



# **Agenda Reports & Other Papers**

Presented to the  
Meeting of the  
**Overview and Scrutiny Committee**  
on  
**Wednesday, 23 January 2019**

**1. Agenda**

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# Agenda



**AGENDA for a meeting of the OVERVIEW AND SCRUTINY COMMITTEE  
in THE COUNCIL CHAMBER, County Hall, Hertford on WEDNESDAY, 23 JANUARY  
2019 AT 9.30AM and on THURSDAY, 31 JANUARY 2019 AT 10.00AM**

**Please note venues and start times**

***Please note A.M. Session - Members participating in the evidence gathering groups meeting in the morning will need to attend the briefing with their group Members at 8.45 a.m. in the rooms indicated in Appendix 1 to the report.***

***Please note P.M. Session - Members participating in the evidence gathering groups meeting in the afternoon will need to attend the briefing with their group Members at 1.30 p.m. in the rooms indicated in Appendix 1 to the report.***

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

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

D Andrews (Chairman), F Button, H K Crofton, K M Hastrick (Vice-Chairman,), T Howard, J S Kaye, R Mills, I M Reay, R Smith (*Substitute for M S Hearn*), P M Zukowskyj

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

\*J Cameron, \*A Charlwood, \*N Punter

### **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 11 December 2018 A.M. and P.M. (attached).

### **WEDNESDAY, 23 JANUARY 2019 AT 9.30AM**

#### **2 (A) SCRUTINY OF THE INTEGRATED PLAN 2019/20 - 2022/23 (INCORPORATING THE STRATEGIC DIRECTION AND FINANCIAL CONSEQUENCES AND THE TREASURY MANAGEMENT STRATEGY)**

*Report of the Head of Scrutiny*

Report *attached*

Members are asked to bring the following reports to the meeting:

**‘Public Engagement on the Integrated Plan 2019/20 – 2022/23’  
(circulated as Item 4(i) for the Cabinet meeting of 21 January 2019); and**

**‘Integrated Plan 2019/20 – 2022/23 (incorporating the Strategic Direction and  
Financial Consequences and the Treasury Management Strategy)’  
(circulated as Item 4(ii) for the Cabinet meeting of 21 January 2019).**

## **THURSDAY, 31 JANUARY 2019 AT 10.00AM**

### Non-Education Matters

None

### Issues Including Education

## **2(B) SCRUTINY OF THE INTEGRATED PLAN 2019/20 – 2022/23: DRAFT REPORT TO CABINET**

### *Report of the Head of Scrutiny*

The draft report will be circulated to Members of the Committee on 25 January 2019 by email. (Hard copies of the report will also be available to members on Friday, 25 January 2019 and also at the meeting on 31 January 2019).

Note: A form requesting feedback on the Committee's scrutiny of the Integrated Plan Proposals will be emailed at the end of the meeting. Members will be asked to complete it and to return it to Natalie Rotherham, Head of Scrutiny, [natalie.rotherham@hertfordshire.gov.uk](mailto:natalie.rotherham@hertfordshire.gov.uk)

## **3. OTHER PART I BUSINESS**

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

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

Item 2 will be reported to Council.

Following this meeting of the Committee, the Committee's suggestions will be reported to Cabinet; the recommendations arising from the Cabinet meeting on 18 February 2019 will be considered by full Council on 19 February 2019 when it agrees its 2019/20 – 2022/23 budget.

## **PART II ('CLOSED') AGENDA**

### **EXCLUSION OF PRESS AND PUBLIC**

There are no items of Part II (Confidential) business on this agenda. If items are notified the Chairman will move:-

*"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph(s) ... of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information."*

If you require a copy of any of the reports mentioned above or require further information about this agenda please contact Michelle Diprose, Democratic Services Officer, on telephone no. 01992 555566 or e-mail [michelle.diprose@hertfordshire.gov.uk](mailto:michelle.diprose@hertfordshire.gov.uk). Agenda documents are also available on the internet at [Overview & Scrutiny Committee](#).

**DATE OF NEXT COMMITTEE MEETING: 10.00am on Friday, 26 April 2019 in the Council Chamber, County Hall**

**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

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## **OVERVIEW AND SCRUTINY COMMITTEE SPECIAL MEETING HELD ON TUESDAY, 11 DECEMBER 2018 AT 10.00AM**

### **ATTENDANCE**

#### **MEMBERS OF THE COMMITTEE**

D Andrews (Chairman), F Button, H K Crofton, B A Gibson (substituting for P M Zukowskyj)  
K M Hastrick (Vice-Chairman), T Howard, J S Kaye, R Mills (Vice-Chairman), I M Reay

#### **OTHER MEMBERS IN ATTENDANCE**

J S Hale, T W Hone, R G Sangster

Upon consideration of the agenda for the Special Meeting of Overview & Scrutiny Committee held on Tuesday, 11 December 2018 at 10.00 a.m. 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]**

- 1.1 It was agreed that consideration of the Minutes of the Committee held at 10.00 a.m. on 8 November 2018 be considered by the Committee at its meeting on 11 December 2018 at 2.00 p.m.

#### **2. TO CONSIDER THE CALL-IN OF CABINET DECISION (Forward Plan Reference No: A056/18) 'To consider the Integrated Risk Management Plan'**

- 2.1 The Committee received a report that invited Members to consider the decision reached by Cabinet on 26 November 2018 in respect of the draft Integrated Risk Management Plan (IRMP).

#### **ACTION**

2.2 The Committee received background information in relation to the proposals for consulting on the draft IRMP and noted that it had been considered by the Community Safety and Waste Management Cabinet Panel at its meeting on 9 November 2018 prior to consideration by Cabinet. The report to and Minutes of the Cabinet Panel can be viewed here [Cabinet Panel Report and Minutes - 9 November 2018](#). On 26 November 2018 Cabinet agreed to:

- “(i) the approach taken by Hertfordshire Fire & Rescue Service in terms of the Integrated Risk Management Plan;*
- (ii) support the draft proposals for the Integrated Risk Management Plan, as outlined in the report; and*
- (iii) approve the draft Integrated Risk Management Plan, as attached at Appendix 1 to the Report, for public consultation.”*

2.3 The report to and Minutes of the Cabinet meeting can be viewed here [Cabinet Report and Minutes - 26 November 2018](#).

