

Agenda



**AGENDA for a meeting of the OVERVIEW AND SCRUTINY COMMITTEE
in THE ASHBOURNE ROOM, County Hall, Hertford on THURSDAY, 19 APRIL 2018
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. If a member has a Declarable Interest they should consider whether they should participate in consideration of the matter and vote on it.

Non-Education Matters

None

Issues Including Education

1. MINUTES [SC.8]

To confirm the Minutes of the meeting of the Committee held on Wednesday, 28 January and Thursday, 1 February 2018 (attached).

2. INTERGRATED PLAN RECOMMENDATIONS FOR THE WORK PROGRAMME

Report of the Head of Scrutiny

3. SCRUTINY OF THE INTEGRATED PLAN 2018/19 – 2021/22: FEEDBACK

Report of the Head of Scrutiny

4. THE RISK MANAGER RESPONSE TO THE IDENTIFIED RISKS FROM THE INTEGRATED PLAN (IP) PROCESS

Report of the Head of Scrutiny

5. ADULT CARE & HEALTH SERVICES 15 YEAR PLAN

Report of the Director of Adult Care & Health Services

6. SCRUTINY RECOMMENDATIONS UPDATE

Report of the Head of Scrutiny

7. SCRUTINY WORK PROGRAMME 2017/18

Report of the Head of Scrutiny

8. OTHER PART I BUSINESS

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

9. 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).

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: Tuesday, 19 June 20 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, 24 JANUARY 2018 AND THURSDAY, 1 FEBRUARY 2018

ATTENDANCE

MEMBERS OF THE COMMITTEE

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

OTHER MEMBERS IN ATTENDANCE

D A Ashley, N Bell, P Bibby, J Billing, E Buckmaster, T L F Douris, M A Eames-Petersen, S J Featherstone, B A Gibson, S Gordon, J M Graham, J S Hale, D Hart, T C Heritage, D J Hewitt, C K Hogg, T Hone, T R Hutchings, S K Jarvis, J R Jones, P V Mason, G McAndrew, R M Roberts, A F Rowlands, R Sangster, R H Smith, A Stevenson, R G Tindall, A S B Walkington, M A Watkin, A D Williams, T J Williams, C B Woodward, C B Wyatt-Lowe, W J Wyatt-Lowe, P M Zukowskyj

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, 24 January 2018 and Thursday, 1 February 2018 as circulated, copy annexed, conclusions were reached and are recorded below.

A conflict of interest was declared in relation to the Scrutiny of the Integrated Plan 2018/19 – 2021/22 and is recorded at 2.1 below.

PART I ('OPEN') BUSINESS

1. MINUTES

The Minutes of the Overview & Scrutiny Committee meeting held on 19 December 2017 were confirmed as a correct record and signed by the Chairman.

**2(A) SCRUTINY OF THE INTEGRATED PLAN 2018/19 – 2021/22
(INCORPORATING THE STRATEGIC DIRECTION AND FINANCIAL
CONSEQUENCES AND THE TREASURY MANAGEMEN STRATEGY– 24
January 2018**

[Officer contact: Natalie Rotherham, Head of Scrutiny Tel: 01992 558485]

- 2.1 M A Watkin – by virtue of his wife being employed as a part-time teacher in the music service in Hertfordshire. He has been granted a dispensation by the Standards Committee to participate, debate and vote in business in which this Disclosable Pecuniary Interest is mentioned provided that the business to be considered does not directly affect his financial position or that of his wife; which he considered it did not.
- 2.2 The Chairman welcomed all Members and officers present to the Committee’s scrutiny of the Integrated Plan proposals for 2018/19 – 2021/22.
- 2.3 Members received an introduction to the scrutiny; a summary by the Head of Scrutiny reminding Members of the format for the Committee’s scrutiny; and an oral report from the Director of Resources who provided the Committee with the context within which the integrated plan proposals had been prepared.
- 2.4 The Director of Resources outlined the contents of the IP pack. He informed Members there were two errors in the IP pack relating to the following and updates to the relevant portfolios would be issued;
 - 1. driver training that related to Highways had been included in the Environment, Planning and Transport portfolio papers in error. It appeared on the “portfolio on a page” and “key budget movements; and
 - 2. reference to Libraries and Museums & Archives, the savings have been included in the Key Budget Movements statement for Resources, Property and the Economy (p179 of the IP pack). These should have been included in the Education, Libraries and Localism Portfolio.
- 2.5 Members were informed that £3.3m which equated to approximately 15% of efficiency savings had been proposed within the IP this was mainly due to policy change in certain service areas. It was acknowledged that significant savings were already being delivered and there was significant capital investment to Highways over the next four years.
- 2.6 The Committee then adjourned to gather its evidence.

**CHAIRMAN’S
INITIALS**

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2.7 At the end of the evidence gathering process the session closed.

2(B) SCRUTINY OF THE INTEGRATED PLAN 2017/18 – 2021/22: REPORT TO CABINET – 1 February 2017

[Officer contact: Natalie Rotherham, Head of Scrutiny Tel: 01992 558485]

2.8 The Committee reconvened on Thursday, 1 February 2018 to consider a draft of its report to Cabinet, prepared by the Head of Scrutiny and the Democratic Services Officer, following the evidence gathering session on 24 January 2018.

2.9 As a result of its discussions, a report and suggestions for Cabinet's consideration were agreed, copies of this report can be viewed at [OSC Report 2\(B\)](#)

2.10 Members noted that Cabinet would consider the Committee's report and recommendations at its meeting on 19 February 2018; Cabinet's recommendations on the Integrated Plan proposals would then be presented to the County Council on 20 February 2018, when the Council would agree the Integrated Plan for forthcoming period.

Natalie
Rotherham
/ Michelle
Diprose

Conclusions

2.11 The Committee agreed the draft report to Cabinet subject to its comments and suggestions being revised to read:-

Committee Recommendations to Cabinet

That Cabinet gives consideration to the following:-

1. That the Council proactively engages with contractors to monitor contracts and contractor resilience; further, that risks that impact on the Authority, including staff shortages are identified; and contingency planning is sufficient to achieve IP proposals;
2. To prioritise working with district/borough councils to develop a more collaborative, co-ordinated and mutually beneficial approach to infrastructure planning for the medium and long term (e.g. waste disposal, a highways structure capable of accommodating driverless cars);
3. To work with the district/boroughs to develop more holistic services, in reference to the remodelling of YC Herts;
4. To revisit and further develop the workforce strategy for both specialist job roles (e.g. planners, educational psychologists, mental

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**CHAIRMAN'S
INITIALS**

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health nurses and CAMHS (Child & Adolescent Mental Health Services) support) and hard to recruit/retain posts (e.g. paid carers) via in-house training and apprenticeship programmes;

5. To progress and resolve the issues relating to capability, capacity and skills that impact on delivering quality and appropriate solutions related to the digital strategy;
6. That the Highways savings identified will be realised; and that Highways will work with contractors to identify any additional savings during 2018/19.

Information provided to County Council by 20 February 2018

Information on the digital strategy to be circulated to all members.

Identified Risks - to be passed to the Risk Manager

1. Future budget implications to the Authority if the Energy Recovery Facility at Ratty's Lane is not approved
2. Numbers of children and young people with multiple needs (physical and mental health) currently unknown to Children's Services and Adult Care Services (ACS) requiring Hertfordshire County Council (HCC) services in the future
3. That more time and budget is required than planned for targeted groups to engage with YC Herts
4. Reliance by Public Health and Libraries on external parties (volunteers, third parties) to achieve planned savings and deliver services
5. Retention and recruitment of planning staff, especially at a senior level, leading to reliance on consultants and the impact on an already highly pressured budget. This is the second year that this has been raised.
6. Ability of the capital funding budget to support both new development initiatives and asset maintenance
7. The continued de-delegation of secondary schools budgets and the risk to education funding and consequential impact on the portfolio budget
8. Academy failure and the responsibility of the Authority to educate the affected pupils in view of current pressures on school places.

