

Overview and Scrutiny Committee Agenda

Tuesday, 13 September 2016 at 6.00 pm

Birch Suite, 5th Floor, Aquila House, Breeds Place, Hastings, East Sussex, TN34 3UY

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OVERVIEW AND SCRUTINY COMMITTEE

14 JUNE 2016

Present: Councillors Bacon, Batsford, Charman, Cooke, Dowling, Howard, Patmore, Rankin, Turner, Webb (Chair) and Wincott

Lead Members in attendance Councillors Cartwright, Chowney, Davies, Forward and Poole

1. **DECLARATIONS OF INTEREST**

The following Councillors declared their interest in the minutes:

Councillor	Interest
Cartwright	Personal - he is a member of the West St Leonards Police Panel
Rankin	Personal - he runs a property company in the town and is a member of the North St Leonards Police Panel
Webb	Personal – he is Vice Chair of East Sussex County Council's Adult Social Care and Community Safety Committee and East Sussex County Council's representative on the Health and Wellbeing Board

2. **MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES MEETING HELD ON 9 FEBRUARY 2016, OVERVIEW AND SCRUTINY COMMITTEE FOR RESOURCES MEETING HELD ON 11 FEBRUARY 2016 AND THE JOINT BUDGET OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON 28 JANUARY 2016**

RESOLVED that the minutes of the Overview and Scrutiny Committee for Services meeting held on 9 February 2016, the Overview and Scrutiny Committee for Resources meeting held on 11 February 2016 and the Joint Budget Overview and Scrutiny Committee meeting held on 28 January 2016 be approved as a correct record

3. **CORPORATE PLAN PART III - YEAR END PERFORMANCE INFORMATION AND TARGET SETTING 2016/17**

The Director of Corporate Services and Governance presented a report which advised members of the year-end actual performance against key activities set out in the corporate plan for 2015/16. The report also considered areas of shortfall in performance and actions that would be taken to improve performance in 2016/17.

The Director of Corporate Services updated members on achievements within her directorate during the last quarter and performance over the whole year. She commented that all staff had coped well during the refurbishment of Aquila House, which had created significant disruption throughout the past year, and continued to

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deliver an ambitious programme of activities. The council has also delivered a range of projects as part of its ongoing organisational transformation programme.

The briefing also highlighted key areas of work outside the targets set out in the corporate plan, including the transfer of civic functions from the Town Hall to Aquila House and the lease of space at the Town Hall to East Sussex County Council for use as a Register Office.

The Electoral Services team were also undertaking additional tasks in preparation for the Referendum in June 2016, alongside assisting with the Boundary Review.

Members acknowledged ongoing uncertainty regarding the implementation of Universal Credit and would continue to monitor this throughout the year ahead.

The Director of Operational Services briefed members on performance across his Directorate. He advised that the Planning Services Manager would update members on her review of the services. Members were mindful that the review had taken place in the context of a challenging budget setting process facing the council as well as changes to the government assessment process for planning matters.

The Director of Operational Services commented that performance of the waste and street cleansing contract remained broadly in line with the council's performance indicators, however, the council continued to work closely with the contractor to address areas for improvement. He noted that a number of the challenges experienced in Hastings had been shared by other authorities within the partnership.

The briefing also highlighted a number of significant achievements over the past year. In particular the work between the council, East Sussex County Council and the Source to secure the refurbishment of the former White Rock Baths as a BMX and skate park. Members noted a number of significant improvements to the White Rock area, with the completion of the restoration of Hastings Pier and the refurbishment of Bottle Alley.

The Director of Operational services also highlighted a successful example of partnership working between a range of agencies to ensure the bathing water at Hastings beach met the new EU standard. This approach had secured significant investment from Southern Water to improve the sewerage infrastructure within the town and a new filtration system had been implemented in Alexandra Park. A successful community engagement campaign, Clean Seas Please, had also been undertaken by the local voluntary sector.

Members requested a site visit to the council's new CCTV control room. The Director of Operational Services commented that investment in the new equipment by the council had significantly improved the effectiveness of the CCTV coverage. He added that this resource was important to support the continued regeneration of the town and attract investment to the area, particularly as plans were developed for a new high education offer.

The Director of Operational Services updated members on the Social Lettings Agency. Interest in the agency continued to grow, with 29 properties now included in the

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scheme, which was near the break-even point. Members had recently received a briefing on trends within the local housing market, and the potential impact this could have on the council's commitments to address homelessness. Members requested that the committee requested that they continue to be kept updated as to the number of homelessness applications and acceptances received each quarter. Consideration was given to the impact of a new government pilot of changes to social housing; members were due to receive a briefing from AmicusHorizon on changes to their rent policy.

The committee discussed the implementation of the Firmstep for online enquiries to the council. The Director of Corporate Services and Governance advised that the new system would enable the council to gather further information about the enquiries it receives, which could help support further service improvements.

Member's views were sought on the proposed performance indicator targets for 2016/17.

The committee welcomed the proposed new performance indicator targets to measure the effectiveness of the council's website. The new targets reflected the council's channel shift intentions and included the percentage of customers registered for a self-service account and monitoring the increase in the number of customers self-serving online.

Members supported proposals to reduce the target for the percentage of statutory noise nuisance and public health complaints responded to within 5 working days from 95% in 2015/16 to 90% in 2016/17. This is because of an anticipated significant increase in the number of scheduled food safety inspections, which will impact on capacity within the environmental health team.

Discussion took place regarding potential options to increase attendance at the White Rock Theatre. The Lead Member for Regeneration and Culture advised that the council was in contact with the current theatre operator to explore options to improve the facilities, when the existing contract has come to an end.

