

Public Document Pack

Overview and Scrutiny Committee for Services Agenda

Monday, 16 November 2015 at 6.00 pm

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

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

	Page No.
1. Apologies for Absence	
2. Declarations of Interest	
3. Minutes of the meeting held on 3 September 2015	1 - 6
4. Quarter Two Performance and Financial Monitoring Report (Jane Hartnell, Director of Corporate Services and Governance and Peter Grace, Assistant Director, Financial Services and Revenues)	7 - 38
5. Bathing Water Quality Update (Mike Hepworth, Assistant Director Environment and Place) (Spoken Report)	
6. Final Report of the Task and Finish Group to review scrutiny functions, process and potential streamlining (Councillor Mike Howard and Mark Horan, Continuous Improvement and Democratic Services Manager)	39 - 56
7. Update on the Overview and Scrutiny Work Programme 2015/16 (Mark Horan, Continuous Improvement and Democratic Services Manager)	57 - 58

This page is intentionally left blank

Agenda Item 3 Public Document Pack

OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES

3 SEPTEMBER 2015

Present: Councillors Westley (Chair), Fitzgerald, Scott, Turner, Charman, Edwards, Chowney, Forward and Pagnell (as the duly appointed substitute for Councillor Clarke)

Lead Members in attendance: Councillors Chowney and Forward

Apologies for absence were noted for Councillor Clarke

11. DECLARATIONS OF INTEREST

Members declared an interest in the following items:

Councillor	Minute Number	Interest
Scott	16 – Update on the Local Health Landscape	Personal – member of the Fire Authority

12. 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 (ATTACHED)

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

13. MEETING WITH KIER SERVICES TO DISCUSS WASTE MANAGEMENT AND STREETSCENE

The Chair informed the committee that Denzil Baldwin, Kier Contract Director, had been unable to attend the meeting in person to answer questions regarding waste management and streetscene. The Chair would collate any further questions to Kier and forward them for consideration at the Joint Waste Committee.

Members expressed their disappointment that Denzil Baldwin had been unable to attend the meeting. The committee thanked Madeleine Gorman, Partnership Manager, for her attendance.

14. QUARTER ONE PERFORMANCE AND FINANCIAL MONITORING REPORT

This item was moved up the agenda, with the agreement of the Chair.

The Senior Corporate and Democratic Services Officer presented a report to advise members of the 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

OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES

3 SEPTEMBER 2015

Corporate and Democratic Services Officer sought feedback from members on the new format of the performance monitoring report.

The Director of Operational Services 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.

Particular consideration was given to the target to protect public safety and quality of life, and how the changing demographic of the town may impact on community safety issues in the future. The council's targets in respect of community safety were linked to targets set by the Police. The Director of Operational Services explained that the council worked closely with the Police and a variety of other agencies to address public safety issues. The council had recently invested in upgrading its CCTV monitoring equipment, which had proved effective in tackling anti-social behaviour and provide reassurance for residents and visitors. The council continued to attend the Hastings Community Safety Hub, which supported joined up working between key agencies. However, it will be necessary for the council to monitor the implementation of the restructure of Sussex Police over the coming months, and the implications of any reductions in frontline policing on recorded crime and anti-social behaviour.

Efforts would also be made to strengthen the deterrents in drug related crime in public places. At their annual meeting in June, Overview and Scrutiny members had agreed to undertake a review of community safety which would consider both the current performance and how the council can effectively contribute to multi-agency working in the future.

Discussion took place regarding the planned refurbishment of Bottle Alley. A condition survey of the structure had been undertaken which would help to inform the repairs schedule when tendering for the works. The Lead Member for Regeneration, Communities and Culture acknowledged that this was a significant project and the council would seek to maximise the impact of investment in the area. Bottle Alley recently hosted an extremely successful launch party for the Coastal Currents Arts Festival. This type of event highlighted the possible alternative uses for the site and the potential for increased community involvement once the restoration had been completed. Members noted that the works to Bottle Alley were supported by a range of other regeneration initiatives in the area, including the restoration of the pier and the refurbishment of the White Rock Baths.

Members were updated on plans to develop a new interpretive centre at Hastings Country Park. Two tenders for the building work had been received, both of which significantly exceeded the budget for the project. The Lead Member for Environment, Leisure and Amenities highlighted that this was an ambitious and complex project. The project board had already begun to consider options to bring the cost of the new visitor centre in line with the budget.

The committee were advised that performance in the planning service had been affected by staff vacancies and sickness, and as a result the targets for determining major and minor residential and commercial planning applications in quarter one had not been met. The Director of Operational Services noted that demand for planners in both the public and private sector was particularly high, and this had created difficulties recruiting to the vacant posts. A number of measures had been put in place

OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES

3 SEPTEMBER 2015

to recover performance over the coming year; this included placing major applications with an external specialist to respond to increased demand for the service. The council had also recruited a former lecturer at Brighton University to assist with reviewing the improvements.

Members noted that homelessness acceptances had increased when compared to quarter one in 2014/15. The situation in Hastings reflected national trends, which is also showed an increase in homelessness applications in a number of other authorities. The increase may be attributed in part to recent changes to case law which introduced a higher bench mark to classify an applicant as vulnerable, coupled with changes to the local housing market. The Director of Operational Services noted that if homelessness acceptances continued to increase then this may create additional resource implications for the council.

The committee received an update on progress to introduce a social lettings agency for the town, building on the success of the earlier Letstart scheme. Five units of accommodation had been leased in quarter one, the target was to lease a minimum of sixty units of accommodation by March 2016. The Lead Member for Housing, Communications and Equalities commented that the council had set a high standard for the privately rented accommodation it would lease as part of the scheme; this meant that not all of the accommodation put forward had been accepted. Overview and Scrutiny would continue to monitor progress with the new scheme over the coming months.

RESOLVED – (unanimously) that:

- 1) the committee's 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 at the next Scrutiny Steering Group, and;**
- 3) staff in the Operational Services 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.

15. UPDATE ON THE OVERVIEW AND SCRUTINY WORK PROGRAMME 2015/16

This item was moved up the agenda, with the agreement of the Chair.

