

## Environment, Transport and Locality Services Select Committee 3 February 2015

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## Buckinghamshire County Council Select Committee

Environment, Transport and Locality Services

**Title: Select Committee Inquiry Recommendation Monitoring Report**

**Chairman's sign-off (for completed report): Warren Whyte**

**Author: Kama Wager**

**Date: 03<sup>rd</sup> February 2015**




### **Purpose**

The purpose of this report is to provide the Committee with the opportunity to agree its assessment of the progress by the relevant decision-maker on the implementation of scrutiny recommendations.

Following up on previous scrutiny inquiries is a key way in which the Committee can make an assessment of the outcomes of its work and understand what has been achieved.

### **Monitoring Process for each Select Committee**

The key steps in following up on Select Committee Inquiries are:

- 1) Select Committees make recommendations  

- 2) Decision-maker response  

- 3) 6&12 month monitoring by Select Committee Select  

- 4) Committee to decide if it is content on actions or if further action desired

The Appendix below provides a RAG status template for the Committee to use in making its assessment of the status of recommendations during item 7. The verbal update provided by Cabinet Member in committee and response to Committee questions will enable members to reach a view on its own assessment.

The key benefits of the Select Committee itself considering the progress are that it enables the Committee to:

- understand if it has been successful in influencing change.
- understand any implementation issues.

- decide if it wishes to raise issues further to influence change e.g. further inquiry, meeting with a Cabinet Member etc.
- improve further inquiry work by identifying what makes a 'good' scrutiny recommendation.

Each Select Committee receives a final update from the service area at the one year on point for an inquiry to check on progress this is via a written report and verbal update at the Committee meeting. Normally the Select Committee will not require any further formal monitoring beyond the 12 month point, however if the Select Committee does have specific recommendations that it wants to pursue further it can request further progress updates.

### **Monitoring Process for the Scrutiny Function Overall**





- The Finance, Performance and Resources Select Committee has within its remit responsibility for the effectiveness of the scrutiny function overall. As such it will receive an annual overview summary assessment of scrutiny recommendations across all four Select Committees.
- The Council's Cabinet will receive a copy of this annual summary report in order to enable it to consider how effectively its decisions have been implemented in relation to recommendations that it accepted.
- An audit trail of all Select Committee completed Inquiries is maintained on the BCC website at [www.buckscc.gov.uk/scrutiny](http://www.buckscc.gov.uk/scrutiny)

**Based on the information provided and heard today, the Committee are asked to:**

- 1. Complete Appendix 1 setting out its assessment of the progress in recommendation implementation using the RAG system.**
- 2. To note that the final assessment will be published as part of the annual review of all Select Committee recommendations.**



**Appendix 1: Committee Assessment of Progress**

	<i>Recommendation implemented to the satisfaction of the committee.</i>		<i>Committee have concerns the recommendation may not be fully delivered to its satisfaction</i>
	<i>Recommendation on track to be completed to the satisfaction of the committee.</i>		<i>Committee consider the recommendation to have not been delivered/implemented</i>

Recommendation	Comments on Progress Update provided by the Service	Committee Assessment
<p><b>1. The committee request to receive updates on the implementation of the following recent/current reviews around TfB operation and perception:</b></p> <ul style="list-style-type: none"> <li>• <b>Quarterly updates on all actions within the external consultant review of TfB and its implementation plan, commencing in February 2014</b></li> <li>• <b>Quarterly updates on the internal BCC Communications and Customer Focus review, commencing in February 2014</b></li> <li>• <b>An update on the implementation of the new role for Local Area Technicians in February 2014 with an additional 6 month update on progress.</b></li> </ul>	<p>See update paper from service area</p>	

<p><b>2. We recommend that the service ensure effective long-term planning (a 4 year plan which fits with the Council's Medium term plan and budget proposals) to guide the annual planning activity, with particular emphasis on efficiencies, value for money and longer term development of the transport network. The Environment, Transport and Locality Services Select Committee should receive a written update on any forthcoming long-term plans.</b></p>	<p>See update paper from service area</p>	
<p><b>3. We recommend that all future KPIs evolve to place greater emphasis on long-term outcomes and improvements and that future setting/amending of KPIs be subject to wider Member involvement to inform the decision making process of the Strategic Management Board. The Cabinet Member should put forward options for this by February 2014 for the Environment, Transport and Locality Services Committee to comment on and agree.</b></p>	<p>See update paper from service area</p>	
<p><b>4. We recommend that KPI figures and values need to be properly audited on an annual basis, for example through internal audit or the client team, in order to ensure that the decision making around</b></p>	<p>See update paper from service area</p>	

