached at this meeting.

PART I ('OPEN') BUSINESS

1. MINUTES [SC.8]

The Minutes of the meeting of the Committee held on Tuesday, 28 March 2017 were confirmed as a correct record and signed by the Chairman.

2. INDUCTION TO OVERVIEW & SCRUTINY

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

- 2.1 The Committee received a comprehensive induction to the Overview and Scrutiny Committee process explaining the role of scrutiny and how it was undertaken at Hertfordshire County Council. Members were briefed on the purpose of Overview & Scrutiny and the expectations of them as Members as part of the Committee and their

ACTION

input to making the scrutiny process effective.

- 2.2 Members were issued with a scrutiny handbook which gave them practical guidance to aid their scrutiny role.
- 2.3 Members were also issued with draft documents are used throughout the scrutiny process.
- 2.4 The Committee were reminded that their role was to look at strategic issues affecting the whole of Hertfordshire and not their own local issues as District Councillors.
- 2.5 Throughout discussion the scrutiny officer answered questions from Members in relation to the scrutiny process.

Conclusion

- 2.6 Members noted the Members Handbook and supporting documentation and the advice and guidance the induction provided.

3. SCRUTINY RECOMMENDATIONS: UPDATE

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

- 3.1 The Committee received a report providing the recommendations from the Disability Support for Bus Users Topic Group and the Inspiring Libraries Strategy Topic Group.
- 3.2 Members noted that the Executive Member responses to the Children Looked After, Disability Support for Bus Users and Inspiring Libraries had been received.

Conclusion

- 3.3
 - 1. The Committee noted the recommendations set out in Appendices 1(a) and 1(b) to the report.
 - 2. The Committee noted the Executive Member responses to scrutiny recommendations set out in Appendix 2(a), 2(b) and 2(c) to the report, and agreed that the Monitoring of Recommendations Topic Group be requested to consider action taken on these in due course.

Natalie Rotherham to note

4. JOINT SCRUTINY WORK PROGRAMME REVIEW 2017 – 2018

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

- 4.1 The new Committee acknowledged the scrutinies that had remained

CHAIRMAN'S INITIALS

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on the current work programme by the previous Committee. The aim was to enable the new committee to discuss the work programme and ensure the outstanding items which remained from the previous work programme still reflected the new Committee's focus. To assist the new Committee in setting the work programme the scrutiny officer was tasked by the outgoing Committee to meet with chief officers before this meeting convened to seek direction as to whether some scrutinies were still relevant. .

4.2 The Committee agreed that the following actions to the scrutinies that remained on the programme would be as follows:

1. Herts for Learning – remove from work programme
2. Children's Centres – defer the scheduled scrutiny due to a procurement process that will commence shortly
3. Special Educational Needs (SEN) – to combine with other SEN and learning difficulties (LD) items to undertake a 0-25 Services scrutiny
4. Crime & Disorder Annual Scrutiny 2017: Domestic Abuse to take place Autumn 2017
5. Hertfordshire Safeguarding Adults Board Annual Scrutiny. Scheduled for 12 October 2017
6. Hertfordshire Safeguarding Children Board Annual Scrutiny. Scheduled for 9 October 2017
7. To scrutinise Community Protection's preventative work with Public Health, establishing the effects and benefits. Scrutiny scheduled for Autumn 2017
8. To evaluate the effectiveness of the new Council website (18 months after implementation) - remove from work programme
9. Children and Adolescent Mental Health Transformation Board (CAMHS). Commissioned by Health Scrutiny Committee and scrutiny scheduled for Autumn 2017
10. Effectiveness of SERCO contracts – remove from work programme
11. Delayed Transfer of Care - Commissioned by Health Scrutiny Committee and scrutiny scheduled for 2017/18
12. Secondary and primary school place planning – following discussions with the Director of Children's Services it was agreed that there were no issues relating to this item and it was removed from the work programme Members were invited to speak directly to the Director of Children's Services if they had local issues.
13. 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 – Requested a Bulletin to outline issues.
14. Review of the implementation of the Care Act via one of the following themes. Carers, advocacy or prevention. – To

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Michelle
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remain on the work programme with a scrutiny focus on the prevention theme.

4.3 The Committee agreed that the following actions for the scrutinies suggested by the Integrated Plan Scrutiny to be added to the work programme would be as follows

1. To undertake a review of the provision of day services – Members agreed that clarification was needed on what would be scrutinised
2. To review whether the nine Delivering Special Provision Locally Areas (DSPLA) were performing consistently across the county – this will be addressed as part of the 0-25 Services scrutiny
3. To review of the effectiveness of the Herts Infrastructure and Planning Partnership (HIPP). Widen to include Community Infrastructure Levy (CIL): To establish how well the two tiers of planning authorities work together specifically regarding HIPP and CIL – to be added to the work programme
4. To review the Intelligent Transport Solutions (ITS) project to determine its success or otherwise – to remove from the work programme
5. To review how well HCC and districts work together to address the issue of damage from individual drivers and organisations causing a hazard, or damage to verges and footways in accordance with the Highways Act 1980” – to be added to the work programme for scrutiny during 2018/19

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4.4 The Committee noted the motions referred by County Council on 21 March 2017 requesting that motions 16A, 16B and 16C were passed to the Overview & Scrutiny Committee for consideration as to whether the motions should be added to its work programme. The Committee agreed the following actions for the Motions as follows:

1. “This Council requests the Highways Cabinet Panel to review the current Highways contracts to ensure they are fit for purpose and to identify changes to improve the performance of the said contractors.” (Motion 16A) – to be added to the work programme for scrutiny Autumn 2018. Reports on this matter are to be discussed at the Highways Panel in June and November. These are to be forwarded to members of the committee.
2. “This Council requests the Highways Cabinet Panel to review the outcome of the changes to the fault reporting system and responses brought in last year that has elongated the time for repairing faults and to consider what effect these changes have had on service delivery, complaints and performance.” (Motion

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16B) – this was not added to the work programme. Members would receive the Highways Cabinet Panel report.

3. “Whilst noting that the Enhanced Maintenance Programme brought for the current financial year was to also undertake a one-off clearance of gullies Council notes that many are still outstanding and thus requests that the Highways Cabinet panel undertakes a review of this process that has meant an 18 month cycle of gully cleaning and also to review if this is cost effective or adequate. As part of the review the Highways Cabinet Panel should review the inability of reported faults being shown on the fault reporting system.” (Motion 16C) - Members requested a Bulletin This was not added to the work programme. Members requested a written Bulletin.

4.5 The Committee discussed and agreed that the following actions for the topics identified by chief officers for the work programme would be as follows:

1. Attainment Gap & Disadvantaged Pupils: Children’s Services – to be added to the work programme
2. Sustainability & Transformation Plan (STP) to be commissioned by the Health Scrutiny Committee (HSC)
3. A review of commissioning and joint commissioning by Children’s Services and Health & Community Services to assess how effectively the commissioning teams assess needs, demography and plan for future services – not to be added to the work programme
4. Potential move of Fire & Rescue to the Police & Crime Commissioner. “To consider the impact on Hertfordshire County Council and Hertfordshire of the move by Fire & Rescue to the Police & Crime Commissioner (PCC) considering budget implications, service delivery and partnership working” – The Committee requested a copy of panel report
5. Health & Community Services workforce strategy (carer workers etc.) – Committee requested a Bulletin
6. Adult mental health – how well performing and value for money are adult social care mental health services in Hertfordshire – The Committee requested a Bulletin
7. Local Enterprise Partnership (LEP): an analysis of the wider economic environment that LEP and other agencies (including HCC) are working in. To be preceded by a lunchtime seminar for members outlining the work of the LEP Scrutiny May 2018 – Lunchtime Seminar prior to scrutiny of May 2018. Added to the work programme
8. The Director of Adult Care Services has asked OSC to consider a pre Care Quality Commission (CQC) inspection review of HCS performance – not to be added to the work programme

- 4.6 The Committee requested information bulletins for the following:
- The Hertfordshire Care Quality Standard – expectations on quality
 - Information and advice provision for social care self-funders in Hertfordshire, including in hospitals. This to be widened to an overview of adult social services including assessments, eligibility criteria, charging, services and reviews.

- 4.7 The Committee agreed the following lunchtime seminars:
- An overview of the two safeguarding boards to clarify members responsibilities and the role and purpose of the annual scrutiny – already programmed for 7 September 2017
 - Outlining the work of the LEP - Late autumn 2017
 - Social services’ interface with the NHS and options for integration to include input from health bodies

4.8 The Committee were invited to consider whether it wished to invite chief officers to attend future committees to give an overview of items on the work programme in order that Members can determine if a full scrutiny needed to be carried out. Members agreed that they would like a chief officer briefing on:

- The Chief Fire Officer to attend a future OSC to outline:-
 1. the cost and benefits of Rescue Service staff being trained in medical trauma care when responding to ambulance call-outs
 2. Day-Crewing Plus initiative.

Conclusions

- 4.9
1. The work programme considered at this meeting reflected the decisions made by the Committee at its last meeting.
 2. The Committee agreed its work programme, amended as follows:-
 - i. Herts for Learning – remove from work programme

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- ii. Children's Centres – defer the scheduled scrutiny due to a procurement process that will commence shortly
- iii. Special Educational Needs (SEN) – to combine with other SEN and learning difficulties (LD) items to undertake a 0-25 Services scrutiny
- iv. Crime & Disorder Annual Scrutiny 2017: Domestic Abuse to take place Autumn 2017
- v. Hertfordshire Safeguarding Adults Board Annual Scrutiny. Scheduled for 12 October 2017
- vi. Hertfordshire Safeguarding Children Board Annual Scrutiny. Scheduled for 9 October 2017
- vii. To scrutinise Community Protection's preventative work with Public Health, establishing the effects and benefits. Scrutiny scheduled for Autumn 2017
- viii. To evaluate the effectiveness of the new Council website (18 months after implementation) - remove from work programme
- ix. Children and Adolescent Mental Health Transformation Board (CAMHS). Commissioned by Health Scrutiny Committee and scrutiny scheduled for Autumn 2017
- x. Effectiveness of SERCO contracts – remove from work programme
- xi. Delayed Transfer of Care - Commissioned by Health Scrutiny Committee and scrutiny scheduled for 2017/18
- xii. Secondary and primary school place planning – following discussions with the Director of Children's Services it was agreed that there were no issues relating to this item and it was removed from the work programme. Members were invited to speak directly to the Director of Children's Services if they had local issues.
- xiii. 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 – Requested a Bulletin to outline issues.
- xiv. Review of the implementation of the Care Act via one of the following themes. Carers, advocacy or prevention– to remain on the work programme with a scrutiny focus on the prevention theme.