The committee discussed whether the proposed target for visitor numbers to Hastings Museum and Art Gallery of 45,000 in 2016/17 was too high, as the target for 2015/16 had not been met. The Lead Member for Regeneration and Culture explained that visitor numbers over the past year had been affected by works to the storage area at the museum, which had limited capacity for special exhibitions and private views. The works to the storage area have now been completed and the number of schools visits had already significantly increased. It was therefore considered that the proposed target for visitor numbers was achievable

Members noted the target for total attendances at council Leisure Centres and potential options to encourage use of the facilities.

The committee were mindful of a significant increase in the number of homelessness acceptances over the past year, and noted that this trend may continue in 2016/17. The Deputy Leader of the Council and Housing, Communications and Equalities

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portfolio holder acknowledged these concerns, she also highlighted the extensive work the council was undertaking to support homelessness preventions.

The Director of Corporate Services and Governance gave members an update presentation on the council's organisational transformation programme. She highlighted key work packages which had been undertaken over the past year and efforts to engage all staff in the transformation process.

The committee thanked all staff for their efforts and achievements throughout the year.

RESOLVED (unanimously) that: -

- 1. The Overview and Scrutiny Committee thank staff for their hard work in achieving those key activities set out in the corporate plan;**
- 2. The comments of the Overview and Scrutiny Committee on the proposed performance indicator targets for 2016/17 be referred to the Cabinet meeting on 4 July 2016, and;**
- 3. The Overview and Scrutiny Committee continue to assist the council pilot new ways of presenting performance during 2016/17 in line with the changes from two to one Overview and Scrutiny Committee**

The reason for this decision was:

To assist with the approval process for the corporate plan and assist Overview and Scrutiny Committee members to undertake their performance management role.

4. FINAL REPORT OF THE OVERVIEW AND SCRUTINY REVIEW OF DIGITAL INCLUSION

The Sustainability Policy Officer presented the recommendations of the Overview and Scrutiny Review of Digital Inclusion.

The review had been undertaken as part of the 2015/16 overview and scrutiny work programme, it had focused on key aspects of the council's organisational transformation, including the My Hastings online and digital by design work packages. Members noted that providing access to services online improved flexibility for customers and identified potential cost savings for the council.

Members were keen to understand the facilities and resources available to support residents accessing services online. The review team mapped access to free Wi-Fi, public access computers and training opportunities to develop computer skills. It was noted that a range of organisations in the private and voluntary sectors had carried out activities to support digital inclusion, as an increasing number of services were made available online. The review had also examined capacity within the organisation to continue to support people who would be unable or unwilling to access services online.

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Members thanked all those who had contributed to the review.

RESOLVED that the recommendations contained in the Director of Corporate Services and Governance's report be agreed

The reason for this decision was:

A team of overview and scrutiny members have been undertaking a review of digital inclusion as part of their 2015/16 work programme, which is a key part of the council's broader organisational transformation programme.

5. FINAL REPORT OF THE OVERVIEW AND SCRUTINY REVIEW OF COMMUNITY SAFETY

The Director of Operational Services presented the recommendations of the Overview and Scrutiny Review of Community Safety.

The review had been undertaken in the context of reduced budgets and changes to service provision for a variety of agencies with community safety responsibilities, including Hastings Borough Council, the Police and East Sussex County Council. Members were aware that supporting community safety was an important part of the council's broader regeneration ambitions for the town.

The review team noted that a number of agencies had worked in partnership over recent years to deliver a series of interventions which had resulted in a significant drop in the number of reported crimes and improved community safety. However, members were mindful that the social conditions in many parts of the town had remained relatively unchanged, and it was therefore possible that trends in community safety which had damaged the reputation of the town in the past may re-emerge if resources are withdrawn from these interventions.

Members had considered changes to the Sussex Local Policing model, the review team had supported a proposed pilot between the Hastings and Rother crime reduction partnerships to reflect the structure of the new policing district.

The review team had expressed concern at reductions to funding for the SeaView project and recommended that the council continue to highlight the work of this charity in supporting vulnerable people.

The committee thanked all those who had contributed to the review.

RESOLVED that: -

- 1. The committee support the review team's recommendations, and;**
- 2. The committee thank those involved in this review**

The reason for this decision was:

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To consider the outcomes and recommendations of the Overview and Scrutiny Review of Community Safety which was undertaken as part of the 2015/16 work programme.

6. OVERVIEW AND SCRUTINY WORK PROGRAMME 2015/16 YEAR END UPDATE

The Continuous Improvement and Democratic Services Manager presented a year-end update on the 2015/16 overview and scrutiny work programme, he commented that members had completed all of the pieces of work they had identified as a high priority for this year.

(The Chair declared the meeting closed at. 8.39 pm)

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OVERVIEW AND SCRUTINY COMMITTEE

26 JULY 2016

Present: Councillors Webb (Chair), Howard, Bacon, Batsford, Charman, Cooke, Dowling, Patmore, Rankin and Turner

Apologies for absence were noted for Councillor Wincott

7. **DECLARATIONS OF INTEREST**

The following Councillors declared an interest in the minutes:

Councillor	Interest
Cooke	Personal – his son is a student at a local academy
Bacon	Personal – he used to be employed by an academy chain
Rankin	Personal - his son is a student at a local academy. One of the academy sponsors is known to him.
Turner	Personal – his grandson is a student at a local academy

8. **UPDATE ON 2015-16 WORK PROGRAMME AND OVERVIEW AND SCRUTINY WORK PROGRAMME FOR 2016-17**

The Continuous Improvement and Democratic Services Manager presented an update on the overview and scrutiny work programme 2015/16. Members had completed the areas of work they had identified as a high priority, including a review of digital inclusion and community safety. Members had also formed a task and finish group to consider the impact on higher education provision in the town of a decision by the University of Brighton to close its campus in Hastings. The Continuous Improvement and Democratic Services Manager noted that this group would receive a further update at an appropriate time.