2.4 It was noted that, on the 26 November 2018, in accordance with Standing Order SC8 of Annex 9 of the Council’s Constitution, the Chief Legal Officer received a Call In Notification from five Members of the Liberal Democrat Group; the Chief Legal Officer had confirmed that she was satisfied that the call-in notice had been validly given.

2.5 J S Hale, speaking on behalf of the Liberal Democrat Members that Called-In the decision, set out the reasons why he considered the principles of good decision making had not been followed; these were:-

- “1. Neither the draft plan nor supporting papers document compliance with paragraphs 3.6 and 3.7 of the Fire and Rescue National Framework for England (National Framework), specifically there is no reference to the required gap analysis of the fire service’s existing capability nor any information as to whether that analysis has been conducted collectively with neighbouring fire and rescue authorities. Nor does the plan state whether any capability gaps have been highlighted to the Home Office or if no such gaps had been identified.*
- 2. Paragraph 4.6 (i) of the National Framework requires that an Integrated Risk Management Plan must demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources. There is no reference in the draft plan to collective working with other fire authorities or to how available resources will be used. Also, the draft plan does not set out its management strategy and risk-based programme for enforcing the*

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*provisions of the Regulatory Reform (Fire Safety) Order 2005. These concerns were raised at the Community Safety and Waste Management Cabinet Panel (Cabinet Panel) on 9 November 2018.*

3. *Neither the draft plan, the papers submitted to the Cabinet Panel on 9 November 2018 nor the papers submitted to Cabinet on 26 November contain sufficient information on the risks identified by the fire service, which the plan is intended to manage. The draft plan includes seven proposals, but lacks adequate explanation as to the risks those proposals would manage, in particular:*

*Proposal 1 – relocation of fire stations; the draft plan refers to the opportunity, it does not set out the risk that this proposal would mitigate.*

*Proposal 3 – alternative vehicles; the draft plan does not set out the risks that having alternative vehicles would mitigate. For instance, are there risks around accessing locations that alternative vehicles would mitigate?*

*Proposal 4 – crewing levels; the draft plan sets out the opportunities of changing crewing levels, it does not discuss the risks that current crewing levels present.*

*Proposal 5 – On-Call Review; once again there is no explanation of the risk this proposal seeks to mitigate*

*Proposals 6 & 7 – People; the report does not discuss the risks around the fire service’s people that these proposals seek to mitigate. For instance, there is a lack of information on the current risks around the existing workforce and how those risks, for instance in respect of an ageing workforce, are being managed.*

4. *The actions set out in the plan are not clearly related to documented risks in the plan which those actions have been proposed to manage.”*

2.6 J S Hale advised that, in some instances, rewording of parts of the IRMP (for example greater reference to ‘risk’ rather than a focus on ‘opportunity’) would have alleviated some of these concerns.

2.7 For the reasons set out above, he maintained that the Cabinet Panel on 9 November 2018 had insufficient information to make a considered decision to recommend to Cabinet. Where members of the Cabinet Panel had identified such material (the 2014/18 IRMP and the SMART Firefighting Project Board Report for example), that additional material had only served to demonstrate the lack of detail especially as to the nature of the risks to be managed in the draft IRMP.

2.8 In summary, he asserted that, given the lack of compliance with the

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National Framework, the lack of information to support the Plan and recommendation from the Cabinet Panel to Cabinet, and the insufficiency of information provided to the Cabinet, the draft IRMP was should not be submitted for public consultation until such time as these concerns had been addressed. It was his view, therefore, that Cabinet's decision should be referred back to Cabinet for re-consideration.

2.8 T W Hone, Executive Member for Community Safety and Waste Management, and D Keen, The Director of Community Protection and Chief Fire Officer, responded to these points as follows [the full written response can be viewed here [Call In Response](#)]:-

Reason 1:

- Section 7 of the draft IRMP sets out Hertfordshire Fire and Rescue Service (HFRS) overarching strategy to the assessment of risk and makes clear reference to the need to comply with the Civil Contingencies Act 2004 (for the purposes of supporting National Resilience; page 33 states *“As part of our planning for the IRMP, we have undertaken a comprehensive review of the risks within Hertfordshire and beyond in order to better understand the challenges ahead and the needs of the communities we serve. Using a combination of data analytics, computer modelling, infrastructure planning, professional judgement and staff engagement, we are well placed to ensure our resources are aligned with the risks identified.”* The risks were picked up in more detail within the Local Resilience Forum Risk Register; additionally, the Director of Community Protection was also the Chairman of the Local Resilience Forum (Herts Resilience) and played a leading role in ensuring that all organisations in the County were prepared for Emergencies, this included HFRS.
- Part 3 of the Fire and Rescue National Framework for England deals with “National Resilience”. Paragraphs 3.6 and 3.7 discussed the need to assess risk for the purposes of informing contingency planning and undertaking a Gap analysis. Specifically there was a requirement to notify the Home Office if a “capability gap” was identified. At the current time the Service did not consider that any capability gap existed that was not already addressed through the National Coordination and Advisory Framework within which HFRS played an active role and through which HFRS could request support from other FRS to assist in major emergencies.
- Section 13 of the draft IRMP highlighted that HFRS had entered into agreements under sections 13 & 16 of the Fire and Rescue Services Act 2004 with all of its neighbours to provide mutual support arrangements when necessary, stating *“HFRS has formal mutual cross border arrangements in place with all of its bordering authorities including London Fire Brigade and is committed to*

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*ensuring geographical boundaries are not an impediment to the most appropriate level of operational response.”*