The Senior Corporate and Democratic Services Officer presented an update on the Overview and Scrutiny Work Programme. The initial meeting of the Task and Finish Group to review scrutiny functions, processes and potential streamlining had taken place in July. The remaining three areas of work that members had identified as a high priority at the Annual Joint Meeting of the Overview and Scrutiny Committees were due to begin autumn 2015.

OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES

3 SEPTEMBER 2015

16. UPDATE ON THE LOCAL HEALTH LANDSCAPE

Overview and Scrutiny Members have a long-standing interest in local healthcare provision, and at the annual meeting in June members agreed to undertake a piece of work on this subject. However, before this work could be progressed, it was necessary for members to receive an update on the current local health landscape.

Members welcomed Dr Elias, Local GP and CCG Chair, Dr Susan Rae, Governing Body member and Richard Watson, Healthy Hastings and Rother Programme Manager, to the meeting.

The committee was given an overview of the local NHS provision, including the role of the local Clinical Commissioning Group (CCG). The CCG plans, co-ordinates and commissions most local NHS services, to meet health needs, on behalf of the people in Hastings and Rother. The CCG is also responsible for monitoring and evaluating the services delivered by providers to ensure that they are safe, high quality and meet patient's needs.

The CCG has commissioned a number of projects to address the priorities identified in this area, including maternity, paediatric and mental health services. Hastings and Rother CCG has also joined the East Sussex Better Together programme, a commissioning partnership between the 3 local CCGs and East Sussex County Council (ESCC), which aimed to integrate and improve local health and social care.

The presentation noted that challenges remained in the local area, including improving provider performance, particularly following the recent CQC inspection of East Sussex Healthcare NHS Trust. It was also necessary to address the shortage of GP's in the local area.

The committee were updated on efforts to reduce health inequalities, which affected both wellbeing and health outcomes. Health inequalities are caused by social, economic, lifestyle and accessibility factors. The CCG has identified a number of priority areas which addressed health inequalities in Hastings and Rother.

Discussion took place regarding the lifestyle factors which impacted on health inequalities, including efforts to tackle drug and alcohol abuse and promote positive lifestyle choices. Members noted that it was especially important to encourage children and young people to take up a healthy lifestyle, particularly given national and local trends showing an increase in obesity.

Consideration was given to the shortage of local GP's. It was noted that the proportion of GP's to patients varied significantly between practices, however, the number of GPs in Hastings remained below the national average. The CCG were considering a number of options to address the shortage, including support for GP federations, and developing the role of other healthcare professionals, including primary care nurses, through improved training opportunities.

The committee discussed how local health services responded to acute medical conditions, including strokes. Members were advised that the centralised stroke unit

OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES

3 SEPTEMBER 2015

at the Eastbourne District General site continued to meet its targets and performance in this area was monitored closely.

Members thanked Dr Elias, Dr Rae and Richard Watson for their presentation.

(The Chair declared the meeting closed at 8.25 pm)

This page is intentionally left blank

Agenda Item 4



Report to: Overview and Scrutiny (Services)

Date of Meeting: 16 November 2015

Report Title: Performance and Financial Monitoring Quarter 2 2015/16

Report By: Jane Hartnell
Director of Corporate Services

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 Operational Services 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 agree 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. Members will be familiar with the following RAG (Red ,Amber, Green) status and reporting of performance indicator information in Appendix A:

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'.

11. Members will also be familiar with receiving measures and a description relative to each target status to update members on progress against targets.
12. 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

13. 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 anticipated uptake in respect of the social lettings agency. Efficiency savings will continue to be identified as the Council's PIER process progresses.
14. 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