**CHAIRMAN'S
INITIALS**

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9. Libraries ability to realise the £500,000 saving for 2018/19 in light of the failure to achieve the full £500,000 savings for 2017/18
10. A failure to develop an alternative delivery model to meet further savings required in 2019/20 will result in significant service delivery implications for libraries i.e. opening hours.
11. Difficulty of recruiting and retaining paid carers against a background of increased demographic pressure affects
 - ability of ACS to meet its improvement targets
 - ability to safeguard vulnerable residents
 - budget implications
12. The lack of housing for low-paid workers such as care staff and that this may affect staffing levels in the care sector
13. The impact of the fragility of the care provider market on the ACS budget and vulnerable residents
14. Reliance of the digital strategy to achieve stated outcomes and savings given the current skills shortage within this area.
15. Effectiveness of current monitoring to ensure financial stability of partners and providers following the collapse of Carillion and the creation of Herts Living
16. The impact of TfLs (Transport for London) unwillingness to commit to the extension of the Metropolitan line.
17. The impact that tree pests and diseases will have on Highways and Environment, Planning & Transport budgets. This is the second year this has been raised

Portfolio Observations

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

1. Adult Care & Health

- Strong working relations are needed between the NHS and Adult Care Services (ACS) as an inability to work together could negatively impact service users (i.e. delayed discharge due to a lack of social care). Reassurance was provided that this relationship is currently strong.
- A proposal for ACS to work with school transport to save costs by using the same buses for transport to both day services and schools would be difficult as both services require vehicles at the

same time.

- Sufficiency of the revenue budget for mental health. Members were assured that compared to other counties, Hertfordshire County Council (HCC) is investing satisfactorily in mental health.
- Concern was raised with regard to ACS' aim to reduce reliance on residential care and whether this would increase the costs incurred by ACS. The department is working to help people remain in their own homes for as long as possible and out of residential care. This is the preferred option for people and will help the department make savings.

2. Children's Services

- There are major challenges but the Children's Services' leadership team have proved in the past that they have been able to combat these pressures and deliver efficient services.
- Concern about services being impacted due to partners being affected by external factors beyond their control (e.g. CCGs) or partner sustainability. Relations with the CCGs have improved and have reflected on lessons learnt. The County Council is focusing on prevention and is being transparent with sharing budgets and pressures in order to plan for challenges.
- Effective planning is needed to mitigate future demographic pressures. Early intervention and partnership working and calculating growth based demographic data is required.
- Remodelling of the YC Herts service is set against a challenging background of a forecasted rise in children aged 10-19 and a proposed 20% reduction in funding. There is continued work with the voluntary sector to offset costs. Members were also assured that Hertfordshire is still continuing to provide services albeit at a reduced volume.
- Recruitment and retention is being addressed by offering packages to attract and retain staff. The department is also working to train current workers and staff in partner agencies in specific services i.e. recognising and responding to Child Sexual Exploitation and gang culture cases.
- The budget implications for SEND (Special Educational Needs & Disabilities) and the increased diagnosis of autism. This is a national concern and the Executive Member and officers will continue to express concerns to central government to encourage funding for future years.
- Members were pleased that funding for the Thriving Families

programme has been confirmed until 2020.

- Following the recent Carillion collapse reassurances were given that in-house financial checks are in operation for external partner agencies. The Family Centre recommissioning procurement process had taken place and it was confirmed how these will be regularly monitored.
- Pressure of Unaccompanied Asylum Seeking Children entering the county was identified again this year. It is a challenge; however, the Authority is currently under its threshold number. This number is likely to grow and more work is needed to see an increase in central government funding
- Placement stability especially 3+ placements when the child is over the age of 11. This brings associated transport costs.

3. Community Protection & Waste Management

- Uncertainty arising from outstanding PCC decision with regard to the move of Fire & Rescue to the Police & Crime Commissioner
- Potential of SMART Digital to improve efficiencies across the directorate
- Potential for Herts Waste Partnership to work more effectively and learn from best practice
- The significant risk implications of the Energy Recovery Facility at Ratty's Lane not going ahead were discussed

4. Education, Libraries & Localism

- Concern arose around the succession planning and management capacity within the Library Service however, officers were able to evidence the mitigations that have been put in place.
- Members were happy with the responses from officers with regard to the savings proposals and future storage requirements of HALS (.Hertfordshire Archive & Local Studies). This includes digitalisation and a purpose built archive building.
- The Home to School Transport (HTST) emerging overspend was noted however, only briefly as not to duplicate discussion that took place earlier in the Children Service portfolio.

5. Environment, Planning & Transport

- Members discussed the limited progress reported in the Total Transport section of the portfolio (including Home to School Transport) and the Executive Member and officers were unable to identify significant progress in the area. With a £50m budget, even

a small saving would be significant.

- Environment, Planning & Transport are awaiting guidance to fully understand the implications of the Bus Act
- Viability of planning and development will be dealt with by the new Growth & Infrastructure Team.
- The impact that issues around retention and recruitment has on planning, budget and services.
- More work is need on Hertfordshire Infrastructure & Planning Partnership (HIPP) to ensure it works to its optimum capacity. This needs to be a visionary service.
- The merger of the Rights of Way service and Countryside Management Service will see a slight restructure of the teams. Savings will be achieved through increasing income received from districts/boroughs and efficiency savings.

6. Highways

- Members highlighted how there was no specific reference to how new infrastructure development will support the proposal outlined in Local Transport Plan (LTP4) that there will be a push for a modal shift in current transportation used by the general public.
- Members highlighted a concern over the increasing numbers of road casualties in Hertfordshire. Officers stressed that whilst the number of serious road accidents had increased the number of road incidents had fallen. Officers went on to reiterate that this increase in serious road traffic incidents was due to a change in the way incidents were logged by the Police.
- Members were concerned about the reduction of driver training income to the budget. Officers were equally concerned but stressed this was due to driver safety initiatives that had reduced the number of speeding offences in Hertfordshire.

7. Public Health, Prevention & Performance

- The risk associated with cutting drug and alcohol services and whether this could have an adverse effect on crime rates.
- A risk of increased cost in future years if Public Health services, such as school nursing and health visitors, are not proactive in putting in place preventative measures for CAMHS (Child & Adolescent Mental Health Services).
- There was concern at the Integrated Plan proposal to changes in

provision of sexual health services and the impact on infertility and increased STI (sexually transmitted infections) transmission. Executive Member and officers were able to provide assurance.

- The members were concerned that the cost tree indicated much lower expenditure on Public Health by Hertfordshire County Council when compared to the group average. This is due to Hertfordshire generally having less need than the other areas. The service has been successful in finding cost-effective alternatives.
- Public Health capacity was raised and it was admitted to being heavily reliant on other services. The service has large training costs for staff that are necessary and cost effective.

8. Resources, Property & the Economy

- The effectiveness of support services in continuing to support the organisation.
- Realism of the digital strategy to achieve savings given the skills shortage within digital.
- Partnerships/Property – monitoring the performance and substance of partners relating to Property, and wider partners such as Serco. The risks involved in increasing our borrowing.

The Committee would consider the following proposed future scrutinies and seminars at its next meeting in April.

1. Review the Herts Waste Partnership
2. To investigate how more cost effective alternatives to the current transportation model for children around the county could be provided
3. The continued ability of the voluntary sector to provide services equitably across Hertfordshire.
4. Scrutiny of the working relations between Public Health and the NHS
5. Highways' Performance Management Initiative, seeking evidence that Highways is proactively managing its contracts and preparing for potential future pressures.
6. Infrastructure preparedness with regards to supporting future technological developments e.g. self-driving cars.
7. SEND (Special Education Needs & Disabilities) proposals, when published, to be scrutinised prior to implementation of any proposals.
8. Review care staffing levels at one- and two-year intervals to ensure

improvement targets are met.

9. Review the savings made as a result of the Investment to Transform bid to ensure Adult Care Services (ACS) targets are met.
10. To complete an update/review on the skills and funding needed for the new Growth and Infrastructure Team, alongside their priorities after the Herts Infrastructure and Planning Partnership (HIPP) scrutiny.
11. Following the collapse of Carillion confidence in partners' financial stability and ability to deliver services. The quality of current partners presents a risk if the County Council does not maintain vigilance on their performance, and overall health of the company.

Proposed future seminars

- SEND (Special Education Needs & Disabilities) proposals [Executive Member and officers are keen to support]
- To cover the '25 by 20' initiative, and the related property strategy, or report for all county councillors

Proposed future bulletins

- None requested

Proposed future Chief officer attendance at Overview & Scrutiny Committee

- Deputy Director Environment in relation to timelines and outcomes across the portfolio of Environment, Planning and Transport

Proposed future site visits

- None requested

3. OTHER PART I BUSINESS

3.1 There was no other business.

REPORT TO COUNTY COUNCIL

A summary of item 2 will be reported to the County Council at its meeting on 20 February 2018.

Michelle
Diprose

**CHAIRMAN'S
INITIALS**

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**KATHRYN PETTITT,
CHIEF LEGAL OFFICER**

CHAIRMAN _____

**CHAIRMAN'S
INITIALS**

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INTERGRATED PLAN RECOMMENDATIONS FOR THE WORK PROGRAMME

Report of the Head of Scrutiny

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

1. PURPOSE OF REPORT

- 1.1 To provide enable the Committee to agree a balanced future work programme.