3. The Committee agreed that the following actions for the scrutinies suggested by the Integrated Plan Scrutiny to be added to the work programme would be as follows:

- i. To undertake a review of the provision of day services – Members agreed that clarification was needed on what would be scrutinised
- ii. To review whether the nine Delivering Special Provision

**CHAIRMAN'S
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Locally Areas (DSPLA) were performing consistently across the county – this will be addressed as part of the 0-25 Services scrutiny

- iii. To review of the effectiveness of the Herts Infrastructure and Planning Partnership (HIPP). Widen to include Community Infrastructure Levy (CIL): To establish how well the two tiers of planning authorities work together specifically regarding HIPP and CIL – to be added to the work programme
 - iv. To review the Intelligent Transport Solutions (ITS) project to determine its success or otherwise – to remove from the work programme
 - v. To review how well HCC and districts work together to address the issue of damage from individual drivers and organisations causing a hazard, or damage to verges and footways in accordance with the Highways Act 1980” – to be added to the work programme for scrutiny 2018/19
4. The Committee noted the motions referred by County Council on 21 March 2017 requesting that motions 16A, 16B and 16C were passed to the Overview & Scrutiny Committee for consideration for them to be added to its work programme. The Committee agreed the following actions for the Motions as follows:
- i. “This Council requests the Highways Cabinet Panel to review the current Highways contracts to ensure they are fit for purpose and to identify changes to improve the performance of the said contractors.” (Motion 16A) Reports on this matter are to be discussed at the Highways Panel in June and November. These are to be forwarded to members of the committee.
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adequate. As part of the review the Highways Cabinet Panel should review the inability of reported faults being shown on the fault reporting system.” (Motion 16C) - Members requested a Bulletin This was not added to the work programme. Members requested a written Bulletin.

5. The Committee agreed that the following actions for the topics identified by chief officers to be for the work programme would be as follows:

- i. Attainment Gap & Disadvantaged Pupils: Children’s Services – to be added to the work programme
- ii. Sustainability & Transformation Plan (STP) to focus on the Prevention strand - be commissioned by the Health Scrutiny Committee (HSC)
- iii. A review of commissioning and joint commissioning by Children’s Services and Health & Community Services to assess how effectively the commissioning teams assess needs, demography and plan for future services – not to be added to the work programme
- iv. Potential move of Fire & Rescue to the Police & Crime Commissioner. “To consider the impact on Hertfordshire County Council and Hertfordshire of the move by Fire & Rescue to the Police & Crime Commissioner (PCC) considering budget implications, service delivery and partnership working” – The Committee requested a copy of panel report
- v. Health & Community Services workforce strategy (carer workers etc.) – Committee requested a Bulletin
- vi. Adult mental health – how well performing and value for money are adult social care mental health services in Hertfordshire – The Committee requested a Bulletin
- vii. Local Enterprise Partnership (LEP): an analysis of the wider economic environment that LEP and other agencies (including HCC) are working in. To be preceded by a lunchtime seminar for members outlining the work of the LEP Scrutiny May 2018 – Lunchtime Seminar prior to scrutiny of May 2018 Added to the work programme
- viii. The Director of Adult Care Services has asked OSC to consider a pre Care Quality Commission (CQC) inspection review of HCS performance – not to be added to the work programme

6. The Committee requested the following information Bulletins:

- The Hertfordshire Care Quality Standard – expectations on quality

**CHAIRMAN’S
INITIALS**

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- Information and advice provision for social care self-funders in Hertfordshire, including in hospitals

7. The Committee agreed the following lunchtime seminars:

- An overview of the two safeguarding boards to clarify members responsibilities and the role and purpose of the annual scrutiny – already planned for 7 September 2017
- Outlining the work of the LEP - Late autumn 2017
- Social services' interface with the NHS and options for integration to include input from health bodies

8. The Committee were invited to consider whether it wished to invite chief officers to attend future committees to give an overview of items on the work programme in order that Members can determine if a full scrutiny needed to be carried out. Members agreed that they would like a chief officer briefing on:

- The Chief Fire Officer to attend a future OSC to outline:-
 - the cost and benefits of Rescue Service staff being trained in medical trauma care when responding to ambulance call-outs
 - Day-Crewing Plus initiative

5. PROPOSED IMPACT OF SCRUTINY (OSC) SUB-COMMITTEE

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

5.1 The Committee received a report on proposals to establish sub-committees of Overview & Scrutiny and Health Scrutiny Committee to replace the current Monitoring of Recommendations Topic Group and to consider proposals setting out how the Sub-Committee will undertake its work.

5.2 Members noted that the Sub Committee would be made up of five Members and would be politically proportionate as 3.1.1. Members noted that it would run consecutively to the Health Scrutiny Committee (HSC) and would be made of the same Membership as HSC.

Conclusions

5.3 The Overview & Scrutiny Committee supported the establishment of a Sub-Committee entitled the 'Impact of Scrutiny (OCS) Sub-Committee as detailed in the report.

6. ANNUAL SCRUTINY REPORT

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

6.1 The Committee received the Annual Scrutiny Report detailing the work of scrutiny throughout 2016/17 that was attached as Appendix 1 to the report.

6.2 The report provided details of the scrutinies undertaken from April 2016 to March 2017 and detailed key members of the scrutiny process.

Conclusions

6.3 The Committee noted the Annual Scrutiny

7. OTHER PART I BUSINESS

7.1 There was no other business.

8. REPORT TO COUNTY COUNCIL

8.1 A summary of all items will be reported to the County Council at its meeting on 18 July 2017.

Michelle
Diprose

**KATHRYN PETTITT,
CHIEF LEGAL OFFICER**

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HERTFORDSHIRE COUNTY COUNCIL
OVERVIEW AND SCRUTINY COMMITTEE
FRIDAY, 29 SEPTEMBER 2017 AT 10.00AM

Agenda Item No.

2

SCRUTINY OF THE INTEGRATED PLAN PROPOSALS 2018/19 – 2021/22

Report of the Head of Scrutiny

Author: Natalie Rotherham, Head of Scrutiny (Tel: 01992 588485)

1. Purpose of report

- 1.1 To provide Members with the format for the Committee's scrutiny of the Integrated Plan (IP) proposals 2018/19 – 2021/22.

2. Summary

- 2.1 It was agreed by the Overview & Scrutiny Committee (OSC) in March 2017 that the Committee will adopt a similar process as was undertaken for its scrutiny of the IP earlier this year, with a few refinements to reflect the feedback received on the scrutiny from both Members and officers. The Committee will gather evidence on 24 January 2018 and confirm its recommendations at the reconvened committee meeting 1 February 2018. The Head of Scrutiny will forward the recommendations from the IP scrutiny to Cabinet for its meeting to be held 19 February 2018. The recommendations and these will be considered at full Council 20 February 2018.

3. Background

- 3.1 OSC worked closely with finance officers during 2016/17 to assist in the development of the questions listed in the IP Strategic Direction document (Appendix 1). An additional point has been added to question 2 to address prevention.
- 3.2 The Plan on a Page sheet has been revised from the IP 2017/18 to reflect member comment and provide key information about a portfolio more clearly (Appendix 2).
- 3.3 Tuesday 19 December 2017

In advance of the Committee's scrutiny the Director of Resources will attend the Overview & Scrutiny Committee on 19 December 2017 and provide Members with the indicative budget for 2018/19 and highlighting the pressures and key issues facing the Authority. The Portfolio holder for Resources, Property & the Economy will attend this

Committee meeting. Following this a short finance seminar will be held to assist members understanding of the IP and budget processes.

3.4 Wednesday 24 January 2018

3.4.1 In advance of the Committee, member groups will meet at 8.15 a.m. to agree with the IP Group Chairman the approach to that Group's work including any key lines of enquiry, specific questions and any particular areas of focus. The Committee meeting will start at 9.00 a.m. in the Council Chamber. Members will receive an introduction to the scrutiny; a summary by the Head of Scrutiny of the format for the Committee's scrutiny; and an oral report from the Director of Resources, who will provide the Committee with the context within which the integrated plan has been prepared. The Committee will then adjourn to gather its evidence. Members (including non-committee Members who attend) will be allocated to one of four groups, each based in a separate room. Each Member Group will focus on two portfolio areas: one in the morning and a second in the afternoon. The Groups will gather evidence on the strategic direction proposed by the portfolio and the financial consequences as outlined in the IP papers. Evidence from Portfolios will address the following areas:

- Key Objectives for the portfolio over the period for 2018/19 – 2021/22
- Key pressures and challenges facing the portfolio 2018/19 – 2021/22
- Key projects/programmes that the portfolio will deliver 2018/19 – 2021/22
- Benchmarking and other information used in setting strategic direction and assessing service outcomes
- The key risks, mitigations and resilience plans

3.4.2 Each Member Group will have a Chairman and a graduate management trainee. Together they will ensure that the Group covers the portfolio area thoroughly in the time allocated.

