

Overview and Scrutiny Committee for Resources Agenda

Wednesday, 18 November 2015 at 6.00 pm

Committee Room 1, Town Hall, Queen's Square, Priory Meadow, Hastings TN34 1QR

For further information, please contact Michael Courts on 01424 451764 or mcourts@hastings.gov.uk

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6.	Final Report of the Task and Finish Group to review scrutiny functions, process and potential streamlining (Councillor Mike Howard and Mark Horan, Senior Corporate and Democratic Services Officer)	21 - 38

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OVERVIEW AND SCRUTINY COMMITTEE FOR RESOURCES

10 SEPTEMBER 2015

Present: Councillors Webb (Chair), Howard, Sinden, Beaver and Pragnell

Apologies for absence were noted for Councillor Batsford and Roberts

4. **MINUTES OF THE MEETING HELD ON 16 JUNE 2015 AND THE MINUTES OF THE ANNUAL JOINT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEES HELD ON 18 JUNE 2015**

RESOLVED that the minutes of the meeting held on 11 June 2015 and the minutes of the Annual Joint Meeting of the Overview and Scrutiny Committees held on 18 June 2015 be approved as a correct record

5. **UPDATE ON THE COUNCIL'S ORGANISATIONAL TRANSFORMATION**

The Director of Corporate Services and Governance and the Accommodation and Transformation Manager gave a presentation on the council's ongoing organisational transformation programme.

The Director of Corporate Services and Governance explained that the vision for the council was to create a modern, flexible, learning organisation that is empowering, agile, enabling, customer focussed and works as one team by 2018. It was intended that the working practices introduced during this period would support the council in continuous improvement beyond the transformation programme.

The transformation programme included work packages to review and improve the council's culture and systems, policies, technology and provide opportunities for staff development. The work packages would also draw on examples of good practice from other authorities. The programme was intended to help the council address the significant ongoing reductions in its funding and create capacity within the organisation to deliver the ambitious objectives set out in the corporate plan.

The Accommodation and Transformation Manager gave an overview of the digital by design work package. He explained that by providing transactional services online, the council deliver services more efficiently into the future; there was also scope to gather data on service users to support further improvement. Staff from the relevant service departments had been involved in process mapping the workflow of common enquiries and designing the new online processes. A test phase of My Hastings online had been launched, which enabled service users to carry out a range of common transactional enquiries online. It was important to gain as much feedback as possible from customers during the testing phase of My Hastings online to drive further improvements to the service.

Discussion took place about how issues around digital exclusion, particularly amongst BME and disability groups, could be addressed as an increasing number of services were provided online. The Director of Corporate Services and Governance commented that the council would continue to provide face to face and telephone interactions and that online services were intended to improve the flexibility of the

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council's offer. Indeed, carrying out transactional services online will create additional staff capacity to deal with more complex enquiries. At their annual meeting in June, Overview and Scrutiny members had agreed to carry out a review of digital inclusion, which would complement work already underway elsewhere in the organisation.

Consideration was given to the mechanisms for staff engagement throughout the transformation process. The Accommodation and Transformation Manager noted that the refurbishment of Aquila House had begun to create an improved working environment for staff and better facilities for flexible working. The Director of Corporate Services and Governance highlighted that the transformation programme provided a range of opportunities for staff development, particularly around sharing expertise between colleagues and teams to support the one council ethos. This would also assist the council with succession planning, by ensuring knowledge was retained within the organisation. However, the additional workload created by the transformation programme may reduce staff capacity in the short term, and members were asked to be mindful of this when dealing with enquiries.

The committee welcomed the update and acknowledged that the transformation programme remained a very significant area of work for the organisation over the coming months.

6. QUARTER ONE PERFORMANCE AND FINANCIAL MONITORING REPORT

The Senior Corporate and Democratic Services Officer presented a report to advise members of performance against the 2015/16 targets and performance indicators in the corporate plan during quarter 1. The report also provided a summary of financial information. As agreed at the Annual Joint Meeting of the Overview and Scrutiny Committees in June, the format of the item had been reviewed as the council trialled new methods of reporting performance monitoring information. The Senior Corporate and Democratic Services Officer sought feedback from members on the new format of the performance monitoring report.

The Director of Corporate Services and Governance gave an overview of performance in quarter 1, as well as other significant areas of work that had been undertaken in addition to the targets set out in the corporate plan. She noted that staff sickness and vacant posts had affected a number of council departments during this quarter. Moreover, the recruitment market remained very competitive and this had impacted on the council's ability to fill some of the vacancies. These challenges had been shared by a number of other authorities in the south east and the People, Customer and Business Support team were exploring options to address staff shortages in the longer term.

Staff in the Electoral Services Team had also delivered additional by-elections in July, alongside planning for the annual canvass period which would run throughout the autumn.

The council was also inspected by the Assistant Surveillance Commissioner, which confirmed that the organisation was complying with its duties in respect of the Regulation of Investigatory Powers Act 1996.

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The Director of Corporate Services and Governance also updated members on activities undertaken as part of the transformation programme during this quarter. A number of key staff from Estates, Accommodation and Transformation and People, Customer and Business Support had been involved in preparing the Town Hall lease, ahead of the relocation of the council's democratic and civic functions to Aquila House. Staff based in Aquila House had also completed successful relocations to the refurbished office space on the fourth and fifth floor of the building.

The committee welcomed the continued high occupancy rate of the council's industrial units. The Assistant Director Financial Services and Revenues advised that negotiations were ongoing with a potential new tenant for a vacant unit at the Castleham Business Centre East. Members also considered efforts by the council's partner organisations to let newly developed office space around the town. The Assistant Director for Financial Services and Revenues explained that he attend SeaChange Sussex board meetings with the relevant Lead Member for Regeneration, Communities and Culture and they had recently received an update on plans to attract businesses to take up the vacant units. The Leader of the Council advised that the industrial units and Queensway South were now fully let.

The Assistant Director Financial Services and Revenues updated members of the benefits customer first and efficiency service review, which was being undertaken by Shelter on behalf of the council. He explained that the review had proved more complex than first anticipated, and this had led to slippage in the original timescale. A second review meeting had been scheduled, although it was unlikely that the project would be completed by the end of September as originally planned.

Members were advised that collection rates for Council Tax were on track, compared to previous years. The Assistant Director for Financial Services and Revenues explained that the non-domestic rate relief scheme had now been implemented, and this would result in improved collection rates in quarter 2.

RESOLVED (unanimously) that:-

- 1) The committees comments on quarter 1 performance be addressed by the relevant Lead Member(s) with appropriate action and report back;**
- 2) Members reflect and feedback on the new ways of reporting performance information being tested and set out in this report, and;**
- 3) Staff in the Corporate Services and Governance Directorate be thanked for their hard work and achievements in this quarter**

The reason for this decision was:

To assist the council enhance performance management arrangements in the context of broader organisational transformation.

(The Chair declared the meeting closed at. 7.40 pm)

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Agenda Item 4



Report to: Overview and Scrutiny (Resources)

Date of Meeting: 18 November 2015

Report Title: Quarter Two Performance and Financial Monitoring Report

Report By: Jane Hartnell
Director of Corporate Services and Governance

Purpose of Report

To advise Members of the performance against the 2015/16 targets and performance indicators in the corporate plan for quarter 2 (1st July to 30th September), to update members on other key areas of activity during quarter 2 relevant to this committee and to provide a summary of financial information.

Recommendation(s)

1. That the Committee's comments on quarter 2 performance be addressed by the relevant Lead Member(s) with appropriate action and report back.
2. That Members reflect and feedback on ways of reporting performance information being tested and set out in this report.
3. That staff in the Corporate Services and Governance Directorate be thanked for their hard work and achievements in this quarter.

Reasons for Recommendations

To assist the Council enhance performance management arrangements in the context of broader organisational transformation .

Introduction

1. The Council meeting on 25th February 2015 agreed the corporate plan for the period 2015/16 to 2017/18 – these documents set out the Council's strategic direction and outlines associated work areas for 2015/16.
2. Transforming the council is a key focus within the corporate plan and part of this work is concerned with ensuring our performance management arrangements reflect the changing nature of the council.
3. Over the first half of the year, in line with corporate plan commitments and the support of both scrutiny committees, the council will continue to test new ways of presenting and reviewing progress against our corporate plan targets as well as other key areas of associated work.
4. This report sets out intentions for testing approaches this quarter in combination with the associated performance information.

Testing new approaches

5. Since the approval of the corporate plan, the Council's senior management team has been restructured and members will be aware of the rapid physical transformation taking place at Aquila House.
6. The Council is very much a different entity than when the corporate plan was agreed back in February.
7. The scale and pace of organisational and cultural change means that the targets and activities agreed back in February do not wholly reflect a number of significant activities taking up officer time and resources in an increasingly changing environment.

Directors report

8. As a result, and based on the positive feedback from Members following the quarter 1 meetings, it is intended that at this Q2 meeting, Members will again receive a Director's report highlighting significant areas for scrutiny consideration.
9. This verbal report will assist in steering the focus for scrutiny debate, covering exceptions highlighting where there are deviations from expected performance against corporate plan targets, but also crucially updating members on additional areas of activity absorbing officer time and resources.

Performance template

10. We continue to test the performance template introduced at quarter one (see appendix A).
11. Members will be familiar with the following RAG (Red ,Amber, Green) status and reporting of performance indicator information:

Targets 'on target' or 'achieved' are identified as Green.

Targets where there is 'slippage' or 'potential slippage' are identified as Amber.

Targets that 'will not meet target' are identified as Red.

Progress against Performance Indicators for the year up to the end of the quarter are shown as either 'Met' or 'Not Met'.