Throughout 2015/16 members had also reviewed the structure of the council's overview and scrutiny function. Following the recommendations of overview and scrutiny members, the council had adopted a single Overview and Scrutiny Committee, combining the responsibilities of the previous Services and Resources committees, from May 2016. Members agreed to form a team to review the new arrangements as part of their quarter 2 activities. Councillors Charman, Howard, Patmore, Rankin and Turner agreed to be part of this review team.

The committee considered the recommendations of the Chair and Vice Chair on priority areas for consideration as part of the 2016/17 work programme. Members were mindful that the council would continue to implement its organisational transformation programme over the next year, by reviewing working practices and exploring new opportunities for income generation to address the significant financial

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challenges it continued to face. The committee was keen to meet with the Leader and Deputy Leader at an early stage to better understand the corporate prioritising and planning process that would be taking place over the coming months to help inform the production of the corporate plan and budget for 2018/19. Members were also keen to understand how learning from the use of base budgeting as part of the recent cleaning contract procurement process could be applied in future.

Members would also receive an update at quarter 3 on how the application of IT packages, including blockchain technologies, could assist the council's transformation intentions. The committee acknowledged that this was in line with the recommendations of the Overview and Scrutiny Review of Digital Inclusion, which had been undertaken as part of the 2015/16 work programme. Councillors Dowling, Patmore and Howard also agreed to form a task and finish group to test the council's new website.

Consideration was given to the implementation of the recommendation of an earlier scrutiny review, which had investigated how the council could work more closely with local schools. Members were advised that a task and finish group of education and non-education partners, chaired by the Leader of the Council, had met at the end of 2015. The task and finish group had recommended examining options to recruit key works to the area. Since then, efforts had been underway with a range of partners in the public and private sector to explore an opportunity for partnership working to support the recruitment and retention of staff.

Discussion took place regarding the impact of the recent referendum decision to leave the European Union. Members were mindful that this decision could potentially affect both community cohesion and the level of external funding available to the town. The committee were keen to receive an update on the impact on community cohesion at quarter 1, but acknowledged the full details of the position on EU-funded projects may not be available until later in the year.

The Chair and Vice Chair were also keen that committee members receive an update on the legacy of events planned to mark the 950th anniversary of the Battle of Hastings to the town's broader cultural regeneration efforts. Members were also wished to be kept updated on plans as part of their performance monitoring role. On the advice of the Assistant Director, Regeneration and Culture, it was agreed to hold this update later in the year than originally planned.

The Chairs and Vice Chair also recommended that the committee receive an update from the newly appointed Planning Services Manager on the outcome of her review of this service. In the meantime, members would continue to monitor performance through their quarterly updates.

As part of their work programme activities in previous years, members had received updates on the waste and street cleansing arrangements. Members were keen to continue to monitor this issue and would seek advice from the Director of Operational Services and Assistant Director, Environment and Place, as to the timing and format of an additional update.

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Councillor Dowling highlighted plans to close the Crown Post Office in St Leonards and suggested this may be a matter for overview and scrutiny to consider further.

RESOLVED that the annual meeting agree the key lines of inquiry proposed for the overview and scrutiny work programme for 2016/17 municipal year

The reason for this decision was:

It is the responsibility of members serving on overview and scrutiny to set their own work programme for each municipal year at the annual meeting, whilst taking into account the advice of officers present.

9. **INVITATION TO LEAD MEMBERS FOR 2016/17**

The Continuous Improvement and Democratic Services Manager asked for the committee's approval to invite Lead Members to the quarterly overview and scrutiny performance monitoring committees for the 2016/17 municipal year.

RESOLVED that Lead Members be formally invited to attend Overview and Scrutiny Committee meetings for 2016/17 municipal year

(The Chair declared the meeting closed at. 7.00 pm)

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Agenda Item 4



Report to: Overview and Scrutiny

Date of Meeting: 13 September 2016

Report Title: Performance and Financial Monitoring Quarter 1 2016/17

Report By: Jane Hartnell
Director of Corporate Services and Governance

Purpose of Report

To advise Members of the performance against the 2016/17 targets and performance indicators in the corporate plan for quarter 1 (1st April to 30th June), to update members on other key areas of activity during quarter one and to provide associated financial information.

Recommendation(s)

1. That the Committee's comments on quarter 1 performance be addressed by the relevant Lead Member(s) with appropriate action and report back.
2. That staff be thanked for their hard work and achievements in this quarter.

Reasons for Recommendations

To assist the Council undertake performance management arrangements.

Introduction

1. The Council meeting on 24th February 2016 agreed the corporate plan for the period 2016/17 to 2018/19 – these documents set out the Council's strategic direction and outlines associated work areas for 2016/17.
2. Since then, the previous scrutiny committee structure has changed from two committees (Resources and Services) to one committee in line with broader transformation intentions of the Council.
3. This change coincides with a desire to continue to improve performance management arrangements and to test new ways of working detailed in the [Annual Overview and Scrutiny Work Programme report](#).

