

Overview and Scrutiny Committee Agenda

Thursday, 11 July 2019 at 6.00 pm

Muriel Matters House, Breeds Place, Hastings, East Sussex, TN34 3UY

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Agenda Item 3 Public Document Pack

OVERVIEW AND SCRUTINY COMMITTEE

13 JUNE 2019

Present: Councillors Davies (Chair), Levane (Vice-Chair), K Beaney, Cox, Foster, O'Callaghan, Rankin and Turner

7. APOLOGIES FOR ABSENCE

Apologies received for Councillors Barnett and Battley

8. DECLARATIONS OF INTEREST

<u>Councillor</u>	<u>Item</u>	<u>Interest</u>
Davies	Any items where Teaching is discussed (3b, 6)	Personal
Rankin	Any items where Property is discussed (4, 6)	Personal

9.1 Minutes of the Previous Overview and Scrutiny Committee 24/01/19

RESOLVED – that the minutes of the meeting held on 24th January 2019 be approved by the Chair as a true record.

9.2 Minutes of the Previous Overview and Scrutiny Committee 07/02/19

RESOLVED – that the minutes of the meeting held on 7th February 2019 be approved by the Chair as a true record.

Councillors asked questions from arising from the previous minutes

Question: *Have other authorities been approached to see if they will help share the costs of maintaining the CCTV room?*

Answer: Other authorities were approached some time ago; a lot of the system covers Hastings Borough Council properties such as car parks. Previously other authorities were not interested in supporting the costs, but the Director of Operational Services would be happy to ask the question again and see if the response has changed at the next meeting with the chief inspector.

Question: *there was talk previously of 319 new Police officers and there was mention of 5 of these being for the Hastings area, is this number correct?*

Answer: This is an operational decision for the chief constable so the police commissioner would be unlikely to answer. It takes time to train new officers so

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we will have to wait to see the results of the recruitment. We can ask the chief inspector at the next meeting that councillor Fitzgerald and the director of operational services have with her on the 24th of June.

Actions: Director of Operational Services to pick up (i) CCTV and (ii) police capacity and report back to Scrutiny on discussions with the Chief Inspector.

Question: *what is the council prepared to do about retaining good teachers in the borough?*

Answer: Although the connections with the college are not as strong as before there is an officer on the Hastings opportunity area board who can potentially engage with partners on this issue with this board. . Some longer standing more experienced teachers in the borough are feeling forced out of the profession in favour of newer and cheaper replacements in the academies.

Question: *Did East Sussex County Council (ESCC) give any money for the licensing that the council is now doing on their behalf?*

Answer: As with highways licensing before, ESCC gave it to Hastings Borough Council to fix so shall see where we are in 3 years. The policy made by the licensing manager is very good.

Question: *Can we use our soft powers to help improve the image of Hastings to try and attract new teachers to the area and increase the standards of education?*

Answer: The deputy leader was happy to give assurance that will attend any meeting to which she is invited to assist where appropriate. ESCC have less power than they used to and Hastings Borough Council have lesser direct influence but will commit to do what we can. Engaging in these conversations is a good thing and we need to keep doing it. Education used to have a strong presence on the LSP but no longer.

10. PERFORMANCE AND FINANCIAL MONITORING FOR 2018/19 - YEAREND REPORT

Question: *Selective licensing is showing a variance in income in advance of licenses yet to be issued and due to a recent court ruling regarding EU directive 2006/123/EC in July 2018 meaning councils may need to prove that licensing fees only cover the costs of administration, would it be wise to put some of the money aside to see if this affects Hastings Borough Council?*

Answer: It is a self-financing scheme and is not, nor will it ever be, an income generator. Some people were not paying their invoices once the work had been done so the system was changed to a payment in advance system. This is why it is money in advance. If the license falls through then the money is refunded, but there is a team looking into how the licence is funded to make sure everything is correct if these questions are asked.

Question: *How does the council arrive at the fee?*

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Answer: Cannot answer completely but would be happy to have Peter Grace and Andrew Palmer present a report to you that breaks down the licencing fees.