Reason 2

- HFRS had a positive and strong record of fire safety inspection and, when required, enforcement (supported by prosecution in the criminal courts).
- Section 12 of the IRMP provided details of the approach taken to assess, guide and ultimately enforce around Fire Protection arrangements. Although not specifically set out in Section 12 there was reference to the Regulatory Reform (Fire Safety) Order 2005 (and this legislation was clearly identified in Section 2 of the IRMP as a “Key Driver”): *“Our aim is to make Hertfordshire a safer place by reducing as far as possible the risks and impact of fire on the community without imposing an unnecessary burden. This will be achieved through securing compliance with the relevant legislation to reduce loss of life and injuries, as well as reducing the commercial, economic and social cost of fires and other dangers. Just as importantly, it will also assist in safeguarding our firefighters own safety, heritage properties and our environment. We firmly believe that the most effective way of preventing death and serious injuries from fires is through sound design and robust fire safety management arrangements being in place throughout the whole ‘life cycle’ of a building – from design, construction and through to occupation and, eventually, its decommissioning.”*
- The Service worked very closely with the National Fire Chiefs Council on Protection activities and actively supported the work being undertaken to review national arrangements around building control and safety. This was a clear demonstration of the Services work at a national level. The IRMP sets out examples of risk assessment in this area in the form of analysis of fires in commercial premises (Commercial Fires in Hertfordshire Report), it also noted that there were likely to be changes as a result of the Independent Review of Building Regulations and Fire Safety currently underway and, as a result, sets out a proposal (IRMP Proposal 2) that the Service will continue to support and invest in its Fire Protection arrangements. Further evidence of on-going review of the risk based approach was evidenced by the change in direction made as a result of the Newgrange Care Home fire.

Reason 3

- There was considerable detail on community profile, future challenge and risk included within the draft IRMP; risk was, however, not quantified in a traditional risk assessment format. The document articulated the wide range of risks that were already well known as well as seeking to identify those that were likely to emerge in the

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next decade and beyond. Risks identified in Section 7 'Risk Profile' included transport, housing and population growth, demographic change, climate change, heritage risk and many other factors. Detailed analysis was not included (and was not required to be included) within the Plan. It was important to ensure that the document remained readable and accessible to a wide range of potential consultees; however, these factors were noted in order to demonstrate that all necessary considerations had been, and will be, taken into account in developing proposals for this document and the subsequent annual action plans that will follow.

Proposal 1: This was clearly referenced throughout the document; essentially the changing profile of risk within the County which the Service will need to flex to accommodate. For example the development of Gilston as a new town and expansion in North Herts or Dacorum will all have an effect on the risk across the County and may require changes in response (resource type or location) in order to continue to meet the Authority set attendance standards detailed in the Plan. Proposal 1 sought commitment from the Authority to develop plans for fire-cover across the County using data that, in some cases, was not yet available; any proposals will require additional scrutiny through appropriate political processes and may also require public consultation.

Proposal 3: Emerging risks and future challenges required HFRS to develop a flexible response profile. The SMART Firefighting Project Board Report considered the current vehicle and equipment provision for the Service and whether this could be improved. As set out in Section 13 of the draft IRMP there was an opportunity to take a more flexible approach with resource provision. This was proposed on a trial basis and considerable evaluation will be necessary to understand whether the trials, once complete, demonstrated potential for improvements in efficiency and/or effectiveness. The SMART Firefighting Project Board Report suggested that as many as 80% of calls did not require the full firefighting capability that was currently sent; the Service considered that it should try to utilise its resources more effectively by sending a response that is better matched to the demand being faced. This did not mean that less firefighters or a lower equipment provision would be sent to major incidents, but for those where a full response was not required (e.g. persons locked in/out of premises, people stuck between floors in lifts, etc) use of smaller vehicles or fewer personnel may be more appropriate.

Proposal 4: "Whole-time" crewed fire engines in Hertfordshire were currently crewed with 4, 5 or sometimes 6 firefighters. It had been established practice for decades to allow fire engines to be crewed with a minimum of 4 suitably skilled firefighters and IRMP Proposal 4 sought to formalise that number as the norm in the future. The risk

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associated with current crewing levels was a financial one; currently duty patterns, rather than need, dictated the crewing on fire engines. Proposal 4 will allow for this inefficiency (and associated costs) to be subject to wider public debate to allow the County Council to consider how it wishes to apply its available resources. Moving to a standard crewing arrangement of 4 firefighters on traditional fire engines would allow the Service to operate more cost-effectively and would provide additional flexibility to support other activities.

*Proposal 5:* Section 13 of the draft stated that '*HFRS has struggled to maintain a satisfactory level of fire cover from its On-Call stations; especially during the day.*' The current working arrangements for On-Call staff were not sufficiently attractive or effective to meet the demands of crewing requirements for On-Call fire engines. This proposal was intended to ensure that every On-Call fire engine was available during every period that it is required in the future.

*Proposals 6 & 7:* This was an area of the IRMP that would be developed and informed by responses to the IRMP consultation exercise. These proposals sought to address the need for cultural change in addition to changes to working arrangements to make the Service a more attractive career choice to a broader cross-section of the community. In Section 15 of the draft IRMP the need to improve the Service's workforce profile and offer greater flexibility was highlighted; however, the Service recognised that this could be set out with greater clarity within the IRMP and would look to include this before the final IRPM was published.

Reason 4:

- The draft Plan sets out a summary of the Service's performance as well as the existing and expected risks it faces. The Plan then links these issues to the three strands of Prevention, Protection and Response. It then sets out clear proposals to mitigate the risks and develop the opportunities that have been described.

2.9 In summary T W Hone, Executive Member for Community Safety and Waste Management, and D Keen, Director of Community Protection, considered that the draft IRMP, as agreed by Cabinet, did comply with the requirements set out in the National Framework, that the document explained the risks that had been considered in its development, that it demonstrated how prevention, protection and response will be used to mitigate these risks and was written in such a way as to encourage engagement; they further considered that Cabinet had received sufficient information when considering the draft Plan to reach the decision to go out to public consultation on it in its current form and reiterated that feedback received via the consultation would be considered in developing the final Plan.