Directors reports

4. Based on the positive feedback from Members over the course of the 2015/16 Overview and Scrutiny meetings, Members will continue to receive Director reports highlighting significant areas for scrutiny consideration. Please see appendices A and B.
5. These reports will assist in steering the focus for scrutiny debate, covering key exceptions (performance shortfalls) and highlighting where there are deviations from expected performance against corporate plan targets, but also updating members on additional areas of activity absorbing officer time and resources.

Performance template

6. In response to the changes in scrutiny arrangements detailed in paragraphs two and three, we are continuing to refine the template (Appendix C) used to present performance information.
7. In order to give members a clearer line of sight of expected performance across the year, expected performance activities across the quarters are included relative to each key activity outlined.
8. Key activities and Performance Indicators are clustered under 11 work programme themes: Strategic business planning; income generation; economic growth; organisational transformation and development; heritage, culture and community; customer first and digital by design: a safer cleaner town; funding; a good place to live; leisure, health and wellbeing; and, governance, democracy and resilience.
9. Following quarter 4 meetings, Members have some familiarity with the following RAG (Red, Amber, Green) status and reporting of performance indicator information:

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

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

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

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

10. Two further additional columns have been included in Appendix A. These are Risk and Mitigation columns, flagging associated risk and mitigation relative to expected performance activity set out across the quarters.
11. In the main, targets have been agreed for completion within the 2016/17 year, but increasingly a number of targets activities may complete or extend within or beyond the 2016/17 year, examples of this are the Transformation Programme and EU funding programme

Summary of Council-Wide Financial Information

12. Revenue Budget – The current forecasted outturn position at quarter 1 as shown in the tables 1 & 2 below is an overall adverse variance to budget of £128,000. Quarter 1 is a difficult quarter as the financial year has only just started and projects and associated costs tend to slip to later in the year. The revised 2016/17 and 2017/18 budget process will commence shortly and this will incorporate the efficiency savings being identified as the Council's PIER and budget process progresses.

Revenue

Table 1: Corporate Services

Directorate	Original 2016/17 Net Budget	2016/17 Draft Forecast Outturn	Transfer from / to Reserves or Other Sources	Variance including use of Reserves	2016/17 Estimated Outturn Variance
	£'000	£'000	£'000	£'000	£'000
Corporate Resources	5,733	5,709	(0)	(24)	(24)

13. Corporate Services are forecasting a small underspend overall which is made up of lots of small variances. However areas of notable variances are Digital by Design which is delivering transformational projects and currently forecasting an overspend of £84,000 but this overspend is being funded by underspends on Corporate Policy and Partnerships (£25,000) and the Contact Centre (£62,000). Accountancy and Exchequer Services are forecasting an overspend £29,000 mainly due to long term sickness cover.

Table 2: Operational Services

Directorate	Current 2016/17 Net Budget	2016/17 Draft Forecast Outturn	Variance	Transfer from / to Reserves or Other Sources	2016/17 Estimated Outturn Variance
	£'000	£'000	£'000	£'000	£'000
Director of Operational Services	157	157	(0)	0	(0)
Environmental Health	821	846	25	0	25
Waste and Parking	2,679	2,661	(18)	0	(18)
Amenities	1,486	1,473	(13)	0	(13)
Housing and Built Environment	1,796	2,243	446	(285)	161
Marketing and Major Projects	637	642	5	0	5
Regeneration and Culture	1,789	1,778	(11)	0	(11)
Leisure Services	526	530	3	0	3
Resort Services	894	878	(16)	16	(0)
Unallocated	0	0	0	0	0
Total	10,786	11,208	421	(270)	152

14. Operational Services are forecasting an adverse variance of £152,000. There are numerous variances throughout the Directorate but the most notable of which are adverse variances on Selective Licensing £124,000 and the Housing Licencing Team £112,000. these are partially offset by £84,000 of favourable variances. Selective Licensing covers a 5 period and higher than anticipated early applications have led to an imbalance in the funding that will need to be addressed urgently through a step change in enforcement strategy. The Housing Licencing deficit is due to the scheme finishing in September 2016.
15. Capital Programme – As Table 3 below shows the Gross expenditure to 30th June 2016 was £6.5m with a full year forecast of £10.7m against a budget of £11.5m which includes £973,000 of carry forwards.
16. Corporate Services are showing additional costs on a number of projects such as the new factory unit £30,000, Town Hall works £26,000 and the Churchfield Estate factory block £20,000.
17. Operational services are forecasting an underspend due to a number of large projects such as the Restoration of Pelham Crescent (£227,000), Castle Access and Interpretation (£238,000) and Country park Interpretive Centre (£311,000) incurring delays in the programme. Some of these relate to timing of external funding decisions but it is anticipated by managers that the programmes will be delivered to budget.

Capital

Table 3: Corporate and Operational Services

Directorate	Original Budget 2016/17 £'000	Carry-forwards £'000	Revised Budget £'000	Spend to date including commitments 2016/17 £'000	QTR 1 Projected to year end £'000	Qtr 1 Variance to Revised Budget £'000
Corporate Services	6,049	208	6,257	5,785	6,349	91
Operational services	4,522	765	5,286	736	4,344	(943)
	10,571	973	11,543	6,521	10,693	(852)

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 – Briefing from Director of Corporate Services and Governance

Appendix B – Briefing from Director of Operational Services

Appendix C – Quarter 1 Exceptions Report

(Additional document providing full background on quarter 1 performance has been published for information)

Officer to Contact

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Appendix A – Briefing from Director of Corporate Services and Governance

Introduction

The first quarter performance review process provides an early snapshot of issues that may affect performance during the year. This first quarter is no exception with a limited number of areas that are not hitting profiled Qtr 1 targets. Those areas that are rated as either Red or Amber are discussed below.