<p><b>payments and extensions is robust. A written report of the findings should go to the Strategic Management Board and also monitored by this select committee.</b></p>		
<p><b>5. We recommend that the Cabinet Member for Planning and Transport retains a Member-led system for road maintenance but:</b></p> <ul style="list-style-type: none"> <li>• <b>reviews the definition of Member-led currently used in the context of prioritising road maintenance to allow for greater flexibility in the approach and,</b></li> <li>• <b>examines the proportion of budget allocated between local member priorities, and a countywide strategic management approach.</b> <p><b>We request that the Cabinet Member commission a report on this topic, referencing national practice, and further options for road maintenance prioritising.</b></p> </li></ul>	<p>See update paper from service area</p>	
<p><b>6. We recommend that at least two BCC elected Members are re-appointed to the Strategic Management Board (or an alternative Member involvement option) in order to strengthen</b></p>	<p>See update paper from service area</p>	



<p>democratic representation, as recommended by the 2011 TfB scrutiny review.</p>		
<p><b>7. We recommend that the Strategic Client function should be sufficiently resourced to ensure the necessary client capacity and in-house skills are in place so that the client can effectively manage the contract and provide robust check and challenge of delivery.</b></p>	<p>See update paper from service area</p>	
<p><b>8. We recommend that the TfB report for the Strategic Management Board on the approval of the yearly contract extensions be circulated to the Environment, Transport and Locality Service Select Committee in order to inform the decision making process of the Strategic Management Board on the approval of contract extensions.</b></p>	<p>See update paper from service area</p>	
<p><b>9. We recommend that a schedule of areas for financial benchmarking against other Local Authorities be agreed between TfB and the Strategic Client. This should be reviewed annually by the Strategic Management Board to provide clarity over benchmarking activity to ensure contract compliance and</b></p>	<p>See update paper from service area</p>	

value for money.		
<p><b>10. We recommend that an external value for money review be undertaken (over the first half of 2014) to ensure and satisfy the client (BCC) that it is getting best value for money from the contract for elected Members and the residents of Buckinghamshire and that the committee receive a briefing on the findings of this review.</b></p>	<p>See update paper from service area</p>	
<p><b>11. We recommend that the contractual obligation for a year -on -year 3% efficiency saving should be reviewed to allow for greater opportunity for cumulative and sustainable efficiency savings over a number of years. Alternative options should be drawn up by the Cabinet Member by the end of the 2013/14 financial year.</b></p>	<p>See update paper from service area</p>	
<p><b>12: We recommend that all learning points from the TfB arrangement to date are used to inform future operation of the Council as it moves to become a commissioning/contracting</b></p>	<p>See update paper from service area.</p>	

<p><b>organisation, in particular:</b></p> <ul style="list-style-type: none"><li><b>1) securing providers who are able to work in a democratic environment,</b></li><li><b>2) securing providers who can set out how they will meet strategic longer-term outcomes sought by the client, and</b></li><li><b>3) the need for a high-level contract management prepared to use contract clauses to meet requirements.</b></li></ul>		
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Date	Topic	Description and purpose	Contact Officer	Attendees
<b>Environment, Transport &amp; Locality Services Select Committee</b>				
3 Feb 2015	Transport for Bucks Inquiry: 12 Month Progress Update	Recommendation Monitoring: For members to receive 12 month update on Transport for Bucks Inquiry recommendations and monitor progress against them.	Mike Freestone, Director of Transport	Ruth Vigor-Hedderly, Cabinet Member for Transportation
3 Feb 2015	Transport, Economy and Environment Business Unit Overview.	Overview Item: For members to receive an introductory briefing from the MD and Directors of the new Transport, Economy and Environment Business Unit.	Neil Gibson, Strategic Director for Communities and Built Environment	Gill Harding, Martin Dickman, Ian Boll, Stephen Walford, Mike Freestone.
17 Mar 2015	Community Safety Partnership Plan	Overview: For Members to consider the draft Community Safety Partnership Plan.	Cath Marriott, Community Safety Manager	Martin Phillips, Cabinet Member for Community Engagement
17 Mar 2015	Sustainable Drainage Systems (SUDS) policy.	Overview Item: Members will examine the Council's new role and responsibility in relation to water management duties for new developments and how it will work with Districts to carry out those duties.	Karen Fisher, Strategic Flood Management Officer	Lesley Clarke, Cabinet Member for Environment. Martin Dickman, Director of Environment
14 Apr 2015	Country Parks: A better delivery model for Bucks	Inquiry Evidence: For members to examine options/proposals for delivery models for the County's Country Parks.	Gill Harding, Senior Manager, Place Service	Lesley Clarke, Cabinet Member for Environment
19 May 2015	Public Transport Inquiry Update	Recommendation Monitoring: Members will examine the progress against the recommendations made to cabinet in November 2014 – 6 month review.	Mike Freestone, Director of Transport	Ruth Vigor-Hedderly, Cabinet Member for Transportation