2. SUMMARY & BACKGROUND

2.1 At the Integrated Plan (IP) scrutiny held 27 January and 1February 2018 a number of scrutiny activities were identified by the IP groups. It was agreed at the 1 February session that the Head of Scrutiny would liaise with chief officers regarding the proposed items. This report and appendix is aimed to assist the Committee in deciding whether to agree to proposed scrutiny activities and add to its future work programme.

2.2. The report covers activity suggested at the IP scrutiny (table attached at Appendix 1)

- Scrutinies
- Lunchtime seminars
- Member Bulletins
- Chief officer to attend OSC to address specific issues

3. RECOMMENDATIONS

That the Committee agrees:

1. a balanced future work programme
2. scrutinies to be added to the work programme
3. lunchtime seminars
4. bulletins
5. chief officers attending OSC

Background Information

[Integrated Plan Papers 24 January](#) and [1 February 2018](#)

IP 2018 PROPOSED SCRUTINY ACTIVITY

	ACTIVITY	ITEM	COMMENT
1.	SCRUTINY	Review the Herts Waste Partnership	HWP was scrutinised Nov 2016. The recommendations from that scrutiny were signed off by ISSC Nov 2017. Officers and executive members do not see value at this point of further scrutiny.
2.	SCRUTINY	To investigate how more cost effective alternatives to the current transportation model for children around the county could be provided	Currently under review and going to Panel. It is advised that this is not added to the work programme at this date.
3.	BULLETIN	The continued ability of the voluntary sector to provide services equitably across Hertfordshire.	It is suggested that the AD lead for volunteering provide a bulletin outlining the current strategy and outcomes.
4.	SCRUTINY	Scrutiny of the working relations between Public Health and the NHS	This falls within the HSC remit. Therefore recommend that this is passed to HSC for its consideration.
5.	SCRUTINY	Highways' Performance Management Initiative, seeking evidence that Highways is proactively managing its contracts and preparing for potential future pressures.	Highways Panel has oversight. Monitoring in place. Panel receives quarterly updates.
6.	OSC SLOT	Infrastructure preparedness with regards to supporting future technological developments e.g. self-driving cars.	Chief officer would like to take the opportunity to attend OSC and outline potential future highways developments.
7.	SEMINAR	SEND (Special Education Needs &	Recommended that these items are considered together.

		Disabilities) proposals, when published, to be scrutinised prior to implementation of any proposals. SEND (Special Education Needs & Disabilities) proposals	Seminar “ <i>How Hertfordshire SEND Strategy is addressing the needs of children and young people with learning disabilities in Hertfordshire. This will include implementation of legislation and funding.</i> ”
8.	SCRUTINY	Review care staffing levels at one- and two-year intervals to ensure improvement targets are met.	ACS agree
9.	SCRUTINY	Review the savings made as a result of the Investment to Transform bid to ensure Adult Care Services (ACS) targets are met.	ACS would welcome scrutiny. Suggest late autumn 2018. Helen Maneuf lead officer.
10.	SCRUTINY	To complete an update/review on the skills and funding needed for the new Growth and Infrastructure Team alongside its priorities.	This will feature in the HIPP (July 2018)
11.	SCRUTINY	Following the collapse of Carillion confidence in partners’ financial stability and ability to deliver services. The quality of current partners presents a risk if the County Council does not maintain vigilance on their performance and overall health of the company.	Potential 2 day scrutiny goods and services. Scrutiny to consider <ul style="list-style-type: none"> • size of providers e.g. large such as Ringway and Serco and smaller / medium e.g. care providers. • contract management approach to encompass large and smaller contractors. Include mitigation plans and monitoring and risk • ACS risk of provider failure. Paul Drake lead officer
12.	BULLETIN	To cover the ‘25 by 20’ initiative, and the related property strategy, or report for all	<ul style="list-style-type: none"> • 20 by 25 update Dec 2018 Lead officer Kate Findlay

		county councillors	<ul style="list-style-type: none"> Prop Co paper going to Panel and full Council March 2018. Bulletin to follow May/June. Scrutiny 2019. Lead officer Roger Barrett
13.	SEMINAR	Workforce Strategy	Seminar to outline current strategy and objectives.
14.	SEMINAR	Digital Strategy	On-going could cover now and what is in the Strategy. Would include Member focus. Lead officer Michael Francis

**OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY 19 APRIL AT 10.00A.M.**

SCRUTINY OF THE INTEGRATED PLAN 2018/19 – 2021/22: FEEDBACK

Report of the Head of Scrutiny

Authors: Natalie Rotherham, Head of Scrutiny (Tel: 01992 558485)

1. Purpose of report

- 1.1 To provide the Committee with a summary of the feedback on its scrutiny of the Integrated Plan (IP) 2018/19 – 2021/22.

2. Summary

- 2.1 Feedback forms were distributed to all participants following the Committee's scrutiny of the IP 2018/19 – 2021/22.

- 2.2 The positive feedback can be summarised as follows:-

- General agreement by long standing and newer participants that the format, structure and timings work well. A quote that captures the response of many "*impressed with the process and speed*"
- Relationship of chairman and graduate management trainee crucial and consolidated by regular liaison (email, face to face)
- Director of Resources scene setting at the Dec OSC and providing an update on Day 1
- Strong member interest and engagement
- Finance seminar at Dec OSC well received
- 19 Jan briefing for IP chairmen, executive members and graduate management trainees

- 2.3 Areas that received negative comment were

- Importance of an effective chairman
- Size of officer groups
- Paperwork (comment on pack rather than scrutiny)

- Reconvened session draw most comments for improvement as exemplified by this remark “*1 Feb wash-up session needs more focus and honing.*”

- Interpreting data

2.4 Suggestions to address comments at 2.3

- A template statement for IP chairman to open the evidence gathering session
- IP chairmen and graduate management trainees (GMTs) to attend OSC chairman’s briefing prior to Day 2 to discuss the draft report
- Ensuring that the constituent elements of the IP process are understood i.e. purpose of discussion of the IP at panels and IP scrutiny. This to include a note and timeline for officers clarifying what happens when
- Add data interrogation to finance seminar
- Chairs training early 2019

2.5 The Committee is asked to identify which of the points raised in paragraph 2.4 above it wishes officers to take forward for the scrutiny of the IP in 2019/20.

Background Information

None

HERTFORDSHIRE COUNTY COUNCIL

**OVERVIEW & SCRUTINY COMMITTEE
THURSDAY, 19 APRIL 2018 AT 10.00AM**



THE RISK MANAGER RESPONSE TO THE IDENTIFIED RISKS FROM THE INTEGRATED PLAN (IP) PROCESS

Report of the Head of Scrutiny

Author: Charles Lambert, Scrutiny Officer (Tel: 01438 843630)

1. Purpose of report

1.1 To provide the Committee with an update on:-

- Risks identified from the Integrated Plan (IP) scrutiny and the responses from the Risk Manager.

2. Summary

2.1 The Risk Manager has considered each risk identified by Members and provided either

- an abbreviated entry from the register
- or a brief comment where it is a risk not currently listed.

3.0 Recommendation

3.1 *That the Committee note the report attached as Appendix 1 to this report.*

Background Information

None

Overview & Scrutiny Committee IP Identified Risks – January-March 2018

NOTE – Where YES is the answer to on the Risk Register, this is where there is a direct or very strong link to the Risk identified by OSC, either through the Corporate Risk Register or a Service Risk Register. Programmes and Business units will have their own risk registers that complement these more formal registers.