My report also sets out additional information about work that has arisen which was unpredicted or was not expected to be undertaken in this period, these areas are likewise discussed below.

Overview and Scrutiny Committee are using the workplan summaries included in the Corporate Plan to assist with their own work planning, and this more structured approach to performance management and scrutiny will enable us to use our senior management resources more effectively and target their time more productively.

Review of Quarter 1: 1st April to 30th June 2016

Areas identified as exceptions:

- a. The following performance indicators in Revenues and Benefits are identified as Not Met:

6.1 Increase the % of Council Tax collected in year to 96.3% (Target Q1 – 35.4% Performance 34.5%)

6.2 Increase the % of non-domestic rates collected in year to 98% (Target Q1 – 35.0% Performance 33.3%)

6.3 Reduce the average number of days to process new housing benefits claims to 15 (Target Q1 – 15 Performance 15.2)

6.5 Reduce the average number of days to process new Council Tax Reduction claims to 15 (Target Q1 – 15 Performance 15.4)

Although these Qtr 1 targets have not been met, they are better than like for like performance in Qtr 1 last year. We have recruited an additional assessor and are undertaking more quality checks than other similar LAs – we do 10% whereas others do 5%. We anticipate these challenging targets will be met by year end.

We anticipate that the collection rate will likewise be on track by year-end.

- b. A number of sub-targets within the workplan for Revenues and Benefits are identified at Amber:

These mainly relate to the delayed introduction of the Benefits Cap (now November) and uncertainty about the roll out of Universal credit – work is underway with DWP to understand the timings, implications and impacts on us from December 2016.

Work on implementing the agreed recommendations of the outcome of the Benefits Review was delayed but the final report has now been received, officers and Lead Members will shortly be considering the draft action plan.

- c. The following target in People and Business Support are identified as Not Met:

7.1 Reduce the proportion of working days / shifts lost due to sickness absence to 6.25 (Target Q1 – 1.55 Performance 1.65)

The first quarter target has not been met, but is better than Q1 performance of last year of 1.98. HR seniors continue to work with service managers and a weekly sickness management meeting identifies hotspots and the trigger points are used to identify long term absences and cases of persistent short term absences, which in the main are in specific service areas. In an attempt to reduce the level of absenteeism in these areas HR work with managers to provide support and guidance to effectively manage absenteeism.

Sickness absence remains high in Qtr 1 due to respiratory, gastro intestinal problems and throat infections and a couple of cases of stress and anxiety mainly due to personal issues (some individuals presenting with these conditions have actually taken pre-booked leave during their absence and gone on holiday). These numbers seems high however, the service units are small with a few staff. This skews the absence statistics should one member of staff be absent on long term sickness or on several short term absences.

We have also signed a new OH provider and are progressing a couple of our more complex cases to capability (termination of employment) or ill health retirement. Other cases where it appears the individual on long term absence are in effect several short term absences and are being dealt with in accordance with our sickness absence policy.

Other areas of performance/exception which are of note are:

- d. Successful launch of new website and My Hastings version 2
- e. Completion and sign off of all major external refurbishment works and establishment of new working practices and facilities management arrangements are in place for our new Civic Centre including training for staff and members.
- f. Successfully delivered local elections and referendum – this always requires a massive corporate effort and is the council working at its One Team best.
- g. Significant work undertaken on workforce development including:
 - i. Skills matrices developed to identify future skillsets, training gaps.

- ii. Template designed to identify competencies for each role and level of competency required. Job profiling tool used to look at behaviours required within roles to be included in person specifications to aid recruitment and retention. This will assist in the development of service and personal development plans in Qtr2/Qtr3
- iii. Work is underway with LGA workforce adviser to progress change in Job evaluation system. Posts selected for benchmarking - one of each grade to be evaluated using LG system. Work is also ongoing to amend a significant number of job descriptions that are out of date and do not reflect current roles and responsibilities. These changes will also support effective performance management which is key to organisational performance.
- iv. Training undertaken during the quarter has included
 - 1. Resilience training
 - 2. Mental health awareness
 - 3. Finance for non-financial managers
 - 4. Practical steps in setting up a trading company.
 - 5. Thomas International Personality Profile
 - 6. Conflict Management
 - 7. Driver awareness
 - 8. Prevent Training
- h. A detailed update on the transformation programme will be given to Qtr 1 O & S Committee meeting
- i. The focus of legal work has been broad this quarter including significant support to colleagues to address anti-social behaviour issues including rough sleeping and abandoned vehicles, and the legal work required around the Pier case at the Supreme Court and actions required post the decision to prepare for arbitration. Other legal work and prosecutions have continued including:
 - Two breaches of planning conditions £1900 fine and £450 costs
 - Successfully applied for 2 Dog Control Orders
 - Received £10,300 in debt repayments, charged £27,000 of council tax on property, received £14,500 in council tax charges and £20,000 housing benefit overpayment has been agreed by attachment of earnings order and payment arrangements
 - 14 contracts have been drafted including Root 66, promenade works and grants funding such as CHART. 4 leases, 3 Licences and one Deed of Variation and 11 leases and 18 tenancy agreements for Social Lettings

Performance Issues

1. Failed Bin Collections

- a) Performance collection targets of 130 in every 100,000 bin collections has been missed with performance of 176. This represents a fall from the virtual achievement of this target in 2015/16 when 133/100,000 bins were missed on average.