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2.10 During questions and debate, Members explored the concerns raised by J S Hale and the responses provided by the T W Hone and D Keen as set out above, in particular the Committee noted:-

- The IRMP was the only document that the Service was required to publish.
- The draft IRMP could have been substantially longer to include more detail; however, it was kept succinct to keep it readable for consultees. Whilst a 'stand-alone' document, additional documents – the SMART Firefighters Project Board Report, the Commercial Fires in Hertfordshire Report, and the Fire Deaths in Hertfordshire Report – would be available as 'context' and for those wanting more detailed information as part of the consultation process. Key extracts from these additional documents were included in the IRMP where appropriate. Some Members, however, considered that these additional documents should have been available to the Cabinet Panel and to Cabinet prior to the draft IRMP being approved for consultation.
- The draft IRMP and the proposals within it were designed to enable the Service to evolve and to adapt to meet changing needs and challenges; the Service needed this flexibility to remain relevant and efficient.
- The National Framework provided guidance on what an IRMP must include; there was no set structure / format (this was determined and agreed locally).
- A gap analysis had been completed; the Service did not consider that any capability gap currently exists (that is not already addressed through the National Coordination and Advisory Framework) although this was kept under constant review.
- 'Risk' was implicit within the draft Plan (rather than explicit) in most instances. Some Members considered that more emphasis on risk and potential impact of the proposals in the Plan might have been helpful for consultees.

2.11 The majority of Members were satisfied that sufficient information had been provided to Cabinet to enable it to make its decision in respect of the IRMP and were further satisfied that the draft IRMP complied with the requirements of the National Framework.

2.12 The Chairman thanked all Members for their input and for the Committee's careful considerations.

2.13 Members were reminded that, in accordance with Standing Order SC8(6) of Annex 9 of the Constitution, the Committee was required to reach one of only 3 possible decisions:-

- (a) that the Committee had no objection to the Called-In decision being implemented;

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- (b) that the Called-In decision be referred back to the Executive for reconsideration, giving the Committee's reasons for requiring reconsideration; or
- (c) if the Committee considered that the Called-In decision was one which had been taken in breach of the council's Policy Framework or Budget Framework, to refer the decision to full Council for reconsideration.

2.14 In this instance option (c) did not apply as the Called-In decision was not one relating to the Council's Policy or Budget Frameworks; Members were therefore required to vote on either option (a) or option (b).

2.15 A vote was taken on option (a) which was agreed. Option (b), therefore, fell and was not voted upon.

**Conclusion**

2.16 The Committee agreed that it had no objection to the Called-In decision being implemented.

*Natalie Rotherham to issue formal notification of decision*

**REPORT TO COUNTY COUNCIL**

A summary of this item of business will be reported to the County Council at its meeting on 19 February 2019.

*Michelle Diprose to action*

**KATHRYN PETTITT,  
CHIEF LEGAL OFFICER**

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

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# Minutes



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

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

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## **OVERVIEW AND SCRUTINY COMMITTEE TUESDAY, 11 DECEMBER 2018 2.00PM**

### **ATTENDANCE**

#### **MEMBERS OF THE COMMITTEE**

D Andrews (Chairman), F Button, H K Crofton, K M Hastrick (Vice-Chairman), T Howard, J S Kaye, R Mills (Vice-Chairman), I M Reay,

#### **OTHER MEMBERS IN ATTENDANCE**

N Bell, J Billing, R C Deering, R Sangster, R A C Thake,

#### **PARENT GOVERNOR / CHURCH REPRESENTATIVES (VOTING)**

\* N Punter, \*J Sloan

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

Upon consideration of the agenda for the Overview & Scrutiny Committee meeting on Tuesday, 11 December 2018 at 2.00 p.m. 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**

The Minutes of the Overview & Scrutiny Committee (OSC) meeting held on 8 November 2018 were confirmed as a correct record and signed by the Chairman.

The Minutes of the meeting of the Committee held on Tuesday, 11 December 2018 at 10.00 a.m. will be confirmed at the OSC meeting on 23 January 2019.

**2. INTEGRATED PLAN (IP): DIRECTOR OF RESOURCES UPDATE ON BUDGET POSITION 2019/20 – 2022/23**

[Officer contact: Owen Mapley, Director of Resources Tel: 01992 555601]

- 2.1 The Director of Resources provided the Committee with an overview of the Integrated Plan (IP) proposals for 2019/20 -2022/23 prior to the Committee’s scrutiny of the proposals early in the New Year.
- 2.2 Members were provided with a timetable for the IP and received information regarding strategic direction plans, revenue budget and funding, pressures, the Council’s capital programme and reserves.
- 2.3 Key points raised in the presentation to Members and in the Committee’s discussion are set out below (the full report to Committee can be viewed here [Integrated Plan Proposals 2019 and future years.](#))
- 2.4 Officers were unable to provide a verbal update on the provisional Local Government Finance Settlement as it was still to be released. An update would be provided at the OSC meeting 23 January for review by the IP scrutiny.
- 2.5 The Committee heard that the Chancellor’s 29 October 2018 budget mainly affected local government finance relating to housing, business rates and an increase in the council tax premium for empty properties. It also provided one off amounts, for only 2019/20, of £4.134m for Winter Pressures funding to the Council’s adult social care to be managed via the Better Care Fund and £7.063m of social care funding.
- 2.6 Members heard that since agreement of the budget in February 2018, there had been further increases in social care pressures. The revenue budget monitor at 30 September 2018 forecast overspending of £3.068m in adult and £3.617m in children’s services by the end of 2018/19. Although the total service pressures of £5.763m forecast for 2018/19 were offset by £5m in one-off income (including £3m of grants to support adult social care) it was emphasised that, as the social care overspend was a recurrent pressure and the savings offsetting it included one-off non-recurrent funding, this overspend was not sustainable. If social care pressures continued to increase, the deficit for 2019/20 was likely to be £12m and the additional adult social care and social care funding announced by government for 2019/20 would not offset it.
- 2.7 The 2018/19 IP had identified total savings of £99m required in the 4 year IP period, and as part of this £6.6m savings needed to be

N Rotherham  
M Diprose

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delivered in 2019/20. However, based on emerging pressures in social care, continued demand and cost pressure in Learning Disability and Children Looked After, and increasing costs of Special Educational Need and Home to School Transport, the savings necessary were expected to rise.