3.4.3 The Council's service areas will be divided into 8 groups with a different Chairman for each session. The Groups will be based on the portfolios of the Executive Members:-

- Adult Care & Health
- Children's Services
- Community Safety & Waste Management
- Education, Libraries & Localism
- Environment, Planning & Transport
- Highways
- Public Health, Prevention & Performance
- Resources, Property & the Economy

- 3.4.4 Each portfolio will be supported by the relevant Executive Member, a chief officer and a senior finance officer.
- 3.4.5 A mid-morning and mid-afternoon break for all participants will be built into the programme.
- 3.4.6 At the end of the evidence gathering process the session will close and the Committee will reconvene at 10.00am on Thursday, 1 February 2018.
- 3.5 In the intervening period the Head of Scrutiny and the Democratic Services Officer will meet with graduates, subsequent to which they will prepare a draft report for the Committee to consider when it reconvenes on 1 February 2018. It is anticipated that this report will be circulated to Members by the end of 26 January 2018.
- 3.6 Thursday, 1 February 2018
 - 3.6.1 The Committee will reconvene at 10.00 a.m. on Thursday, 1 February 2018 in the Council Chamber. Members will be asked to agree their Recommendations to Cabinet.
 - 3.6.2 The Executive Member and Chief Officer will attend the committee meeting.
 - 3.6.3 The Committee's recommendations will then be reported to Cabinet for consideration at its meeting on 19 February 2018. Cabinet will make recommendations to the Council on 20 February 2018 when the Council's Integrated Plan 2018/19 – 2021/22 will be agreed.
 - 3.6.4 Cabinet's response to the IP recommendations will be considered by the Impact of Scrutiny Sub Committee.
 - 3.6.5 Responses to any bulletins and scrutinies proposed as a result of the IP scrutiny will be considered by the Committee at its meeting on 19 April 2018.

4. Recommendations

- 4.1 That the Committee approves the proposals for its scrutiny of the integrated plan 2018/19 – 2021/22 as set out in the report.
- 4.2 OSC endorses the IP pack questions as set out in the Strategic Direction (Appendix 1).

5. Financial Implications

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

Background Information

Agenda, reports and minutes, Integrated Plan Scrutiny January and February 2017

Agenda, reports and minutes, Overview & Scrutiny Committee, April 2017

Agenda, reports and minutes, Overview & Scrutiny Committee, June 2017

INTEGRATED PLAN

PART B - STRATEGIC DIRECTION AND FINANCIAL CONSEQUENCES

XX Portfolio

DRAFT

Portfolio on a Page

Section 1: Future Strategic Direction

- **Key Objectives for the portfolio over the period 2018/19 – 2021/22**
- **Key pressures and challenges facing the portfolio for 2018/19 – 2021/22**
- **Key projects/programmes that the portfolio will deliver 2018/19 – 2021/22**
- **Benchmarking and other information used in setting Strategic Direction and assessing service outcomes**
- **Key Risks, mitigation and resilience plans**

Section 2: Revenue Budget Information

- **Key Budget Movements:**
 - **Technical Adjustments**
 - **Exceptional Inflation**
 - **Pressures**
 - **Savings**
- **Revenue Budget by Objective Area**

Section 3: Capital Programme

XX Portfolio: Future Strategic Direction

Total max document length 8 sides A4

- 1 **What are the key priorities for the portfolio over the period 2018/19 – 2021/22?**
 - Use bullet point format where possible. The document should give a clear, succinct summary of key objectives, with examples where appropriate.
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- 2 **What are the key pressures and challenges facing your portfolio for 2018/19 – 2021/22?**
 - Graphs or tables may be included to show trends i.e. demographics
 - Include any mitigations the service have in place to deal with these (reference to section 6, if covered there)
 -

- 3 **What are the key projects/programmes that the portfolio will deliver 2018/19 – 2021/22?**
 - How the portfolio will meet key objectives / deal with key pressures and challenges. To include details of:
 - Changes to Core Service Delivery: Key projects to **'run the business'** with an ongoing emphasis on delivering efficiencies and improvement
 - Service-specific transformation initiatives: Key projects to **'change the business'** (under the Transformation agenda)
 - Key projects / programmes that will contribute to supporting **HCC's cross-cutting Transformation programmes** i.e.
 - **Smart Property** - making the most of our property and office and service accommodation
 - **Smart Commercial** - become more commercially focused by being more conscious of costs and looking for opportunities and innovations to generate income
 - **Smart Prevention** - supporting the right approaches to prevention and demand management
 - **Smart Digital** - using outcome driven technology to respond to fast-changing digital opportunities
 - **Smart Working** - developing and enabling SmartWorkers throughout the organisation
 - Key collaborations (both with external partners and cross departmental work within HCC) – including the financial and other benefits of delivering these

This section should include key savings proposals that have been identified to meet the budget gap 2018/19 to 2021/22; what additional actions will need to be taken to achieve these, and what are the potential impacts

4 How has the portfolio reviewed its effectiveness / value for money in delivering service outcomes?

- Include details of any benchmarking, peer reviews, assessment of preventative work; pilot projects etc. These need to be key data sets/comparator information for the service. Include comparators for prior years where possible.
- This section may include key graphs.
-

5 What are the key risks in delivering projects and programmes for this portfolio, and what mitigations are in place? What steps are being taken to ensure resilience?

- This section should include reference to workforce planning
-

DRAFT

DRAFT SLIDES

Portfolio

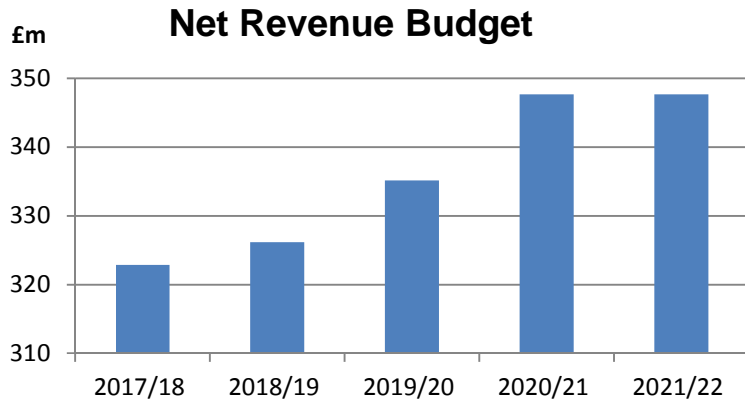
Strategic Direction:

Key services provided:

Key priorities and programmes:

Key risks in achieving IP proposals:

Portfolio



Key Revenue Pressures:

Summary Revenue Budget Movements

	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s
Technical Adjustment				
Demography				
Legislative				
Other Pressures				
TOTAL PRESSURES				
Existing Efficiencies				
Existing Policy Choice				
New Efficiencies				
TOTAL SAVINGS				

Key Revenue Savings Proposals:

	2018/19 £m	2019/20 £m	2020/21 £m
Capital Programme			

Key Capital Schemes:

HERTFORDSHIRE COUNTY COUNCIL
OVERVIEW AND SCRUTINY COMMITTEE
FRIDAY, 29 SEPTEMBER 2017 AT 10.00AM

Agenda Item No.

3

SCRUTINY WORK PROGRAMME 2017 – 2018

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 2017 – 2018.

2. Summary

The Scrutiny Work Programme

- 2.1 A combined work programme for both Health and Overview and Scrutiny Committees, for the period 2017 – 2018, is attached as Appendix 1 to this report.
- 2.2 The Draft scoping document for the Hertfordshire Safeguarding Children Board Topic Group, Hertfordshire Safeguarding Adults Board Topic Group, Children in Care Council Topic Group (for information only) Community Protection Safe & Well 2017 Topic Group, Crime & Disorder Domestic Abuse 2017 Topic Group and Resilience Topic Group attached as Appendix 2(a), 2(b), 2(c), 2(d), 2(e) and 2(f).

Scrutiny Requests

- 2.3 No scrutiny requests have been received since the last meeting.

3. Recommendations

- 3.1
1. That the Scrutiny Work Programme 2017-2018, attached as Appendix 1 to the report, be approved.
 2. That the outline draft scoping documents, attached as Appendix 2(a), 2(b), 2(c), 2(d), 2(e) and 2(f) 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 17 June 2017

HERTFORDSHIRE COUNTY COUNCIL JOINT OVERVIEW AND SCRUTINY COMMITTEE AND HEALTH SCRUTINY WORK PROGRAMME 2017- 2018: Updated: 12 September 2017

[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

DATE	THEME	LEAD
29 Sept 2017 <i>Deadline for papers 13 Sept 2017</i>	1. Chief Fire Officer 2. Work programme 3. Scrutiny of the Integrated Plan 2018/19 outline	1. Darryl Keen, Chief Fire Officer
15 Nov 2017 <i>Deadline for papers 27 Oct 2017</i>		
19 Dec 2017 <i>Deadline for papers 1 Dec 2018</i>	Pre IP Preparation 1. Director of Resources IP Briefing 2. Finance seminar	1. Owen Mapley, Director of Resources 2. Steven Pilsworth, Assistant Director (Finance) & Lindsey McLeod Head of Accountancy Services
24 Jan & 1 Feb 2018 <i>Deadline for papers 8 Jan 2018</i>	IP Scrutiny	
19 April 2018 <i>Deadline for papers 3 April 2018</i>	Outcomes of IP scrutiny	

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
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19 June 2018 <i>Deadline for papers 1 June 2018</i>									
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HSC MEETINGS AND THEMES

DATE	THEME	NHS LEAD
5 Oct 2017 <i>Deadline for papers 13 Sep 17</i>	1. Sustainability & Transformation Partnership 2. Ambulance Response Programme (ARP) 3. Work programme review	1. Tom Cahill (STP lead) 2. Dave Fountain EEAST Deputy Director of Service Delivery
12 Dec 2017 <i>Deadline for papers 22 Nov 17</i>	1. Finance scrutiny 2. Concordat	1. ALL providers
18 Jan 2018 <i>Deadline for papers 18 Dec 17</i>	1. Health & Wellbeing Board 2. Quality Accounts seminar 3. WHHT CQC update	1. Iain MacBeath ACS Director 2. CQC tbc 3. Helen Brown WHHT deputy CEO
15 & 29 Mar 2018 <i>Deadline for papers 19 Feb 18 (Part 1) 20 March 18 (Part 2)</i>	Quality Account scrutiny	1. ALL providers

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
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9 May 2018 <i>Deadline for papers 20 April 2018</i>	Outcomes of Quality Account scrutiny								
3 July 2018 <i>Deadline for papers 12 June 2018</i>									

WORK PROGRAMME

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-ship	Executive Member
West Herts Hospital Trust	HSC	On going	2017	Charles Lambert	TBC		TBC	TBC	Colette Wyatt-Lowe (Adult Care & Health)

THE FOLLOWING TOPIC GROUPS WILL BE REVIEWED AT THE OSC MEETING IN SEPTEMBER 2017 AND AT HSC MEETING IN OCTOBER 2017.