Appendix A

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
To co-ordinate the work of the council and its partnership activity in relation to poverty and welfare reform.	1	The council's anti-poverty strategy and action plan reviewed and associated targets achieved.	Andrew Palmer	The Action Plan, together with revision to the Anti-Poverty strategy document is still awaiting further modification. Consideration needs to be given to how best to take forward anti-poverty work with partners against a backdrop of reducing public sector resources.	A
Continue to support the delivery of a broad based programme of regeneration activity in Central St Leonards in partnership with Amicus Horizon, the local community, Town Team and other partners.	2	<p>a) Fund, acquire and improve a minimum of 68 units of privately let or vacant dwelling over the period 2015-18 through the Coastal Space programme with AmicusHorizon.</p> <p>b) Continue to pursue and lobby for new area based investment and intervention in deprived coastal neighbourhoods, for example through the SE Local Enterprise Partnership Growth Plan and European funding streams</p> <p>c) Provide support to the town team and other partners to further develop and implement community based regeneration plans for St Leonards</p> <p>d) Continue to support a wide range of community safety, marketing, business support and community development activities in the St. Leonards area.</p>	Andrew Palmer	<p>a) AmicusHorizon have made an offer for one of the buildings and are hopeful of successfully concluding negotiations with the vendor. The second building is being considered for a possible CPO. HBC and AmicusHorizon are awaiting a CPO valuation following a site visit. The association have also made an offer on a third property at Carisbrooke Road which is also awaiting a response</p> <p>b) Decision on Stage 2 approval for SHINE expected beginning 9th November 15. If successful would lead to enhanced energy efficiency measures being funded on properties acquired through the Coastal Space programme.</p> <p>c) & d) HBC continues to support the work of the Town Team (TT). St L Festival was delivered successfully and the work to commission next two years festival has already started. The TT were recently awarded £10K funding towards installation of x-mas lights. Cross Street Toilets now temporarily closed following various incidents.</p>	G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Improve facilities at Hastings castle for 2016, and develop a funded long-term strategy for the castle recognising its local, regional, national and international significance	3	Short-term improvements to Hastings castle agreed and refurbishments delivered; events programme for Hastings castle for 2016 season agreed in principle; long term strategy for significant improvements to Hastings castle agreed.	Monica Adams-Acton	Improvements planned for the entrance, landscaping, toilets and railings. Initial costings have been produced and the designs are currently being consulted on with English Heritage. Archaeological excavations will need to be undertaken before the necessary consents can be applied for. We have also started work on some exciting ideas for interpretation. University of Brighton has been commissioned to undertake initial scoping work and engagement with local stakeholders preparatory to development of a major bid to the Heritage Lottery Fund.	G
To build on current cultural and seafront regeneration by investigating how physical assets in the town centre and seafront might be used to stimulate new investment in the cultural and wider economy.	4	A strategic framework laying out the council's plans for White Rock, Town Hall, Museum and other assets with the engagement of community, business and statutory partners as well as potential funders	Monica Adams-Acton	The first phase of evidence gathering for the AAP is now underway with the appointment of consultants Bilfinger GVA. The consultants will be exploring a number of themes and a workshop with stakeholders and community groups is taking place on Nov 24th. This phase of work will inform the first stage of AAP process - an 'issues & options' consultation document	G
In conjunction with colleagues, particularly in respect of the 950 th Battle anniversary, produce a tourism marketing plan for Hastings & 1066 Country for implementation for the 2016 season,	5	Plan completed by September 2015 and subsequently delivered.	Kevin Boorman	Outline marketing plan produced, more detailed work required once autumn 2016 events are confirmed. 1066 Country Marketing re-brand work underway, strategic review of its operation agreed by executive board and expected to be completed by March 2016.	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
and deliver the associated work programme.					
Support Hastings' different festivals and events, and organise the Seafood & Wine Festival and Herring Fair, and the MidSummer FishFest on behalf of the Fisheries Local Action Group, to attract visitors and make the town a better and more inclusive place to live	6	All HBC-supported events delivered successfully in partnership with their respective organisers, acknowledging that the support for and delivery of these events may be different, and the 2015 Seafood and Wine Festival, and fish festivals, delivered successfully.	Kevin Boorman	Hastings Old Town Carnival Week, organised by the Hastings Old Town Carnival Association with the support of HBC, was successful, the very good weather (unusual this August!) helping. The Seafood & Wine Festival was very successful, with admission numbers over 1000 up on last year, and an estimated 20 000 visitors in total over the weekend. Hastings Week was also very good, again we were very lucky with the weather over its two weekends, when most of the open-air events took place. Work is already well underway for 2016's events.	G
Continue to develop, and use, the new 'Famously Hastings' brand and website	7	Wider use of 'Famously Hastings' branding where possible/appropriate, and further content added to the 'Famously Hastings' website, ensuring it is the 'go to' website for those living in, visiting, or wanting to study or invest in Hastings. Continued engagement with partners to raise awareness of the branding	Kevin Boorman	Content continues to be added to the Famously Hastings website, and the Famously Hastings 'transition project' work was exhibited at the Jerwood Gallery at the Seafood & Wine Festival. A review of Famously Hastings is planned for next year.	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Contribute to a number of partnerships to further the town's infrastructure regeneration efforts by lobbying for improvements to road transport links in light of link road build and campaigning to retain, improve and develop rail links to serve the town.	8	A21/A27/A259 improvements raised on the political agenda, continue to play an active role in the 'HS1 to Hastings' work, and Hastings' interests served as far as practicable during the disruption caused by major rail infrastructure works e.g. Thameslink/London Bridge	Kevin Boorman	An opening date for the BHLR is still awaited, but completion is near, with a road race along it being completed in September; A21 dualling work continues (and is the cause of some disruption to traffic now). An event was held at the DLWP Bexhill on 9th October to explain and promote the economic case for high speed trains to Hastings and Bexhill, and HBC is actively involved in NR's Kent Route Utilisation Strategy, which will be the mechanism for developing the case within the rail industry. We will continue to lobby outside that process for the necessary investment.	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Facilitate the Hastings and St. Leonards Local Strategic Partnership which brings together representatives from the local statutory, voluntary, community and private sectors to take a town-wide perspective in addressing local problems, strategies and initiatives by encouraging joint working and community involvement to develop consensus in the best interests of the town as a whole.	9	a) LSP Board supported to work effectively; work in partnership with key stakeholders to deliver services which respond to locally identified need, and act as a collective voice with a shared vision for shaping the town. b) Place Survey (TBC)	Shabana Ba1yjou	a) At the October LSP, Fiona Wright Assistant Director for Education at ESCC, presented provisional data for Key Stage 1, 2 and 4. In all areas, the data demonstrated a positive picture for Hastings with a good trend of improvement. Mark Philips, Regional Director for Ark, presented an update on their annual progress. He highlighted the recent Ofsted reports for William Parker and Helenswood and indicated there was an aspiration for both school to be judged 'good' at their next 12 month inspection. Paul Griffiths, Chief Executive of the Hastings Academies Trust, outlined possible reasons for Hastings Academies poor performance (35% achieving 5 GCSEs or more at grade A*-C including English and Maths) compared to St Leonards Academy (58% achieving 5 GCSEs or more at grade A*-C including English and Maths). He highlighted the need for more expertise in Special Educational Needs (SEN), the impact of deprivation and the need to continue efforts to 'sell' Hastings as a good place to live and work by improving the environment, infrastructure and access. b) There is currently no appetite to conduct a Place Survey in 2015.	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Protect public safety & quality of life across the borough through fair, consistent & proportionate use of environmental health & anti-social behaviour enforcement powers Page 16	10	<ul style="list-style-type: none"> a) Enforcement Notices served, fixed penalty notices issued and prosecutions taken in accordance with the Council's enforcement policies; b) Low proportion of successful appeals against enforcement action measured (less than 10%); c) Good broadly compliant ratio maintained for food premises across the borough (no lower than 92%); d) Good food safety rating scores profile maintained across the borough (the number of premises with an improving score will not be less than the number with a worsening score); e) Effective out of hours emergency environmental health service maintained; f) Effective multi-agency partnership working on community safety enforcement issues led by the Safer Hastings Partnership and facilitated through the Hastings Community Safety Hub. 	Mike Hepworth	<p>a) During this quarter 22 statutory notices were served including 7 for domestic noise nuisance and 2 for audible intruder alarms. A notice was served under the Control of Pollution Act 1974 (S60) to deal with noise from a construction site, 5 notices were also served under Building Act 1984 (S59) to deal with defective drainage and a further 5 Food Safety Hygiene Improvement notices were also served to ensure improvements in food safety standards.</p> <p>b) 1 appeal was successful resulting in the withdrawal of an Environmental Protection Act 1990 (S80) noise notice. Another appeal lodged against a similar noise notice witnessed by the out of hours service, which resulted in the seizure of noise equipment, was successfully defended by the Council, resulting in additional costs for the person served with the notice.</p> <p>c) The good broadly compliant ratio for food premises across the borough is 93% and maintained from the previous quarter.</p> <p>Safety Hub chaired by HBC's Community Safety Manager remains the focal point for partnership engagement to tackle issues of antisocial behaviour and hate crime.</p> <p>d) The good food safety rating scores profile has been maintained across the borough with the number of premises improving being 25.2% against those which are down at 12.9%.</p> <p>e) An effective out of hours service has been maintained with 97 calls being responded to during this quarter.</p> <p>f) The weekly Community Safety Hub chaired by HBC's Community Safety Manager remains the focal point for partnership engagement to tackle issues of antisocial behaviour and hate crime. This has been</p>	G A G G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
				very helpful in the last quarter where several particularly challenging cases have required intensive work from partner agencies to ensure that high risk victims were effectively safeguarded. HBC has also provided enhanced support to the Safer Hastings Partnership during the last quarter when the designated administrative lead has been on secondment. An Overview & Scrutiny review of Community Safety is underway focusing on the impact changes to the Sussex Police will have on the town.	
Work through the Council's shared waste contract arrangements to reduce the number of missed waste and recycling collections, recycle household waste and keep our streets clean.	11	a) Average annual missed waste and recycling collections rate reduced from 2014/15 levels. b) No less than 30% of household waste recycled. c) No more than 5% fail rate for average adapted street and environmental cleanliness score (NI 195).	Mike Hepworth	a) The average missed bin rate for April to September is 162/100,000. This peaked at 219 in July/August and has been falling since then. The peak may have been due to seasonal variations of refuse and garden waste. Kier has implemented measures to improve performance such as a second later shift that collects from 8,000 households per week, and deals with a high proportion of missed collections on the same day they were missed. b) There has been a slight increase in the recycling rate compared with last year. The April to July average is now 31.4%. c) There is no new data for streetscene as the independent survey is carried out 3 times a year, and the 2nd survey for 2015/16 was not scheduled for Q2.	R G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Percentage of household waste sent for reuse, recycling and composting (Bigger is better)	1.2	Q1 - 30% Q2 - 30% Q3 - 30% Q4 - 30%	Mike Hepworth	Recycling performance remains at 31.4%. We're participating in a partnership wide leaflet and social media recycling campaign starting in December, which will hopefully increase recycling in Q4 and beyond.	Met
% statutory nuisance and public health complaints responded to within 5 working days (bonfires, noise, drainage, accumulations etc.). (Bigger is better)	1.3	Q1 - 95% Q2 - 95% Q3 - 95% Q4 - 95%	Mike Hepworth	The target for complaints responded to within 5 working days has not been met 83% and fallen from previous Q1 86%. This is due to the team experiencing a significant increase in complaints each year over the summer Q2 period. Additional work-streams have also included further investigating two appeals against noise enforcement notices, multiple investigations involving Japanese Knotweed and an involved Filthy and Verminous house clearance which has also been successfully served to deal with cases of industrial, domestic and audible alarms causing noise nuisance. A further involved domestic noise prosecution case was commenced in September in the magistrates court and is listed to be concluded on 17th November. An improvement with the L115% performance figure is expected during Q3 following the resolution of the cases above detailed.	Not Met
% of food establishments which are broadly compliant with food hygiene law (Bigger is better)	1.4	Q1 - 92% Q2 - 92% Q3 - 92% Q4 - 92%	Mike Hepworth	The performance indicator target for Q2 93% has been met with a good broadly compliant ratio for food premises being maintained from Q1 across the borough.	Met