- 2.8 The 2018/19 IP showed a funding gap of £28m by 2021/22, however additional pressures in maintaining a standstill budget arose from yet greater demographic changes and issues arising from the 29 October Budget such as the new National Living Rate Wage.
- 2.9 As the Office for Budget Responsibility forecast for the Consumer Price Index for 2019/20 was 1.9% and for 2020/21, 2021/22 and 2022/23 was 2.1%, public sector pay inflation above the 1% cap might also have to be accommodated.
- 2.10 Members heard that the Council Tax Base was expected to rise in 2019/20, however as an 8% raise in the social care precept had already been achieved current policy did not allow a further raise.
- 2.11 The reductions to Public Health funding were on-going and had to be managed within the internal efficiency savings required.
- 2.12 Members heard that if the County Council and districts and borough councils were selected to become a 75% Business Rate Retention Pilot for 2019/20, financial modelling of growth in business rates indicated that the County Council's share of the gains across Hertfordshire would be approximately £1.3m, however in the medium term further responsibilities from government would be expected to accompany it.
- 2.13 In view of the limited time frame between the dates of the Service Cabinet Panels, which would review the draft IP proposals, and the 18 February when Cabinet would recommend the IP for 2019/20-2022/23, Members were urged to submit all IP related queries in the period following publication (on approximately 10/12/2019) of the IP alongside the January Cabinet papers to ensure the fullest response.

### **Conclusion**

- 2.14 The Committee noted the report

### **3. INTEGRATED PLAN PROPOSALS 2019/20 – 2022/23: FINANCE SEMINAR**

[Officer contact: Steven Pilsworth, Assistant Director – Finance, Tel: (01992) 555737]

- 3.1 As the Committee had already been provided with the key points

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relating to the budget position for 2019/20-2022/23 under item 2 of the agenda, a finance seminar was not provided.

3.2 Members were advised that general direction to enable the Integrated Plan focus groups to carry out an effective scrutiny of the IP (i.e. information on part A to G of the IP pack and an overview of the information the sections provided) could be obtained from the 'Background to the Integrated Plan Presentation' viewed by the OSC Committee meeting on 19 December 2017; however it was emphasised that the data would now be different.

3.3 Officers agreed that to aid Members in their deliberations, the presentation provided under item 2 of the current agenda (Integrated Plan (IP): Director of Resources Update on Budget Position 2019/20 – 2022/23) and the Finance Seminar presentation provided on 19 December 2017 (Background to Integrated Plan 2018/19 – 2021/22 ) would be circulated by email.

N Rotherham  
T A Baker

3.4 Members were advised that the breakdown of the groups undertaking the IP scrutiny would be circulated to Members when it was finalised.

M Diprose

### **Conclusions**

3.5 No seminar was provided; the issues had been addressed under item 2

## **4. SCRUTINY RECOMMENDATIONS: UPDATE**

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

4.1 The Committee received a report providing the recommendations from the Hertfordshire Safeguarding Adults Board Topic Group attached at Appendix 1(a) to the report.

4.2 The Committee noted the two recommendations from the Hertfordshire Safeguarding Adult Board attached as Appendix 1(a) to the report.

4.3 No further Executive Member responses to the scrutiny recommendations had been received since the last OSC meeting.

4.4 Members noted the Impact of Scrutiny Advisory Committee (ISAC) had met on the 7 December 2018.

### **Conclusion**

4.5 The Committee:

1. noted the scrutiny recommendations set out in Appendices 1(a) to the report.

*Natalie  
Rotherham /  
Michelle Diprose  
/ Elaine Manzi*

**CHAIRMAN'S  
INITIALS**

.....

**5. SCRUTINY WORK PROGRAMME**

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

5.1 The Committee considered its work programme 2018 – 2019, attached as Appendix 1(a), 1(b) and 1(c) to the report, and those scrutinies scheduled for the forthcoming period.

5.2 The Committee noted the two scrutiny requests received from the Hertfordshire Safeguarding Adults Board Topic Group as follows:

- 1. That the Hertfordshire Safeguarding Adults Board self-assessment system, a review of how a Serious Adult Review (SAR) was conducted, was considered for next annual safeguarding topic
- 2. That the next safeguarding topic also looked at the implementation of SARs a year after they had been completed.

5.3 The Committee agreed the proposed scrutiny activities and requested that these be added to the work programme as detailed below:

- 1. That the Hertfordshire Safeguarding Adults Board self-assessment system, a review of how a Serious Adult Review (SAR) was conducted, was considered for next annual safeguarding topic.
- 2. That the next safeguarding topic also looked at the implementation of SARs a year after they had been completed.

**Conclusion**

- 5.4 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:-

**Scrutinies to be added to the work programme**

- 1. That the Hertfordshire Safeguarding Adults Board self-assessment system, a review of how a Serious Adult Review (SAR) was conducted, was considered for next annual safeguarding topic
- 2. That the next safeguarding topic also looked at the implementation of SARs a year after they had been completed.

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

**CHAIRMAN'S  
INITIALS**

.....

**6. OTHER PART I BUSINESS**

6.1 There was no other business.

**7. REPORT TO COUNTY COUNCIL**

7.1 A summary of all items would be reported to the County Council at its meeting on 19 January 2019.

Michelle  
Diprose/  
to action

**KATHRYN PETTITT,  
CHIEF LEGAL OFFICER**

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

**CHAIRMAN'S  
INITIALS**

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**HERTFORDSHIRE COUNTY COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

Agenda Item No.