Action: Director of Operational Services agreed to source a response as suggested prior to the next Q1 (September) meeting.

Question: *Regarding HMO's how do you deal with the situations where there are multiple freeholders? How many of these properties are there? And how do you deal with a situation where someone on benefits cannot afford it?*

Answer: The licensing scheme is first and foremost to protect the people who live in these properties. There will be problems and we will always try to be sympathetic in these situations. Cannot give a detailed answer around multiple freeholders but can ask and bring the answer back. It has been an incredibly successful scheme and has brought standards in Hastings up. It is a success story that is ahead of the curve but as we have seen the increase in tenancy, this scheme needs to be rolled out wider. There is confidence that staff are making plans to address the EU ruling.

Councillors commented that the scheme is very good and is important in making residents lives better. They are happy that the funding of the scheme is going to be unpacked following the commitment from the Director of Operational Services to follow this up.

Question: *the homelessness spend, is it sustainable? What will the council do if it isn't? What funding is available to the council?*

Answer: It is not sustainable, there is a potential deficit of £2m either the council will overspend or it has to take money from other budgets. Cabinet approved £2.5m to acquire temporary accommodation. There may be a case in the future for more but will require further conversations and if viable, approval of an associated business case.

Question: *What is the council doing about the underspend on the rough sleeping initiative?*

Answer: we will spend that money, it isn't an underspend.

Question: *there are a number of grant underspends is that because of late receipts of the money or is there a problem spending it in the time allowed?*

Answer: For some grants like the Disabled Facilities Grant the government has given the council more money. Not aware of anywhere where the council has been slow to spend it. The overspend of £90k hides the total spend of just under £1m somewhat, the accommodation money should be spent within the month which will help with the overspend.

Lead councillors commented that they would go away and think about how scrutiny can best assist in tracking spend and will let them know when they have an answer and thanked scrutiny for the offer.

Question: *is there a lot of red tape on the homelessness money determining what it can and cannot be spent on?*

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Answer: Each set of funding come with its own rules and expects a report at the end to show what it was spent on. Less and less funding is considered general.

Question: *What conclusion can be drawn from the underspends? Is it an issue that it is being carried over? The wording 'continues to underspend considerably' seems a poor choice? With the disabled facilities grant is there a lack of demand?*

Answer: The sentence 'continues to underspend significantly' is not a smart sentence. Will ask colleagues in housing about demand and whether it matches resources and report back. Members might then know a better way to spend the money, but need to be aware that it can only be spent on private dwellings.

Action: Director of Operational Services to seek feedback from housing colleagues on the extent to which demand is met by resources available for Disabled Facilities Grants (DFG) before Q1 Scrutiny meeting.

Question: *if the council are not spending the DFG money should they be giving it back?*

Answer: The council is constrained by the way they can spend it so should look at ways to make sure it is spent. The hiring of Occupational health therapists has helped speed up the application process. There is no waiting list at the occupation health end at the moment, but the biggest problem is finding approved contractors to perform the building work. As they have to meet a lot of specific standards to meet the requirements of the grant money. ESCC did recently ask for some of the money back and did receive it for a specific purpose. Going forward there should be improvements in the building process to decrease the need to make these changes with the DFG later down the line and future proof new builds more.

Question: *is the lack of a waiting list meaning that the council is not advertising the DFG service well enough?*

Answer: there is a good team of staff in the housing department who understand how these schemes work, and they believe that they are advertising correctly. The council is being as active as it can in advertising the scheme.

Question: *what does the report mean by private homes meeting the minimum standard?*

Answer: there are more than 200 homes out there that need attention but that 200 reflects the realistic capacity of officers to influence. It means properties meeting the minimum standards as a result of Hastings Borough Council involvement.

Question: *what are the minimum standards?*

Answer: can find out and send round to councillors.

Action: Director of Operational Services to liaise with housing colleagues to clarify definition of minimum standards by Q1 Scrutiny meeting.

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Question: *there are a higher number of targets not met but it would be good to see directional of travel in the report?*

Answer: directional travel is not in the overview but is in the more detailed part of the report. It was taken out of the overview to make it a quicker overview. Can put it back in and will take any comments on layout or information for next time as required.