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
The average number of failed bin collections (per 100,000 collections) (Smaller is better)	1.5	Q1 - 130 Q2 - 130 Q3 - 130 Q4 - 130	Mike Hepworth	See narrative against row 16 item 11(a) above.	Not Met
Maintain and enhance standards of quality, cleanliness and safety in our parks, playgrounds and open spaces.	12	a) Playground facilities refurbishments (capital programme) arising from new play facilities strategy and action plan delivered. b) Lower park water treatment (floating islands, in-stream planting) to improve bathing water completed c) The Landscape Group enhancements programme (new flowerbeds) delivered.	Mike Hepworth	(a) Carnoustie Close and St Saviour's improvements will commence in 2016/17. Kensington Close improvements on target for completion October 2015, Hare Way will commence 2016/17, Mare Bay works will commence November 2015, Highwater View improvements commencing November 2015 (b) Lower Park water quality improvements. Water management for lower ponds installed by installation of sluice gate to manage flow of water from stream into ponds. Underwater water flow system installed to direct water flow around the ponds, maximising cleansing potential with floating islands. Floating Islands fully secured. Increased marginal vegetation planted at Buckhole catchment pond TLG enhancements programme. (c) Seafront and Warrior Square improvements complete. Programme of future improvements to be developed. Pelham roundabout improvement scheme being developed for implementation this financial year.	G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Manage and develop Hastings Country Park and Combe Valley Countryside Park with partners and stakeholders	13	a) New interpretive centre at Hastings Country Park opened. b) Combe Valley Community Interest Company fully established.	Mike Hepworth	(a) Project Board met in October 2015 and agreed to retender for the straw bale model, a modular build option and investigate the feasibility of using traditional materials (bricks and mortar). Tender envisaged in November 2015. (b) Newly formed Community Interest Company Board met in September and Board positions are being established and filled.	R G
Work with partners to ensure that our bathing waters meet and maintain the new EU quality standard for bathing water.	14	a) Planning for long term solution (outfall extension) b) Partnership activities continued – monitoring, meetings, pooling funds c) Continue to press and coordinate partnership activities towards achieving adherence to bathing water quality standards.	Mike Hepworth	(a) A specialist contractor (Capita) has very recently completed the review of the 2 engineering solutions originally reported to the Hastings Bathing Water Executive Group last summer. Their findings and recommendations are being reported to the Group on 28th October. (b) No further misconnections have been referred to Environmental Health from the Southern Water contractor. Work continues on those already referred, and a contractor has been appointed to fit the missing caps referred to in Q1. 20 of the 50 caps have been completed to date. (c) The sustainable drainage systems (SUDS) works to Alexandra Park have continued with: - Water management for lower ponds installed by installation of sluice gate to manage flow of water from stream into ponds; Underwater water flow system installed to direct water flow around the ponds, maximising cleansing potential with floating islands; Floating islands fully secured; Increased marginal vegetation planted at Buckhole catchment pond. Further Phase II works and budget have been agreed and scope of works for additional planting, siltex application, filter	G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
				installation on lower ponds and a water cascade between ponds agreed with consultants. The Hastings bathing water results are due to be announced by DEFRA on 5th November and are anticipated to be favourable, reflecting all the good work carried out in the last 2 years.	
Work with partners to implement flood and coastal erosion protection measures. 12	15	a) Bulverhythe flood plan refreshed. b) Review and revise surface water management plan c) Submit business case to DEFRA for 16-17 capital works to Harbour Arm and groynes	Mike Hepworth	(a) A draft revised flood plan has been produced and a multi-agency exercise is scheduled for November 2015. (b) The Surface Water Management Plan will be reviewed in association with the ESCC Flood Team and a meeting is planned for Quarter 3. (c) We are due to submit a revised capital spend programme and Project Appraisal Report to the Environment Agency in November 2015 and report internally after that on the results and programme.	G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Maintain standards of safety and cleanliness on the seafront and pursue opportunities for refurbishment and enhancement.	16	a) Planned Bottle Alley improvements implemented b) FLAG projects (Big Beach) completed. c) New kiosks opened d) Access improvements to the beach implemented	Monica Adams-Acton	a) We are currently waiting for tenders to be returned for Bottle Alley repairs and also the outcome of an external grant bid to the Coastal Revival b) The repairs have been completed to the Winch Road. Although the wiring and columns are in place for the lighting there has been an additional delay on the final installation of the light fittings. c) A valuation for the lease for the White Rock Kiosk has been received and a range of options are now being considered for this and the Bottle Alley kiosk d) Initial audits with local disability access groups are due to be undertaken in Q3 and we are currently liaising with them	G G A G
Maintain the quality of the Museum service	17	a) Visitor target achieved b) Collections assessed with Arts Council advice c) Collections coordinated with County archive for cleaning, digitising and storage d) Local history redisplayed	Monica Adams-Acton	a) Visitor target not quite achieved (13,119 against target of 14,250). b) Consultants on target to complete. Museums Committee updated 14/09/15. Interim report to be given 02/11/15. c) All collections to be dealt with by The Keep delivered, cleaned and stored. Museum cleaning on target. d) Plans for Local History to be redisplayed from June 2016. Displays on Waterloo anniversary, WWI Hastings Remembers project held in Q2.	A G G G
Work with partners to develop sustainable play, sport and physical activity opportunities for all	18	a) Targets for Active Hastings and Street Games programmes met. b) Ore Valley adventure playground sustained. c) Year 2 Play Hastings Strategy targets for play opportunities and events met.	Monica Adams-Acton	a) Q2 targets met. The action plan continues to be overseen by the Active Hastings Partnership. Funding applications from Q1 have resulted in an award of £117k from Sport England, over three years. Match funding includes £5k from CCG. The team continue to co-ordinate and deliver numerous initiatives inline with leisure strategies	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
				b) The Adventure Playground continues to operate as previously reported. In2play have confirmed that 2016/17 funding is in place (based on a repeat HBC annual contribution of £26k). The 2016/17 agreement will need to be considered during Q3. c) Q2 targets met. The action plan continues to be overseen by the local Play Forum. Q2 highlights include supporting 8 community events, delivering a weekly community crèche and Street Play sessions at Harkness Drive and Deepdene Gardens, using funding from Orbit Housing. The team also delivered two large scale Play Day events in August.	G G
Develop plans for sustaining and enhancing leisure facilities, seeking opportunities for partnership and external funding.	19	a) Actions from the refreshed leisure facilities assessment completed b) Playing pitch audit and strategy produced to support funding bids	Monica Adams-Acton	a) Regular networking with local facility operators continues. b) Joint approach with RDC has been agreed. Council officers will be responsible for audit work and consultations with local stake holders. Inception meeting has taken place, steering group established and consultation appointed. Brief drafted and to be considered at the initial steering group meeting in Q3.	G G
Deliver refurbishment of public realm assets with particular attention to energy efficiency	20	a) Annual repairs and renewals programme delivered b) Car parks LED lighting installed c) Cliff works emerging from 2015 intensive investigations delivered	Mike Hepworth	(a) As Q1. (b) Awaiting budget price for Priory Street and Carlisle Parade Underground Car Park to enable payback to be assessed. (c) Design work for cliff works adjacent to 22 Rock-a-Nore underway to enable tender documents to be produced.	G G G
Performance Indicators		Targets		Performance to end of Q2	Met / Not Met
Number of people attending White Rock Theatre performances (Bigger is better)	2.1	Q1 - 15,500 Q2 - 20,500 Q3 - 56,000 Q4 - 75,000	Monica Adams-Acton	24,793	Met