12. Members will also be familiar with receiving measures and a description relative to each target status to update members on progress against targets.
13. Start and completion dates are also included to give Members insight into the length of proposed target activity areas. In the main, targets have been agreed for completion within the 2015/16 year, but increasingly a number of targets activities may complete or extend within or beyond the 2015/16 year and these new columns intend to identify this (where known and planned).
14. Performance indicators are reported as either met or unmet. Some reporting includes projections or further risk and mitigation information relative to each performance indicator where appropriate.

Summary of Council-Wide Financial Information

15. Revenue Budget – The current forecasted outturn position at quarter 2 is an overall saving against the original budget of £126k. There are a number of variances in the budget; one that should be noted being a deficit in the year relating to the cost relating to the slower than anticipate uptake in respect of the social lettings agency. Efficiency savings will continue to be identified as the Council's PIER process progresses.
16. Capital Programme –The Gross expenditure to 30th September 2015 was £1.6m with a full year forecast of £7.5m against a budget of £7.5m. The £7.5m includes the original budget of £5.3m plus carry forwards (£2.2m).

Wards Affected

None

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No

Anti-Poverty

No

Additional Information

Appendix A.

Officer to Contact

Officer Name Mark Horan

Officer Email Address mhoran@hastings.gov.uk

Officer Telephone Number 01424 451485

Actions & Progress						
		Date:	Version: 01			
Target	Corp Plan Ref Number	Measure(s)	Lead Officer	Current Status This Quarter (Q2 1st July - 30th September 2015)	RAG	Forward Looking Targets/Milestones (1st October-31st March 2016)
Contribute to successful delivery of HBC Projects	1	Legal work packages completed on schedule (to be planned/agreed with service departments)	Christine Barkshire-Jones	Legal Services continue to support the Social Lettings Agency. This quarter we have completed 5 leases and 6 tenancy agreements. The work to support the FOI and customer complaints process continues with the major amount of time arising from the planning inspectors report on the Local Development Plan. We have been in constant correspondence with one individual who has involved both the Information Commissioner and the Local Government Ombudsman. We have also been involved in assisting the process re the Queensway Gateway application which hopefully should go to planning committee in mid-December. Legal Services has also been involved in supporting the Boundary Review process. That is now ready to go to Special Council for approval.	G	Grants Advisory Meetings AGM
Undertake legal work to achieve HBC prosecutions, enforcement, property sales and leases, planning and contractual obligations	2	Levels of activity related to client department led demand reported to Overview and Scrutiny Committee quarterly.	Christine Barkshire-Jones	Legal Services have secured over £59,000 of council tax owed to the Council against debtor dwellings this quarter. We have managed to collect £8,000 from a debtor owing non domestic rates. We have also received £84,000 in respect of a Disabled Facility Grant. This was secured against the house as a charge and we have now been repaid. We have also applied successfully to the Court for an attachments of earnings for money owed to the Council. We have successfully negotiated another £20,00 of debt to be paid in monthly instalments. In respect of enforcement work we have been involved in 3 cases of the removal of travellers. Prosecuted against 2 defendants who did unauthorised work to trees with a Tree Preservation Order. This resulted in fines of £1100 and our costs of £1125. When planning and housing have not been supplied with information that they require we have served formal notice and issued proceedings against the defendants. This resulted in a fine of £3660 and our costs of £666. (2 cases) We have taken one 'Grotbuster' prosecution which resulted in a £250 fine and the payment of £333 of our costs. We have successfully prosecuted 5 defendants for having their dogs off lead. We have drafted 11 contracts and auctioned 2 properties for sale, 21 Devonshire Road and as well as drafting 12 leases and licences. Some of this work has resulted from the necessary formal leases to do with the Councils transformation programme. I.e. Town Hall	G	

Contribution to effective HBC Governance	3	Levels of demand-led activity reported quarterly e.g. Advice to Members; support of decision making processes, design and review of HBC policies and practices to achieve compliance with legislation and good practice.	Christine Barkshire-Jones	<p>Legal Services have supported the Annual General Meeting of the Charity Committee and have been liaising with the Charity Commission to seek express permission for the Hastings and St Leonards Foreshore Trust to have borrowing powers. This has just been received. The Council have received the date for the Pier case to be heard at the Supreme Court in London. This is to be 23 June 2016. There is bound to be a lot of interest in this. Work has continued on the amendments to the Council's constitution resulting from the Senior Management Restructure and changes in legislation on the disciplinary process of Statutory Officers. Work has commenced on ensuring that the Scheme of Delegations for Assistant Directors reflects the necessary delegations of powers to staff. Legal staff have been involved in researching the history of the cliffs behind White Rock with the museum staff and our insurers legal team to try and ascertain whether the cliff face was transferred to the Council in the 1800s. The Council have had their insurance premium increased as a result of uncertainty surrounding cliff falls and the Council's liability. We are yet to hear from Zurich's lawyers to ascertain if they have a good argument in our favour. At present they have denied liability.</p> <p>The Protocol for the relationship between officers and members has been refreshed and awaits a decision by Council in December. Training will be given to members. Along with the Licensing Manager we have given training to new members of the Licensing Committee, and been involved with the process mapping of dangerous structures and rechargeable works to assist the running of the Hastings and Rother Building Control team.</p>	G	Further Constitutional amendments
Complete Digital by Design Project year 1 work packages	4	<ul style="list-style-type: none"> a) Promotion of new self-service portal to encourage customer channel shift b) Staff trained in coaching skills to help customers self-serve c) Contribute to service process mapping from initial points of contact d) Customer surgeries for Firmstep training held e) Assisted digital support mechanisms for those unable to access services on-line identified 	Natasha Tewkesbury	<p>1. Observation of customers setting up MyAccounts on MyHastings to identify issues while in Contact Centre and Customer Service Officers assisting customers to create self accounts while waiting in the Contact Centre. 2. Promotion of My Hastings during telephone contact with customers. 3. Process Mapping and form building complete for Environmental Health, testing begun. Process mapping completed for Housing Renewal, Licensing and Electoral Services. 3. Process mapping complete for revised Housing Options Service and form building begun.</p>	G	<p>1. Arrange and provide customer surgeries for Firmstep. 2. Form building complete and training undertaken with Contact Centre staff on revised Housing Options service. 3. Environmental Health, Housing Renewal, Electoral Services, Parking and Housing Options processes Live on Firmstep 4. Identify and start process mapping additional service areas for Firmstep integration. 5. Provision of additional computers in the Contact Centre for customer use. 6. Continue to provide customer surgeries for Firmstep. 7. Implement additional service areas for Firmstep integration. 8. Provide drop in sessions and support for Customers including floor walkers. 9. Link with other sectors and organisations to provide services and training for digital access for</p>

Continue to improve customer experience	5	<p>(a) Continue to improve the quality and timeliness of personal and telephone caller's experience of using our service, with a focus on 'right first time'.</p> <p>(b) Work with colleagues to continually refine and improve the customer journey, from first point of contact to resolution, based on intelligence gained from monitoring customer enquiries and feedback opportunities.</p> <p>Arrive at indicators of performance and customer satisfaction (measurable by the Firmstep software) as part of the Digital by Design project during 2015/16.</p>	Natasha Tewkesbury	<p>1. New CSOs fully operational on Revenues and Benefits services. 2. Developing service relationships and ways of joint working with service areas e.g regular Team Leader attendance at service team meetings to enable joint working and feedback. 3. Carried out customer satisfaction survey on Benefits service in the Contact Centre with positive results.</p>	G	<p>1. New CSOs fully trained in all service areas in the Contact Centre. 2. Develop customer intelligence and data to inform service delivery. 3.Undertake customer satisfaction surveys 4. Undertake review of reception function and layout in the Contact Centre. 5. Work with services to improve communication to customers. 6. Analyse impact of Firmstep and self service in call volumes and customer satisfaction. 7. Review of Council Tax annual billing and end of year processes in light of Firmstep and identify improvements to customer journey at the busiest time of year.</p>
Contribute to evidence based decision-making by provision of accurate management information and data analysis services for projects and services	6	<p>a) Efficiency and Customer First Service Reviews with data analysis and review supported – (programme TBA)</p> <p>b) Seek customer insight via surveys on behalf of services and undertake bespoke analysis when required</p> <p>c) Analysis of statistics provided as required e.g. next Index of Multiple Deprivation is due to be published in summer 2015.</p>	Jane Hartnell	<p>a) Corporate database queries developed and tested in consultation with staff and members.</p>	G	<p>b) Database goes live. c) Database and analysis to date reviewed and processes amended if/where appropriate.</p>