Question: *the report cites a warm summer and less than cold winter as a cause for lack of associated housing complaints is this correct?*

Answer: The number of complaints indicates this is true, weather tends to affect the number of complaints the council receives in this area. This may be a confusion between causation and correlation and can look at making the wording clearer in the report.

Question: *there still seems to be new benefit applications coming in according to the report shouldn't Universal Credit be stopping these?*

Answer: some people are not eligible for Universal Credit so will still need to apply for benefits

Question: *The last two CHART consultation meetings have been cancelled why is this? The website has not been updated can this be improved?*

Answer: can pass on the comments about the website and will ask the question about the cancelled meetings.

Action: Director of Operational Services to seek clarification on why the CHART website is out of date and scope for improvement by Q1 Scrutiny meeting.

Question: *is the council secure about the end of the Council Led Local Development (CLLD) process and will it be used inform future projects?*

Answer: Should start to see a real difference through the CLLD programme and hope to get a lot of learning from it to inform future projects

Question: *there is a large block of red around benefits and there is an impact on people who claim housing benefit when it is suspended, especially if it paid straight to their landlord and suddenly they don't get the money. The person in receipt of these benefits then suddenly gets a section 21 notice. Would like to know the average number of days it takes to process an application?*

Answer: will take away and find out and bring it back to the next meeting but will say there is a large amount of changing of systems at the moment and this puts pressure on the staff.

Action: Director of Corporate Services to seek clarification on average number of days it takes to process an application by Q1 Scrutiny meeting.

Question: *can we do better on this as it affects the most vulnerable people?*

Answer: the council is working on it as best it can with the upgrade of systems and the move to online service to increase efficiency but while these systems are being put into place it takes staff away from the day job and puts pressure on existing staff, there will be an improvement at the end of this process.

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Action: Director of Corporate Resources to report back at the next Q1 Scrutiny meeting on progress with systems changes.

Question: *Eastbourne Borough Council give discretionary payments to help with this does Hastings Borough Council?*

Answer: yes, comparing to other councils is useful to make systems better. Hastings Borough Council is fully aware of the issues and are working to fix them as best it can. One thing that the council is now doing is the use of mystery shoppers the feedback from this process has been very positive and the mental health training that staff have received will help when dealing with the most vulnerable people.

Question: *With the litter and street cleanliness being 6% last year should a more challenging 4% be made for the DSO(the council's new in-house street cleansing service)?*

Answer: the same indicator should be taken as it was 6% last year and the target of this year of 5% is very challenging and will give the service time to bed down whilst still being a good target. Once the reassurances are in place then the targets can be made more challenging in future years. There is Confidence that there will be an improvement on the previous service. The indicator is a measure of the service but not the only one. You can only set targets based on the resources available.

Question: *how can the housing associations be made to take responsibility to keep their areas up to the same standard, as it will mean people in the poorest areas falling further behind? Biffa were reviewed, what did the council ask from them?*

Answer: As part of the new contract, Biffa have a work programme. They will have a 6 month period to bed in and the council thinks it is right to give them this time so they can see the best way to go about the work programme. There are changes from the previous contract such as the glass recycling changes and the council has the power to discuss any issues with the contractor. The budget is important to monitor, given the cost of the new service and the associated inflationary pressures. It has been brought back in house because the council believes that it can deliver a better quality service. There is a wider climate crisis at the moment and a debate needs to be had engaging everyone in the responsibility to dispose of waste correctly.

Question: *Will the council take responsibility to clean the twittens?*

Answer: One of the challenges with new waste arrangements is that If the councillors wish to clean the twittens then it will need to be put in the contract and be budgeted for and there will be an opportunity cost of doing so.

Question: *Citizens Advice Bureau (CAB) and Hastings Advice and Representation Centre (HARC) both receive funding from Hastings Borough Council why is the funding for HARC more?*

Answer: The council planned on how it looked at these services together, will find out the answer.

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Action: Director of Operational Services to provide a briefing on the differentiation in funding questioned by the quarter 1 Scrutiny meeting.