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Number of visitors to Hastings Museum and Art Gallery (Bigger is better)	2.2	Q1 - 9,750 Q2 - 24,000 Q3 - 35,000 Q4 - 45,000	Monica Adams-Acton	23,444	Not Met
Total attendances at Council Leisure Centres (Bigger is better)	2.3	Q1 - 102,500 Q2 - 207,000 Q3 - 297,500 Q4 - 400,000	Monica Adams-Acton	200,987	Not Met
Through our zero tolerance approach to neglected and derelict buildings and land, take tough measures, to remove eyesores and bring back empty homes or buildings to use	21	a) A minimum of 70 long term empty (over 2 years) dwellings returned to use and 50 neglected/derelict buildings improved.	Andrew Palmer	31 empties returned to date, just short of the half year profile. It is anticipated that this will be recovered in the second half of the year as work is in development.	A
Bring back empty homes or buildings to use using Compulsory Purchase if necessary	22	b) A further programme of compulsory purchase orders in respect of long term empty homes brought forward in the second half of the municipal year.	Andrew Palmer	The intention is that a future CPO programme will be brought forward to Cabinet before the end of the financial year. This will possibly include a large property linked to the Coastal Space project and a further programme of street purchases. CPO Update - Since 2010 Cabinet has resolved to compulsory purchase 69 long term empty homes. 14 orders have been served. Of these 13 have been confirmed by the secretary of state. To date the Council has only been required to take possession of 4 homes, being: a four bed house in 2013 which is now renovated and tenanted, and a 2 bed house which sold in June 2014 and is now occupied; we took possession of a block of two flats in May this year this is now in the process of being brought back into use. We took possession of a dwelling formerly	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Page 25				<p>used as bedsits in September. The new owner is liaising with the YMCA for a possible lease. We are awaiting the decision of the Secretary of State in one case where the owner has objected to the order. The objection was made using the process of written representation as opposed to public inquiry. Due to a back log of work from the National Planning Casework Unit a decision has still not been made, though this is anticipated in November 2015. 4 orders were confirmed this month; we will take possession of two, while the other two have undertakings to bring back into use by the end of this year. In the majority of cases the threat of CPO has been sufficient to get the owner to take action. A total of 56 homes have been brought back into use without the need to pursue the order to possession. In addition We continue to provide help to the YMCA in finding suitable homes empty for over 6 months for its repair and lease scheme. We have exceeded their initial target of seventy bedrooms and continue to bring further properties into the scheme.</p>	
Build on the success of the existing HMO licensing schemes by potentially introducing the Selective Licensing of all privately rented homes in designated parts of the town.	23	<p>a) A further 250 Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle licensed through the existing HMO licensing schemes.</p> <p>b) Subject to the results of licensing research and consultation exercise undertaken in 2014/15 implement a selective licensing scheme in up to 10 wards within the borough.</p>	Andrew Palmer	<p>An additional 72 licences issued in Q2 therefore totalling 125 for the year to date. This is on track for the year. The Selective Licensing Team have been appointed and have taken up their posts., The scheme will be officially launched now in early November once minor modifications are made to IT systems.</p>	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Complete the Townscape Heritage Initiative (THI) programme for Central St. Leonards Renewal Area and the conservation and repair grant programme for Pelham Arcade.	24	Existing grant programmes completed by March 2016.	Andrew Palmer	<p>St. Leonards THI - Works at 108 Marina are progressing but slightly behind schedule. The works are expected to complete in November 2015. Works at Congregational Church are progressing well. The stone repairs and re-pointing to the nave walls are close to completion and will be ready for snagging within the next couple of weeks. The stained glass window repairs are at an advanced stage. The structural repairs are now underway to the tower landings. The major outstanding element of the works is the repair of the boundary walls. Both the works to the tower landings and the boundary wall repairs are additional works to the original contract and will be subject to a new grant offer. We are currently in negotiations with the joint scheme funders Heritage Lottery Fund, to see if they will agree to a scheme extension to end of March 2016 to allow these new works at the church to be completed within the project time scales.</p> <p>The works at Pelham Arcade have also been progressing well. At 12A Pelham Arcade the works are now 50% completed, with the roof lantern now fully reinstated. Works to restore the building frontage are underway and we are awaiting specialist input from tile and stone restoration companies.. At 4-5 Pelham Arcade the works are also about 50% complete with the roof lantern fully reinstated. Works to restore the frontage of the building are now on site and are expected to complete in Spring 2016. The works at 6-8 Pelham Arcade are now fully complete. Unfortunately, works at 12 Pelham Arcade are still not back on site owing to an on-going dispute between the building owner and the contractor. There still seems to be a good chance that this could be resolved shortly and a return to site may be possible in early 2016. Consideration is now being given to appointing a project manager to progress the road</p>	G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Page 27				repairs at Pelham Crescent more quickly. A batch of grant payment claims were submitted to Historic England recently and funds to the value of £64,700 have been re-paid to the Council. Priority will now be given to pursuing grant claims from HLF in relation to the THI.	
Build upon the success of the existing Letstart scheme by establishing a Social Lettings Agency for the	25	A minimum of 60 units of accommodation leased by March 2016	Andrew Palmer	5 units were leased in quarter two bringing the total to 10 so far the year. However progress has been much slower than anticipated and officers are giving further consideration as to how to increase take up of the scheme. We are actively promoting the scheme through Facebook and Twitter. The scheme has also recently featured on BBC Radio Sussex and in the	A