**2(A)**

**WEDNESDAY, 23 JANUARY 2019 AT 9.30AM and**  
**THURSDAY, 31 JANUARY 2019 AT 10.00AM**

**SCRUTINY OF THE INTEGRATED PLAN 2019/20 – 2022/23**  
**(INCORPORATING THE STRATEGIC DIRECTION AND FINANCIAL**  
**CONSEQUENCES AND THE TREASURY MANAGEMENT STRATEGY)**

*Report of the Head of Scrutiny*

Authors: Natalie Rotherham, Head of Scrutiny (Tel: 01992 588485)  
Michelle Diprose Democratic Services Officer (01992 555566)

**1. Purpose of report**

- 1.1 To provide Members with the format for the Committee's scrutiny of the Integrated Plan (IP) 2019/20 – 2022/23.

**2. Summary and Background**

- 2.1 It was agreed by the Committee in April 2018 that the Committee will adopt a similar process as was undertaken for its scrutiny of the IP for 2018/19, with a few refinements to reflect the feedback received on the scrutiny from both Members and officers. A programme for the scrutiny is attached at Appendix 1.

**2.2 Wednesday 23 January 2019**

- 2.2.1 Member groups will meet at 8.45am to discuss questions, the information required from portfolio holders and to agree their approach to the evidence gathering in advance of the formal meeting. The Committee meeting will start at 9.30am in the Council Chamber. At the Committee Members will receive an introduction to the scrutiny from the Chairman; a summary of the format of the Committee's scrutiny by the Head of Scrutiny and an oral report from the Director of Resources. He will provide the Committee with the context within which the integrated plan proposals have been prepared. The Committee will then adjourn to gather its evidence. Each Member Group will focus on a specific portfolio area; four portfolios will be scrutinised in the morning and four in the afternoon.
- 2.2.2 Each Member Group will have a chairman and graduate trainee who will ensure that the Group covers its questions thoroughly in the time allocated. Key questions are set out at Appendix 2 to the report. The IP questions are a guide for Members who are not precluded from

asking other questions. Members will need to be mindful of the time constraints.

2.2.3 The eight Member evidence groups will look at Executive Member portfolios:-

Morning session

- Children, Young People & Families
- Community Safety and Waste Management
- Highways & Environment
- Public Health & Prevention

Afternoon session

- Adult Care & Health
- Education, Libraries & Localism
- Growth, Infrastructure, Planning & The Economy
- Resources & Performance

2.2.4 Each of the portfolios will be supported by the relevant Executive Member, a chief/senior service officer and a senior finance officer.

2.2.5 At the end of the evidence gathering process the session will close and the Committee will reconvene at 10.00am on Thursday, 31 January 2019.

2.2.6 During the intervening period the Head of Scrutiny and the Democratic Services Officer will meet with the graduate trainees. They will prepare a draft report for the Committee to consider when it reconvenes on 31 January 2019. The draft report will be circulated to Members of the Committee on 25 January 2019 by email. (Hard copies of the report will also be available to members on Friday, 25 January 2019 and at the meeting on 31 January).

2.3 Thursday, 31 January 2019

2.3.1 The Committee will reconvene at 10.00am on Thursday, 31 January 2019 in the Council Chamber. Members will be asked to agree their recommendations to Cabinet.

2.3.2 Scrutinies proposed as a result of the IP scrutiny will be considered by the Committee at its meeting on 26 April 2019.

2.3.3 Requests for further information will be limited to the IP and will be confirmed by the Committee at its meeting on 31 January 2019. The information requests will be issued to officers for a response prior to the County Council meeting on 19 February 2019.

### **3. Recommendations to Cabinet**

- 3.1 The Committee's recommendations will then be reported to Cabinet for consideration at its meeting on 18 February 2019. Cabinet will make suggestions to the Council on 19 February 2019 when the Council's Integrated Plan 2019/20 – 2022/23 will be agreed.

### **4. Supporting Appendices**

- 4.1 Appendices attached to this report are as follows:-

- *Appendix 1 Programme for 23 January and 31 January 2019*
- *Appendix 2 Themes & Questions*
- *Appendix 3 Allocation to Member Groups, Group Leads, Facilitators, Room Allocation*

#### *Background Information*

*Agenda, reports and minutes Overview & Scrutiny Committee April 2018, September 2018 and December 2018 - [OSC meetings](#).*



**SCRUTINY OF THE INTEGRATED PLAN 2019/20 – 2022/23  
(INCORPORATING THE STRATEGIC DIRECTION AND FINANCIAL  
CONSEQUENCES AND THE TREASURY MANAGEMENT STRATEGY)**

**PROGRAMME**

**DAY ONE: WEDNESDAY, 23 JANUARY 2019**

*8.45 a.m. Members are asked to go to the rooms in which  
their group will be meeting*

*9.30 a.m. Members to go to the Council Chamber*

<b><u>MORNING SESSION</u></b>			
<b>TIME</b>	<b>SESSION</b>	<b>COMMENT</b>	<b>LOCATION</b>
8.45am	Briefings for Member evidence gathering groups	Each Member evidence gathering group to be briefed by its Chairman and agree key lines of questioning	<b>A.M. Portfolios</b> <i>Children, Young People &amp; Families – Ashbourne Room</i> <i>Community Safety &amp; Waste Management – Conservative Meeting Room (Room 121)</i> <i>Highways &amp; Env –Labour Committee Room (Room 130)</i> <i>Public Health &amp; Prevention – Mimram Room</i>
9.30am	OSC Chairman's welcome and confirmation of the Minutes of the last meeting		Council Chamber
9.35am	Head of Scrutiny	Introduction	Council Chamber
9.40am	Director of Resources	The Integrated Plan 2019/20 – 2122/23	Council Chamber
9.50am	Committee adjourns; Members break into their evidence gathering groups	Coffee/tea etc will be provided at each of the group tables	<b>A.M. Portfolios</b> <i>Children, Young People &amp; Families – Ashbourne Room</i> <i>Community Safety &amp; Waste Management – Conservative Meeting Room (Room 121)</i> <i>Highways &amp; Env –Labour Committee Room (Room 130)</i> <i>Public Health &amp; Prevention – Mimram Room</i>
10.00am	Evidence gathering groups commence questioning	2 hours has been allowed	Rooms as detailed above