Nascot Lawn Respite Centre Funding COMPLETE	HSC	1 day	6 Sept 2017	Charles Lambert	Michelle Diprose	Natalie Rotherham	Eric Buckmaster	David Lambert (DC), Mark Watkin, Susan Brown, Nigel Bell, Barbara Gibson, Dave Hewitt	Teresa Heritage (Children's Services)
Hertfordshire Safeguarding Children's Board (Annual) HSCB 2017: sexual abuse	OSC	1 Day	9 October 2017	Charles Lambert	Theresa Baker	Caroline Aitken	TBC	Susan Brown; Bob Deering; Nigel Quinton; Lynn Chesterman	Teresa Heritage (Children's Services)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
Hertfordshire Safeguarding Adults Board (HSAB) 2017: self neglect	OSC	1 Day	12 October 2017	Charles Lambert	Elaine Manzi	Sue Darker	TBC	Susie Gordon; Tina Howard; Ron Tindall; Margaret Eames-Petersen	Colette Wyatt-Lowe (Adult Care & Health)
To scrutinise Community Protection's preventative work with Public Health, establishing the effects and benefits	OSC	TBC	8 Nov 2017	Charles Lambert	Stephanie Tarrant	Steve Holton	TBC	TBC	Terry Hone (Community Safety & Waste Management) Richard Roberts (Public Health, Prevention & Performance)
Attainment Gap and Disadvantaged Pupils: Children's Services	OSC	TBC	Dec 2017	Natalie Rotherham	Michelle Diprose	TBC	TBC	TBC	Terry Douris (Education, Libraries & Localism)
Crime & Disorder 2017 Domestic Abuse	OSC	TBC	7 Dec 2017	Charles Lambert	Elaine Manzi	TBC	TBC	TBC	Terry Hone (Community Safety & Waste Management)
Children and Adolescent Mental Health (CAMHS)	HSC	1 day	Dec 2017	TBC	Stephanie Tarrant	Simon Pattison	TBC	TBC	Colette Wyatt-Lowe (Adult Care & Health) Teresa Heritage (Children's Services) Richard Roberts (Public Health, Prevention & Performance)
Resilience	OSC	1 day	21 Dec 2017	Natalie Rotherham	Elaine Manzi	Ian Parkhouse	TBC	TBC	Terry Hone (Community

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
						Assistant Chief Fire Officer			Safety & Waste Management)
Delayed Transfers Of Care	HSC	1 day	Jan 2018	Charles Lambert	Theresa Baker	TBC	TBC	TBC	Colette Wyatt- Lowe (Adult Care & Health Richard Roberts (Public Health, Prevention & Performance)
To establish how well the two tiers of planning authorities work together specifically regard to HIPP and CIL.	OSC	TBC	Jan 2018	TBC	Michelle Diprose	TBC	TBC	TBC	Derrick Ashley (Environment, Planning & Transport)
To review planning approached to identify and seek damages from individual drivers and organisations causing a hazard or damage to verges and footways in accordance with the Highways Act 1980	OSC	TBC	2018	TBC	TBC	TBC	TBC	TBC	Ralph Sangster (Highways)
0 - 25 Services	OSC	TBC	Apr 2018	TBC	TBC	TBC	TBC	TBC	Teresa Heritage (Children's Services)
Sustainability and Transformation Partnership (STP) to focus on the Prevention strand	HSC	TBC	2018	TBC	TBC	TBC	TBC	TBC	Richard Roberts (Public Health, Prevention & Performance) Terry Hone (Community Safety & Waste Management)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
Local Enterprise Partnership (LEP): An analysis of the wider economic environment the LEP and other agencies (including HCC) are working in. <i>(to be preceded by a lunchtime seminar prior to scrutiny in May 2018)</i>	OSC	TBC	May 2018	TBC	Stephanie Tarrant	TBC	TBC	TBC	David Williams (Resources, Property & The Economy)
This Council requests the Highways Cabinet Panel to review the current Highways contracts to ensure they are fit for purpose and to identify changes to improve the performance of the said contractors. (Motion 16A)	OSC	TBC	Autumn 2018	TBC	TBC	TBC	TBC	TBC	Ralph Sangster (Highways)
To undertake a review of the provision of day services – Clarification needed on what is to be scrutinised	OSC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Review the implementation of the Care Act focus to be prevention	HSC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Colette Wyatt-Lowe (Adult Care & Health) Richard Roberts (Public Health, Prevention & Performance)
Children's Centres POSTPONED	OSC	1 DAY	TBC	Natalie Rotherham	TBC	Sally Orr / Simon Newland	TBC	TBC	Teresa Heritage (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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Impact of Scrutiny Sub-Committee

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
OSC / HSC Impact of Scrutiny Sub – Committees (ISSC) Reviewing the implementation of both OSC and HSC topic group recommendations.	ISSC (OSC) ISSC (HSC)	Meets quarterly		Natalie Rotherham	Michelle Diprose / Elaine Manzi	N/A	TBC	Kareen Hastrick Joshua Bennett Lovell	All Executive Members

MEMBER SEMINARS

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Executive Member
Hertfordshire Safeguarding Children Board / Hertfordshire Safeguarding Adult Board COMPLETE	OSC	Lunch-time Seminar	7/9/2017	Charles Lambert	Michelle Diprose	Caroline Aitkin	Colette Wyatt-Lowe (Adult Care & Health) Teresa Heritage (Children's Services)
Corporate Parenting	OSC	Lunch-time Seminar	2017	TBC	Michelle Diprose	TBC	Teresa Heritage (Children's Services)
To Outline the work of the Local Enterprise Partnership	OSC	Lunch-time seminar	Jan 2018	TBC	Michelle Diprose	TBC	David Williams (Resources, Property & The Economy)
Social Services interface with the NHS and options for integration to include input from health bodies	HSC	Lunch-time seminar	TBC	TBC	Elaine Manzi	TBC	Colette Wyatt- Lowe (Adult Care & Health) Richard Roberts (Public Health, Prevention & Performance)

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
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Members Information Service	OSC	Lunch-time Seminar	2017 after election	TBC	Michelle Diprose	TBC		Chris Hayward (Resources & Performance)	
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OSC BULLETINS / CABINET PANEL REPORTS

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member-Ship	Executive Member
Potential move of Fire & Rescue to the Police & Crime Commissioner (PCC). 'To consider the impact on Hertfordshire County council and Hertfordshire of the move by Fire & rescue to the PCC considering budget implications, service delivery and partnership working'	HSC	Panel Report	TBC	TBC	TBC	TBC	N/A	N/A	Terry Hone (Community, Safety & Waste Management)
Health & Community Services workforce strategy (carer workers etc.)	COMPLETED								
Adult Mental Health – how well performing and value for money are adult social care mental health services in Hertfordshire	COMPLETED								
The Hertfordshire Care Quality Standard – expectations on quality	COMPLETED								

Topic	HSC/ OSC	Type	Date(s)	Scrutiny Lead Officer	DSO Support	Service Lead Officer	Chairman	Member- Ship	Executive Member
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Information and advice provision for social care self-funders in Hertfordshire, including hospitals	COMPLETED								
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SITE VISITS

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CHIEF OFFICER ATTENDANCE

The Chief Fire Officer to outline: 1. The cost and benefits of Rescue Service staff being trained in medical trauma care when responding to ambulance call-outs 2. Day-Crewing Plus initiative	OSC	N/A	29 Sept 2017	Natalie Rotherham	Michelle Diprose	Terry Hone (Community Safety & Waste Management)			
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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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**SCRUTINY REMIT: CHILDREN'S SERVICES
HERTFORDSHIRE SAFEGUARDING CHILDRENS BOARD TOPIC GROUP**

DATE DUE AT OSC: 29 SEPTEMBER 2017

COMMITTEE APPROVED: OSC:

WORK PROGRAMME: Q3 2017 OCT 2017

OBJECTIVES: To test the effectiveness of the board in relation to the sexual abuse of children; and ensure that a consistent approach is adopted within the Board partnership

BACKGROUND: *annual HSCB scrutiny; members added to the work programme Sept.2016 and agreed in June 2017 that the focus would consider current issues, rather than looking retrospectively.*

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse. Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.

Recognition of child sexual abuse can be difficult, unless the child discloses and is believed. There may be no physical signs and indications are likely to be emotional / behavioural. Children of both genders and of all ages may be sexually abused and are frequently scared to say anything due to guilt and/or fear.

QUESTIONS TO BE ADDRESSED:

1. What lessons have been learnt from the serious case reviews?
2. Following the SCRs what actions have been taken by partners to mitigate against future recurrence?
3. What is the challenge for gathering sufficient data to enable the Board to identify and address trends of sexual abuse?

OUTCOME/S: That members recognise the challenges in addressing sexual abuse and understand the actions that the Board is taking.