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
town to improve access and management of privately rented accommodation (subject to Cabinet approval)				Hastings Observer. Nevertheless it should be acknowledged that the year-end target will not be achieved.	
Performance Indicators					
Number of homelessness acceptances (Smaller is better)	4.01	Q1 - 36 Q2 - 73 Q3 - 109 Q4 - 145	Andrew Palmer	123 (63 homelessness acceptances in quarter 2). 121 homelessness applications were made (an 11% increase compared with the same quarter in 2014/15).	Not Met
Number of homelessness cases prevented (Bigger is better)	4.02	Q1 - 500 Q2 - 1,000 Q3 - 1,500 Q4 - 2,000	Andrew Palmer	1,329	Met
Number of private sector dwellings (units) brought in line with the current statutory standard (Bigger is better)	4.03	Q1 - 50 Q2 - 100 Q3 - 150 Q4 - 200	Andrew Palmer	79 dwellings up to Q2. Target not met owing to the reduced number of complaints received in the summer months; however it is anticipated that figures will improve in the next quarter as the winter approaches.	Not Met
Number of affordable homes delivered (Not suitable for quarterly reporting, for reporting at yearend only)	4.04	Target for the year 75, not suitable for reporting quarterly.	Andrew Palmer	Not suitable for quarterly reporting, for reporting at yearend only	