Question: *Where is the councils waste ending up?*

Answer: The council has less control over where the waste goes as ESCC have less control. Hastings borough council collects and ESCC disposes, until recently Hastings Borough Council was the recipient of recycling credits to encourage correct recycling but when the contract changed all the district councils in the Joint Waste Committee (JWC) opted out. If laws are changed and taxation is introduced for businesses then the councils may wish to revisit this.

Question: *is it appropriate that the holocaust memorial is under the 'growth' section of the report?*

Answer: This will change in the future, but will note that it is not appropriate to have it where it is.

Question: *the rehoming of Syrian families in the borough, considering the lack of temporary accommodation how is this scheme going?*

Answer: this scheme is going well, extra support and money has been provided to help these families. The support they get from the community is also really positive. It is central government money so doesn't impact on our resources and all accommodation is from the private rented sector so the burden and cost are zero to the council.

Councillors praised the great work from this programme and commented that they were proud of the council's commitment.

Councillors discussed their concerns on pressure on officers now that the workforce has been reduced, but praised that the council is working more closely with the trade unions.

Question: *What is the impact of stress on the workforce and what is the impact on lost days?*

Answer: A couple of long term sicknesses have skewed the results somewhat. Staff are under a lot more stress than before due to the shrinking workforce. Moving services online will alleviate some of this and the mental health champions who have been trained will also help where appropriate.

Question: *The HR team themselves are under huge pressure do they have enough support?*

Answer: it is a lot of hard work for them, and Councillor Rogers is keeping a close eye on the team.

Question: *is the climate change strategy target of 2030 achievable?*

Answer: it is a very ambitious target but that makes it more likely to be achievable. The target must be met or there will be dire consequences.

Councillors commented that the point on page 56 needs to be changed to achieve by 2030 and all instances of this need to reflect this.

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Action: Democratic Services to (i) check the published minutes of the associated Cabinet meeting where the motion was received (ii) to amend the corporate plan work programme summary in the report to reflect this where appropriate.

Councillors voted on the recommendations of the report and agreed unanimously.

RESOLVED that:

1. That the committees comments on 2018/19 performance be addressed by the relevant Lead Councillors(s) with appropriate action and report back
 2. That the comments of the Overview and Scrutiny Committee on the proposed performance indicator targets for 2019/20 be referred to the Cabinet meeting on 8th of July 2019
 3. That staff be thanked for their hard work and achievements
- The reason for this decision was:

To assist the council to undertake performance management arrangements

Short break (20:40 to 20:46)

11. SCRUTINY REVIEW OF REGENERATION FUNDING

Councillor Paul Barnett submitted a report to set out the context, methods, key findings and recommendations from this review.

Councillors thank Councillor Barnett and his team for their hard work on this report. They commented that it is a very good and challenging report and hope that it will be taken in the spirit as it is intended. They commented that it is a good example of how scrutiny works together and leaves party politics out of their work.

Councillors discussed the poorer boroughs in Hastings and how this report should ensure that they are not being left behind. Area champions and better use of ward councillors will have a positive impact on these problems if feasible. It was commented that BREXIT implications are not directly mentioned in this report but maybe referenced in the management response as impacting on the types of funding available for the council to apply for in the future.

Councillors also spoke about Clinical Commissioning Group's (CCG) and how the funding from them in the future is uncertain due to their current financial constraints.

Councillors voted on the recommendations of the report and agreed unanimously.

RESOLVED that:

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1. That Overview and Scrutiny approve this report so that a Cabinet and Management response is then sought on the proposed recommendations and associated questions raised.
2. That Overview and Scrutiny thank their review team and those that contributed to this review.

The reason for this decision was:

To arrive at a response to the recommendations made in this report that will (subject to Scrutiny approval) likely inform further associated Scrutiny work.

12. YEAR-END UPDATE ON OVERVIEW AND SCRUTINY WORK PROGRAMME 2018/19

The Continuous Improvement and Democratic Services Manager presented an update.