CONSTRAINTS:

- Will not include discussions or evidence on physical abuse or neglect
- Will not include discussions about Child Sexual Exploitation

RISK & MITIGATION AFFECTING THIS SCRUTINY:

**SCRUTINY REMIT: CHILDREN'S SERVICES
HERTFORDSHIRE SAFEGUARDING CHILDRENS BOARD TOPIC GROUP**

RISK/S: What happens if partners are unable to fulfil commitments that they have made to the Board

MITIGATION: *e.g. what mitigation does the department/organisation have in place if a partner pulls out?*

WITNESSES i.e. individuals	EVIDENCE i.e. organisations e.g. HCS
Nicky Pace, Independent Chair	
Jenny Coles, Director of Childrens Services	
Kate Linhart, Head of Social Work and Safeguarding, Hertfordshire Partnership Foundation Trust	
Jane Padmore, Executive Director, Quality and Safety, Hertfordshire Partnership Foundation Trust	
Mary Emson, Designated Nurse for Safeguarding and Looked After Children, East and North Herts CCG and Herts Valleys CCG	
Siobhan Appleton, Deputy Designated Nurse for Safeguarding, East and North Herts CCG and Herts Valleys CCG	
John Heckmatt, Designated Doctor, Consultant Paediatrician, West Hertfordshire	
Sheilagh Reavey, Director of Nursing and Quality, East and North Herts CCG	
Dee Perkins, Hertfordshire Constabulary	
Paul Maghie, Detective Superintendent, Hertfordshire Constabulary	
Frazer Smith, Team Manager LADO & CPSLO, Children's Services	
Chris Cloke, Head of Safeguarding in Communities, NSPCC	
Caroline Aitken, Safeguarding Boards Manager	
Roger Carruthers, Head of Child Protection and Statutory Review, Children's Services	

**SCRUTINY REMIT: CHILDREN'S SERVICES
HERTFORDSHIRE SAFEGUARDING CHILDRENS BOARD TOPIC GROUP**

Ross Williams, Interim Director of Family Safeguarding, Children's Services	
Lynn Knowles, Head of Joint Commissioning, Children's Services	
Mary Moroney, HSCB Business Manager	
	Public Health

METHOD: 1 day Topic Group **DATE/S:** 9 OCTOBER 2017

MEMBERSHIP:
Susan Brown; Bob Deering; Nigel Quinton; Lynn Chesterman

SUPPORT:
Scrutiny Officer: Charles Lambert
Lead Officer/s: Caroline Aitken
Democratic Services Officer : Theresa Baker

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

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

CfPS ACCOUNTABILITY OBJECTIVES: *delete as appropriate*

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

**SCRUTINY REMIT: CHILDREN'S SERVICES
HERTFORDSHIRE SAFEGUARDING CHILDRENS BOARD TOPIC GROUP**

**SCRUTINY REMIT: ADULT CARE SERVICES
HERTFORDSHIRE SAFEGUARDING ADULT BOARD TOPIC GROUP**

DATE DUE AT OSC: 29 OCTOBER 2017

COMMITTEE APPROVED: OSC:

WORK PROGRAMME: Q3 OCTOBER 2017

OBJECTIVES: To test the effectiveness of the board in relation to self-neglect; and to ensure that a consistent approach is adopted within the Board partnership

BACKGROUND: annual HSAB scrutiny; members added to the work programme Sept.2016 and agreed in June 2017 that the focus would consider current issues, rather than looking retrospectively.

Self-neglect includes behaviour which risks someone's health and wellbeing. Neglecting their personal hygiene or home cleanliness over a long time or access to essential work on utilities such as heating, electricity may be indicators of self-neglect.

It can also include hoarding, having poor diet and nutrition, repeatedly refusing access to health and social care staff and refusing treatment, medication or equipment intended to help them.

Self-neglect can be difficult to spot. Adults with the capacity to choose have a right to live the lifestyle they want. Adults should be free to decide how they wish to live, what they want to eat, how often they wash and about their health. Adults have the right to make unwise decisions. However, when an adult makes choices that put their health and wellbeing at serious risk, steps may need to be taken to safeguard them from harm.

Due to the capacity aspect of the above it is always easy to advise and guide when working with an adult but not always easy to enforce as, as stated above adults have the right to choices. All agencies work together to look at sensible supports within the boundaries they work in to mitigate such neglect from being life threatening.

QUESTIONS TO BE ADDRESSED:

1. What challenges do partners face in responding to cases of self-neglect and how does the Board hold partners to account?
2. How confident is the Board that it has all the data needed to recognise the prevalence of self-neglect in Hertfordshire?
3. How does the Board assure itself that the partnership is using robust data to identify and intervene in cases of self-neglect?
4. What work has the Board done to make safeguarding personal in cases of self-neglect is in line with requirements of the Care Act 2014?

OUTCOME/S: That members recognise the challenges in addressing self-neglect and understand the actions that the Board is taking to address this.

**SCRUTINY REMIT: ADULT CARE SERVICES
HERTFORDSHIRE SAFEGUARDING ADULT BOARD TOPIC GROUP**

CONSTRAINTS:

- The focus will be solely on self-neglect in the person's own home. It will not include discussion or evidence of neglect in a care home or hospital.

RISK & MITIGATION AFFECTING THIS SCRUTINY:

RISK/S: What happens if partners are unable to fulfil commitments they have made to the Board

MITIGATION: *e.g. what mitigation does the department/organisation have in place if a partner pulls out?*

WITNESSES i.e. individuals	EVIDENCE i.e. organisations e.g. HCS
Sue Darker, Operations Director, Adults with Disabilities, Mental Health and Autism Adult Care Service, Hertfordshire County Council (AD & MH)	
Mark Harvey, Principal Social Worker Adults, Hertfordshire Adult Care Services	
Liz Hanlon, Independent Chair	
Steve Holton, Area Commander Community Protection Hertfordshire Fire & Rescue Service	
Tracey Cooper, Head of Adults Safeguarding Herts Valleys Clinical Commissioning Group NHS East & North Herts Clinical Commissioning Group	
Dean Patient Superintendent Head of Crime Reduction & Community Safety	
Kate Linhart Head of Social Work and Safeguarding Hertfordshire Partnership University NHS Foundation Trust	
Caroline Aitken Safeguarding Boards Manager Hertfordshire Safeguarding Children	

**SCRUTINY REMIT: ADULT CARE SERVICES
HERTFORDSHIRE SAFEGUARDING ADULT BOARD TOPIC GROUP**

Board Hertfordshire Safeguarding Adult Board	
Loraine Waterworth HSAB Business Manager Hertfordshire Safeguarding Adult Board	

METHOD: 1 day Topic Group **DATE:** 12 OCTOBER 2017

MEMBERSHIP: Susie Gordon; Tina Howard; Ron Tindall; Margaret Eames-Petersen

SUPPORT:
Scrutiny Officer: Charles Lambert
Lead Officer/s: Sue Darker
Democratic Services Officer: Elaine Manzi

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

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

CfPS ACCOUNTABILITY OBJECTIVES: *delete as appropriate*

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

**SCRUTINY REMIT: ADULT CARE SERVICES
HERTFORDSHIRE SAFEGUARDING ADULT BOARD TOPIC GROUP**

**SCRUTINY REMIT: CHILDREN'S SERVICES
YOUNG PEOPLE IN CARE RETURNING TO BIRTH FAMILY**

OBJECTIVE:

To scrutinise the effectiveness of the strategy to support young people (YP) in care returning to their birth family.

QUESTIONS TO BE ADDRESSED:

1. What number of returns breakdown and what is being done to prevent YP re-entering care?
2. What takes place in preparation for YP returning home (for both the young person and the birth family)?
3. How is the YP's voice taken into account before/during and after these moves?
4. How does the service ensure emotional and educational stability for those who return to their birth family?

BACKGROUND:

Reducing the numbers of young people in care is a priority for Children's Services and one aspect of achieving this is through re-unification. Re-unification is the process of a young person in care returning to their birth family.

Returning home is part of the 2017/18 strategy for Children's Services. This activity is labelled as Planning for Re-unification, whereby a template of what this will be is created with young people and staff which is discussed with CLA and parents/carers prior to care entry and at intervals during care duration, and whilst preparing to leave care.

OUTCOME/S:

That CHICC members are secure of the actions Children's Services are taking to support a successful return to the birth family and decrease the numbers of young people in care through return to birth family

CONSTRAINTS:

- Will only include discussions on return and reducing number of young people in care
- Will not discuss individual cases

RISK/S:

Mitigation is in place to lessen the impact on a young person if the return fails; and to address the consequence for Children's Services if it is unable to reduce the numbers of young people in care

**SCRUTINY REMIT: CHILDREN'S SERVICES
YOUNG PEOPLE IN CARE RETURNING TO BIRTH FAMILY**

WITNESSES	EVIDENCE
Marion Ingram	Deputies
Sarah Baker	Care Leavers
Jackie Clements	
Family Safeguarding lead	
<i>CLA leader form within a school</i>	

METHOD: 1/2 day Topic Group **DATE/S:** OCTOBER 2017

MEMBERSHIP:

- 7 x CHICC members

SUPPORT:

Scrutiny Officer: Charles Lambert

Lead Officer/s: Marion Ingram

Democratic Services Officer:

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

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

CfPS ACCOUNTABILITY OBJECTIVES: *delete as appropriate*

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

SCRUTINY REMIT: COMMUNITY PROTECTION

As at 14 July 2017

OBJECTIVE:

To scrutinise the partnership work of Community Protection Directorate (CPD) with Public Health, Adult Care Services (ACS) and others in delivering the Safe & Well Programme.

BACKGROUND:

Fire & Rescue currently visit 7 – 8,000 homes annually under the existing programme of Home Fire Safety visits. The new Safe & Well visits looks to broaden the scope of these visits by addressing wider health and social issues such as falls prevention, social isolation and nutrition and dehydration. These visits work under the County philosophy of Making Every Contact Count. Once assessed an individual may be referred through existing pathways including, signposting to smoking cessation programmes, with other issues going through Herts Help. An initial pilot in Hertsmere ended in Sept 2016 and a robust internal evaluation undertaken by Community Protection and Public Health has resulted in the Safe and Well visits being rolled out across the County in 2017.

QUESTIONS TO BE ADDRESSED:

1. How effectively is the partnership between CPD, ACS and Public Health working in addressing the preventive agenda to the benefit of vulnerable people?
2. What impact has it made on the pressures on health and social care including quantifiable savings, cashable or non-cashable?
3. How easily can the approach be adapted to include the involvement of other partners?