	RISK	ON RISK REGISTER	Brief Details
1.	Future budget implications to the Authority if the Energy Recovery Facility at Ratty's Lane is not approved	YES	<p>SE02 / ENV0104 Corporate (Strategic) risk (Red 40) In the event of the Residual Waste Treatment Programme being impacted by one of the following scenarios:</p> <ul style="list-style-type: none"> - The ERF at Rye House does not proceed or is delayed - Unable to secure suitable, cost effective, alternatives for waste disposal should the contract with VES be terminated. <p>It may result in:</p> <ul style="list-style-type: none"> - Increased costs to HCC
2.	Numbers of children and young people with multiple needs (physical and mental) currently unknown to Children's Services and Adult Care Services (ACS) requiring Hertfordshire County Council (HCC) services in the future	YES	<p>SAC08 / HCS0016 Corporate (Strategic) risk (Red 32) In the event of significant unforeseen demand on health and social care services and a risk of budget overspend and ongoing uncertainty about how these will be addressed nationally, there is a risk of insufficient budget to meet future demands of services.</p> <p>CS04 / CSF0083 Corporate risk (Amber 24) As a result of the new welfare, reform and immigration arrangements, there is a risk of an increase in families becoming homeless and/or requiring support from Children's Services (and other services).</p> <p>HCSLD0001 Service risk (Red 32) Due to increased demand for people with learning disabilities and their carers who are eligible for social care services, Adult Care Services is unable to manage within budget.</p>

	RISK	ON RISK REGISTER	Brief Details
3.	That more time and budget is required than planned for targeted groups to engage with YC Herts	YES	CSF0081 Service risk (Amber 24) In order to improve service delivery and achieve required savings, a number of areas are undergoing transformational change.
4.	Reliance by Public Health and Libraries on external parties (volunteers, third parties) to achieve planned savings and deliver services	YES	R01 / HR0021 Corporate risk (Red 32) If we fail to retain, attract and recruit the right people (managers, officers and volunteers) and right skills and maintain engagement at all levels, there may be a significant impact on service delivery and major cost implications Control: HR0021/015 Target Public Health recruitment at specialist networks, journals and social media sites LIBS0005 Service risk (Amber 24) The Inspiring Libraries Strategy relies on volunteers to supervise the Community Libraries. There is a risk that we cannot recruit or sustain volunteering, which may result in libraries being closed for part or all of their intended opening times.
5.	Retention and recruitment of planning staff, especially at a senior level, leading to reliance on consultants and the impact to an already highly pressurised budget. This is the second year that this has been raised.	YES	R01 / HR0021 Corporate risk (Red 32) If we fail to retain, attract and recruit the right people (managers, officers and volunteers) and right skills and maintain engagement at all levels, there may be a significant impact on service delivery and major cost implications ENV0040 Service risk (Amber 16) In the event of development management performance for major planning applications falling short of Government set standards, there is a risk that the Development Management service is taken over by PINs.
6.	Ability of the capital funding budget to support both new development initiatives and asset maintenance.	YES	SCS02 / CSF0070 Corporate (Strategic) risk (Amber 24) In the event of inadequate capital being made available from a number of funding streams, part of the costs of delivering the secondary expansion programme and/or schools required to meet demand in new housing

	RISK	ON RISK REGISTER	Brief Details
			<p>developments may need to be met from the council's own resources having exhausted all other eventualities.</p> <p>SR17 / CSHF0016 Corporate (Strategic) risk (Red 32) As a result of the restrictions introduced in 2015 on the use of S106 for the pooling of developer contributions towards new infrastructure together with the introduction of the Community Infrastructure Levy (CIL), there is a risk that the uptake of CIL, which is the Government's preferred method for pooling contributions, remains slow, and due to the limited influence HCC can bring to bear over the districts on the spending priorities of CIL revenue as a non CIL charging Authority, this may result in there being insufficient money to support infrastructure needs derived from new housing</p>
7.	The continued de-delegation of secondary schools budgets and the risk to education funding and consequential impact on the portfolio budget.	No	Simon Newland (Operations Director, Children's Services) has responded: <i>"De-delegation of school budget has been agreed for 2018/19, and also in principle by Schools Forum for 2019/29. There is no immediate risk. However, we should review the position in a year's time."</i>
8.	Academy failure and the responsibility of the Authority to educate the affected pupils in view of current pressures on school places.	No	Simon Newland (Operations Director, Children's Services) has responded: <i>"If an academy financially fails, DfE will bring in a replacement sponsor. There are no cases I am aware of where academies have closed in an uncontrolled manner, with a permanent loss of school places in situations where there is no local surplus."</i>
9.	Libraries ability to realise the £500,000 saving for 2018/19 in light of the failure to achieve the full £500,000 savings for 2017/18	YES	<p>LIBS0002 Service risk (Amber 20) The Inspiring Libraries Strategy emphasises the importance of income generation to support the Libraries budget. Due to the reduction (in line with national trends) of traditional income streams for library services, there is a risk that income targets may not be achieved which may lead to political pressures and service reductions to balance the budget.</p>

	RISK	ON RISK REGISTER	Brief Details
10.	A failure to develop an alternative delivery model to meet further savings required in 2019/20 will result in significant service delivery implications for libraries i.e. opening hours.	YES	<p>LIBS0002 Service risk (Amber 20) The Inspiring Libraries Strategy emphasises the importance of income generation to support the Libraries budget. Due to the reduction (in line with national trends) of traditional income streams for library services, there is a risk that income targets may not be achieved which may lead to political pressures and service reductions to balance the budget.</p> <p>LIBS0001 Service risk (Amber 12) The Inspiring Libraries Strategy places increasing reliance on technology to deliver library services. There is a risk that technology failure and/or the need to continuously update library technology may lead to service disruption and further financial pressures.</p> <p>R17 / CSHF0016 Corporate risk (Amber 24) In the event that the Authority does not develop sufficient and timely proposals to deal with the ongoing or further reductions in funding/resources, there is a risk that the need to close the funding gap may result in identifying measures for unplanned reductions in service spend leading to deterioration or interruption of front line service delivery</p>
11.	<p>Difficulty of recruiting and retaining paid carers against a background of increased demographic pressure affects</p> <ul style="list-style-type: none"> • ability of ACS to meet its improvement targets • ability to safeguard vulnerable residents • budget implications 	YES	<p>SAC01 / HCS0010 Corporate (Strategic) risk (Red 40) If there is a continuing inability to attract the required number of Homecare work force in line with the Adult Care Services Workforce Strategy, there is an increasing risk of non-compliance and a reduction in the ability to provide safe and appropriate care in users own homes which may lead to impacts on their health and wellbeing.</p> <p>SAC08 / HCS0016 Corporate (Strategic) risk (Red 32) In the event of significant unforeseen demand on health and social care services and a risk of budget overspend and ongoing uncertainty about how these will be addressed nationally, there is a risk of insufficient budget to meet future demands of services.</p> <p>AC10 / HCSLD0005 Corporate risk (Red 32)</p>

	RISK	ON RISK REGISTER	Brief Details
			<p>In the event of inadequate safeguarding arrangements, a vulnerable person at risk of harm is not identified and protected appropriately.</p> <p>HCSOPD0008 Service risk (Red 48) Failure of external contracts and non-contractual care services for the care delivery leads to impact on people needing care, and reputation and financial risk.</p>
12.	The lack of housing for low-paid workers such as care staff and that this may affect staffing levels in the care sector.	No	<p>Although we are very limited in how we can influence the market, Herts Living Ltd has now been established, with objectives that include the provision of affordable housing.</p> <p>SR21 / PROP0023 Corporate (Strategic) risk (Amber 16) HCC has established Herts Living Limited to collaborate with a Joint Venture partner to maximise returns on its land and assets. If these arrangements do not perform as anticipated, there is a risk that the financial returns do not deliver the £20m per annum receipt value in the current Integrated Plan. In addition, there may be reputational impacts to HCC.</p>
13.	The impact of the fragility of the care provider market on the ACS budget and vulnerable residents.	YES	<p>AC03 / HCSCP0001 Corporate risk (Red 32) In the event of a Hertfordshire Care Provider becoming inadequate or failing, there is a risk that this may result in poor care to clients or a safeguarding issue.</p>
14.	Reliance of the Digital Strategy to achieve stated outcomes and savings given the current skills shortage within this area.	YES	<p>R17 / CSHF0016 Corporate risk (Amber 24) In the event that the Authority does not develop sufficient and timely proposals to deal with the ongoing or further reductions in funding/resources, there is a risk that the need to close the funding gap may result in identifying measures for unplanned reductions in service spend leading to deterioration or interruption of front line service delivery.</p> <p>In addition the SMART Digital programme is picking up this risk</p>
15.	Effectiveness of current monitoring to	YES	<p>R05 / SP0005 Corporate risk (Amber 24)</p>

	RISK	ON RISK REGISTER	Brief Details
	ensure financial stability of partners and providers following the collapse of Carillion and the creation of Herts Living		<p>A significant proportion of the Council's expenditure is accounted for by externally commissioned services. In the event of insufficient skills in commissioning / contract management and competencies along with a lack of application of effective monitoring, governance and contract management rigour, there is a risk of poor value, inadequate service provision and data security and/or failure of externally delivered services, which could lead to disruption of service delivery.</p> <p>SR21 / PROP0023 Corporate (Strategic) risk (Amber 16) HCC has established Herts Living Limited to collaborate with a Joint Venture partner to maximise returns on its land and assets. If these arrangements do not perform as anticipated, there is a risk that the financial returns do not deliver the £20m per annum receipt value in the current Integrated Plan. In addition, there may be reputational impacts to HCC.</p> <p>SP0006 Service risk (Amber 24) There is a risk that contractors/suppliers experience financial or other difficulties so can no longer deliver the agreed service/s.</p>
16.	The impact of TfL's (Transport for London) unwillingness to commit to the extension of the Metropolitan line.	YES	<p>SE05 / ENV0148 Corporate (Strategic) risk (Red 32) As a result of the likely cancellation of the Metropolitan Line Extension (Croxley Rail Link scheme), there is a risk of claims to the Council (liability is capped at £3m), difficulties in re-claiming HCC investment sunk into the scheme and reputational loss. This will also have a significant impact on future growth in the area.</p>
17.	The impact that tree pests and diseases will have on Highways and EPT budgets. This is the second year this has been raised.	YES	<p>SE01 / ENV0142 Corporate (Strategic) risk (Amber 24) Hertfordshire is facing an increasing threat from tree pests and diseases, including ash dieback and Oak Processionary Moth. In this context, there is a risk that current systems and resources for tree management will not be fit for purpose. Failure to manage tree risk may result in significant unplanned costs (including liability claims), danger to the public and</p>

	RISK	ON RISK REGISTER	Brief Details
			or/service users, and impact on landscape and ecosystem services.