Support and equip Members to effectively undertake their roles and responsibilities in a changing environment	7	<p>a) Scrutiny annual work programme developed, agreed and completed to time, cost and specification.</p> <p>b) Corporate plan commitments effectively monitored through the council's overview and scrutiny function.</p> <p>c) Member support, training and development facilitated to ensure members are equipped to fulfil their duties effectively.</p>	Mark Horan	<p>a) Scrutiny reviews and Task and Finish Group and other Q2 commitments completed as agreed in the joint programme.b) Q1 Performance arrangements analysed, refined and lessons learned informing approaches tested at Q2. Discussions scheduled for planning 2016/17 targets and work plans.c) Member training and Dev. Group met to monitor training and support needs during Q2.</p>	G	<p>a) Scrutiny reviews and Task and Finish Group and other Q3 commitments underway as agreed in the joint programme.b) Q2 Performance arrangements analysed and refined. Template for planning 2016/17 targets completed.c) Member training and Dev. Group met to monitor training during Q3.d) Outstanding scrutiny reviews or scheduled task and finish groups completed in line with the work programme. b) 2016/17 Corporate Plan agreed and new approaches to planning and monitoring implemented. c) Annual training reviewed and arrangement for new member inductions drafted.</p>
Continue to support local democracy by the effective delivery of electoral services activities.	8	<p>a) Statutory timetables and performance standards met in line with Electoral Commission requirements for management of the 2015 General Election.</p> <p>b) Transition to Individual Electoral Registration completed and new 'normal' arrangements to be embedded.</p> <p>c) Contribute to the Boundary Review for electoral wards in Hastings and East Sussex</p>	Katrina Silverson	<p>1. Successful completion of three by-elections (two borough and one county seat) by mid-July. 2. Complete preparation for household canvass beginning at end of August 2015, including recruitment of temporary canvassers. 3. Submission of expenses claim to Cabinet Office for the UK Parliamentary election. 4. Act in an expert advisory capacity for the potential BID ballot process.</p>	G	<p>1. Attendance at various events to promote voter registration amongst students and attainers. 2. Successful completion of household and personal canvass, resulting in publication of the revised electoral register on 1 December 2015. 3. Successfully complete all processes required to end transition of IER by 1 December 2015.4. Pre-planning events to concentrate on delivery of successful local elections and Police and Crime Commissioner elections in May 2016. 5. Conduct personal identifier refresh for postal voter with postal votes that are over 5 years old.</p>
Lead the redesign of the council's business processes, corporate planning and performance management arrangements in line with the council's Efficiency and Transformation programme.	9	<p>a) Manage the council's Transformation programme to time, cost and specification</p> <p>b) Associated corporate work packages delivered</p> <p>c) Corporate planning and associated performance management arrangements refreshed</p>	Jane Hartnell/Stephen Dodson	See transformation programme.		

<p>We recognise that our residents come from diverse backgrounds.</p> <p>Our 2015/16 equality objectives are to:</p> <p>1. Develop a workforce that feels valued, respected and is reflective of the diverse communities we serves.</p> <p>2. Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have.</p> <p>3. Celebrate the diversity of Hastings so the Borough is an increasingly cohesive place where people from all communities get on well together.</p>	10	<p>a) Via Equalities Impact Assessments demonstrate that our policies and practices are not inherently discriminatory and do not disadvantage any particular group on unjustifiable grounds in their application. (All services)</p> <p>b) Provide a training package to ensure all staff and Councillors have a clear understanding of equalities legislation based on the Equalities Act 2010. (POD)</p> <p>c) Use technology and creative techniques best suited to different population groups in line with the digital inclusion work package in the council's transformation and efficiency programme (Corporate and Democratic)</p> <p>d) Demonstrate compliance with the Public Sector Equality Duty which requires public bodies to publish information relating to employees who share protected characteristics annually. (Corporate and Democratic)</p>	Jane Hartnell/Shabana Bayjou	<p>a) The EIA timetable continues to be monitored and was circulated as an appendix to the last PRP papers. It will be circulated six monthly to the PRP review.</p> <p>c) Digital Inclusion work package progressed informed by the Digital Inclusion scrutiny review.</p>	G	<p>b) Members Equalities training scheduled for the 8th of October.</p> <p>c) Digital Inclusion scrutiny review completed</p> <p>d) Public Sector Equality Duty information published (January 2016)</p>
<p>Ensure the recruitment of a permanent complement of high calibre managers and staff</p>	11	<p>a) Recruitment and Selection policy and procedure and processes reviewed.</p> <p>b) Induction arrangements reviewed and subsequent activities implemented.</p>	Verna Connolly	<p>Discussions with STC colleagues re e-learning providers. New provider identified being piloted by HBC. Presentation of courses through a variety of media including video presentations by our own internal specialists. Sucession planning report drafted.</p>	G	<p>E-learning modules uploaded and available. Additional modules being developed. Review and development of e-learning modules ongoing. Corporate Induction, Equalities and Health and Safety on line.</p>
<p>Support the Council to compete in a competitive labour market to recruit and retain talented staff</p>	12	<p>a) Workforce development action plan drafted and consultation with Trade Unions completed.</p> <p>b) Publicise and roll out workforce development action plan.</p>	Verna Connolly	<p>Since April, 2015 13 Job evaluations undertaken - work includes job analysis using job description questionnaire and drafting of job descriptions and person specifications. 9 posts career graded using the admin job family as a benchmark. In Qtr 2 we have carried out 17 recruitment campaigns and 48 people have been recruited.</p>	G	<p>Workforce development plan draft action plan prepared. People strategy to be amended and completed by QTR4</p>

Provide HR support in line with the Council's transformation and efficiency programme.	13	a) E-appraisal scheme designed and introduced to ensure performance is in line with strategic targets b) Staff survey conducted (June 2015), results and associated action plan disseminated (Sept 2015) c) Proactive support and guidance on the implementation of restructuring delivered including identifying training needs in response to change.	Verna Connolly	Skills Audit - staff asked to update their training / skills record by end of July, 2015. Information to be used to review workforce dev plan. Despite three reminders staff have not uploaded or amended their personal skills records. Follow up work being done in Qtr 3.	A	Six monthly review of e-appraisal sample to check quality levels (up/down linking of objectives) reports to DMT's
Performance Indicators		Targets		Performance to end of Q2	Met / Not Met	
Reduce the proportion of working day/shifts lost due to sickness absence to 6.25	7.1	Q1 - 1.55 Q2 - 3.15 Q3 - 4.70 Q4 - 6.25	Verna Connolly	4.06	Not met	There has been an increase in short term absences for a variety of ailments under the following generic headings: Stomach, liver, kidney; muscular skeletal; stress, depression, mental (not work related); infections. Long term sickness falls under neurological; other. Sickness absence continues to be robustly managed and each case is dealt with on its own merits.
Reduce the proportion of working day/shifts lost due to short term sickness absence	7.1a	(7.1a&b No targets have been set for these indicators, they are simply provided for additional information and context.)	Verna Connolly	2.38		
Reduce the proportion of working day/shifts lost due to long term sickness absence	7.1b	(7.1a&b No targets have been set for these indicators, they are simply provided for additional information and context.)	Verna Connolly	1.68		

Promote a culture of transparency in everything the Council does.	14	a) Details of Council assets, pay policy, senior management salaries, resources, decision making, contracts and spending published to aid transparency. b) Freedom of Information and other data requests responded to within legislative timescales – levels reported to O & S quarterly c) Complaints analysis and learning opportunities reported quarterly, facilitated by the new complaints recording process.	Jane Hartnell	b) 165 FOI requests received this quarter - 4 remain unanswered, 14 were late in responding 152 were answered within 20 working days. c) There has been a delay in the roll out of the new complaints recording process on the new My Hastings platform due to difficulties in transferring existing processes. However corporate complaints continue to be addressed in a timely manner. This quarter out of 76 complaints received 7 are outstanding.		a) Roll out FOIs on My Hastings b) Roll out complaints on My Hastings c) Review FOI roll out. d) Review complaints roll out.
Achieve an unqualified audit opinion for the annual statement of accounts.	15	Unqualified audit opinion gained by 30 th September	Peter Grace	External audit is completed without qualification and Final Accounts approved by Audit Committee		Achieved
Maintain the high occupancy of industrial units against a background of an uncertain economic environment.	16	Percentage of void industrial units and actual income versus the budget.	Amy Terry	Occupancy figures are as follows: Factory Units – 61 units let 1 units vacant 1.6% void (unchanged). Castleham Business Centre West – 17 units let 3 units vacant 15% void (void reduction of 5% since last quarter, and we have let a further unit since end of Sept too). Castleham Business Centre East – 16 units let 1 unit vacant 5.9% void (unchanged) The budget position reflects the high occupancy rates with the expected outturn for the year exceeding the budget by an estimated £79,000. The total budgeted income, including cost recovery, amounting to £3.236m in 2015/16 across the three main Estate related budget centres.	G	
Monitor developments in the rollout of the Government's new 'Universal Credit' scheme and take appropriate action as necessary.	17	Submit updates to Cabinet and Overview and Scrutiny Committees when further steps are clarified, identify the implications for the Council and the community, and implement revised working arrangements as appropriate.	Jean Saxby	As at 30 September 2015, 33 claimants have had their Housing Benefit cancelled as they are now receiving Universal Credit. Three requests for Personal Budgeting Support have been received since 20th April 2015.	G	Indications are that progress will continue to be slow. DWP has announced on 14 October 2015 that the number of live Universal Credit claimants is currently 11% below the revised national target.
Review the current Council Tax Support Scheme and consider implications for 2016/17 onwards.	18	Current Council Tax Support System reviewed	Jean Saxby	Consultation completed. Poor response with only 93 respondents. A report has been prepared for Cabinet dated 2 November 2015 with a recommended 2016/17 scheme.	G	Full Council will be required to approve the proposed new Council Tax Reduction Scheme at the December meeting.
Implement the outcomes of the Benefits 'Customer First and Efficiency' Service Review	19	The review to be undertaken by Shelter to be completed in the early part of 2015/16 and subsequent actions implemented as timetabled	Jean Saxby	Still ongoing. The consultants have produced their initial findings which have been discussed with the relevant staff. Revised findings to follow.	A	Action/Improvement Plan is now likely to be available mid November 2015.

Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee	20	Comparison of audits completed against those on the published audit plan reported in the annual audit report.	Tom Davies	On target. Housing Benefit Grant Subsidy proceeding to plan. A Group Auditor has been successfully appointed and will commence on 2 November 2015. Engagement letter for the conduct of the Council Tax and Treasury Management audits is waiting signature.	G	To have completed the annual audit plan and achieved the deadlines for completion of the Intranet Auditing Standards work.
Continue to maximise the benefits from the Council's procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners.	21	Value for money contracts secured, savings achieved and procurement arrangements completed.	Tom Davies	Seafront Wayfinding Signage, contract awarded July 2015. Hastings Business Improvement District Consultancy Support Services, bids issued and returned in September 2015 and provider appointed in October. Hockey Pavilion Demolition- Bexhill Road Hastings, quotations issued September with award planned for October. Consultation, Research and Development – Health and Wellbeing Centres in Hastings and St Leonards, Soft Market Test undertaken in July 2015 shaped formal tender issued in September 2015. Castleham Estate Works September 2015, original tender cancelled and revised to reflect construction only project. Bids to be returned mid November 2015. Promenade Improvement Works September 2015, contract not awarded due to the 3 tenders received substantially exceeding the budget. Minor Works and Responsive Repairs July 2015, Key Performance Indicators established. Presentation to Members on Hastings Procurement Processes on 18th August.	G	Following Soft Market Test, Public WiFi Service to be issued in November 2015. Promenade Improvement Works requirement to be redesigned and reissued in November 2015. Tenders for Hastings Country Park to be issued in November 2015. Adoption of revised Contract Procurement Regulations into Financial Operating Procures. Soft Market Test for Public Convenience and Building Cleaning Service. Development of Work Programme for 2016/17.
Performance Indicators		Targets		Performance to end of Q2	Met / Not Met	
Increase the % of Council Tax collected in year to 96.3%	6.1	Q1 - 35.4% Q2 - 63.1% Q3 - 90.2% Q4 - 96.3%	Jean Saxby	61.6%	Not Met	
Increase the % of non domestic rates collected in year to 98%	6.2	Q1 - 35.0% Q2 - 59.5% Q3 - 84.1% Q4 - 98.0%	Jean Saxby	58.1%	Not Met	
Reduce the average number of days to process new housing benefits claims to 15	6.3	Q1 - 15 Q2 - 15 Q3 - 15 Q4 - 15	Jean Saxby	15.0	Met	
Reduce the average number of days to process changes to housing benefit claims to 5	6.4	Q1 - 5 Q2 - 5 Q3 - 5 Q4 - 5	Jean Saxby	8.2	Not Met	

Reduce the average number of days to process new Council Tax Reduction claims to 15	6.5	Q1 - 15 Q2 - 15 Q3 - 15 Q4 - 15	Jean Saxby	16.0	Not Met	
Reduce the average number of days to process changes to Council Tax Reduction claims to 5	6.6	Q1 - 5 Q2 - 5 Q3 - 5 Q4 - 5	Jean Saxby	6.6	Not Met	
Provide a comprehensive communications service for the Council (internal and external)	22	Web visits and page views increased by 5% year on year, increase number of twitter and Facebook followers by 10% over year.	Kevin Boorman	Facebook likes up from 3559 to 3749, Twitter followers up from 3474 to 3584 this quarter	G	
Performance Indicators		Targets		Performance to end of Q2	Met / Not Met	
Increase visits to the Borough website to 1,600,00	5.1	Q1 - 400,000 Q2 - 800,000 Q3 - 1,200,000 Q4 - 1,600,000	Kevin Boorman	828,122	Met	
Continue the implementation of the ICT review, ensuring that it delivers the planned outcomes (including additional work generated by other service reviews, etc.). Work with colleagues and other partners to develop and introduce a more user-friendly, and transactional, website, continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council.	23	ICT review recommendations implemented on time and on budget, website content streamlined, 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved.	Jane Hartnell/ Stephen Dodson	Main targets contained within the transformation programme.		