Councillor Davies listed the work programme ideas to date:

- Corporate plan
- Gap analysis from regeneration
- Education review (investigate a standing panel)
- Scrutiny charter (how can the committee be embedded, developed and meet the steers)
- The DSO (the council's new in-house street cleansing service) and lessons learned from the DSO
- Managing the budget deficit
- Planning policy review
- Climate change motion (when cabinet have clarified what will be happening)

Councillors discussed the key difference between a review and a standing panel, they concluded that a review has a set time and ends with sending a report to cabinet where as a standing panel is an ongoing piece of work that monitors an area of concern to scrutiny and reports back and forth to cabinet regularly.

Councillor Turner reminded councillors that he has arranged a visit to West St Leonards Primary School which Brighton Academies Trust look after. It will be on July 8th at 2pm.

(The Chair declared the meeting closed at. 9.04 pm)

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Agenda Item 4



Report to: Annual Overview and Scrutiny Meeting

Date of Meeting: 11 July 2019

Report Title: Update on 2018-19 Work Programme and Overview and Scrutiny proposed Work Programme for the 2019-20 municipal year

Report By: Mark Horan, Continuous Improvement and Democratic Services
Manager on behalf of Cllr Davies and Cllr Levane (Chair/Vice Chair of Overview and Scrutiny)

Purpose of Report

1. To update on the status of the 2018/19 Scrutiny work programme.
2. To summarise ideas received for the 2019/20 Scrutiny work programme and to propose next steps for progressing these.

Recommendation(s)

1. That the Annual Meeting reach agreement on their key lines of inquiry for the Scrutiny work programme for the 2019/20 municipal year.

Reasons for Recommendations

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.

Introduction

1. A range of ideas for the 2019/20 Scrutiny work programme have been considered by Overview and Scrutiny committee members at their Scrutiny Steering Group (SSG) meetings on the 5th and 20th of June 2019.
2. Scrutiny members are keen to build on and extend work areas and themes considered in the 2018/19 programme and previous years.
3. Thinking and discussion this year has been informed by Scrutiny members reflecting on what they felt had worked well and less well in their 2018/19 work programme and by [recent statutory scrutiny guidance](#) (2019). The Chair has extracted and modified the following four key words, from the statutory guidance, to inform the work programme 2019/20:

Challenging – O&S is a critical, constructive and, when necessary, collaborative scrutineer of the executive and partner organisations/other government agencies

Amplifying – O&S is sensitive to and able to represent the concerns of all communities

Independent – O&S is a check and balance on the executive and is by necessity political neutral and bi-partisan

Improving – O&S is always guided by the requirement to improve services for and the life chances of every citizen of the Borough.

4. This report begins by outlining the key features of this guidance and the familiar financial circumstances that inform thinking on the proposed Scrutiny work programme for the year ahead.
5. It then sets out progress made against the 2018/19 programme, before considering proposed work areas and direction of travel for the 2019/2020 work programme.
6. Overview and Scrutiny will need to agree their work programme mindful of their own and officer capacity, as well as officer advice where appropriate.

Background and context

7. Following a [review](#) in late 2015, the Council's Overview and Scrutiny function moved from two to one committee, in part, to remain fit for purpose against a backdrop of then unprecedented financial challenges facing local authorities.
8. These financial challenges very much remain, and nearly four years on from this move, the chair and vice chair are keen to review how Scrutiny has fared and what room there might be for enhancing the Scrutiny function further, mindful of and supporting the challenges the Council faces.
9. This intention resonates with the recommendations in the recent guidance encouraging (page 4):

‘...all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.’