The greatest concern currently is the number of repeatedly missed properties, particularly those on assisted collections. As a result, we have initiated a new weekly meeting with Kier management to discuss the levels of missed bins and Kier have expressed their commitment to reduce the number down to 50 per week and 0 assisted collections. A new system will be put in place, where the worst 20 repeatedly missed properties are highlighted and these properties put on an IC List (Intensive Care). These properties will require the chargehand on each round to confirm that collection has taken place at this address or highlight any issue as to why it wasn't collected (contaminated recycling for example). These properties will stay on the list until we are confident that residents are receiving the collections as they should. As properties are removed from the list, new properties will be added to ensure that repeat misses are rectified.

However, it is pleasing to note that both the recycling target and that for street cleanliness have been achieved. The street cleanliness target for Quarter 2 will include much of a very busy summer period and it will be interesting to see how performance bears up under this pressure. The East Sussex Waste Partnership continues to address performance issues with Kier which are reflected across the contract and not just in Hastings.

Planning Decisions

- b) Planning's Corporate Plan objective was to be achieving its expected performance levels by Q3. The Planning Services Manager has now presented lead members with her assessment of the challenges facing the service in the light of past performance issues and changes made by Government to the measures which will be applied to assess planning performance. There are resource implications to this which will be considered at Cabinet and, as agreed, she will outline the key issues and how they will be responded to at a future O&S meeting. For this first quarter the major applications at 33% out of a target of 90% is of concern. However, of the 3 major applications 2 were long outstanding applications (18 months plus). These are often delayed because of legal issues or developers delaying the signing off.

2. Licensing Schemes

The Council operates two discretionary licensing schemes. An additional scheme covering higher risk HMO in 4 wards and a selective scheme covering a range of rented property in 7 wards. The selective scheme introduced in April 2015 attracted a 6 month early bird discount. As a result, the Council has received over 3,000 applications against a target of just under 2,000 for the whole year. Whilst this is extremely positive it will require the 5 Year Business Plan to be adjusted to take account of the lower level of income received in year one. Officers will over the next 12 months be redoubling their efforts to pursue enforcement against the

owners of the 4,000 plus properties that remain unlicensed, to ensure that all properties are licenced and that the project is self-funded over the life of the scheme. Proposals for a replacement scheme to cover the ending of Additional licensing will come forward later in the year.

3. Implications of Brexit

There are two areas where the Council will have continuing concerns. Firstly how Hastings will be impacted by the ending of European funding and how the UK Government will address this. Secondly, there are national and local concerns about a rise in racist incidents following the decision and HBC will wish to continue to promote an inclusive welcoming town moving into the future.

3.1. Update on External Funding Bids

- The outcome of the referendum has resulted in considerable and continuing uncertainty over EU funded programmes and future funding opportunities for regeneration and economic development activity. At this stage it appears unlikely that there will be clarification from the UK government before the autumn financial statement. The Treasury has guaranteed funding for any European Structural Investment Framework (ESIF) projects that are approved and agreements signed before the autumn statement. The approved Interreg projects which have been approved, and which would fall within this guarantee, are CAN and SHINE. The two major projects which we are pursuing, FLAG2 (£800k value) and CLLD (£3.7m value), are less certain at this stage, but we have been encouraged to continue with our stage 2 applications and hope to have clarity about both before the end of October.
- Following notification in March that our expression of interest in Community Led Local Development (CLLD) was successful, there has been intensive engagement with local partners in the development of a local development strategy aimed at providing working age residents in the most disadvantaged parts of Hastings and Bexhill with workforce skills and employment opportunities, and opportunities for entrepreneurial activity.

3.2. Update on European funding for the new Visitor Centre at the Hastings Country Park

The advice we have received from Interreg is that we progress on a 'business as usual' approach until Article 50 is invoked. We have no date for this. Groundwork, our partners in working to deliver the new Centre continue to liaise with partners, UK and European, to get the Interreg application ready for the December submission. In summary;

- Since May, Groundwork have attended meetings in Brussels and Paris, with partners, to prepare the details of the application. Groundwork will attend a further meeting of partners in Germany on 17th August to finalise the application details for a December 2016 submission and a January 2017 decision.
- Groundwork are preparing a Heritage Lottery Bid in parallel to the Interreg bid. This is in two stages, first submission for December 2016, second submission six months later (approximately May/June 2017).
- It is proposed a Board meeting be arranged for October 2016. This meeting will seek approval and recommendation from the Board to progress to appropriate HBC committee for corporate approval to submit an application to Interreg.

3.3. Community Cohesion

In response to the potential for increased tension and hate crime the following may be helpful:-

- a) The Hastings Voluntary Action Hate Crime Service (which is grant aided by HBC) reported in July that there have been a couple of directly linked incidents and concern about offensive language on social media.
- b) There is long term concern amongst European nationals about how Brexit will impact upon their status. Although there has been assurances given by the Government these anxieties are unlikely to be resolved until formal arrangements are announced and this may be some time away.
- c) The Police have made it publically clear (including at LSP meetings) that they will react strongly to future incidents if they occur. There have been around 6 incidents up to July although this number now seems to have dropped away.
- d) An initial assessment carried out by Regeneration staff have identified potential future tensions, but many of these are also likely to be influenced by wider economic and housing issues.

The Brexit negotiations are likely to be protracted and have some periods of public dispute between the UK and the European Union. It is appropriate to continue to monitor tensions in conjunction with our partners.

3.4. A welcoming town

Hastings does not have the option (even if it wanted it) to turn it back on Europe or ignore the fact that economic growth depends upon being perceived as a town that welcomes diversity and change. The examples of this are the future of HE provision, the continuing success of foreign language schools and the creation of a cultural led approach to regeneration. I suggest this is something we will want to actively promote as Brexit negotiations develop to make it clear that the town seeks a future “connected” to people and markets elsewhere in Europe or who may wish to invest in or work here from different communities in the UK.