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TRANSFORMATION PROGRAMME		Actions & Progress		Date: 19/10/15		Version: 06						
Project	Ref Number	Description	Project Start Date	Project Completion Date	Project Lead/Project Manager	Previous Quarter (Q1 1st April - 30th June 2015)	Targets/Milestones for This Quarter 2 - 1st July-30th September 2015)	RAG	Risk/ Issues	Mitigation	Targets/Milestones for Quarter 3 - 1st October-31st December 2015)	Targets/Milestones for Quarter 4 -1st January 31st March 2016
Process Review & Design	WP01	Provide clear guidelines on how to analyse existing service delivery and identify better ways of working through business process mapping (BPM). Rollout BPM across all service areas.	01/10/14	09/11/15	Stephen Dodson	1. Corporate Business Process Mapping (BPM) guidelines produced Service Managers briefed. 2. Customer Journey mapping for CCC process 90% complete. 3. BPMs completed for Waste (Kier), Housing Renewal, Housing Options, Environmental Services (90%)	1. Services identified for Business Reviews including Building Control, Planning, Finance, Legal. 2. Parks & Gardens to be BPM'd and transferred to Firmstep. 3. Customer Journey mapping completed for CCC.	G/A	1. Delay to transfer of Parks and Gardens to Firmstep platform	2. Parks and Gardens are now to provide additional support for transfer across as the Landscape group do not have an IT Management system for workflow. Firmstep can provide this but has taken additional resources.	1. Complete BPM with identified services areas. 2. Identify and start new service areas for BPM	1. Complete BPM roll out. 2. Impact assessment carried out.
Customer First Strategy	WP02	Define and communicate the Customer First Strategy. Focused on meeting customer needs	10/02/15	27/10/15	Sue Large	1. Draft Strategy Produced	1. Strategy to be finalised.	G/A	1. Strategy not clearly focussed and corporately adopted	1. Ensure strategy has meaning and relevance for organisation and customers see difference	Strategy rolled out across organisation	Impact of strategy to be reviewed.
Communications and Organisational Change	WP03	Improved internal and external communications to provide clear, uncluttered, and relevant messages	24/04/15	02/02/16	Stephen Dodson (Until Comms Officer is in post Q3)	1. Draft communications strategy produced	1. Recruit specialist Customer First Communications Officer. 2. Sign off and start roll-out of communications plan. 3. Start on internal change programme-staff training, awareness raising	G/A	1. Complexity of messages to be communicated to internal and external stakeholders and customers 2. Delay on recruitment of Communications Officer	1. Clear comms plan showing the right message to the right person in the right way. 2. Need to expedite recruitment of Communications Officer 3. Start communicating core messages to Members and Staff.	1. Recruit Communications Officer 2. Evaluate internal messaging and consider what more needs to be done 3. Start on external change programme - e.g. CCC role in shifting customer behaviour. 'Time & Attention', work to increase take up of On-Line 'My Hastings'.	1. Continuation of Customer First communications for wider roll-out and increase uptake of online services to 60% of all interactions via My Hastings.
Agreed Design principles for communication channels	WP04	A new look and feel to the website and other communication channels to provide a modern and relevant interface for all customers.	08/05/15	26/11/15	Mark Bourne (Until Comms Officer is in Post Q3)	1. Assessment of current HBC website offering - fit for purpose' checks underway. 2. Assessment of current Content Management System (CMS) completed.	1. Recruit specialist Customer First Communications Officer. 2. Refreshed web content for Hastings online. 3. Implementation of CMS 4. Undertake review of intranet and all internal comms. 5. Undertake review of HBC's use of social media.	G/A	1. Service Areas may be reluctant to have certain information removed from existing web site. 2. Current CMS may not be fit for purpose. 3. Not making the best use of social media. 4. Delay on recruitment of Communications Officer	1. Clearly communicate to service areas the need for relevant and where possible transactional content only. 2. Review of alternative CMS products to be undertaken or re-training in use of existing CMS 3. Undertake review of Social Media platforms by new Comms Officer in Q2 4. Expedite recruitment of Communications Officer.	1. Soft Launch new look website. 2. Roll-out of CMS to trained service content providers. 3. Soft-launch new look Intranet 4. Soft launch of social media platforms (if applicable) 4. Recruit Communications Officer.	1. Gain feedback and review of new look website. 2. Gain feedback and review of new look Intranet 3. Gain feedback on use of social media. 4. Plan next steps for improvements and wider launch and promotions.
Implementation of Firmstep (CRM) (phase 1)	WP05	My Hastings Online. The new purpose built customer relationship management (CRM) system that will improve the interactions and transactions between customers and the council	20/10/04	27/10/15	Mark Bourne/Sue Large	1. Firmstep Customer Relationship Management (CRM) system installed. 2. Kier Waste management services process completed and uploaded. 3. My Account (part 1 - Council tax look up and personal log in) Live 4. FOIs and 3 Cs being developed 5. Soft launch of My Hastings with Report & feature enabled and soft testers recruited. 6. Successful integration of Self (Customer Forms)	1. Finalising of Firmstep integrations. a) Complete Zeacorn integration b) Address technical glitches c) Agree protocol for Kier wry 'Completed' tasks d) Form building for Housing Options e) Go live with FOIs & 3Cs. f) Continue integration of Housing Licensing f) Start moving existing CRM processes onto Firmstep g) Implement payment form and payment process. 2. Develop Phase 2 requirements.	G/A	1. Waste Management process only applicable to Kier waste services and doesn't cover parks and gardens. 2. Delay on FOIs and 3Cs due to incompatibility with our internal processes. 3. Various glitches/bugs discovered during soft launch. 4. Existing CRM support ends August. 5. LLPG Data not updated to M3 since 2012	1. Review of non Kier waste process to be undertaken and temporary fix in place. 2. FOI & 3Cs issues escalated. 3. Glitches/Bugs being logged/assessed/prioritized and fixed. 4. Existing CRM to be phased out and support requirements minimal. 5. LLPG update to M3 being undertaken as a matter of urgency and system developed for continuous updates.	1. Go live with Housing Options 2. Go live with Housing Licensing 3. Complete transfer of all remaining processes on CRM to Firmstep 4. Confirm Phase 2 requirements.	1. Full launch of My Hastings. 2. Implement Phase Two.
Addressing digital exclusion 'Digital by Design'	WP06	Transforming our service processes to enable them to be accessed on-line by all. This will include: Identifying current levels of digital access and barriers; Identifying EU funding opportunities; working in partnership; creating a Digital by Choice Plan.	01/04/15	10/05/16	Sue Large	1. Community and Voluntary sector partners informed and promoting soft-launch of My Hastings online 2. Information on national and local digital inclusion gathered and ready to be utilised when project starts	1. Initial identification of who are the 'digitally excluded' within the borough and commission research 2. Undertake internal audit of how services are currently being accessed and where possible by whom and how.	A	1. Project delayed due to lack of resources and to coincide with scrutiny review of digital inclusion scheduled for the Autumn	1. Resources identified as available from Q3. This is not seen as High risk as other aspects need to be in place before targeting.	1. Research brief drawn up. 2. Research commissioned 3. Research completed 4. Identify potential EU/Government funds for digital inclusion projects. 5. Link to O&S Digital Exclusion review.	1. Research analysed. 2. Digital by Choice (Channel Shift) plan drawn up. 3. Implement Digital by Choice (Impact to be reviewed Q2 2016) plus include data from O&S review.
Efficiency savings	WP07	Undertaking further reviews of costs and implementing agreed service improvements by a combination of process re-design, ICT solutions and improved customer focus.	08/12/14	02/02/16	Stephen Dodson	1. Implementation and monitoring of Uniflow to identify levels of internal printing cost (£60K per annum). 2. Initial review of service area costs: IT systems; Energy. External printing; Postage; Internal waste. 3. Business Process Mapping of Building Control Started.	1. Complete Efficiency Savings Report and make recommendations to PIER 2. Produce Efficiency implementation plan.	G/A	1. Printing culture in certain service areas and not on e systems in place especially within Housing Renewal, Legal, Planning Policy, and Development Control. 2. Service areas reluctant to move from existing IT systems. 3. Not all efficiency savings will be identified until My Hastings has had wider take up	1. Need to enable WP11 ED RMS as soon as possible and start BPM with these areas to identify issues. 2. Clearly demonstrate efficiency gains to be made from move/upgrade to alternative IT systems. 3. Closely monitor switch from face to face' calls to on line transactions	1. Complete and Implement Efficiency Savings Plan	1. £235K Efficiency savings made.
Financial system interfaces (A)	WP08 (A)	1. Upgrade of Pays.Net Cash Receipting System to a newer version (B)	26/02/15	16/11/15	Kit Wheeler	1. Partial testing on ACR, Pays.net, AIM. 2. Imports are working with exceptions.	1. Further testing and analysis after issues has been identified by external consultants which resulted in a delay to the original go live date.	A	1. Potential that exports from our AIM system to feeder systems (Northgate, parking, Agresso etc) will not reconcile with what we'd expect to see from the live screens. 2. Unable to run a full EOD (end of day) and reconcile all exports back to live. 3. Staff are insufficiently trained in the new system and are unable to take customer payments	1. Risks have been identified and fully tested in a test system scenario which replicates the proposed new format, given a good understanding of potential issues. 2. External Consultants have provided a plan for the two days they are on site and staff are now working in conjunction with the IT specialists. 3. Time has been allocated with service staff to train and take questions pre-go live as well as support being on hand for on the day issues that may arise.	1. Successful completion of the upgrade with efficiency savings made from accounting code changes in the back office. 2. Financial savings (TBC) of a licence fee which has been identified as being redundant in the new system relating to cheque processing.	1. Successful closure of accounts at the year end of 31st March
Financial system interfaces (B)	WP08 (B)	Undertake analysis of existing financial system interfaces - specifically pays.net and AGS Income Management (AIM) Aggresso/Trent in order to identify and potentially implement most efficient and effective Enterprise Resource Planning System (ERP)	01/11/15	31/03/16	Kit Wheeler	NA	NA	A	1. Issues with existing systems to be identified and analysed.	1. Dependent on identified risks	Undertake an initial review, using external professional demonstrations of potential systems as well as business mapping the current processes, looking at potential improvements.	TBC when plan agreed
Housing - Additional, Mandatory and Selective Licensing	WP09	To implement an on-line housing licensing scheme for the existing additional and mandatory licensing schemes and prepare the on-line version of the proposed Selective Licensing scheme. These areas will be fully integrated into the Firmstep CRM system.	23/02/15	16/11/15	Matt China/Tracy Cassler	1. Business Process Mapping completed. Firmstep building form. 2. Testing commenced	1. Await Council's opinion 2. Form build to be completed 3. Form reflects Council's opinion 4. Testing and refining form 5. Landlords to test form 6. Further refining of form 7. integration completed	A	1. Decision from Council' received but this may create a delay due to the need for form redesign and amendments, which has delayed original launch date. 2. LLPG data to M3 not updated meaning issues with ensuring the form picks up correct addresses.	1. Address the modifications based on Council's decision asap. 2. Testing and refining continuing - Firmstep to liaise with internal teams for integration requirements. 3. Ensure LLPG - M3 data is transferred.	1. Testing and refining form 2. Landlords to test form 3. Further refining of form 4. integration completed. 5. Housing Licensing goes live on Firmstep (My Hastings)	Review of take up of Housing Licensing applications on line
Data Analysis and policy information	WP10	Project Closed and incorporated in WP14										
Implementation of an Electronic Record and Document Management System (ED RMS)	WP11	To reduce wastage and improve e-documentation.	27/01/15	21/12/15	Mark Bourne	Initial investigations into post handling, legal team and estates team requirements revealed a poor business case for the further legalscale IDOX investment that would be required. Work will now concentrate on optimising IDOX for planning and implementing a new version of SharePoint.	Implement new version of Share point. 1. Create a test SharePoint Foundation 2013 instance. 2. Create a data framework in which documents can reside. 3. Commence a pilot for evaluation	A/G	1. Service areas need to define requirements and site design for sharepoint implementation.	1. Hearts and minds exercise to show benefits of more recent versions. Greater user involvement in site design.	Implement Planning IDOX upgrade. 1. DMS upgrade to 4.2 (E3.80) 2. LLPG module implementation (E360) 3. Photo Loader (E3000). 4. Scanning workstation upgrades (E360). 5. IDOX PA Upgrade (E5000) 6. Migrate Service Areas to new SharePoint.	

Housing Options	WP12	Housing Options to improve in the following two areas: • Restructure of the front-end of Housing Options Service • Develop a more effective phone handling service. Both areas will be fully integrated into the Firmstep CRM system.	10/11/15	31/03/16	Joe Powell	1. All Business Process mapping completed. 2. Consultation with Transformation Team and CCC. 3. Project completion date slipped due to decision to move from Locata to Local Pad design and integration in to Firmstep and CCC more complex.	1. CCC training materials designed and ready to deliver. 2. Prototype version of Local Pad is tested and 2nd stage development authorised	A	1. Transfer from Locata to Local Pad.	1. Regular meetings with Local Pad software designers. HBC Legal Team are supporting with contract negotiations. Resources required to transfer data being calculated.	1. A functioning version of Local Pad software is complete and has been tested	1. Integration of Local Pad software into Firmstep is complete. 2. CCC staff have been trained in the use of Firmstep for Housing Options purposes. 3 Go Live 4. Review and revisions
Mod.Gov Implementation	WP13	This will include the second and third phase of the Mod.Gov implementation process and will consist of • Developing a Library • Creating internal forms and templates for members and officers. Pending communications and training in the new forms and templates	17/11/14	15/12/15	Mark Horan	A Mod.Gov library has been developed containing key information for Members previously hosted on the Council's intranet. Internal forms and templates have been drafted and are being tested and refined this and next quarter. Online video based training materials are in development to assist training.	1. Add Emergency Planning procedures to Mod.Gov Library and continue to refine library according to use. 2. Report back to Directors on sign off and quality assurance options with regard to the report writing templates. 3. Schedule and begin face to face training with key stakeholders.	G/A	1. That key users do not make time to learn submitting reports in a new way. 2. That changes to the meetings structure necessitates further revision of templates which requires further learning and familiarisation for key stakeholders using the report writing templates. 3. Consensus not met on sign off procedures and checks and balances within the report writing process.	1. A variety of training methods are to be employed using YouTube videos for walk throughs. 2. Views of Assistant Directors sought on template development to retain their buy in. 3. Progress updates and suggested options for approvals drafted for Director consideration.	1. Refine library as appropriate. 2. Complete any outstanding training and any final amendments to templates and associated documentation. 3. Launch and refine templates and complete any follow up requirements.	
Future corporate planning process	WP14	This will include: Working to ensure there is a golden thread between corporate priorities, targets and service based activities. Publishing a timetable and to do list reflecting the council's plan, review business cycle. Testing the use of project based approaches to the design, development and implementation of corporate targets and performance management and consider how risk analysis is integrated. Enhance the performance review process to streamline demands on officers and tailor information provided to scrutiny in line with their requirements.	01/04/15	31/03/16	Mark Horan	1. Evaluate Q1 performance management arrangements and refined for Q2 reporting. 2. Roll out templates to assist with 2016/17 target drafting working with lead members and senior management to complete.	A	1. While there is appetite for refreshing corporate planning and performance management, there is not consensus on what refreshed arrangements look like and a fear that new approaches will impinge upon line staffed senior management. New approaches will require changing existing arrangements and there are associated time and cost implications.	1. Engage Leaders and Senior managers in testing new approaches and setting out a clear timetable with associated expectations for planning, doing and reviewing. Work with leaders to ensure they remain champions and ambassadors for new approaches.	1. Evaluate Q2 performance arrangements and refine for the duration of the year. 2. Refined target drafts and associated work plans ready for public consultation and to support development of team targets and individual work plans.	1. Agree new Corporate Plan. Work with Scrutiny to assist any further recommendations made relative to their roles in the performance management process. Draft 2017/18 corporate planning and performance monitoring timetable.	