OUTCOMES:

1. The countywide roll out of the visits has maintained the positive outcomes of the pilot
2. The number of vulnerable residents being referred to specialist interventions increases resulting in a decrease of vulnerable residents requiring hospital admission or further public services.

CONSTRAINTS:

- None identified

WITNESSES i.e. individuals	EVIDENCE i.e. organisations e.g. HCS
Chris Bigland, Deputy Chief Fire Officer	Herts Help
Jim McManus, Director of Public Health	Herts Independent Living (HIL)
Steve Holton, Area Commander	HCS
Mike McGregor Community Protection Manager	
Ciceley Scarborough – HCC Public Health Project Manager	
Ruth Harrington HCC Head of	

SCRUTINY REMIT: COMMUNITY PROTECTION

As at 14 July 2017

Community Wellbeing	
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METHOD: 1 day Topic Group	DATE: 8 NOVEMBER 2017
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SITE VISIT: Film https://www.youtube.com/watch?v=YVLS1k6NEKA

MEMBERSHIP:

SUPPORT: Scrutiny Officer: Charles Lambert / Natalie Rotherham Lead Officers: Steve Holton Area Commander Citizen Safety Democratic Services Officer: Stephanie Tarrant
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HCC Priorities for Action: how this item helps deliver the Priorities <i>delete as appropriate</i> 1. Opportunity To Thrive ✓ 2. Opportunity To Prosper ✓ 3. Opportunity To Be Healthy And Safe ✓ 4. Opportunity To Take Part ✓
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CfPS ACCOUNTABILITY OBJECTIVES: <i>delete as appropriate</i> 1. Transparent – opening up data, information and governance ✓ 2. Inclusive – listening, understanding and changing ✓ 3. Accountable – demonstrating credibility ✓

**SCRUTINY REMIT: ADULT SOCIAL CARE/COMMUNITY SAFETY & WASTE
MANAGEMENT CRIME AND DISORDER 2017 TOPIC GROUP TITLE**

DATE DUE AT OSC: 29 SEPTEMBER 2017
COMMITTEE APPROVED: OSC:
WORK PROGRAMME: Q3 2017

OBJECTIVE: To examine the effectiveness of the Crime & Disorder Partnership and the Domestic Abuse Partnership, in relation to identifying, responding and preventing various forms of domestic abuse.

BACKGROUND: *annual C&D scrutiny; members added to the work programme Sept.2016 and agreed in June 2017 that the focus would consider Domestic Abuse.*

Hertfordshire has published a Domestic Abuse Strategy 2016-19, 'Breaking the Cycle', (July 2016). The Strategy constitutes Hertfordshire's response to its 2014/15 review of domestic abuse services conducted by SafeLives and commissioned by the Police and Crime Commissioner. The SafeLives review highlighted good practice but also made extensive recommendations, including around governance and structure, ensuring an effective multi-agency approach to tackling domestic abuse, across Hertfordshire

Hertfordshire embraced the SafeLives Review and established an Improvement Programme that included introducing new governance arrangements, reviewing the Joint Strategic Needs Assessment (JSNA) and conducting multi-agency consultation. The result is a clear and evidence-based agenda for breaking the cycle of domestic abuse, underpinned by shared commitment to the Strategy's goal for 'women, children and men in Hertfordshire to be kept safe from domestic abuse and have the opportunity to lead healthy and happy lives'.

An Equality Impact Assessment in line with the Equality Act 2010 has been undertaken to inform the development of the DA Strategy and determine the impact and mitigations needed to provide equitable support for diverse groups. We have identified that there is generally under-reporting from a range of victims from different equality groups, in particular the BME and Traveller communities. This proposal enables the DA partnership to raise awareness and enable victims to come forward, receiving effective support and access to specialist accommodation based services.

Within this national strategic context, and in order to deliver on local priorities, Hertfordshire is committed to preventing the escalation of DA at every opportunity. This funding will be specifically focused on hard-to-reach communities with in Hertfordshire, to ensure that everyone in the county has the same level of access to high quality services.

Hertfordshire's Domestic Abuse Strategy has a clear multi-agency governance structure. This network of domestic abuse professionals, across the public and voluntary sectors, is key to ensuring strategic direction and plans are informed by local knowledge and good practice. A strong and well- informed network is also

SCRUTINY REMIT: ADULT SOCIAL CARE/COMMUNITY SAFETY & WASTE MANAGEMENT CRIME AND DISORDER 2017 TOPIC GROUP TITLE

crucial to ensuring that service users are offered astutely judged and well-coordinated pathways. Domestic abuse is complex. Which service is most appropriate for any particular individual or family can only be ascertained through informed professional judgement about the nature of the risks and needs in combination with a good understanding of the available services.

Where the various public and voluntary sector agencies know about, understand and trust each other’s services, they do already refer and introduce service users to the appropriate service yet gaps in knowledge can mean that opportunities are missed. We will only achieve our intended outcomes by working together, particularly with the universal services residents use on a daily basis such as schools, hospitals and GPs. We will therefore work across the public and voluntary sectors to strengthen our collective understanding of risk and need, the different kinds of support available and how best to handle referrals, introductions and service pathways. The network needs to embrace not only specifically domestic abuse services but also other relevant services that have a different focus or label.

QUESTIONS TO BE ADDRESSED:

1. How effectively does the Crime & Disorder Partnership respond to domestic abuse?
2. How effective is the Domestic Abuse Partnership at working together to ensure victims are identified, families are supported and perpetrators are brought to justice?
3. How effective is the Domestic Abuse Partnership at identifying and supporting victims from vulnerable groups?

OUTCOME/S:

That members are able to identify the developments of domestic abuse arrangements across Hertfordshire, whilst also recognising the challenges and complexities around the nature of the work area and identifying clear outcomes of measuring success.

CONSTRAINTS:

- The focus will be domestic abuse and will not include safeguarding

RISK & MITIGATION AFFECTING THIS SCRUTINY:

RISK/S: What happens if partners are unable to fulfil commitments they have made to the Crime & Disorder Partnership.

WITNESSES i.e. individuals	EVIDENCE i.e. organisations e.g. HCS
Sue Darker Adult Care Services	VCS Representative
Jenny Coles Children’s Services	District & Borough Council
DCS Mick Ball Hertfordshire Constabulary	

**SCRUTINY REMIT: ADULT SOCIAL CARE/COMMUNITY SAFETY & WASTE
MANAGEMENT CRIME AND DISORDER 2017 TOPIC GROUP TITLE**

Tracey Cooper CCG Safeguarding Lead	
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METHOD: 1 day Topic Group	DATE/S: 7 Dec 2017
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SITE VISIT: venue	DATE: week before??
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MEMBERSHIP:

Susie Gordon; Susan Brown; William Wyatt-Lowe TBC

SUPPORT:

Scrutiny Officer: Charles Lambert

Lead Officer: Helen Gledhill/Sarah Taylor

Democratic Services Officer: Elaine Manzi

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

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

CfPS ACCOUNTABILITY OBJECTIVES: *delete as appropriate*

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

**SCRUTINY REMIT: ADULT SOCIAL CARE/COMMUNITY SAFETY & WASTE
MANAGEMENT CRIME AND DISORDER 2017 TOPIC GROUP TITLE**

**SCRUTINY REMIT: COMMUNITY PROTECTION & WASTE MANAGEMENT
HERTFORDSHIRE COUNTY COUNCIL RESILIENCE**

DATE DUE AT OSC: 29 September 2017

COMMITTEE APPROVED: OSC: date

OBJECTIVE:

To examine the effectiveness of Hertfordshire County Council's (HCC) preparation and response to a major incident impacting upon the organisation.

BACKGROUND:

HCC has experienced and managed a number of significant incidents in recent years (Flooding, Buncefield, cyber-attacks). However, following recent incidents scrutiny and reassurance is required to identify how effectively and efficiently HCC would manage and deal with a major/significant incident impacting on the organisation and how HCC meets its obligations as a 'Category 1' organisation as defined by the Civil Contingencies Act (CCA) 2004.

QUESTIONS TO BE ADDRESSED:

1. What are the business continuity arrangements in place to ensure continued delivery of critical services during periods of disruption?
2. How does HCC respond to a significant incident impacting upon the organisation?
3. How does HCC prepare and exercise for an incident impacting upon the organisation?
4. What is the role of elected members during and following a major incident?

OUTCOME/S:

That Elected Members are confident that processes are in place to effectively and efficiently respond to a significant/major incident within Hertfordshire whilst meeting the requirements of the CCA (2004); and that members responsibilities are clear

CONSTRAINTS:

For the purpose of scrutiny, the process is not considering or reporting upon incident response arrangements within the Local Resilience Forum (LRF), these arrangements will be reported upon at a subsequent scrutiny process.

RISK & MITIGATION AFFECTING THIS SCRUTINY: i.e. how confident are members that the department/organisation has identified risks, impact to services, the budget proposals and has mitigation in place.