10. The Scrutiny members have identified the potential challenge posed by a ‘democratic deficit’ permeating the culture of British politics on the reputation of Hastings Borough Council. The work programme will endeavour to address this within our local context.
11. A central theme of the statutory guidance is the importance of organisational culture and commitment to scrutiny across an authority, not just among those members and officers with a scrutiny role.
12. The chair and vice chair are keen to pick up on these points as part of the work programme for the year ahead.
13. They are also keen that the shortlisting and working up of ideas for the programme considers the following questions flagged in paragraph 55 of the recent statutory guidance:
 - *Do we understand the benefits scrutiny would bring to this issue?*
 - *How could we best carry out work on this subject?*
 - *What would be the best outcome of this work?*
 - *How would this work engage with the activity of the executive and other decision-makers, including partners?*

Update on the 2018/19 Work Programme

14. The 2018/19 Programme outlined at appendix A has been largely completed to time, cost and specification.
15. Two main review pieces from this programme sought a Cabinet/Management response, namely the review into Single Use Plastics (SUP) and the review of the Council’s Regeneration Funding.
16. Scrutiny members are pleased with the [management response](#) to the SUP review, whereby there is a clear plan of action and allocated resources to respond to the SUP report recommendations.
17. Furthermore they are supportive of the subsequent appointment of a Climate Change lead Member on Cabinet (the previous review chair) and look forward to the firming up of the wider plan (of which SUP’s are a part) in response to the climate change commitments made in the motion to Cabinet in February, so that this can be subsequently monitored by Scrutiny.
18. Scrutiny members are also due to receive a Cabinet/management response on their review of Regeneration Funding in due course.
19. It is anticipated that this response will shape the trajectory of further associated work, and Scrutiny are mindful to build capacity into their programme to allow for this work.

Prospective 2019/20 programme

20. Appendix B outlines potential areas of work for the year ahead across the quarters, subject to the approval of the overview and scrutiny committee.
21. It must be noted that the Annual Overview and Scrutiny meeting where this report is considered is scheduled in quarter two.
22. The committee therefore has less than three quarters to complete its annual work programme if it is to do so before the new financial year when all committee membership (including Scrutiny) is liable to change at the Annual Council meeting.

Education

23. The chair has recommended that the important work of the Scrutiny Education review team that has engaged with education partners on a ranges of issues to date, merge in line with the recent guidance into a 'standing panel' (page 24).
24. The role of this standing panel would, in the first instance before the end of quarter 2, be to review work to date, consider those questions in paragraph 12 and report back to the SSG on associated lines of inquiry and or next steps for the year ahead.

Enhancing Scrutiny

25. It has already been suggested that the chair and vice chair wish to review the Scrutiny function to date informed by the recent statutory guidance and views of their colleagues on what has worked well and less well in terms of Scrutiny.
26. They are keen to critically consider within Scrutiny and throughout the council more broadly, whether and how effective checks and balances are in place to shape council activities as they develop, prior to them arriving at Scrutiny for performance monitoring.
27. In particular, there has been a long standing feeling among Scrutiny members that non Cabinet councillors have little or no awareness or involvement in the development or delivery of council activities until 'after the horse has bolted.'
28. While it could be argued that such awareness and involvement is primarily the domain of the executive and perhaps Cabinet members in the first instance, the scope that the council's constitution allows for Scrutiny to be involved in 'policy development' and more specifically checking, testing and inputting into council work areas as they develop requires review.
29. As part of such a review, the chair and vice chair are keen to better understand how council work activities develop, what checks and balances are in place and what criteria and processes are followed to ensure due diligence, quality assurance and strategic fit, particularly at a time when council resources are much challenged?
30. Improved understanding of this is intended to help Scrutiny members better do their job in the confidence or knowledge of how this is being done whether members are directly involved or not.

31. Furthermore, the chair and vice chair consider that such quality assurance is central to the role of the Scrutiny and Audit committees, and feel that both of these committees (with some shared membership) have an interest in better understanding the extent to which quality assurance happens and is embedded in the development, delivery and review of all council activity?
32. It is felt that this proposed work is a substantive area of focus for the year ahead and coincides with some of the questions raised in the [Regeneration Funding](#) Scrutiny report in terms of how council activities are prioritised, the process for doing so and subsequent performance management arrangements.
33. It is also intended to make use of the council's project toolkit to refine and focus lines of inquiry for this area of work before quarter two, with a view to reporting findings to Cabinet thereafter.