12 noon 12.30pm	Members to agree recommendations to Cabinet		
12.30pm - 12.40pm	Group chairman and graduate to finalise wording		
12.30pm	<b>LUNCH BREAK</b>	Members are asked to make their way to the canteen for lunch	

### **AFTERNOON SESSION**

1.30pm	Briefings for Member evidence gathering groups		<b>P.M. Portfolios</b> <i>Adult Care &amp; Health – Labour Committee Room (Room 130)</i> <i>Education, Libraries &amp; Localism – Ashbourne Room</i> <i>Growth, Infrastructure Environment, Planning &amp; The Economy - Mimram Room</i> <i>Resources &amp; Performance - Conservative Meeting Room (Room 121)</i>
2.15 pm	Evidence gathering groups commence questioning	2 hours has been allowed  Coffee/tea etc will be provided at each of the group tables	Rooms as detailed above
4.15 pm – 4.45 pm	Members to agree their recommendations to Cabinet		
4.45pm - 4.55pm	Group chairman and graduate to finalise wording		
<b>CLOSE</b>		<b>Committee to reconvene at 10.00am on THURSDAY 31 JANUARY 2019 in the Council Chamber, County Hall</b>	
4.55pm onwards	Head of Scrutiny and Democratic Services Officer to meet with graduate trainees	Draft findings and recommendations to Cabinet	Mimram Bar

**THURSDAY, 24 JANUARY 2019**

	Head of Scrutiny and Democratic Services Officer	Prepare draft report to Committee	
	Head of Scrutiny and Democratic Services Officer		

**FRIDAY, 25 JANUARY 2019**

	Head of Scrutiny and Democratic Services Officer	Draft report circulated by email to participating Members and officers Hard copies of the report available	
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**DAY TWO: THURSDAY, 31 JANUARY 2019**  
*10.00am in the Council Chamber*

<b>TIME</b>	<b>SESSION</b>	<b>COMMENT</b>	<b>LOCATION</b>
10.00am – 12 noon	Committee debate the draft report to Cabinet (including feedback from Group Chairmen)		Council Chamber
12 noon – End	Committee agrees its recommendations to Cabinet		Council Chamber
<b>CLOSE</b>			



**SCRUTINY OF THE INTEGRATED PLAN 2019/20 – 2022/23  
(INCORPORATING THE STRATEGIC DIRECTION AND FINANCIAL  
CONSEQUENCES AND THE TREASURY MANAGEMENT STRATEGY)**

**GROUPINGS**

**Morning:** Children, Young People and Families; Community Safety and Waste Management; Highways & Environment; Public Health & Prevention

**Afternoon:** Adult Care & Health; Education, Libraries & Localism; Growth, Infrastructure, Planning and the Economy; Resources & Performance

**KEY THEMES AND QUESTIONS**

**1 What are the key priorities for the portfolio over the period 2019/20 – 2022/23?**

- Use bullet point format where possible. The document should give a clear, succinct summary of key objectives, with examples where appropriate.
- 

**2 What are the key pressures and challenges facing your portfolio for 2019/20 – 2022/23?**

- 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 2019/20 – 2022/23?**

- 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 **Hertfordshire County Council's (HCC) 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 2019/20 to 2022/23; 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

**(AS AT 8/01/2019)**

**Item 2(A)  
Appendix 3**

**SCRUTINY OF THE INTEGRATED PLAN 2019/20 – 2021/2022 (INCORPORATING  
THE STRATEGIC DIRECTION AND FINANCIAL CONSEQUENCES AND THE TREASURY MANAGEMENT STRATEGY)**

**Scrutiny Groups**

<b>MORNING SESSION</b>					
<b>(F) = Finance Officer Support</b>					
<b>(GT) = Graduate Trainee Support</b>					
<b>PORTFOLIO &amp; EXECUTIVE MEMBER</b>	<b>PORTFOLIO AREAS</b>	<b>CHAIRMAN &amp; GRADUATE</b>	<b>GROUP MEMBERSHIP</b>	<b>OFFICERS ATTENDING</b>	<b>ALLOCATED ROOM</b>
Children Young People & Families Teresa Heritage  (Graham McAndrew)	(Lead Member for all Children’s Services, including Education, for the purposes of the Children Act 2004). Children’s social care, corporate parenting, Children Looked After, the Virtual School, children’s residential care, fostering and adoption, children’s safeguarding, 0-25 Together including Special Education Needs and Disabilities, early years, children’s centres & childcare, thriving families initiative, youth services, youth offending and youth justice.	<b>Dee Hart</b>  <b>Maddy Lewis (GT)</b>	Susie Gordon John Graham Tina Howard Mark Watkin Nigel Bell  Andrew Charlwood Jan Cameron Natalie Punter Parent Governor Reps  David Morton John Sloan Church Representative  Healthwatch Rep	Jenny Coles Simon Newland  Abioye Asimolowo (F)	<b>Ashbourne Room</b>

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**(AS AT 8/01/2019)**

<p>Community Safety &amp; Waste Management Terry Hone  (Colin Woodward)</p>	<p>Fire &amp; Rescue Service, trading standards and consumer protection, resilience, emergency planning and community safety. Relations with the Police &amp; Crime Commissioner and the Constabulary, the requirements of the Counter-Terrorism and Security Act. Waste management; leading for the County Council on the Hertfordshire Waste Partnership.</p>	<p><b>Richard Smith</b>  <b>India Graham (GT)</b></p>	<p>Simon Bloxham Michael Muir John Hale Tim Williams Paul Zukowskyj Judi Billing</p>	<p>Mark Kemp Darryl Keen Guy Pratt Chris Bigland Simon Aries  Elizabeth Farquhar (F)</p>	<p><b>Conservative Meeting Room (Room 121)</b></p>
<p>Highways &amp; Environment Phil Bibby  (Morris Bright)</p>	<p>Highways maintenance and improvements, new road and transport infrastructure delivery, traffic management, road safety (including school crossing patrols and safer routes to schools), street lighting, relationships with other highways authorities and Highways England, provision for cycling and pedestrians, Highway Authority development management responsibilities. Countryside management and rights of way</p>	<p><b>Steve Jarvis</b>  <b>Laura Holmes (GT)</b></p>	<p>Frances Button Fiona Hill Ian Reay Barbara Gibson Margaret Eames-Petersen</p>	<p>Mark Kemp Steve Johnson Rupert Thacker  Jackie Albery (F)</p>	<p><b>Labour Committee Room (Room 130)</b></p>