NOTE – Financial issues may only be one of many drivers and impacts for each risk. However, the Corporate risk associated with IP proposals is also relevant: **R17 / CSHF0016 Corporate risk (Amber 24)** In the event that the Authority does not develop sufficient and timely proposals to deal with the ongoing or further reductions in funding/resources, there is a risk that the need to close the funding gap may result in identifying measures for unplanned reductions in service spend leading to deterioration or interruption of front line service delivery.

OBJECTIVE:

To familiarise members of the Committee with the Adult Care Services (ACS) 15 Year Direction and provide an opportunity to hear from the Director as to how this assist in the department's long term planning. Link to the Plan can be found here

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/734/Committee/16/Default.aspx>

BACKGROUND

As the population ages, finances are constrained and people's expectations grow, it is important to set out the short, medium and long-term plans for how we expect to manage within the statutory framework of the Care Act whilst working with people and their family carers.

The 15 Year Direction is a document that starts a discussion with elected members, the public, people who use services and their carers on what the future of adult social care might look like and draw out the areas where we need to invest time, money and other resources to meet future needs.

QUESTIONS TO BE ADDRESSED: *box expands to fit the response*

1. What is the 15 Year ACS Plan?

The 15 Year Direction document sets out the strategic ambitions for adult social care in Hertfordshire. The plan will focus on how we can support more people within limited resources. This will be by finding better accommodation with care and support included, using new technology, adapting our workforce and meeting the other expectations of people in the future. Some of these plans may involve the County Council commissioning different models of care that require businesses to provide investment, commission new buildings, develop IT systems and infrastructure - and make investments to grow the workforce to meet people's changing and more complex needs, working with the NHS. All of these things require a long-term plan.

2. How will it inform service provision and development?

The 15 Year Direction has been written at a time of uncertainty for adult social care with an impending Green Paper from the Government about future funding, discussions about how it should be integrated with the NHS and instability within the independent care sector due to finance and workforce pressures. But there are some things that will remain regardless of how adult social care is governed and funded: people need to live in the right accommodation with the best level of support to give them most

CHIEF OFFICER AT OSC: 15 YEAR Adult Care Service PLAN

independence, be this in a care home, supported living or in their own home. People want to prepare for their old age and are thinking ahead, so we should support them to do so. Younger people with disabilities tell us they want to work, live independently and be full citizens in their community. People expect more services to be available through technology and maintaining health, independence, finding information quickly and responding to crises can all be enabled with the right technology. The 15 Year Direction will therefore be a document we can discuss with people, get their views and form our detailed strategies and plans around their expectations.

3. How does it fit with the IP programme?

Adult Care Services have put together a four-year Integrated Plan in line with the council's budget process. This includes the demographic pressures, National Minimum Wage pressures and inflation for care providers alongside a £41m savings programme over four years. We have generated 12 strategies for transforming the way we support people and manage within our budget allocation. Cabinet has agreed a £4.7m investment in adult social care over those four years to provide the capacity to work with people, care providers and businesses to make changes. Developing the 15 Year Direction has informed these plans and we will continue to review and adapt them as external factors change.

4. How are partners and other key stakeholders involved?

We have engaged a number of stakeholders in the development of the document including a presentation and feedback exercise at our Co-Production Board with service users and carers, circulation to partners and stakeholders and invitation to comment, publication on the council website and intranet, presentation and workshop session with Adult Care Services managers, presentation sessions with Hertfordshire Carers Organisations Network and the Learning Disability Forum and discussion with the Clinical Commissioning Groups. We will keep all communication channels open to evolve the document as the external landscape changes.

OUTCOME/S:

1. Members have a better understanding of the service's future direction.
2. It will inform future engagement with scrutiny.

CHIEF OFFICER

Iain MacBeath, Director of Adult Care Services

OSC MEETING DATE: 19 April 2018

HERTFORDSHIRE COUNTY COUNCIL

**OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY, 19 APRIL 2018 AT 10.00AM**

Agenda Item No

6

SCRUTINY RECOMMENDATIONS: UPDATE

Report of the Head of Scrutiny

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

1. Purpose of report

1.1 To provide the Committee with an update on:-

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

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

2. Summary

Topic Group Recommendations

2.1 The recommendations from the Child Adolescent Mental Health Service (CAMHS) Transformation Plan Topic Group and Resilience: Hertfordshire County Council's Business Continuity Plan Topic Group are attached as Appendix 1(a) and 1(b) to the report.

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

2.2 The Executive Member response to the Hertfordshire Safeguarding Adult Health Board Topic Group, Community Protection, Safe & Well Topic Group and Resilience: Hertfordshire County Council's Business Continuity Plan Topic Group are attached as Appendix 2(a), (2b) and 2(c) to the report.

Impact of Scrutiny Sub-Committee (ISSC)

2.3 The Impact of Scrutiny Sub-Committee (OSC) has not met since the last meeting of the Overview & Scrutiny Committee.

3. Recommendations

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

2. That the Executive Member responses, set out in Appendix 2(a), 2(b) and 2 (c) to the report be noted and the Impact of Scrutiny Sub-Committee be requested to consider action taken on this in due course.

4. Financial Implications

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

Background Information

Reports of the:

Child Adolescent Mental Health Service (CAMHS) Transformation Plan Topic Group

Crime and Disorder 2018: Domestic Abuse

Hertfordshire Safeguarding Adults Board Topic Group

Community Protection: Safe and Well Topic Group

Resilience: Hertfordshire County Council's Business Continuity Plan Topic Group

CHILD ADOLESCENT MENTAL HEALTH SERVICE (CAMHS) TRANSFORMATION PLAN TOPIC GROUP

The Recommendations of the Child Adolescent Mental Health Service (CAMHS) Transformation Plan Topic Group are:

- 1.1 That Hertfordshire should become a 'trailblazer' and adopt the Green Paper with an amendment as to the amount of time needed to operationalise proposals. This should be reduced to 2020 rather than 2022/23.
- 1.2 Members understand the difficulty in evaluating CAMHS projects. However, the prototype and piloted services should be reviewed ahead of the implementation of the Green Paper.
- 1.3 CAMHS partners need to work with schools to make sure that there are designated MH leads can educate schools and community groups, whilst recognising the limit to which classroom teachers can provide this service.
- 1.4 All partners should explore developing further preventative and early intervention models to prevent children and young people reaching crisis. Using The Home Treatment Team model, run by HPFT, as an exemplar.
- 1.5 It is imperative that officers secure longer term funding for Empathy and similar projects as yearly funding is not sufficient for sustainability of a service.