Agenda Item 6



Report to: Overview and Scrutiny (Resources)

Date of Meeting: 18 November 2015

Report Title: Task and Finish Group to Review Scrutiny functions, process, and potential streamlining

Report By: Jane Hartnell
Director of Corporate Services

Purpose of Report

To put forward the recommendations made by the scrutiny task and finish group tasked with reviewing existing scrutiny arrangements.

Recommendation(s)

- 1. That both scrutiny committees endorse the recommendations set out in the report.**

Reasons for Recommendations

To ensure that scrutiny review and refresh existing arrangements in line with broader transformation efforts underway within HBC.

Introduction

1. The Annual Joint Meeting of the Overview and Scrutiny Committees in June 2015 agreed an ambitious work programme for 2015/16 that has an underlying emphasis on organisational transformation.
2. Part of this work programme sought to establish a task and finish group to specifically look at how the existing scrutiny functions and processes could be enhanced and future proofed in line with broader organisational transformation.
3. The members of the task and finish group were:

Cllr Mike Edwards

Cllr Mike Howard (Chair)

Cllr Peter Pragnell

Cllr Trevor Webb
4. The group have used tools including SWOT analysis and desktop research to critically consider existing HBC practice, review good practice elsewhere and arrive at recommendations for improvement that conclude this report.

Existing Scrutiny Role and Function

5. The principal role and function of the council's scrutiny committees are to monitor progress against the targets set out in the council's corporate plan and act as a critical friend to Cabinet decision making by identifying potential areas for improvement and exploring options to develop council services.
6. Currently there are two scrutiny committees that reflect the political balance of the council.
7. The resources committee is responsible for monitoring performance across the corporate resources directorate, which is responsible for the organisational services within the council. The services committee is responsible for monitoring performance across the council's out-facing departments.
8. The terms of reference of overview and scrutiny committees are agreed each year at Annual Council.
9. Resources and services committees meet quarterly and are open to the public. Full details of membership and meetings papers are available here:

<http://hastings.moderngov.co.uk/mgListCommittees.aspx?bcr=1>
10. In addition to their performance monitoring roles, both overview and scrutiny committees may receive updates on specific issues affecting the council or local people and services. Often, these updates are opened up for members of both overview and scrutiny committees to attend the meeting.

11. Each year, overview and scrutiny members set their own work programme of activities. This includes a programme of reviews, which members use to carry out in-depth analysis of a particular subject.
12. In recent years, overview and scrutiny reviews have often focused on services delivered by external providers, such as education, highways and health.
13. Overview and scrutiny reviews also provide members with an opportunity to meet with key stakeholders in an informal setting, to assist them in developing their knowledge of a topic in more detail than would be possible within the formal committee structure. The reviews also enable new members to develop their understanding of the overview and scrutiny function.
14. In recent years the Scrutiny Steering Group (SSG) has been established. The meetings, which are open for members of both committees to attend, are traditionally chaired by either the services or resources chair.
15. SSG meets quarterly to plan and monitor progress against the annual scrutiny work programme, it has also subsumed what was previously the meeting of chairs and vice chairs assuming a coordinating role for scrutiny activities and setting the agendas for quarterly committee meetings.
16. The SSG does not feature in those parts of the council's [constitution](#) that make specific reference to Overview and Scrutiny.
17. The constitution sets out general and specific roles and procedural rules for the council's overview and scrutiny committees. These have been extracted and are included at appendix A.
18. Chairs and vice chairs of resources and services are awarded a special responsibility allowance relative to these roles. There is no allowance for wider scrutiny membership.

Scrutiny elsewhere and examples of good practice

19. All other district and borough authorities throughout East Sussex have adopted a single overview and scrutiny committee.
20. The task and finish group considered example overview and scrutiny functions from areas with a similar demographic to Hastings. Many, including Thanet District Council, have opted to adopt a single overview and scrutiny committee.
21. Other authorities, including Blackpool Council and Tendring District Council, group their overview and scrutiny function around specific activities, for example tourism, economy and resources. However, this structure may mean that it is difficult to determine what activities fall within the remit of each committee
22. Good practice guidance highlights the importance of raising awareness of the role of overview and scrutiny amongst non-overview and scrutiny members. This would support a wider ambition for overview and scrutiny to align its work programme more closely with the council's corporate priorities, whilst ensuring that it remained a-political in its approach.

23. A number of authorities have established a central committee to co-ordinate overview and scrutiny activities. Members of the task and finish group were keen that SSG should continue to perform this role, and seek to engage all overview and scrutiny members in planning the work programme.
24. In the past, authorities have been encouraged to engage with external partners proactively through their overview and scrutiny function. Members noted that this had been achieved through previous overview and scrutiny work programmes.
25. The task and finish group have also reviewed the training requirements for overview and scrutiny members. Training is currently undertaken as part of the member induction programme, with refresher sessions held each year.
26. Members are keen that the training sessions should provide an opportunity for experienced overview and scrutiny members to share their knowledge with new members.

Strengths

27. Overview and scrutiny at HBC currently benefits from a range of long standing and experienced members and scrutineers that have assumed a variety of councillor roles ranging from leadership, cabinet roles and experience across a range of HBC and ESCC committees and partnerships. This is coupled with newer members that bring a wealth of experiences and new ideas to scrutiny.
28. SSG meetings benefit from being well attended and draw on the input of scrutiny members from across both the scrutiny committees.
29. Overview and scrutiny continues to undertake a full and varied work programme and has consistently completed scrutiny reviews to time, cost and quality.
30. Overview and scrutiny meetings and reviews continue to be well supported by senior management within HBC most recently evidenced by the lead officer reviews taken on by the council's directors as part of the 2015/16 scrutiny programme.

Weaknesses

31. Overview and scrutiny members vary in terms of the commitment and efforts they are willing to make.
32. The upshot of differing degrees of commitment can result in over reliance on particular members for input and involvement in scrutiny business that on occasion can result in the proliferation of particular views as the views of scrutiny per se.
33. This can also potentially disenfranchise less involved and less experienced scrutiny members.
34. Furthermore there is the view that given that chairs and vice chairs receive a responsibility allowance for these roles then their input and involvement should reflect this.

35. Overview and scrutiny has sometimes been deemed as the poor relation to or training ground for Cabinet and sometimes envisaged as where you start or finish your political career.
36. Such views have been reinforced by a traditional imbalance of knowledge between scrutiny and the executive.
37. Overview and scrutiny often has to play catch up to develop similar understanding of services areas as their portfolio holder colleagues on Cabinet and subsequently scrutiny activity often initially focuses on 'updates' before 'scrutiny' is possible.
38. This is further exacerbated by an over emphasis on scrutiny's performance management and monitoring role to the detriment of scrutiny involvement in policy planning and development (beyond scrutiny reviews).
39. The traditional focus of each of the scrutiny committees - 'resources' with a focus on internal/corporate/support services and 'services' with a focus on outward facing place shaping activity - is increasingly at odds with a 'one council' approach.
40. Performance information received by overview and scrutiny is disjointed across the two committees resulting in scrutiny members having a partial rather than a holistic view of council activity.
41. There is an absence of financial information by service area or by target in the performance information received at quarterly scrutiny meetings.
42. There has been an absence of an overview of projected activities, associated spending and resources relative to corporate plan targets across the quarters, making it challenging for scrutiny members to keep track of performance.
43. Under the present structure of two committees, there has also been some difficulty in determining what activities fall within the remit of each committee.

Threats

44. That overview and scrutiny members are unduly antagonistic to staff or partner service providers, distracting them from their day jobs or stifling partnership and innovation.
45. That overview and scrutiny isn't fully informed in a timely manner or hasn't the full picture to be able to effectively scrutinise.
46. That the relationship between overview and scrutiny and Cabinet, senior officers and wider staff are less than positive.
47. That overview and scrutiny is over ambitious and does not have the time capacity, resources and support to function effectively.
48. That HBC scrutiny duplicates county council scrutiny functions or is uninformed about other scrutiny or quality assurance arrangements in place by associated partner providers.

Opportunities

49. To move from two to one committee thereby reducing associated administrative arrangements and enable scrutiny members to take a more holistic perspective, and consider both organisational and outward-facing service information in parallel.
50. A single overview and scrutiny committee would also allow members to share their knowledge and expertise and optimise the officer support available. It also develops earlier examples of good practice, when members remained as one committee to receive updates.
51. To enhance the relationship between scrutiny and Cabinet by narrowing the knowledge gap between each where possible and appropriate.
52. To reconsider special allowances for chairs and vice chairs in the context of a possible move to one committee.
53. To review how such special allowances can be reassigned to reflect the roles of chairing scrutiny reviews and task and finish groups.
54. To familiarise overview and scrutiny with those tools assisting organisational planning, doing and reviewing so that where appropriate, overview and scrutiny are not the passive recipients of performance results and instead can engage constructively in planning and shaping council activity.
55. To provide overview and scrutiny with better quality performance information.
56. To better coordinate with county or neighbouring scrutiny committees on area wide issues.