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Long term (2+ years) empty properties returned to use (Bigger is better)	4.05	Q1 - 18 Q2 - 35 Q3 - 53 Q4 - 70	Andrew Palmer	31	Not Met
% major residential & commercial planning applications determined within 13 weeks or as agreed with the applicant (Bigger is better)	4.06	Q1 - 90% Q2 - 90% Q3 - 90% Q4 - 90%	Andrew Palmer	50%	Not Met
% minor residential & commercial planning applications determined within 8 weeks or as agreed with the applicant (Bigger is better)	4.07	Q1 - 85% Q2 - 85% Q3 - 85% Q4 - 85%	Andrew Palmer	60.2%	Not Met
% householder planning applications determined within 6 weeks (Bigger is better)	4.08	Q1 - 65% Q2 - 65% Q3 - 65% Q4 - 65%	Andrew Palmer	31.0%	Not Met
Net number of new homes built (Not suitable for quarterly reporting, for reporting at yearend only)	4.09	Target for the year 200, not suitable for reporting quarterly.	Andrew Palmer	Not suitable for quarterly reporting, for reporting at yearend only	

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Number of neglected and derelict buildings improved (Bigger is better)	4.10	Q1 - 12 Q2 - 25 Q3 - 37 Q4 - 50	Andrew Palmer	39	Met
Promote and support high quality physical and economic development initiatives that stimulate economic growth and jobs opportunities for local people. age 30	26	<p>a) Complete funded plans to repair and refurbish the White Rock Baths as a BMX/skateboard venue.</p> <p>b) Provide direct support and referral services to cultural and advanced manufacturing businesses that support job creation and retention within these sectors.</p> <p>c) Support further development of employability services within the town that provide skills development, apprenticeships and job opportunities for unemployed people.</p> <p>d) Develop and implement a rolling annual action plan to deliver the refreshed Seafront Strategy objectives. Priority actions will be subject to available funding.</p> <p>e) Continue to progress the Development Management Plan through to adoption and develop supplementary planning documents that provide detailed guidance on Local Plan policies. Complete essential repairs and refurbishment works and a subsequent lease with The Source for the establishment of a BMX/skateboard venue within the White Rock Baths.</p>	Monica Adams-Acton	<p>a) White Rock Bath development continuing, however subject to delays with regard to water ingress. Expected opening late Q3 early Q4.</p> <p>b) CCF3 Sea Escapes programme continues. Recruitment of CCF Sea Escapes business Advisor completed - commences on 12th October 2015. Attendance of manufacturing advisory board continues.</p> <p>c) FLAG 1 project concluding Q3. FLAG 2 funding guidance released Q4. Continued support with Own Grown including website redevelopment commenced in Q2. You're Hired East Sussex Campaign exceeded targets. CLLD development work commenced with preparatory cost application to be submitted Q3. BBO call development work commenced - call closes Q3. DWP call expected late Q3, beginning Q4</p> <p>d) Seafront Strategy Action plan implemented and officer group developed. Lease for WRB to the Source will commence on completion of construction works likely Q3.</p> <p>e) Development management Plan adopted 23rd Sept; legal challenge period ends 4th Nov. The refresh of the 'employment land retention' and the 'visitor accommodation' SPDs is underway the updated documents will be presented to Cabinet and Full Council for adoption in December following a 4 week public consultation exercise. More SPDs are to be updated and new SPDs are planned.</p>	G G G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
To contribute to the regeneration of the borough through a rich cultural programme that appeals both to local people and visitors, extending, broadening and promoting the borough's cultural activities to establish Hastings as a nationally and internationally recognised centre for arts and culture.	27	<p>a) Secure new funding streams and develop a cultural programme to mark the 950th anniversary of the Battle of Hastings in 2016.</p> <p>b) Continue to deliver a programme of cultural events on the Stade in 2015-16 that appeal to a wide audience and attracts cultural visitors to the town.</p> <p>c) Facilitate the Cultural Leaders steering group and support the work of cultural partners across the Hastings-Rother area.</p> <p>d) Undertake initial feasibility work into cultural-led development opportunities in the White Rock area.</p>	Monica Adams-Acton	<p>a) The curated programme for ROOT 1066 is now largely finalised with a wide range of projects from local, national and international artists. Several of the projects have a strong participatory element that will promote engagement from a wide range of local communities, others will raise the profile of the town and its cultural offer externally. We were unsuccessful with an Interreg stage 1 bid and have adjusted the budget accordingly. Work is continuing to bring sponsors on board. The festival brand has been developed and the project will be formally launched in November 2015. There is close working with HBC Marketing and Visit 1066 Country marketing to ensure a coordinated approach that will have a lasting impact on the promotion of the cultural offer in the area.</p> <p>b) The Stade Saturdays programme concluded in October following another successful season. Audience figures over the period held steady despite a reduced budget, in part due to partnerships with a number of the town's festivals. Final figures and feedback forms are still being collated.</p> <p>c) The Cultural Leaders Group continues to provide support and input into the development of the cultural programme and the new cultural strategy. The Cultural Regeneration Team continue to participate in a number of networks and projects that support the cultural sector across Hastings and Rother including the SELEP Creative Industries Group, Hastings & Rother Arts Education Network, East Sussex Arts Partnership and Coastal Communities Alliance.</p> <p>d) This element is part of the broader White Rock Area development work, and initial feasibility work will be included in early commissioning exercise in Qtr 3-4.</p>	G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Promote environmentally sustainable regeneration and economic activity.	28	a) Pursue funding sources for carbon reduction and energy efficiency initiatives. b) Subject to successful funding bids, implement low carbon project in residential area of the town.	Monica Adams-Acton	a) Development of SHINE And CAN continues as both are preparing for Stage 2 submission (due Q3)	G
Promote community cohesion and support vulnerable and excluded communities to engage in the economic and social life of the town.	29	a) Dedicated officer support to BME communities, the Youth Council, and the Access For All group. b) Implement a programme that promotes and celebrates cultural diversity. c) Support the work of the St Leonards Town Team in the delivery of activities that enhance the retail and leisure environment in St Leonards.	Monica Adams-Acton	a) Youth Council represented themselves and spoke at the Hastings community network event for Young People and Mental Health in July. In August they supported the Youth Volunteering summer programme for the summer play park event. Youth Council raised its profile by organising an awareness campaign in the local town centre in September. Finally, the Youth Council were involved in both Fresher's Fair's for SCCH and Brighton University. b) HIO - football tournament took place in September 15. Garden of Cultural Delights took place in Aug 15 at St Leonards Gardens. Afrikaba - 3 events planned for Oct 15 with some support from the Council at the Stade, Electric Palace and Hastings Museum. c) Please see item 2 C&D. In addition Town Team planning for Frost Fair in Nov 15 and Fashion Fair Oct 15 at Priory Meadows - inviting local independent fashion retailers to display their offer in the town centre.	G G G