4. Progress on White Rock Area Action Plan

- White Arkitekter, an architectural firm based in Gothenburg, Sweden, with offices in London, has recently been appointed to undertake initial masterplanning work in the White Rock area. The outcome of this will help inform the Area Action Plan (AAP) for the Town Centre and White Rock area, and we anticipate that it will also lead to identification of some early improvement/development projects.
- The Conservation Studio has recently been appointed to carry out appraisals of the two Conservation Areas that lie within the AAP subject area, and this work will identify priorities for maintaining and enhancing heritage assets of particular importance that will also feed into the development of the AAP.

5. The Source and Hastings Pier

- This first quarter saw the official opening of the Hastings Pier which, together with the new Source Park in the converted White Rock Baths, has resulted in increased visitors and renewed vitality to the White Rock area of the seafront.

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Appendix C – Quarter 1 Exceptions Report

Date	Version V1	Work Programme 2. Income Generation			
Performance Indicators			Targets	Met / Not Met	Performance
Increase the % of Council Tax collected in year to 96.3% (JS)		6.1	Q1 – 35.4% Q2 – 63.1% Q3 – 90.2% Q4 – 96.3%	Not met	34.5%
Increase the % of non-domestic rates collected in year to 98% (JS)		6.2	Q1 - 35.0% Q2 – 59.5% Q3 – 84.1% Q4 – 98.0%	Not met	33.3%

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Date	Version V1	Work Programme 4. Organisational Transformation and Development			
Performance Indicators			Targets	Met / Not Met	Performance
Reduce the proportion of working days / shifts lost due to sickness absence to 6.25 (VC)		7.1	Q1 – 1.55 Q2 – 3.15 Q3 – 4.70 Q4 – 6.25	Not Met	Q1 – 1.65 First quarter target not met, but better than Q1 last year of 1.98

Date	Version V1	Work Programme 5. Heritage, culture and community			
Performance Indicators		Targets	Met/Not Met	Performance	
Number of people attending White Rock Theatre performances (bigger is better) (MA-A)	2.1	Q1 – 15,500 Q2 – 20,500 Q3 – 56,000 Q4 – 75,000	Not Met	14,557	

Date	Version V1	Work Programme 6. Customer First and Digital by Design			
Performance Indicators		Targets	Met / Not Met	Performance	
Reduce the average number of days to process new housing benefits claims to 15 (JS)		Q1 – 15 Q2 – 15 Q3 – 15 Q4 – 15	Not Met	15.2	
Reduce the average number of days to process new Council Tax Reduction claims to 15 (JS)		Q1 – 15 Q2 – 15 Q3 – 15 Q4 - 15	Not met	15.4	

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Corporate Plan – Key Activities 2016/17 and Lead Officer (initials)	Quarterly Update		RAG
Work Programme - 7. A safer cleaner town			
Average annual missed waste and recycling collections rate reduced from 2015/16 levels (SC)	Quarter 1	Q1 : 176 missed bins per 100,000 collections. April – 250 May-220 June – 160 An encouraging start to the year, but still a long way from achieving the target. We continue to prioritise this with Kier	R
	Quarter 2	Routine local performance management of contractor. Monitoring by East Sussex Joint Waste Partnership. Implementation of rectification & default protocols as appropriate.	
	Quarter 3	Routine local performance management of contractor. Monitoring by East Sussex Joint Waste Partnership. Implementation of rectification & default protocols as appropriate	
	Quarter 4	Routine local performance management of contractor. Monitoring by East Sussex Joint Waste Partnership. Implementation of rectification & default protocols as appropriate.	
	Risk	MEDIUM RISK Changes to service such as round changes, Christmas collection arrangements etc.	
	Mitigation	Client management liaise closely with contractor when changes being developed and implemented.	

Date	Version V1	Work Programme 7. A safer cleaner town			
Performance Indicators		Targets	Met / Not Met	Performance	
The average number of failed bin collections (per 100,000 collections) (smaller is better) (MH)	1.5	Q1 – 130 Q2 – 130 Q3 – 130 Q4 – 130	Not Met	Q1 - 176	

Corporate Plan – Key Activities 2016/17 and Lead Officer (initials)	Quarterly Update			RAG
Work Programme - 9. A good place to live				
Decision process on planning applications back to target level by Q3 (PE)	Quarter 1	Report to CAP following review by new Planning Services Manager.		A
	Quarter 2	Establish revised targets taking account of New Housing & Planning Act.		
	Quarter 3	Performance in line with statutory targets.		
	Quarter 4	Performance monitoring against statutory targets.		
	Risk	Medium. Risk of designation by government and decision making being removed from Councils not meeting new targets		
	Mitigation	Additional staffing being put in place in Q2 to enable applications to be determined within target times		

Date	Version V1	Work Programme 9. A good place to live			
Performance Indicators		Targets	Met / Not Met	Performance	
Number of homelessness acceptances (smaller is better) (AP)	4.01	Year-end target: 250	Not Met	Q1 64 – Very slightly below target for the quarter. Levels of homelessness (and number of applications) are rising in keeping with a trend nationally.	
Long term (2+ years) empty properties returned to use (bigger is better) (AP)	4.05	Q1 – 18 Q2 – 35 Q3 – 53 Q4 - 70	Not Met	Q1 – 17, very slightly below target for the quarter	
% major residential & commercial planning applications determined within 13 weeks or as agreed with the applicant (bigger is better) (AP)	4.06	Q1 – 90%	Not met	Q1 – 33% Only 3 applications met the criteria this quarter. Of these 2 were long outstanding applications (18months and 6 months) which were finally determined.	
% minor residential & commercial planning applications determined within 8 weeks or as agreed with the applicant (bigger is better) (AP)	4.07	Q1 – 85% Q2 – 85% Q3 – 85% Q4 – 85% (interim target, will need to be reviewed in line with the targets established by the new Housing and	Not met	Q1 – 67% Performance was below the target and affected by higher staff sickness and insufficient staffing. Once additional staffing is in place targets should be met.	