**(AS AT 8/01/2019)**

Public Health & Prevention  Tim Hutchings  (Andrew Williams)	Public Health including health protection, health improvement, health services quality, sport, physical activity, recreation, Joint Strategic Needs Assessment and local information service.  Leading for the Council in respect of demand management initiatives including early intervention, prevention and behavioural change	<b>Jonathan Kaye</b>  <b>Kate Mason (GT)</b>	Eric Buckmaster Ken Crofton William Wyatt-Lowe Kareen Hastrick Nigel Quinton Ron Tindall Lynne Chesterman Roma Mills	Jim McManus Joel Bonnet Joanne Doggett  Elizabeth Farquhar Matt Buckland (F)	<b>Mimram Room</b>
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**(AS AT 8/01/2019)**

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<b>AFTERNOON SESSION</b>					
<b>((F) = Finance Officer Support)</b>					
<b>((GT) = Graduate Trainee Support)</b>					
<b>PORTFOLIO &amp; EXECUTIVE MEMBER</b>	<b>PORTFOLIO AREAS</b>	<b>CHAIRMAN &amp; GRADUATE</b>	<b>GROUP MEMBERSHIP</b>	<b>OFFICERS ATTENDING</b>	<b>ALLOCATED ROOM</b>
Adult Care & Health Richard Roberts  (Fiona Hill – participating in scrutiny groups)	Lead Member for Adult Social Care (other than that provided by the 0-25 service), adult safeguarding, the Hertfordshire Adult and Family Learning Service and gypsy and traveller sites.  Health and wellbeing (excluding public health), relationships with NHS trusts and commissioning groups, leading for the Council on the Health & Wellbeing Board and health reform including the Hertfordshire and West Essex Sustainability and Transformation Partnership.	<b>Eric Buckmaster</b>  <b>Keziah Green (GT)</b>	Dee Hart Tina Howard William Wyatt-Lowe Nigel Quinton Ron Tindall Nigel Bell Lynn Chesterman  Healthwatch Rep	Iain MacBeath Helen Maneuf Chris Badger  Matt Buckland (F)	<b>Labour Committee Room (Room 130)</b>
Education, Libraries & Localism Terry Douris  (Adam Mitchell)	School improvement and standards, school place planning and admissions, relations with maintained schools and academies, Herts for Learning, further and higher education, oversight of the skills strategy. Culture including libraries,	<b>Judi Billing</b>  <b>Angus Edwards (GT)</b>	Ken Crofton Susie Gordon Michael Muir Barbara Gibson Mark Watkin  Andrew Charlwood	Jenny Coles Simon Newland Taryn Pearson-Rose Alex James  Abioye Asimolowo (F)	<b>Ashbourne Room</b>

**(AS AT 8/01/2019)**

	<p>museums and the arts. Localism, volunteering, relations with the voluntary sector, District Council local strategic partnerships, relations with Town &amp; Parish Councils, Armed Forces Covenant Board lead.</p>		<p>Jan Cameron Natalie Punter Parent Governor Representatives</p> <p>David Morton John Sloan Church Representative</p>		
<p>Growth, Infrastructure, Planning &amp; The Economy</p> <p>Derrick Ashley</p> <p>(Andrew Stevenson)</p>	<p>Promotion of the Council's cross-boundary strategic spatial and economic policy objectives, joint working with Local Planning Authorities (LPAs), leading for the Council on key projects/regeneration schemes including the delivery of key employment sites. Coordination and promotion of the Council's service requirements to LPAs as part of the local plan process. Development and maintenance of the County's Strategic Infrastructure Plan, lead on infrastructure funding and planning obligation policies including a shared viability assessment capability. Strategic planning policy including relationships with the Hertfordshire Infrastructure and Planning Partnership, the London Stansted Cambridge</p>	<p><b>Paul Zukowskyj</b></p> <p><b>Phil Prasad (GT)</b></p>	<p>Fiona Hill Jonathan Kaye Ian Reay Richard Smith Kareen Hastrick Steve Jarvis Margaret Eames-Petersen</p>	<p>Mark Kemp Patsy Dell Simon Aries Jonathan Tiley</p> <p>Jackie Albery (F)</p>	<p><b>Mimram Room</b></p>

**(AS AT 8/01/2019)**

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	<p>Corridor, London/GLA, sub-national transport bodies and airports. The Council's planning authority responsibilities including Lead Local Flood Authority, development management and enforcement and minerals and waste planning policy. Leading for the Council on transport planning, passenger transport including buses and the Council's Total Transport strategy.</p>				
<p>Resources &amp; Performance Ralph Sangster  (Bob Deering)</p>	<p>Finance (revenue and capital); property including operational assets, the Rural Estate and the development programme through Herts Living Ltd, technology including data quality and data protection, human resources, organisational development including member training and equalities, legal, democratic and Member services, procurement, registration and citizenship service, coroner service, external audit, assurance (including health &amp; safety). Customer service including the Customer Service Centre and website. Trading entities including Hertfordshire Business Services, Herts Catering Ltd and Herts Living Ltd</p>	<p><b>Frances Button</b>  <b>Charlie Thompson (GT)</b></p>	<p>Simon Bloxham John Graham John Hale Tim Williams Roma Mills</p>	<p>Owen Mapley  Stephen Pilsworth Sally Hopper Anna Morrison Ben Jay  Adam Wood LEP Rep</p>	<p><b>Conservative Meeting Room (Room 121)</b></p>

**(AS AT 8/01/2019)**

	Performance management and reporting				
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Not allocated to a group:-

David Andrews, Chairman of OSC, will be a reserve for any group

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