The full report can be viewed at [CAMHS full report](#)

REILIENCE: HERTFORDSHIRE COUNTY COUNCIL'S BUSINESS CONTINUITY PLAN (BCP) TOPIC GROUP

The Recommendations of the Hertfordshire County Council's Business Continuity Plan (BCP) Topic Group

1. Members were disappointed that the training concerns noted in the SIAS audit (Aug 2016) remain outstanding. The Resilience Board to review the frequency that resilience and BCP training is undertaken. It should also clarify mandatory training for
 - those with key roles in departmental resilience
 - all other staff
2. Resilient Direct is a secure repository for storing data. It also facilitates the effective sharing of information during an incident. The Resilience Board should direct departments to save key documents on this platform.
3. The Resilience Board to work with departments to clarify those individuals whose contact details should be stored and ensure that these are regularly updated.
4. Guidance for elected members is insufficient. The Resilience Board need to revise the guidance to better reflect the needs of all the member categories i.e. the leader (and group leaders), executive members and local members. This should include training provision. The revised guidance will be considered at subsequent resilience scrutiny.
5. That a future scrutiny considers the wider resilience covered by the Hertfordshire Local Resilience Forum (LRF)

The full report can be viewed at [Resilience Business Continuity Plan](#)

EXECUTIVE MEMBER RESPONSE	
<p>NAME OF TOPIC GROUP: Hertfordshire Safeguarding Adults Board (HSAB)</p> <p>CHAIRMAN: Ron Tindall DATE REPORT PUBLISHED: 7 November 2017</p> <p>SCRUTINY OFFICER: Charles Lambert DATE RESPONSE DUE: 8 January 2017</p> <p>DATE OF SCRUTINY: 12 October 2017 DATE RESPONSE RETURNED: 8 January 2017</p> <p>EXECUTIVE MEMBER: Colette Wyatt-Lowe</p>	
Recommendations and Executive response.	HSAB response
<p>2.1 That at the next joint safeguarding boards meeting there is an agenda item to establish how joint training can be overseen by each board of respective partner agencies. (3.7, 4.2, 4.3)</p>	<p>There is a real commitment across the Boards and service areas for joint training to be embedded whenever possible. This is evidenced through the meetings that have already taken place. This will be further embedded at the next joint Board which is taking place on 23rd March 2018. Details of further actions to support this are below;</p> <ol style="list-style-type: none"> 1. HSAB Learning and Development sub-group chair attended HSCB L&D group in November 2017. Discussions were held around joint initiatives between the Boards. 2. The session particularly identified safeguarding for managers (induction) as a key area for taking a joint approach. This will incorporate self-neglect. 3. Training has been commissioned for multi agency partners which is due to start January 2018. 4. The Chairs and Business Managers are meeting again prior to the Joint Board to firm up ideas which will be presented to partners during the March Board. 5. HSAB are now capturing data from other sources:

	<p>6. HCT dashboards</p> <p>7. Police Domestic Abuse Data</p> <p>HSAB performance sub-group will continue to develop analyses and sources during the coming year. Data will be shared with Hertfordshire Safeguarding Children Board (HSCB) to inform future priorities.</p> <p>8. Joint adult and children’s housing conference took place in November where self-neglect was the main topic.</p> <p>9. Joint board planned for March 2018 where joint priorities have been identified including self-neglect and domestic abuse. Data from both boards will be presented and discussed at the meeting where joint priorities will be identified.</p> <p>10. New policy ‘see the adult, see the child’ has been developed jointly across the two boards.</p> <p>11. Joint work has started regarding the hard to reach community regarding joined up working and procedure.</p> <p>12. Joint working protocol is in the process of being developed regarding self-neglect and adults making unwise decisions. This will include the HSCB.</p> <p>13. Joint HSAB and HSCB conference to take place 2018, which include joint priorities.</p>
<p>2.2 That at the next joint safeguarding board meeting there is an agenda item to develop protocols for data sharing between the boards. (3.20, 4.3)</p>	<p>There is again a clear commitment from both Boards to share data. This will be further highlighted at the next Joint Board on 23rd March 2018.</p> <p>Both Boards work within a performance framework in order to share learning; this is supported by data and also outcomes from Safeguarding Adult Review (SAR’s), Serious Case Reviews (SCR’s) and Domestic Homicide Reviews (DHR’s). There is already a joint protocol in place with regard to the process of these reviews.</p> <p>The Business Unit will coordinate the sharing of data reports received by both Boards to ensure there is oversight.</p>

<p>2.3 That the HSAB prioritise signing up the remaining six districts to fully enact the hoarding protocol. (3.9, 3.10, 3.11, 3.18, 4.4)</p>	<p>There is a meeting scheduled for 9th January to revise the Hoarding protocol which is being led by the Hertfordshire Fire and Rescue service. East Herts, Three Rivers, North Herts, Broxbourne, Hertsmere and Dacorum are outstanding at this time, however it is expected that all districts will have signed up to the protocol by the end of the financial year.</p>
<p>2.4 That at the next meeting of the HSAB an annual timeframe is agreed for a documentation review. This should include an agreed protocol for data collection reviews with Community Protection to take place each year in line with setting annual priorities. (3.12, 3.13, 4.1)</p>	<p>1. The Joint Strategic Needs Assessment (JSNA) commissioned by HSAB is due to be completed by County Community Safety Unit (CCSU) in March 2018. A meeting is booked 16th January 2018 to track progress of this task; personnel are now in post in CCSU so timescales should be met.</p> <p>2. Data is collected on a quarterly basis which is then analysed by the audit sub group and findings are presented to the board on a quarterly basis for review.</p> <ul style="list-style-type: none"> ➤ Data collected on a quarterly basis for the Board will be reviewed annually for usefulness against priorities by the Performance sub-group. Any changes or recommendations will be presented to Board. Deep dive audits will be commissioned by the board twice yearly as a result of identified priorities or themes as a result of the JSNA and quarterly data collection. ➤ Additional data, which has been collated via the JSNA process will be reviewed corporately and refreshed as appropriate via the CCSU as per their new format. <p>3. Eastern region Adult Safeguarding Boards have agreed to meet on a quarterly basis where data will be shared and comparisons made against statistical neighbours.</p>
<p>2.5 That the 2018 HSAB topic group takes place shortly after a HSAB meeting so that the members of the topic group are able to attend prior to undertaking scrutiny. (4.5)</p>	<p>An invitation will be extended to Members to attend the September 2018 in order to prepare for October scrutiny. Once dates are confirmed they will be communicated with scrutiny colleagues so that an appropriate date for the scrutiny can be worked into the work programme for 2018</p>

EXECUTIVE MEMBER RESPONSE	
<p>NAME OF TOPIC GROUP: Community Protection – Safe and Well Topic Group</p> <p>CHAIRMAN: Jeff Jones DATE REPORT PUBLISHED: 27 November 2017</p> <p>SCRUTINY OFFICER: Charles Lambert DATE RESPONSE DUE: 27 January 2018</p> <p>DATE OF SCRUTINY: 8 November 2017 DATE RESPONSE RETURNED: 1 February 2018</p> <p>EXECUTIVE MEMBER: Terry Hone</p>	
Recommendations	Executive Response
<p>2.1 That the Safe and Well Communications plan is reviewed to ensure a focus on raising awareness of the programme more widely with key stakeholders. For instance, Members of the topic group were not aware of the Safe and Well programme and had concerns that this was also the case with other stakeholders. (3.2, 4.1)</p>	<p>A review of the communications plan will be undertaken by the project board before the end of Q4. CPD and PH will continue to utilise forums, meetings, technology and other platforms to raise awareness of the Safe and Well programme. Project board members will attend the Members scrutiny conference in March 2018 to ensure new members are fully briefed on the project and its intended outcomes.</p>
<p>2.2 That budget is set aside to enable Community Protection to invest in electronic devices rather than using paper based forms to record Safe and Well activity. This should then provide for greater accessibility of information between all Hertfordshire County Council departments and other partners. (3.13, 4.2)</p>	<p>The introduction of electronic ways of working for Safe and Well forms part of a wider road map of digital expansion for CPD. Discussions are underway with a number of suppliers and once full costings are understood a financial decision will be made around procurement of systems and hardware. The aim is to have a provider in place and development started by the end of Q4.</p>
<p>2.3 That Safe and Well programme forms part of the scrutiny conference on prevention to be held in February 2018. (4.3)</p>	<p>Safe and Well will form part of the scrutiny conference in March 2018.</p>

<p>2.4 That Safe and Well continues to be a priority for Fire and Rescue regardless of any upcoming decision with regard to the business case put forward by the Police and Crime Commissioner (PCC) that Fire & Rescue moves under the governance of the PCC. (3.22, 3.23, 4.4)</p>	<p>The CPD fully transitioned over from Home Fire Safety Visits to Safe and Well. All staff including Wholetime and Retained firefighters, as well as Volunteers and specialist technicians have been delivering this initiative. Safe and Well will remain an aspiration for the Directorate going forward regardless of governance arrangements.</p>
<p>Any other comments on the report or this scrutiny?</p> <p>Due to the ongoing NJC negotiation on pay the 'well' element of the visit has ceased due to this being considered by the representative body (FBU) to be outside of the existing role map. As soon as a resolution is achieved CPD aim to have all staff groups continue with the full visit.</p>	