RISK/S:

- HCC is unable to effectively respond to major/significant incidents
- Delivery of critical services cannot be maintained
- Time taken to return to normality following a major incident is overly long

**SCRUTINY REMIT: COMMUNITY PROTECTION & WASTE MANAGEMENT
HERTFORDSHIRE COUNTY COUNCIL RESILIENCE**

- Financial impact of major incident has a long term, detrimental effect on HCC services
- Public image of HCC is irretrievably harmed

MITIGATION: *e.g. what mitigation does the department/organisation have in place if a partner pulls out?*

- HCC has an established incident response plan which is agreed with all directorates and exercised regularly
- Critical services are identified and suitable business continuity plans have been formulated to support these
- Incident Management Team Leads are trained and exercise regularly for each directorate
- An advice structure is available through the HCC Resilience Team to assist directorates in management and development of all of the above
- The Resilience Traded Service ensures a consistent approach is taken with partners around business continuity, this is further supported through the LRF

WITNESSES i.e. individuals	EVIDENCE i.e. organisations e.g. HCS
ACO Response & Resilience	CP
Resilience Team Manager	CD
Incident Management Team Leader	CP
Department Resilience Champions	HCC various
IMT Member	HCC various
Resilience Officer	CP

METHOD: 1 Day Topic Group **DATE:** 21 December 2017

MEMBERSHIP:

SUPPORT:

Scrutiny Officer: Natalie Rotherham

Lead Officer: Ian Parkhouse Assistant Chief Officer Response & Resilience

Democratic Services Officer: Elaine Manzi

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

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

**SCRUTINY REMIT: COMMUNITY PROTECTION & WASTE MANAGEMENT
HERTFORDSHIRE COUNTY COUNCIL RESILIENCE**

CfPS ACCOUNTABILITY OBJECTIVES: *delete as appropriate*

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

**SCRUTINY REMIT: COMMUNITY PROTECTION & WASTE MANAGEMENT
HERTFORDSHIRE COUNTY COUNCIL RESILIENCE**

**HERTFORDSHIRE FIRE & RESCUE SERVICE – UPDATE FOLLOWING IP
SCRUTINY (2017) ON RESPONDING TO MEDICAL INCIDENTS AND DAY
CREWED PLUS FIRE STATIONS**

Report of the Head of Scrutiny

Author: Natalie Rotherham, Head of Scrutiny (Tel: 01992 588485)

1. Purpose of report

1.1 At the Integrated Plan (IP) scrutiny in January 2017 Members of the county council were informed of two initiatives undertaken by Hertfordshire Fire & Rescue Service (HFRS)

- Training for Hertfordshire Fire and Rescue Crews to Respond to Medical Incidents
- Day Crewed Plus Fire Stations

At its meeting following the IP scrutiny Overview & Scrutiny Committee (OSC) invited the chief fire officer to attend a future committee meeting and provide further information.

2. Summary

2.1 Fire & Rescue staff have received additional training to provide first responder cover to provide assistance to the East of England Ambulance Service (EEAST). This has been piloted in a number of areas across the county as part of a regional initiative. It has shown a number of positive benefits. Report attached as Appendix 1.

2.2 The Day Crewing Plus system is an alternative method of staffing fire stations that can achieve savings. Report attached as Appendix 2

2.3 The Chief Fire Officer will attend OSC on 29 September 2017 to address the report and answer member questions.

2.4 Both are information items to assist members understanding of both the co responders pilot and the day crew plus initiative. Neither are a scrutiny issue.

3. Recommendations

3.1 Members of OSC are asked to note the reports.

4. Financial Implications

- 4.1 Any financial implications will be for the service and the Community Safety & Waste Cabinet Panel to consider.

Background Information

OSC mins – April 2017

HERTFORDSHIRE COUNTY COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE FRIDAY, 29 SEPTEMBER 2017 AT 10.00AM

TRAINING FOR HERTFORDSHIRE FIRE AND RESCUE CREWS TO RESPOND TO MEDICAL INCIDENTS

Report of the (Chief Officer)

Author: Darryl Keen, Director of Community Protection and
Chief Fire Officer, (Tel: 01992 507500)

Executive Member: Terry Hone, Community Safety and Waste
Management

1. Purpose of report

- 1.1 To provide the Overview & Scrutiny Committee (OSC) with a summary of the benefits as a result of Hertfordshire Fire and Rescue Service (HFRS) crews being trained to provide trauma care and other medical interventions, in particular when responding to Ambulance call outs.

2. Summary

- 2.1 The Association of Ambulance Chief Executives (AACE) defines a co-responder as:

“A member of a professional body (e.g. police, fire, military, coastguard, mountain rescue) who responds to 999 calls on behalf of the ambulance service to a level specified by that trust.”

- 2.2 Co-responding is considered to be where established emergency responders from a Fire and Rescue Service act on behalf of the East of England Ambulance Service (EEAST) and attend agreed emergency medical calls within a specified geographical area.
- 2.3 In summary, HFRS co-responders can play a vital role in assisting EEAST to provide emergency patient care and, by early intervention and treatment including effective CPR and defibrillation, help in reducing the number of cardiac related deaths within their local community. HFRS crews have achieved an average overall response time of approximately 6 minutes for medical incidents attended between May 2016 and June 2017.

- 2.4 This average response is within the current Department of Health requirement that the ambulance service reaches 75% of category A (life-threatening) calls within eight minutes.

3. Background

3.1 Co-responding Implementation

- 3.1.1 Following consultation with, and authorisation by the National Joint Council for Local Authority Fire and Rescue Services (NJC), on the 9th May 2016 HFRS entered into a trial Co-responding Project to support the EEAST. Initially crews based at Watford and Stevenage began responding to incidents of non-paediatric cardiac arrest in their immediate response area (station ground).
- 3.1.2 The trial within Hertfordshire was part of a wider regional trial being conducted between HFRS, Norfolk, Suffolk, Cambridgeshire, Bedfordshire and Essex FRS and the EEAST. This wider trial facilitated the production of a regional Memorandum of Understanding to ensure consistency across the region.
- 3.1.3 The initial two, and subsequent additional, response locations in Hertfordshire were identified and chosen via the use of Ambulance Service response data that identified where in the county EEAST felt they required support.
- 3.1.4 The initial trial proved successful with the Service demonstrating that it is able to provide a suitable response to such incidents when requested by the EEAST. Regular feedback from EEAST officers and responders has praised the enthusiasm, skills and professionalism of HFRS staff.
- 3.1.5 Between December 2016 and February 2017 a further three whole-time stations (St Albans, Hemel Hempstead, Borehamwood) and the first Retained Duty System (RDS) station (Tring) were added to the trial with support from staff representative bodies.
- 3.1.6 In January 2017 a report¹ was published, '*Broadening Responsibilities: Consideration Of The Potential To Broaden The Role Of Uniformed Fire Service Employees*', by the University of Hertfordshire which had been commissioned by the National Joint Council for Local Authority Fire and Rescue Services (NJC). The aim of the report was to identify what impact, if any, firefighters can have on the delivery of emergency medical response and wider community health interventions in the UK.
- 3.1.7 The overall conclusions identified in this independent report were:
- 3.1.7.1 Appropriately trained and equipped firefighters co-responding to targeted, specific, time-critical medical events, such as cardiac arrest, can improve patient survival rates.

¹ [http://researchprofiles.herts.ac.uk/portal/en/projects/broadening-responsibilities-consideration-of-the-potential-to-broaden-the-role-of-uniformed-fire-service-employees\(ed1d8b52-389c-4fd5-a9dd-374f32a6efb2\).html](http://researchprofiles.herts.ac.uk/portal/en/projects/broadening-responsibilities-consideration-of-the-potential-to-broaden-the-role-of-uniformed-fire-service-employees(ed1d8b52-389c-4fd5-a9dd-374f32a6efb2).html)

3.1.7.2 The data also indicated that there is support from fire service staff – and an identified need for additional support for members of the public, particularly the elderly, isolated or vulnerable – to expand ‘wider work’ i.e. winter warmth assessments, Safe and Well checks, community defibrillator training and client referrals for vulnerability.

3.2 Training Requirements

3.2.1 Since 2013, and therefore prior to the implementation of co-responding, all HFRS operational staff have received training in Immediate Emergency Trauma Care (Intermediate) which is provided by HFRS instructors and quality assured by Trauma and Resuscitation Services Ltd. In addition, St Albans crews received training at an Advanced level due to the requirement to attend an increased number of Road Traffic Collisions with the Rescue Support Unit based at St Albans. This increased level of training was implemented on a Service wide basis to ensure that HFRS crews were suitably trained and equipped to provide initial medical intervention for the public where crews arrived at incidents before EEAST.

3.2.2 All trauma accreditation and courses (intermediate and advanced) have a currency period and individuals require requalification at the end of a three-year term with 6 monthly refresher sessions to maintain competencies, this is centrally managed by the Training and Development Centre.

3.2.3 HFRS also has a number of Instructors who deliver refresher training on medical skills and competencies at stations and through the Training Centre at Longfield medical skills.

3.2.4 During the design of the trial it was identified that because of the existing and established trauma care training and accreditation HFRS staff had a very high level of competence in medical response and would not therefore require any additional medical training for crews to attend co-responding incidents.

3.2.5 Additional awareness, understanding and training was provided to staff by the EEAST to cover safeguarding policies and procedures, Medical Incident Reporting Forms and Do Not Resuscitate protocols.

4. Financial Implications

4.1. All items of equipment that are owned by HFRS are replaced by EEAST when they are used at a co responding incidents to maintain a cost neutral position in relation to equipment for HFRS.

4.2. There is a cost element attached to the appliances attending the incident with additional fuel requirements and associated wear and tear on vehicles.

4.3. However this is certainly offset by the benefit that the attendance to this type of incident and the assistance provide by HFRS crews has

had in reducing the number of cardiac related deaths within their local community.

- 4.4. Crews at the 5 co-responding, whole-time stations incur no additional salary costs as they are 'on duty', though their mobilisation to medical incidents prevents them from undertaking other work or training. The cost is therefore in the form of 'opportunity lost'.
- 4.5. There are additional direct costs attached to the co-responding trial for those incidents utilising the RDS crew at Tring. The Tring crew require an attendance payment of, on average, £14.76 per person (£73.80 per hour = crew of 5) for each co-responding call.
- 4.6. To date (July 2017), Tring have been alerted to 20 co-responding incidents since December 2016 with an approximate overall wage cost to HFRS of £1476.00 for their attendance.
- 4.7. Currently HFRS are able to meet these additional RDS salary costs through the existing RDS salary budget, however should this trial expand further specifically utilising additional RDS stations or a significant increase in call volume, then HFRS will need to consider the budget impact and potential reimbursement through EEAST.
- 4.8. In any proposal to expand the trial or to make co-responding an integral part of HFRS emergency response, both the adoption in to the firefighter's role map and assessment of how costs will fall to EEAST and HFRS will need careful consideration.