<b>Date</b>	<b>Topic</b>	<b>Description and purpose</b>	<b>Contact Officer</b>	<b>Attendees</b>
23 Jun 2015	Flooding in Bucks	INQUIRY EVIDENCE: For member to consider the impact of flooding in the county, the Council and partnership response and lessons learnt.	Karen Fisher, Strategic Flood Management Officer	Lesley Clarke, Cabinet Member for Environment.
23 Jun 2015	Public Transport Inquiry - progress update	For Members to receive 6 month update to monitor progress towards the Committee Inquiry recommendations.	Mike Freestone, Director of Transport	Ruth Vigor-Hedderly, Cabinet Member for Transportation
21 Jul 2015	Locality Services	TBC	Phil Dart, Head of Service, Localities and Safer Communities	Martin Phillips, Cabinet Member for Community Engagement.

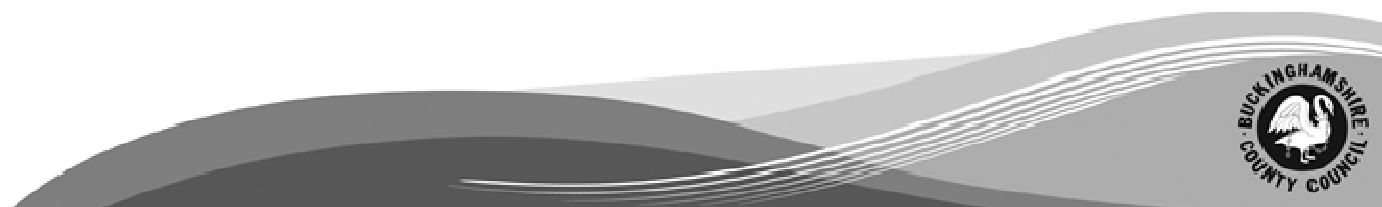


### Proposed Committee Work: Country Parks

Subject of Committee Work	Management of Country Parks: A review of delivery options.
Officer contact	Kama Wager: <a href="mailto:kwager@buckscc.gov.uk">kwager@buckscc.gov.uk</a> ; 01296 382615.
Background	<p><b>Why Country Parks?</b> At its work programming workshop in December the Committee identified Country Parks as a topic they would like to examine within its work programme. This is an area planned for review within the Business Unit later this year, providing an opportune time for the committee to proactively influence the future direction of delivery options.</p> <p>This paper proposes that the committee have an information item on the topic to inform whether or not the committee wishes to do any further work and/or how and when to influence any future review and outcomes.</p> <p><b>Background to Country Parks:</b> Buckinghamshire County Council owns and operates four country parks; Black Park, Langley Park, Denham and Thorney (the Parks) in the south of the county. Since 1999 the Parks have been operating under a policy of operational self-financing. This means that they are required to generate all the income required for their daily operations. In the early years of the policy this was not achieved and the Parks activities were subsidised by the wider Countryside and Heritage Group. However since 2005 operational self-funding has been achieved and in 2010 an annual income target has been set each year as part of the Place service efficiencies, driving the development of new income generating initiatives. The current 'neutral' position is partly as a consequence of BCC investing and allowing income from tenants to be recycled within their business model.</p> <p>As well as the traditional country parks activities, the Parks have established a number of leases to provide additional on-site activities including; 2 high ropes courses, off road Segway's, cycle hire and café facilities, all of which help to attract in excess of ¾ million visitors per year and a combined turnover of the lease holders and the Parks approaching £2m per year.</p> <p>As a result of the Future Shape programme the Council now needs to consider what the most appropriate delivery mechanism might be for the future sustainable management of the Parks to place it in a better</p>