Recommendations

57. The following recommendations include those that are specific to HBC overview and scrutiny, those that require organisational change to support potential overview and scrutiny changes and improvement, concluding with recommendations on how to take this work forward.

Overview and Scrutiny changes

58. It is recommended that the Overview and Scrutiny Committees for Resources and Services are merged from two to one committee following the May 2016 local elections.
59. It is recommended that the task and finish group be re-convened, once the initial recommendations have been considered by both overview and scrutiny committees, to make specific recommendations on the format of the new structure.
60. It is recommended that the allowances of the chairs and vice chairs forgone through the reduction to one scrutiny committee be redistributed to reflect the chairing of scrutiny review meetings, sub groups and any associated task and

finish groups. This matter will be considered by the re-convened task and finish group.

61. It is recommended that conclusions of this group be completed by end of December 2015 and approved at the joined scrutiny meeting in late January 2016. This should then allow time for subsequent amendments, passage through the council's approvals process (WAG and or Cabinet) and associated potential constitutional amendments and working arrangements in advance of full implementation when new members of the scrutiny committee are nominated following the May 2016 local elections.

Organisational supporting changes

62. It is recommended that performance information provided to scrutiny continues to be improved so that members can view for key corporate plan targets: performance status and projected activity covering identification and mitigation of associated risks; and crucially, associated financial information - costs, resource implications and projected spend.
63. It is recommended that suggested improvements to performance information continue to be tested and refined during 2015/16 with a view to implementing associated changes from quarter one 2016/17.
64. Members have already begun to consider performance information on an exceptions basis, and this will need to continue as the volume of performance monitoring information submitted to a combined committee will increase.
65. It is recommended that lead members and supporting officers consider the performance information requested in paragraph 62 as part of their planning and drafting of 2016/17 targets.
66. The task and finish group were also keen to raise awareness of overview and scrutiny activities, and it is recommended that an update on the work programme for each year is included periodically in the members bulletin.

Progressing recommendations

67. Following overview and scrutiny approval of these recommendations at the quarter two scheduled meetings, the re-convened task and finish group will make specific recommendations on redistribution of the chair and vice chairs allowance, size (retaining political balance) of one new joined committee, and associated expectations in terms of commitment to reviews and other scrutiny work.
68. The task and finish group will also consider and make recommendations to raise the profile of overview and scrutiny more widely within the organisation.
69. The recommendations of the task and finish group on the new structure will then be forwarded to the Working Arrangements Group, together with a report by the Chief Legal Officer on the associated constitutional changes.
70. In line with good practice from previous overview and scrutiny reviews, Cabinet will receive a management response to the task and finish group's

recommendations and the outcome of the Working Arrangements Group meeting.

71. The proposed move from two to one scrutiny committees, and associated recommendations, will then take effect from quarter one 2016/17.

Wards Affected

None

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix A - extract from the council's constitution

Officer to Contact

Officer Name Mark Horan
Officer Email Address mhoran@hastings.gov.uk
Officer Telephone Number (01424) 451485

Appendix A

General role

6.2 Within their terms of reference, overview and scrutiny committees will:

- a. review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- b. make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any functions;

- c. consider any matter affecting the area or its inhabitants; and
- d. exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Cabinet.
- e. exercise such other functions as shall be allocated to them from time to time by statute or subordinate legislation.

Specific functions

6.3a Policy development and review

Overview and scrutiny committees may:

- i. assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;
- ii. conduct research, community and other consultation in the analysis of policy issues and possible options;
- iii. advise the Cabinet on mechanisms to encourage and enhance community participation in the development of policy options;
- iv. question members of the Cabinet and Chief Officers about their views on issues and proposals affecting the area; and
- v. liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

b. Scrutiny

Overview and scrutiny committees may:

- i. review and scrutinise the decisions made by and the performance of the Cabinet and council officers both in relation to individual decisions and over time;
- ii. review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- iii. question members of the Cabinet and Chief Officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- iv. make recommendations to the Cabinet and/or Council arising from the outcome of the scrutiny process;
- v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance; and
- vi. question and gather evidence from any person (with their consent).

c. Finance

The Cabinet is required to meet reasonable requests for funding from Overview and Scrutiny Committees. Funding should be used for specific activities in support of the functions outlined in the Terms of Reference under 6.1. If the Cabinet refuses funding then the Overview and Scrutiny Committee can ask the Full Council to determine whether or not the funding should be granted.

d. Officers

Officer support for Scrutiny Project Groups will be arranged by Chief Officers. Other Officer support for the overview and scrutiny function will be arranged by the Scrutiny and Democratic Services Manager.

Proceedings of Overview and Scrutiny Committees

6.4 Overview and scrutiny committees will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

29. Overview and Scrutiny Procedure Rules

Arrangements for Overview and Scrutiny Committees

Overview and Scrutiny Committees

29.1a The Council will have two Overview and Scrutiny Committees: Resources Overview and Scrutiny Committee and Services Overview and Scrutiny Committee. They will perform all overview and scrutiny functions on behalf of the Council.

b. The terms of reference of the Overview and Scrutiny Committees will be:

- i. the performance of all overview and scrutiny functions on behalf of the Council relating to the service areas specified in Article 6 (The Constitution, Part 2);
- ii. To agree an annual overview and scrutiny work programme for that Overview and Scrutiny Committee,
- iii. To ensure that referrals from overview and scrutiny to the Cabinet, either by way of report or for reconsideration, are managed efficiently and do not exceed the limits set out in this Constitution;
- iv. in the event of reports to the Cabinet exceeding limits in this Constitution, or if the volume of such reports creates difficulty for the management of Cabinet business or jeopardises the efficient running of Council business, at the request of the Cabinet, to make decisions about the priority of referrals made.
- v. To receive requests from the Cabinet and/or the full Council for reports from Overview and Scrutiny Committee.

vi. To call in decisions of the Cabinet, made but not implemented, where those decisions are within the scope of the Terms of Reference of that particular Overview and Scrutiny Committee.

vii. To review the performance of the Council's departments in delivering services which are relevant to the work of that Overview and Scrutiny Committee.

viii. To consider Scrutiny Reviews and make recommendations to the Cabinet and/or Council

ix. To appoint elected Members to the Review Groups.

x. Services Overview and Scrutiny Committee is the Council's crime and disorder committee for the purposes of Section 19 Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

xi. Both committees to exercise their functions in relation to the Charity Committee, a committee of the Cabinet.

Membership of Overview and Scrutiny Committees

29.2 There will be seven members on each of the two Overview and Scrutiny Committees. All councillors except members of the Cabinet, the Mayor and Deputy Mayor may be members of an Overview and Scrutiny Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

All members appointed to Overview and Scrutiny must commit to be trained in order to perform the specialist role required.

Co-optees

29.3 Each Overview and Scrutiny Committee shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees.

The Hastings and St Leonards Museum Association may appoint persons who are for the time being members of the Association to attend any meeting of an Overview and Scrutiny Committee at which the management of the Hastings Museum Collection is the subject of consideration. These members will be entitled to vote and to speak at the meeting on any question relating to the management of the Collection. The number appointed may be up to 40% of the size of the original Overview and Scrutiny Committee. (These members may not speak, other than at the invitation of the committee chair, or vote on any question other than one relating to the management of the Collection). Attendance by members of the Association at the Overview and Scrutiny Committee will not affect the continuing role of the Museums Committee. (Reference: Statutory Instrument 2000 No. 2853)

Meetings of the Overview and Scrutiny Committees

29.4 There shall be four formal regular public meetings of each Overview and Scrutiny Committee in each year.

There will also be up to five reserve dates for each committee in each year. These reserve dates are for work on policy development discussions, service reviews and training. If required, any of these reserve dates may be used as formal public meetings to deal with the call-in of a Cabinet decision under Rule 26.15 of this part of the constitution.

The decision to use a reserve date as a formal meeting must be taken by the Chair of the Overview and Scrutiny Committee, or by request from any three members of the committee or by the Chief Legal Officer if he/she considers it necessary.

Quorum

29.5 The quorum for an Overview and Scrutiny Committee shall be as set out for committees in the Council Procedure Rules in Part 4 of this Constitution.

The Chair of Overview and Scrutiny Committee meetings

29.6 The Council will appoint the Chairs and Vice Chairs of the Overview and Scrutiny Committees. Chairs and Vice Chairs may be minority party members. The rules of political balance will apply to these posts.

Work programme

29.7 Shortly after Annual Council there will be an annual public joint meeting of the two Overview and Scrutiny Committees to set a work programme for the overview and scrutiny function for the municipal year and to review the results of the previous year's work programme.

The Overview and Scrutiny Committees will be responsible for setting their own work programme and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.

Agenda items

29.8 Any member of an Overview and Scrutiny Committee or sub-committee shall be entitled to give notice to the Chief Legal Officer that he/she wishes an item relevant to the functions of the committee to be included on the agenda for the next available meeting of the committee. On receipt of such a request the Chief Legal Officer will ensure that it is included on the next available agenda.

The Overview and Scrutiny Committees shall also respond, as soon as their work programme permits, to requests from the Council and if they consider it appropriate, the Cabinet, to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committees shall report their findings and any recommendations back to the Cabinet and/or Council. The Council and/or the Cabinet shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

The Chair of a Best Value Project Group can refer that Best Value Review back to the Overview and Scrutiny Committee for further consideration at any point in the Review.

Policy review and development

29.9a The role of the Overview and Scrutiny Committees in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.

b. In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, Overview and Scrutiny Committees may make proposals to the Cabinet for developments in so far as they relate to matters within their terms of reference.

c. Overview and Scrutiny Committees may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration. The Cabinet is required to meet reasonable requests for funding. Funding should be used for specific activities in support of the functions outlined in the Terms of reference for each Overview and Scrutiny Committee.