5. Benefits

- 5.1. HFRS crews have on a number of occasions instigated trauma care and cardiac arrest intervention to successfully aid casualty recovery and prolong life. Considerable positive feedback has been provided by EEAST crews and officers referencing the professionalism and skills exhibited by HFRS staff, the benefits of having a group of skilled firefighters who are used to working well as a team at these very traumatic and fast-paced incidents has been well recognised by all.
- 5.2. Within the trial areas, individuals and communities of Hertfordshire are provided with a more efficient and effective response to incidents of cardiac arrest.
- 5.3. The trial was implemented and has been maintained at limited additional cost to HFRS.
- 5.4. HFRS crews have obtained additional safeguarding skills and experience in medical interventions through participation in the trial.
- 5.5. HFRS crews are afforded the opportunity to utilise and maintain their trauma care skills and competencies in a 'live' operational environment as opposed to simulated scenarios. These developed skills can be further utilised at more traditional HFRS related incidents (fires, RTCs, rescues, etc.).

- 5.6. This additional experience also means that HFRS firefighters, who undertake a potentially dangerous job, have the reassurance that their colleagues are well trained and ready to assist should they find themselves in need of medical assistance.
- 5.7. It is also worth noting that a number of HFRS firefighters have assisted at medical incidents whilst off duty as a result of being in the 'right place at the right time', further supporting the case for these skills.

HERTFORDSHIRE COUNTY COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE FRIDAY 29 SEPTEMBER 2017 at 10:00AM

DAY CREWED PLUS FIRE STATIONS

Report of the Director of Community Protection and Chief Fire Officer

Author: Darryl Keen, Director of Community Protection and Chief Fire Officer

Executive Member: Terry Hone, Community Safety and Waste Management

1. Purpose of report

- 1.1 To inform the Overview & Scrutiny Committee (OSC) as to current performance of Day Crew Plus (DCP) stations operated by Hertfordshire Fire and Rescue Service (HFRS):
- Current benchmarks, standards, and delivery of service in line with key strategies and objectives.
 - Costs and returns, comparison with projections set out in initial feasibility reports.
 - Perception and acceptance by personnel.

2. Summary

- 2.1 The Day Crewing Plus system is an alternative method of staffing fire stations. It is more efficient in its use of staff as it requires half the amount of crew for a single appliance station than are needed for a traditional whole-time shift crewing model (28 down to 14). However, it also compromises resilience to achieve this efficiency. It is based upon a 24-hour self-rostering crewing system composed of positive and standby hours. The benefits of DCP include:
- The ability to crew the fire appliance with 5 personnel at all times
 - Significant contribution towards achieving efficiency savings.
 - More efficient Duty System that does not negatively impact upon operational response standards or appliance availability

The disadvantages include:

- Less resilient crewing as staff are rostered for longer periods of duty but cannot remain at incidents any longer or be used as many times in each 24-hour period as Whole Time resources
- As there is no collective agreement for the use of this system it currently relies on staff volunteering to work this pattern, however there are financial benefits to doing so and, to date, sufficient staff have been willing to do so
- An increase in call volumes, as may result from wider adoption of co-responding, may make this crewing pattern less viable

2.2 HFRS has operated DCP systems at Potters Bar since 2012, Rickmansworth since 2013, and Baldock & Letchworth since 2015. The initial feasibility report outlined an initial investment of £350,000 per station to provide additional separate sleeping quarters (based on a Travelodge style design) with projected revenue savings of £300,000 per annum, per station, through efficiencies in staff costs.

2.3 Actual total revenue savings are on average £377,000 per station per annum. This equates to £1,131,000 overall across the three sites, plus an additional £4,510 in costs avoided in the non-use of pre-arranged overtime to cover staffing deficiencies. This indicates that the initial investment at each site was recuperated within just over 1 year of operation.

2.4 Stations were identified and chosen by their levels of activity compared to other sites. Those that were shown to have a low level of activity were considered for the change to the Day Crewing Plus model.

3. Recommendations

3.1 That the Committee are asked to note the positive benefits achieved through the introduction of the Day Crewing Plus (DCP) system in Hertfordshire at the three established sites.

3.2 That the Committee also note the effect introduction of additional DCP crewing systems may have on Service resilience for significant incidents.

4. Background – Performance in relation to current HFRS standards

4.1 Attendance times

4.1.1 DCP stations achieved below average results on attendance targets in comparison to other crewing systems between 2013/14 – 2015/16. However, 21 out of the 30 (70%) failed

attendances were for incidents beyond their normal response area (station ground).

- 4.1.2 As low activity stations the statistics are only partially representative. There is some evidence of correlation between low incident numbers and lower performance as a single incident can have a disproportionate impact on the overall result. DCP stations consistently receive lower incident numbers and this in itself is what makes this more efficient system viable.

4.2 **Other activities supporting HFRS' strategic objectives**

- 4.2.1. Prevention and Protection: DCP stations perform well despite their reduced establishment and deliver a high and consistent level of prevention and protection activities. Anecdotal evidence suggests that the extended working day and working patterns coupled with a smaller work force facilitates improved consistency and continuity in the engagement with communities and local businesses.

5. **Costs and returns**

5.1. **Capital costs**

- 5.1.1. The building costs for Rickmansworth, Potters Bar and Baldock exceeded the initial projection of £1,050,000 (£350,000/station) with an actual total overspend of £61,393.

- 5.1.2. An additional £41,000 was spent on refurbishments at the three existing fire station buildings, which was not included in initial estimates, bringing the total overspend to £102,393. However, given the savings projections it was felt important that we presented staff with a high quality product that they ready to 'buy-in' to. This has proven to be a sensible investment and has resulted in considerable station pride being demonstrated by staff.

- 5.1.3. The total initial outlay for the three sites came to £1,152,393.

5.2. **Revenue savings**

- 5.2.1. The initial feasibility reports suggested salary savings of £300,000 per annum per station possible. This has been surpassed at all stations by, on average, £55,000.
- 5.2.2. An additional £17,000 saving per station is being achieved through reductions in transport, supplies and service costs.
- 5.2.3. DCP stations have seen a drop in short-term sickness by 52%. It has been calculated that this saves approximately £216.36 for every shift previously lost. This represents a further saving of £5,000 per annum per station.

5.3. Overall financial performance

5.3.1. Total revenue savings are on average £377,000 per station per annum. A total of £1,131,000 overall, plus an additional £4,510 in costs avoided. This indicates that the initial investment was recuperated within just over 1 year of operation.

6. Perception and acceptance by crews

6.1 Research

6.1.1 As the introduction of DCP was a new crewing and staffing model for both HFRS and the individuals who had volunteered and had been selected to work the system, it was identified that a piece of research was required to capture the thoughts, issues and challenges of the staff at the three sites.

6.1.2 This research consisted of three focus groups and three interviews.

6.1.3 DCP staff were generally positive about the crewing system. As volunteers, they understand that they have the opportunity of transferring back to traditional duty system stations.

6.2 Key challenges

6.2.1 Long-hours on station exacerbate fatigue. Recuperation time is not always possible due to risk critical work, emergency response and response standards.

6.2.2 Living together for long periods without a break can increase stress and team-members must get along. This is already considered informally during the recruitment process. Only volunteers are considered.

6.2.3 The 'family friendly' aspect of DCP is largely unrealistic. Very few families use the living quarters although they are available for use.

6.3 Flexible self-rostering

6.3.1 Work/Life Balance: staff were very positive about self-rostering as conducive to a healthy work/life balance.

6.3.2 Workforce:

- Arranging training and ensuring staff are up-to-date is challenging. Frequent duplication is necessary.
- Builds cohesion and team-work through mixed teams.

7. Risks to the sustainability of DCP: Working Time Regulations

- 7.1 The Working Time Regulations (WTR) determine the maximum weekly working time, patterns of work and holidays, plus the daily and weekly rest periods. They also cover the health and working hours of night workers. The Regulations apply to both part-time and full-time workers, including the majority of agency workers and freelancers, although certain categories of workers are excluded.
- 7.2 Those staff working the DCP system are required to work additional hours beyond those identified in the Regulations (48hrs) and as such are required to opt out of the regulations. These staff receive additional pensionable salary to work the additional hours.
- 7.3 Fire and Rescue Services are not exempt from the Regulations. However, there are some exemptions from the Regulations that apply to Fire and Rescue Services as civil protection services.
- 7.4 In addition, guidance from the HSE indicates any collective agreement between the workforce and the FRS under the WTR does not relieve the FRS of their duties to ensure that the working hours of firefighters do not adversely affect their health and safety. To date HFRS has not been able to achieve a local collective agreement and manage the employees on an individual basis.
- 7.5 HSE guidance goes on to state that Fire and Rescue Services need to consider whether their working arrangements are likely to cause fatigue. If they are, they will need to put systems into place to assess and manage the risks, take action to eliminate and reduce the risk and monitor their working time arrangements.
- 7.6 HFRS current work routine, rest, recuperation arrangements and working arrangements for DCP staff take account of manage the items identified by the HSE.
- 7.7 Following consultation with staff the risk of fire officers opting back in to the WTR or of litigation due to non-compliance appears to be low.

8. Feasibility of expanding DCP in the future

- 8.1. Property and capital development is not within the scope of this report.
- 8.2. Activity levels may rise in the near future due to a diversification of response activities (co-responding, prevention) and continued housing developments. Expanding DCP, which is more efficient but less resilient than some other shift patterns, may not be beneficial in light of these trends, which will inevitably affect the efficiencies and increased productivity so far observed.
- 8.3 During periods of high activity and also prolonged incidents, operational resilience of HFRS can be affected by the number of DCP stations. This is due to a shift change not occurring during a 24hr

period at these locations. This impact on resilience needs to be recognised when considering potential additional DCP stations.

- 8.4. The current staffing at DCP does not reflect the age and gender disparities contained within the current workforce and this may pose risks to sustainability and skills transfer in the future. In addition the extended shifts (24hr) and prolonged time spent at station may not be viewed as particularly family friendly and may discourage female staff from joining the DCP system.. Expanding DCP, whilst failing to attract a balanced workforce, risks reversing the progress already made to increase diversity within HFRS.
- 8.5. Arranging training on self-rostering systems is challenging, even though DCP stations have priority. Additional DCP stations could make this unmanageable.