EXECUTIVE MEMBER RESPONSE	
<p>NAME OF TOPIC GROUP: Resilience: Hertfordshire County Council's Business Continuity Plan (BCP)</p> <p>CHAIRMAN: Stephen Giles-Medhurst</p> <p>SCRUTINY OFFICER: Natalie Rotherham</p> <p>DATE OF SCRUTINY: 21 December 2017</p> <p>EXECUTIVE MEMBER: Terry Hone</p> <p style="text-align: right;">DATE REPORT PUBLISHED: 29 January 2018</p> <p style="text-align: right;">DATE RESPONSE DUE: 27 March 2018</p> <p style="text-align: right;">DATE RESPONSE RETURNED:</p>	
<p>Recommendations: e.g. To undertake a customer survey in xxxxx (month/year) (Note: All abbreviations used must be set out in full the first time they are used)</p>	<p>Executive Response: e.g. To carry out the survey in xxxxxx (month/year) (Note: All abbreviations used must be set out in full the first time they are used)</p>
<p>2.1 Members were disappointed that the training concerns noted in the SIAS audit (Aug 2016) remain outstanding. The Resilience Board to review the frequency that resilience and BCP training is undertaken. It should also clarify mandatory training for</p> <ul style="list-style-type: none"> • those with key roles in departmental resilience • all other staff <p>(Paragraphs 3.11, 3.12, 4.3, 4.4)</p>	<p>The Resilience Department has completed a full review of training requirements, packages and roles to ensure that key people are fully trained to maintain critical services. The packages will be developed and rolled out across the organisation throughout 2018/19 with the intent of training and retraining by the 31st March 2019. However, it is the responsibility of the individual to complete/attend the training applicable to their role. To provide a robust process the Resilience Department has created a new strategy, policy and procedures for each area of resilience including a Training policy. This will be presented to Resilience Board on the 15th March 2018 for approval as mandatory training. An update will be provided to the Impact of Sub Committee (ISSC) that will consider the implementation and impact at a future meeting.</p>
<p>2.2 Resilience Direct is a secure repository for storing data. It also facilitates the effective sharing of information during</p>	<p>On the 3rd Jan Resilience Board approved the use of Resilience Direct for the upload and storage of Business Continuity plans</p>

<p>an incident. The Resilience Board should direct departments to save key documents on this platform. (Paragraphs 3.7.2, 3.13, 3.14, 4.5)</p>	<p>from each of the departments. The Resilience Department will be managing the pages and individual departments will upload their own plans. All central emergency plans and incidents will also be available via Resilience Direct. From the 1st of April 2019 all documentation will still be held on a local drive; however any information produced for distribution will only be available via Resilience Direct to help encourage and enforce the use of the system.</p>
<p>2.3 The Resilience Board to work with departments to clarify those individuals whose contact details should be stored and ensure that these are regularly updated. (Paragraphs 3.10, 3.11, 3.12, 4.3, 4.4)</p>	<p>The Resilience Department hold the contact details of all internal and external people that have a resilience role. This information is available on Resilience Direct and updated as contact details change with a full audit every three months via the departmental Resilience Champions or directly for external partners. The communications team hold contact details for all members and will provide updates and information relating to incidents within the organisation.</p>
<p>2.4 Guidance for elected members is insufficient. The Resilience Board need to revise the guidance to better reflect the needs of all the member categories i.e. the leader (and group leaders), executive members and local members. This should include training provision. The revised guidance will be considered at subsequent resilience scrutiny. (Paragraphs 3.16, 3.17, 4.6)</p>	<p>The Resilience Department will be producing training and guidance information for Members which will be available for delivery from the 1st April 2018. The Resilience Department will be making recommendations to Resilience Board at the meeting on the 15th March that members be granted access to Resilience Direct where they will be able to access the latest guidance and information regarding incidents. An update will be provided to the Impact of Sub Committee (ISSC) that will consider the implementation and impact at a future meeting.</p>
<p>2.5 That a future scrutiny considers the wider resilience covered by the Hertfordshire Local Resilience Forum (LRF) (Paragraph 4.7)</p>	<p>Officers are working towards providing a second session for Scrutiny that considers the wider resilience work covered by the Local Resilience Forum (LRF) in Hertfordshire during w/c 17/09/2018 or 24/09/2018. This scrutiny will also provide members an opportunity to view the Strategic Coordinating Group</p>

	(SCG) during a live exercise.
Any other comments on the report or this scrutiny?	

HERTFORDSHIRE COUNTY COUNCIL

**OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY, 19 APRIL 2018 AT 10.00AM**

SCRUTINY WORK PROGRAMME 2017 – 2018

Agenda Item No.

7

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 and

1.2 An overview of the new work programme database.

2. Summary

The Scrutiny Work Programme

2.1 The Hertfordshire scrutiny joint work programme lists all upcoming Committee meetings, topic groups, seminars and briefing notes. The current programme is in the form of a word document. A review was undertaken of the work programme to create a method of increasing ease of interaction for Members, officers and the public.

2.2 The new work programme will be placed on the Members information System (MiS). This system reduces the use of paper and allows for interaction.

Scoping Documents

2.3 The draft scoping documents for the Local Enterprise Partnership and Free School Meals are attached as Appendix 2(a) and 2(b) to this report.

Scrutiny Requests

2.4 A scrutiny request for Free School Meals has been received.

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) and 2 (b) 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 19 December 2017 and 24 January and 1 February 2018.

Topic Name	HSC/OSC/Joint	Type	Due to be Held	Scrutiny Lead	DSO Support	Service Lead	Chairman	Membership	Executive Member
HERTS WASTE PARTNERSHIP OVERVIEW & SCRUTINY COMMITTEE Sep17	OSC	2 day Committee - standard	04/11/2016 29/09/2017	Natalie Rotherham	Michelle Diprose	Simon Aries, Duncan Jones	Richard Smith	Maureen Cook, Malcolm Cowan, Paul Mason, Michael Muir, Richard Smith (chairman)	Terry Hone
HEALTH SCRUTINY COMMITTEE Oct17	HSC	Committee - standard	05/10/2017	Natalie Rotherham	Elaine Manzi		Seamus Quilty		
HERTFORDSHIRE SAFEGUARDING CHILDREN'S BOARD	OSC	1 day	09/10/2017	Charles Lambert	Theresa Baker	Caroline Aitken	Dave Hewitt	Susan Brown; Lynn Chesterman; Bob Deering; Dave Hewitt (Chairman); Nigel Quinton; Margaret Earnes-Petersen; Bob Deering; Susie Gordon; Tina Howard; Ron Tindall (Chairman)	Teresa Heritage
HERTFORDSHIRE SAFEGUARDING ADULT'S BOARD	OSC	1 day	12/10/2017	Charles Lambert	Elaine Manzi	Sue Darker	Ron Tindall	Judi Billing, Sue Featherstone Michael Hearn Jeff Jones (Chair) Anthony Rowlands	Colette Wyatt-Lowe
SAFE AND WELL OVERVIEW & SCRUTINY COMMITTEE Nov17	OSC	1 day Committee - standard	08/11/2017 15/11/2017	Charles Lambert	Stephanie Tarrant	Steve Holton	William Wyatt-Lowe		Terry Hone
CRIME AND DISORDER 2017 DOEMSTIC ABUSE	OSC	1 day	07/12/2017	Charles Lambert	Elaine Manzi	Helen Gledhil	William Wyatt-Lowe	Susan Brown; Lynne Chesterman; Susie Gordon; Ron Tindall; William Wyatt-Lowe (chairman)	Terry Hone
HEALTH SCRUTINY COMMITTEE Dec17	HSC	Committee - standard	12/12/2017	Natalie Rotherham	Elaine Manzi		Seamus Quilty		
OVERVIEW & SCRUTINY COMMITTEE Dec17	OSC	Committee - standard	19/12/2017	Natalie Rotherham	Michelle Diprose		David Andrews		
RESILIENCE: HERTFORDSHIRE COUNTY COUNCIL'S BUSINESS CONTINUITY PLAN (BCP)	OSC	1 day	21/12/2017	Natalie Rotherham	Elaine Manzi	Ian Parkhouse	Stephen Giles-Medhurst	Stephen Giles-Medhurst Joshua Bennett-Lovell Bob Deering Michael Muir Richard Smith	Terry Hone
CHILDREN AND ADOLESCENT MENTAL HEALTH (CAMHS)	HSC	1 day	12/01/2018	Charles Lambert	Stephanie Tarrant	Simon Pattison/Marion Ingram	Judi Billing	Judi Billing (chairman); Anthony Rowlands; Maureen McKay; Dee Hart; Dave Hewitt; Bob Deering; Nick Hollinghurst	Teresa Heritage
HEALTH SCRUTINY COMMITTEE Jan18	HSC	Committee - standard	18/01/2018	Natalie Rotherham	Elaine Manzi		Seamus Quilty		
OVERVIEW & SCRUTINY COMMITTEE Jan18	OSC	Committee - standard	24/01/2018	Natalie Rotherham	Michelle Diprose		David Andrews		
OVERVIEW & SCRUTINY COMMITTEE Feb18	OSC	Committee - standard	01/02/2018	Natalie Rotherham	Michelle Diprose		David Andrews		