	<p>commercial position. That may mean remaining within the local authority structure, moving outside the traditional delivery model or potentially a hybrid of the two. Whichever option is chosen will present its own specific challenges and these options will need to be considered in association with other Council policies such as Corporate Landlord and Corporate Identity amongst others.</p> <p>The TEE business unit plan to review the area later this and are seeking guidance from the ETL select committee on which options would satisfy the objectives of the Future Shape Council. The ETL committee have an opportunity to proactively examine the challenges and opportunities of delivery model options with a view to inform, influence and help shape the future review/proposed options and future policy direction for the management of the Parks.</p>
<p>Aims and purpose of committee item</p>	<ul style="list-style-type: none"> <li>• For member to understand the challenges and opportunities surrounding Country Parks and the planned future review of delivery model options for the management of the Country Parks.</li> <li>• For members to consider whether they wish to examine the options and proposals at an early stage to influence the shape and design of the final project/outcomes.</li> </ul>
<p>Key Lines of questioning</p>	<ol style="list-style-type: none"> <li>1. Overview of the county's country parks, how many where financial forecasts, trends etc.</li> <li>2. What are the existing management arrangements?</li> <li>3. What are the challenges and opportunities of continuing with the current operation, vs alternative options?</li> <li>4. What are the business drivers for reviewing the existing management arrangements (e.g. financial, outcomes based commissioning framework of the council, changes in demand, partnership working and better outcomes etc.)?</li> <li>5. What is the proposed approach for reviewing the management arrangements for the countryside estate?</li> <li>6. What alternative delivery options are there?</li> <li>7. What are the benefits of outsourcing to the council and to local residents?</li> <li>8. What are the risks of removing country parks from local authorities – e.g. risks to residents, parks, county's special places?</li> <li>9. What appetite is there from partners (public, voluntary groups, districts etc.) to collaboratively manage sites?</li> <li>10. What are the planned review timelines for options appraisals etc. and how and when can the committee add value/influence at the timeliest opportunity?</li> </ol>





Link to BCC Strategic Plan	Our Special Environment.
Recommendations for next steps	<ol style="list-style-type: none"><li>1. The Committee to agree that they receive an information update at its April committee to examine the key areas of questioning.</li><li>2. Following the committee item the Committee has the option to decide whether or not it wishes to carry out any further work/inquiry in order to make recommendations which will influence the future direction/delivery model options for the future management of country parks.</li></ol>





## Buckinghamshire County Council Select Committee

Environment, Transport and Locality Services

### Legal Highs: Proposed Committee Work

Subject of Committee Work Item	Legal Highs: Understanding the prevalence in Bucks impact and associated costs (social, financial) on the Council as a whole.
Officer contact	Kama Wager: <a href="mailto:kwager@buckscc.gov.uk">kwager@buckscc.gov.uk</a> ; 01296 382615.
<p><u>Why 'Legal Highs'?</u></p> <ul style="list-style-type: none"> <li>• At its work programming workshop the committee received an update from the community safety team on the Community Safety Partnership plan priorities and issues. 'Legal Highs' was identified as an emerging issue that has potential to be more fully explored by the committee within its crime and disorder remit.</li> <li>• The service area has recently carried out a needs assessment, one of the first of its kind, on the issues and prevalence in Bucks. There is an opportunity for members to find out more about the issues and prevalence of legal highs, the outcomes of the needs assessment, the recommendations arising out of it, the service area response and actions going forward in relation to the commissioning of drug prevention/intervention services and consider the potential overall cost implications for the council as a whole of this issue.</li> <li>• In order to inform whether or not there is value to be added in looking in more detail at the issues and to identify more specific areas for the committee to explore, it is suggested that the committee receives an information overview item on 'Legal Highs' and the Council's commissioning activity to help inform its decision.</li> </ul>	
Aims/Purpose of having a committee item on the topic	<ul style="list-style-type: none"> <li>• For members to get an overview of the issues.</li> <li>• For members to gain an understanding of need and the work that takes place to address the issues and the cost implications for the Council.</li> <li>• For members to consider whether they want to do any further work and identify key areas for further examination.</li> </ul>
Key lines of questioning	<ol style="list-style-type: none"> <li>1. What are legal highs?</li> <li>2. What is the prevalence of legal highs across Bucks? What is the problem?</li> </ol>



	<ol style="list-style-type: none"> <li>3. What are the key issues and challenges in relation to legal high detection and prevention, awareness?</li> <li>4. What are the social and financial costs of legal highs?</li> <li>5. What are the overall implication impacts/costs on the council services – council as a whole?</li> <li>6. What is the partnership response to dealing with the issue?</li> <li>7. To what extent is there an effectively coordinated partnership response?</li> <li>8. What are the most appropriate ways of addressing issues around legal highs?</li> <li>9. What are the key outcomes and recommendations of the needs assessment?</li> </ol>
Recommended next steps	<ol style="list-style-type: none"> <li>1. Committee to receive an information update from the service area at its April committee.</li> <li>2. Committee to decide having received the update and examined some of the issues, whether they feel there is scope for further detailed work/inquiry.</li> </ol>