<p>% householder planning applications determined within 6 weeks or as agreed with the applicant (bigger is better) (AP)</p>	4.08	<p>Planning Bill)</p> <p>Q1 – 65% Q2 – 65% Q3 – 65% Q4 – 65%</p> <p>(interim target, will need to be reviewed in line with the targets established by the new Housing and Planning Bill. A new target covering appeal success will also be introduced)</p>	Not met	<p>Q1 – 58%</p> <p>Performance fell just short of the target and was affected by higher staff sickness. Once additional staffing is in place targets should be met.</p> <p>The indicator title and definition has been updated to include applications determined with an extended timescale agreed with the applicant to bring it in line with the other planning application indicators.</p>
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Corporate Plan – Key Activities 2016/17 and Lead Officer (initials)	Quarterly Update		RAG
Work Programme – 10. Leisure, health and wellbeing			
New interpretive centre at Hastings Country Park developed, built and opened within budget (MD)	Quarter 1	Groundwork South invited to proceed to Stage 2 detailed submission for Interreg and Heritage Lottery funding. Tender to be aligned to certainty of grant aid.	A
	Quarter 2	Continue to progress applications and meet European Partners to agree final application for Interreg application	
	Quarter 3	Submission of Interreg and HLF application in December If funding available implement build phase.	
	Quarter 4	If funding was secured continue to implement build phase.	
	Risk	HIGH RISK Without grant aid the scope of this project may need to be reduced.	
	Mitigation	Early feedback from the Interreg bid is encouraging. Brexit outcome brings uncertainty to project but early indications are we proceed on a business as usual until Article 50 is invoked.	

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Corporate Plan – Key Activities 2016/17 and Lead Officer (initials)	Quarterly Update		RAG
Work Programme – 11. Governance, democracy and resilience			
Exceptional hardship policy introduced for benefit claimants, landlord and bailiff housing benefit portal launched, commitments as a result of benefits cap implemented, collection and recovery targets met (JS)	Quarter 1	Exceptional Hardship policy in place Landlord portal to go 'live' Bailiff portal implementation to be started Preparations for revised Benefit cap Preparations for Universal Credit full roll-out Implement Benefits Service Review recommendations To achieve performance targets Review Council Tax Reduction Scheme for 2017/18	A
	Quarter 2		
	Quarter 3		
	Quarter 4		
	Risk	L	
	Mitigation	Testing complete should be 'live' by September 2016 Work will be starting September 2016 Liaising with DWP re preparation planning. Start date delayed until November 2016 Still awaiting details from DWP. Meeting scheduled for 2 August 2016. Roll-out date of December 2016 may 'slip' Report only received mid-July. Action Plan to be agreed then implemented. Missed 4 of the 6 targets. As it is only first quarter we are confident that the targets are still achievable & we will continue to monitor our performance on a weekly basis, making any changes to working practices as required.	
Annual Audit Plan completed and outcomes reported to the Audit Committee (TD)	Quarter 1	Payroll Procurement in-house procedures Selective Licensing	A

		All 3 audits in progress. Benefits in Kind part of Payroll completed and reported on. Started the Housing Benefit Grant Subsidy Claim early and completed an audit of a sample of DFG cases.	
	Quarter 2	Start Housing Benefit Grant Subsidy Claim Homelessness Disabled Facility Grants (DFGs)	
	Quarter 3	Cash & Bank Main Accounting System Completion of the Housing Benefit Grant Subsidy Claim	
	Quarter 4	Extended follow-up work on Business Continuity and Passwords Corporate Credit Cards Completion of International Auditing Standards work	
	Risk	Risk of not completing the plan (L)	
	Mitigation	Stewardship / Monitoring	

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Update on the 2016/17 Overview and Scrutiny Work Programme

Phase

Quarter 1	<p>Meeting with the Leader and Deputy Leader of the Council – the future of the council and corporate prioritising – meeting scheduled to take place in September 2016</p> <p>Update on the organisational transformation programme at Quarter 1 committee meeting – to be presented at Quarter 1 committee meeting</p> <p>Briefing on waste and street cleansing in advance of Quarter 1 committee meeting – briefing circulated separately</p> <p>Update to Quarter 1 committee meeting on EU funding programme and the impact of the recent referendum on community cohesion – update included in the Director of Operational Services' briefing</p>
Quarter 2	<p>Base Budgeting – learning from cleaning contract procurement process</p> <p>Update to Q2 committee meeting on Cultural Regeneration</p>
Quarter 3	<p>Update to Q3 committee meeting on the Planning Service – potential special meeting of the Overview and Scrutiny Committee</p> <p>Commence review of Scrutiny functions</p> <p>Update on initiatives as part of a greener town and associated income generation opportunities</p> <p>Update to Q3 committee meeting on application IT to assist transformation, including use of blockchain technologies</p>
Quarter 4	<p>Concluding the 2016/17 work programme</p>

Agenda Item 6