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
Continue to support retail and leisure development in Hastings and St Leonards, and the continued sustainability and diversification of the Hastings fishing industry. Page 34	30	a) Dedicated support for Town Team programme of activity and St Leonards Festival. b) Support the Town Centre Partnership's development of a BID proposal in Hastings Town Centre. c) Complete current FLAG programme and develop new bid for future EU FLAG programme. d) Support the ongoing work of the FLAG partners.	Monica Adams-Acton	a) Plans to commission the St L Festival has commenced and now being led by the Cultural Team together with business and community representative. b) A consultant has been appointed to take forward the BID work with the ballot now expected in October 2016. c) FLAG I project concluding Q3 2015, FLAG II finding being investigated, which will focus on Job creation. d) Continued support of FLAG partners through the FLAG 1 project and within project planning for FLAG 2. Additional support given outside of FLAG project around apprenticeships and business connections. Classroom on the Coast will be supported in Q3 and Q4 by HBC on behalf of FST, and will continue to be developed by FLAG partners. Board and EDG will continue after the end of FLAG 1 to ensure strategy built for FLAG 2. FLAG 2 call likely Q4.	G G G G
External Funding Programme					

Target	No.	Measures	Lead Officer	Q2 Performance	RAG
By 2019 success looks like: - Funding identified, secured and project delivered to benefit of local residents - Strong partnerships and European contacts sustained building on the successes of Future Cities, ACE and Safe Ice		a) External funding strategy developed in line with business transformation objectives b) EU funding strategy developed, partnerships sustained and appropriate funding applications made	Monica Adams-Acton	a) External funding strategy and protocol in development stage as per Q1. b) Alignment with corporate strategy and area priorities continues. 4 EU bids at full application stage with partners across member states. The Team works with partners and HBC colleagues to ensure quality applications, and to ensure that relevant funding opportunities are circulated. Significant partnership development work has been carried out across SELEP area in advance/ response to ESIF ESF Calls from Big Lottery, DWP, SFA and for CLLD (cross council initiatives). Newsletter continues to be published as the activities change. HBC also leading development of SELEP Coastal Communities External Funding Group.	

External Funding Pipeline October 2015							
Project Title	Activity	Department lead	Application stage	Status	Funding stream	Next steps?	HBC Project Grant Value £
SHINE	Low carbon Retrofit of residential houses and energy efficiencies in St	Housing (AP)	full application (2nd)	Bid submitted	2 Seas 2:1	Await feedback on full application	£165,000 confirmed
PoC CAN- Climate Active Neighbourhoods	Energy efficiencies in households in neighbourhoods including Ore, focussing on community behavioural change	Housing (AP)	full application (2nd)	Progressing	NWE V B	2nd stage submission Dec 2015. Partner info confirmed end of Oct.	Budget tbc
SUCCESS legacy/LEP wide Creative sector bid	Business support and grants to creative and cultural sector (as part of LEP wide creative bid)	Regen (PG)	concept/outline (1st)	Progressing	ESIF (ERDF)	Call open late Oct/early Nov 2015.	Budget tbc
CLLD (Community led local development)	Development of a local action group representing HBC, voluntary sector and businesses to deliver enterprise, jobs, growth and	Regen (VC)	concept/outline (1st) Bid for preparation	Progressing	ESIF (ERDF)	Expression by Sept 2015. ESIF call opened 30/9/15 for preparation costs.	Budget tbc

Sustainable mobility actions for travel: delivering sustainable tourism SMART- DEST	Sustainable mobility action plans from a visitor prospective, to assess the opportunity of electric tram link along seafront	Regen (KB)	full application (2nd)	Bid submitted	Interreg Europe	One stage process, awaiting decision early 2016	£87,500 est
Traditional Markets (GO-TRADES)	Develop local markets, themed markets, market exchange and entrepreneurial	Regen (JD)	full application (2nd)	Progressing	FCE interreg	Note project name change. Get bid ready by end of	£227,000 est

This page is intentionally left blank

Agenda Item 6



Report to: Overview and Scrutiny (Services)

Date of Meeting: 16 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.

Overview and Scrutiny work programme 2015/16 – Quarter 2 Update

Working Group	Lead Officer	Members	Progress
Community Safety Scrutiny Review	Simon Hubbard, Director of Operational Services	Westley Clarke Scott Roberts Fitzgerald Turner	Initial meeting held in September 2015
Digital Inclusion Scrutiny Review	Jane Hartnell, Director of Corporate Services and Governance	Webb Roberts Edwards Howard Sinden	Initial meeting scheduled for November 2015
Task & Finish Group to review scrutiny functions process and potential streamlining	Mark Horan, Senior Corporate and Democratic Services Officer	Webb Pragnell Edwards Howard	Final report submitted to Quarter 2 Overview and Scrutiny Committee meetings
Task and Finish Group on Health to set the direction of travel for scrutiny work in this area	Mark Horan, Senior Corporate and Democratic Services Officer	Beaver Charman Fitzgerald Turner	Update from the local Clinical Commissioning Group received at Quarter 1. Follow up meeting of the Task and Finish took place in October 2015.

This page is intentionally left blank