HEALTH SCRUTINY COMMITTEE Mar18_1	HSC	Committee - standard	15/03/2018	Natalie Rotherham	Elaine Manzi		Seamus Quilty		
HEALTH SCRUTINY COMMITTEE Mar18_2	HSC	Committee - standard	29/03/2018	Natalie Rotherham	Elaine Manzi		Seamus Quilty		
OVERVIEW & SCRUTINY COMMITTEE Apr18	OSC	Committee - standard	19/04/2018	Natalie Rotherham	Michelle Diprose		David Andrews		
IMPACT OF SCRUTINY SUB-COMMITTEE 25Apr18	Joint	Committee - standard	25/04/2018	Natalie Rotherham	Michelle Diprose		Ian Reay	Kareen Hastrick Joshua Bennett Lovell Jane West Richard Smith	
HEALTH SCRUTINY COMMITTEE May18	HSC	Committee - standard	09/05/2018	Natalie Rotherham	Elaine Manzi		Seamus Quilty		
OVERVIEW & SCRUTINY COMMITTEE Jun18	OSC	Committee - standard	19/06/2018	Natalie Rotherham	Michelle Diprose		David Andrews		
HEALTH SCRUTINY COMMITTEE Jul18	HSC	Committee - standard	03/07/2018	Natalie Rotherham	Elaine Manzi		Seamus Quilty		
IMPACT OF SCRUTINY SUB-COMMITTEE 12Jul18	Joint	Committee - standard	12/07/2018	Natalie Rotherham	Elaine Manzi		Ian Reay	Kareen Hastrick Joshua Bennett Lovell Jane West Richard Smith	
ATTAINMENT GAP AND DISADVANTAGED PUPILS	OSC	1 day		Natalie Rotherham	Michelle Diprose				Terry Douris
ATTAINMENT GAP AND DISADVANTAGED PUPILS: CHILDREN'S SERVICES	OSC	1 day		Natalie Rotherham	Michelle Diprose				
CHILDREN'S CENTRES	OSC	1 day		Natalie Rotherham	Michelle Diprose	Sally Orr			Teresa Heritage
DELAYED TRANSFERS OF CARE	HSC	1 day		Charles Lambert	Theresa Baker				Colette Wyatt-Lowe
LOCAL ENTERPRISE PARTNERSHIP (LEP)	OSC	1 day			Stephanie Tarrant				56

SCRUTINY REMIT: PORTFOLIO
TOPIC GROUP TITLE

DATE DUE AT OSC / HSC:

COMMITTEE APPROVED: HSC / OSC: date.....

WORK PROGRAMME: Q1; Q2; Q3; Q4 2017

OBJECTIVE:

To establish the progress made by the LEP (Local Enterprise Partnership) since its inception in 2011 and to clarify its capacity to advance further economic growth.

BACKGROUND:

Local Enterprise partnerships (LEPs) are voluntary partnerships between businesses and local authorities set up in 2011 by the Department for Business, Energy and Industrial Strategy (BEIS) to help determine local economic priorities and lead economic growth and job creation within a local area.

Hertfordshire is one of 38 LEPs in England. The LEP's boundary is coterminous with the Hertfordshire county boundary. Since its inception it has secured over £300 million to support the Hertfordshire economy.

Since their formation in 2011 the role of LEPs has expanded with each LEP now responsible for producing a strategic economic plan and a local industrial strategy for its area, identifying barriers and solutions to growth and working with local partners to improve the local business environment.

LEPs are non-statutory bodies. This means they can look and operate very differently from each other, in terms of size, capacity and governance. All LEPs must be chaired by a business person and at least half of the members must come from the private sector.

LEPs have responsibility for bidding for central government funding and influencing local funding streams and ensuring that these deliver against the locally agreed priorities. There have been three competitive rounds of Growth Deals through which Hertfordshire LEP has won a total package to date of £265.45m for the county.

Funding from Europe brings further resources to LEP areas. The European Structural and Investments Funds Growth Programme runs until 2020 and is split across a number of different funds. Organisations from all sectors are able to bid for the funding. LEPs do not deliver projects themselves. The allocation for Hertfordshire covering the European Regional Development Fund (ERDF) and European Social Fund (ESF) is €69m in total.

QUESTIONS TO BE ADDRESSED:

1. How effectively do the current partnerships and mechanisms enable the LEP to deliver its stated remit and strategy?
2. What is the current policy environment and agenda context?
3. What needs to be in place to enhance the LEP's and HCC's role in articulating to central government the rationale for further funding and recognition?

OUTCOME/S:

1. Members have a fuller understanding of the opportunities and challenges

**SCRUTINY REMIT: CHILDREN'S SERVICES
TAKE UP OF FREE SCHOOL MEALS (FSM)**

Item 7
Appendix 2(b)

DATE DUE AT OSC: 19 April 2018

COMMITTEE APPROVED:

WORK PROGRAMME: Q1; Q2; Q3; Q4 2017

OBJECTIVE:

To investigate how take up of FSMs can be increased among vulnerable families.

BACKGROUND: *e.g. annual C&D scrutiny; members added to the work programme Sept. 2015 after concerns over performance of service*
Motion at full Council 27 March

Press statement 29 March: "A Hertfordshire County Council spokesperson said:

A Hertfordshire County Council spokesperson said: "Following debate at Full Council on Tuesday about changes in the way that Free School Meals are assessed, after the introduction of Universal Credit, and the potential impact this may have on Hertfordshire children, Hertfordshire County Council are in contact with the Department for Education to clarify next steps. The county council is keen to ensure that all eligible children continue to have access to free school meals and councillors will be scrutinising the issue over the summer term. A report will now be prepared by officers to inform the discussion."

People already in receipt of free school meals by virtue of being on universal credit will be protected until 2022, even if their earnings are over the newly-introduced cut off point of £7,400. There are however some situations where we are waiting for further DoE guidance e.g. people who have a break in receiving FSM and then reapply; those who get protection if they meet the new eligibility criteria when they first make an application after April 1st but then no longer meet the criteria; and those who are currently getting 'legacy' benefits such as tax credit or income support who are moved over onto universal credit because of a change of circumstances or because of the DWP 'migrating' them over to universal credit after July 2019.

Re The Children Society figures – the 1m. children that they claim will miss out nationally on FSM represents the additional number who would eventually have received FSM if the eligibility criteria had remained unchanged as it stood on March 31st 2018. Similarly the Hertfordshire figure claiming that only 8,000 out of 35,000 children in Hertfordshire will get FSMs is based on the same comparison – the 8,000 represents those currently in receipt of FSM and the 35,000 is the number who would have been entitled eventually, if FSMs were provided for all families in Hertfordshire who will ultimately be getting universal credit, and not just those with no earnings or earnings below £7,400.

QUESTIONS TO BE ADDRESSED: 3 questions maximum

1. What is the current take up of FSMs? (break down across key stages and localities, and the impact of fluctuations in earnings and payment periods)

**SCRUTINY REMIT: CHILDREN'S SERVICES
TAKE UP OF FREE SCHOOL MEALS (FSM)**

2. How are FSMs promoted? (Schools, Children's Services, CAB, food banks, HCC and districts/boroughs, and elsewhere; and advice available to parents/carers)
3. What more could be done to increase take up?

- OUTCOMES:**
- A strategy to increase take up of FSM is developed
 - Actions to promote FSM are underway
 - Monitoring is in place

- CONSTRAINTS:** *What are the topics that are irrelevant to the objective or that do not answer the questions?*
- e.g. To consider only stated pathways / e.g. will consider only services within the agreed scope

EVIDENCE	
DWP witness	
Children's Services witnesses	
Michael Francis Head of Customer Service (HCC)	
Ruth Fennemore Development & Commissioning Manager (HCC)	
Steve Basta Customer Service Development Manager (HCC)	

METHOD: 1 day Topic Group **DATE/S:** Autumn 2018

MEMBERSHIP:

SUPPORT:
Scrutiny Officer: Charles Lambert / Natalie Rotherham
Lead Officer/s: Gary Vaux Head of Money Advice Unit
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 ✓

**SCRUTINY REMIT: CHILDREN'S SERVICES
TAKE UP OF FREE SCHOOL MEALS (FSM)**

2. Inclusive – listening, understanding and changing	✓
3. Accountable – demonstrating credibility	✓