Reports from Overview and Scrutiny Committees

29.10a Once it has formed recommendations on proposals, the Overview and Scrutiny Committee will prepare a formal report and submit it for consideration by the Cabinet if it is a Cabinet matter. If it is a matter for Council then the Cabinet will be invited to comment before the report goes before the Council.

b. If an Overview and Scrutiny Committee cannot agree on one single final report to the Council or Cabinet as appropriate, then one minority report may be prepared and submitted for consideration by the Council or Cabinet with the majority report.

c. Where the final outcome of a Best Value Review is reported to the Overview and Scrutiny Committee, the Director of that service may produce an Officer response for consideration by Members.

d. The Council or Cabinet shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

Forward Plan

29.11 Overview and Scrutiny Committees will have access to the Cabinet's forward plan and timetable for decisions and intentions for consultation.

Rights of Overview and Scrutiny Committee members to documents

29.12a In addition to their rights as councillors, members of Overview and Scrutiny Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.

b. Nothing in this paragraph prevents more detailed liaison between the Cabinet and Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

Members and Officers giving account

29.13a Any Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet or one or more of the Directors to attend before it to explain in relation to matters within their remit:

- i. any particular decision or series of decisions;
- ii. the extent to which the actions taken implement Council policy; and/or
- iii. their performance

and it is the duty of those persons to attend if so required.

b. Where any member or officer is required to attend an Overview and Scrutiny Committee under this provision, the chair of that committee will inform the Chief Legal Officer. The Chief Legal Officer shall inform the member or officer in writing giving at least five working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that report.

c. Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee, shall in consultation with the member or officer, arrange an alternative date for attendance or for an alternative officer to attend.

Attendance by others

29.14 An Overview and Scrutiny Committee may invite people other than those people referred to in Rule 29.13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend. Attendance cannot be made compulsory.

At each programmed meeting of the Overview and Scrutiny Committees, the appropriate Cabinet Members may be questioned by members of that Committee on key issues and respond to questions on those issues. If any members of that Committee wish to question a Cabinet Member on a particular issue, it may be helpful to provide the question in advance.

For the purposes of completing service reviews and policy development, any member may be invited by the Chair of the Overview and Scrutiny to participate, although all decisions and reports will be the responsibility of the members appointed to the Overview and Scrutiny Committees by Annual Council.

Call-in

29.15 Call-in should only be used in exceptional circumstances.

a. When a decision is made by the Cabinet, a committee of the Cabinet, or a key decision is made by an officer with delegated authority from the Cabinet the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within two working days of being made. Members of all Overview and Scrutiny Committees will be sent copies of the records of all such decisions within the same timescale.

b. That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of three working days after the publication of the decision, unless an Overview and Scrutiny Committee objects to it and calls it in.

c. During that period, the Chief Legal Officer shall call-in a decision for scrutiny by the committee if so requested by the chair or any two members of the relevant committee, and shall then notify the decision-taker of the call-in. The meeting will be held within eight working days, where possible after consultation with the chair of the committee.

d. If, having considered the decision, the Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the Cabinet for reconsideration, setting out in writing the nature of its concerns or refer the matter to full Council. On receipt of the response from the Overview and Scrutiny Committee the Cabinet or Council may decide to proceed with the original decision or make an amended decision.

e. If, following an objection to the decision, the Overview and Scrutiny Committee does not meet within eight working days of the decision to call-in or does meet but does not refer the matter back to the Cabinet, the decision shall take effect on the expiry of the period, or the date of the overview and scrutiny meeting, whichever is the earlier.

f. If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, it has no locus to make decisions in respect of Cabinet decision unless it is contrary to the policy framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Council will refer any decision to which it objects back to the Cabinet, together with the Council's views on the decision. The Cabinet shall choose whether to amend the decision or not before reaching a final decision and implementing it.

g. If the Council does not meet, or if it does but does not refer the decision back to the Cabinet, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

Exceptions

In order to ensure that call-in is not abused, nor causes unreasonable delay, a written request signed by the Chair or any two members of the relevant Overview and Scrutiny

Committee is needed for a decision to be called in. The notice shall specify which part or parts of the decision is/are called in and the reason why it/they should be referred to the committee for consideration.

Call-In and Urgency

h. The call-in procedure set out above shall not apply where the decision being taken by the Cabinet is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public, shall state whether, in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in.

The Party Whip

29.16 The Party Whip is defined here as any instruction given by or on behalf of a political group to any councillor who is a member of that group as to how that councillor shall speak or vote on any matter before the Council or any committee or sub-committee, or the application or threat to apply any sanction by the group in respect of that councillor should he/she speak or vote in any particular manner. Government guidance says that the party whip should not apply on Overview and Scrutiny Committee.

Procedure at Overview and Scrutiny Committee meetings

29.17a Overview and Scrutiny Committees shall consider the following business:

- i. minutes of the last meeting;
- ii. declarations of interest (including whipping declarations);
- iii. consideration of any matter referred to the committee for a decision in relation to call in of a decision;
- iv. responses of the Cabinet to reports of the Overview and Scrutiny Committee;
- v. the business otherwise set out on the agenda for the meeting.

b. Where the Overview and Scrutiny Committee conducts investigations (e.g. with a view to policy development), the committee may also ask people to attend to give evidence at committee meetings which are to be conducted in accordance with the following principles:

- i. that the investigation be conducted fairly and all members of the committee be given the opportunity to ask questions of attendees, and to contribute and speak;
- ii. that those assisting the committee by giving evidence be treated with respect and courtesy; and
- iii. that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

c. Following any investigation or review, the Committee shall prepare a report, for submission to the Cabinet and/or Council as appropriate and shall make its report and findings public.

Matters within the remit of more than one Overview and Scrutiny

29.18 Where an Overview and Scrutiny Committee conducts a review or scrutinises a matter which also falls (whether in whole or in part) within the remit of another Overview and Scrutiny Committee, before submitting its findings to the Cabinet and/or Council for consideration, the report of the reviewing Overview and Scrutiny Committee shall be considered by the other Overview and Scrutiny Committee for comment. Those comments shall be incorporated into the report which is then sent to the appropriate body for consideration. If appropriate the Overview and Scrutiny Committee conducting the review may invite the chair of the other committee (or his/her nominee) to attend its meetings when the matter is being reviewed. One or more Overview and Scrutiny Committees may have joint meetings.

Councillor Call for Action (CCFA)

29.19 Ward councillors have the power to request a debate and discussion at an Overview and Scrutiny Committee on the subject of neighbourhood concern. The powers are limited to single issues affecting the councillor's ward and are there as a longstop when all other attempts at a resolution have failed. The matter must be a local government matter for which the Overview and Scrutiny Committee has a responsibility, relate to the councillor's ward and not be excluded.

Excluded matters are:

- a. matters relating to a planning or licensing decision;
- b. a matter relating to an individual or entity in respect of which that individual or entity has recourse to a right of appeal conferred by legislation;
- c. any matter which is vexatious, discriminatory or unreasonable.

29.20 The process for the consideration of requests is that the ward councillor submits the request on a pro-forma to the Scrutiny and Democratic Services Manager. On the pro-forma application the ward member specifies the exact nature of the issue, what steps have already been taken to resolve it, how the Overview and Scrutiny Committee can assist and what a successful resolution might be. Relevant officers would be requested to comment before consideration of the request by the Chairs and Vice-Chairs Steering Sub-Committee, a joint Sub-Committee of the Overview and Scrutiny Committees. The Sub-Committee would consider whether the matter was appropriate for reference to the relevant Overview and Scrutiny Committee, having regard to the criteria and exclusions set out in rule 29.19. Where it is decided not to be appropriate to refer the matter to the Committee, the Sub-Committee's reasons for refusal shall be provided in writing.

29.21 At a meeting of the Overview and Scrutiny Committee to consider the matter, the ward member is entitled to address the Committee to present the call for action.

Relevant Lead members, officers and partner organisations, where appropriate, will be invited to attend and contribute. The Committee will explore the potential options for resolution and decide on their recommendation for certain action. The Committee might consider any delegated decision making powers the ward member may have and representations from the ward member on why it would be appropriate for the Committee to exercise its powers as Overview and Scrutiny Committee. The Committee will direct its recommendation to the Cabinet or the relevant committee of the Council, or Head of Service where there is a delegation to officers. The Cabinet, committee or Head of Service, in question, is required to report back to the Overview and Scrutiny Committee on actions taken as a result of the reference or the reasons for not taking action.

29.22 Crime and disorder matters are the responsibility of the Overview and Scrutiny Committee for Services. This Committee receives requests for consideration of a crime and disorder matter, including anti-social behaviour and the misuse of drugs, alcohol and other substances, affecting a member's ward. The request is processed in the same way as a request under the councillor call for action procedure described above.

29.23 When the Overview and Scrutiny Committee for Services consider whether or not to make a report to the Cabinet or to the Council in relation to the matter, they may have regard to any decision making powers delegated to the ward member and the representations made by the ward member as to why the Committee should exercise its power to report to Cabinet or the Council. If it decides not to take any action, the Committee shall notify the member of its decision and the reasons for the decision.

29.24 Where the Committee makes recommendations to the Council it must provide a copy of the report to:

- a. the member who referred the matter; and
- b. such of the responsible authorities and co-operating persons and bodies as it shall think appropriate.

When notifying those authorities, persons or bodies of the report recommendations the Committee shall inform them that they are required:

- a. to consider the report and recommendations;
- b. respond indicating what action is proposed; and
- c. have regard to the report or recommendations in exercising their functions.