Corporate plan development

34. Since the approval of the 2019/20 corporate plan and budget, Scrutiny have expressed a desire to be involved in the corporate plan and budget setting process much earlier.
35. This intention was expressed at Scrutiny's annual budget meeting at the beginning of the calendar year and now Scrutiny's 2018/19 work programme is complete and with new committee members, there is renewed emphasis and commitment to this intention.
36. Less clear is how this is best done, combined with uncertainty as to the development process for both the corporate plan and budget.
37. Views of the executive are now sought on how this might best be achieved and the draft work programme proposes a provisional meeting with the executive to explore this.

Budget deficit

38. Without reconciling the budget deficit there may be no local borough council to scrutinise and an uncertain future for local democracy.
39. Against this backdrop, the chair and vice chair recognise that reconciling the budget deficit must take precedence so that the council can best meet the needs of the town's residents.
40. Again there is uncertainty as to how this is to be achieved, acknowledging that the corporate plan emphasises that the council will have to meet its statutory commitments first and foremost – 'must dos' then 'choose to dos'.
41. The chair and vice chair are keen to understand what (if there) is the process and criteria for arriving at difficult and unpalatable decisions on what the council will and won't do in the future and in what order, and, what outcomes are forthcoming?
42. With knowledge or overview of such a criteria, the chair and vice chair feel that Scrutiny could then use and apply this to undertake more effective scrutiny and performance management.

43. A proposed way forward is as paragraph 37.

Regeneration Funding Review next steps

44. It is felt that some of the questions and lines of inquiry raised in the scrutiny review of regeneration funding coincide with initial scoping and thinking for Scrutiny work in relation to the corporate plan and budget deficit proposed work areas introduced above.
45. The meeting between Scrutiny and the Executive proposed should help firm up associated direction of travel and encourage ongoing joined working between Scrutiny and the Executive (in line with the statutory guidance).
46. Appendix B therefore proposes three meetings with the executive – ideally one each for the corporate plan and budget deficit and a further provisional meeting to discuss the management response to the review of regeneration funding.

Direct Services Organisation (DSO)

47. The council made a clear decision and investment to bring the town's street cleansing services back in house in the form of a DSO.
48. While Scrutiny acknowledges it is far too soon to know if this is a success, the chair and vice chair are proposing two areas for update during the year ahead.
49. Firstly, Scrutiny are keen to hear what else the council might look to bring in house and what models or ways of working might be entailed in doing so having gone live with the council's first major DSO test case?
50. Secondly and more in line with the thinking in this report so far, what are the lessons learned via the programme management of the DSO through to successful launch?
51. Appendix B proposes Scrutiny receive a 'lessons learned' report from the programme manager for phase 1 (until launch phase) of the DSO in line with the council's project/programme management arrangements.
52. This is proposed because it is understood that this phase of the DSO programme is an exemplar case for project and programme management within the council.
53. Furthermore it is felt that understanding what has worked well and less well via a lessons learned report will assist Scrutiny performance monitor the DSO programme going forward at its quarterly meetings as well as give an overview of what to expect in a lessons learned report for the other 6 key programmes in the 2019/20 corporate plan.

Temporary Accommodation

54. The chair and vice chair are mindful that the council is keen to buy up property and use as temporary accommodation to offset the temporary accommodation bill associated with Bed and Breakfast (B&B) costs.

55. Less clear is the following: How much accommodation do we intend to buy over what time period at what cost to offset such B&B costs with temporary accommodation? How 'temporary' is such 'temporary' accommodation and is there an intention to move people onwards and if so, to where? How do we intend to manage such accommodation and what are actual and projected management costs (internally and externally) to both move people in and potentially out/onwards, and repairs, maintenance etc? If and where in house management arrangements are proposed, will we need new staff? If not, what work will existing staff need to drop off to make provision for this new work?
56. An update on this again perhaps to all councillors would be helpful where the associated business case/plan could be explored. After this, Scrutiny would then determine if further follow up work was required.

Planning Policy

57. It is understood that the council's various intentions for development are bound up in terms of revision to the council's local plan. Of particular interest is the relationship between planning policy, community voice and the decision-making process of the planning committee.
58. The chair and vice chair are keen that Scrutiny receive an update on this work as soon as possible but recognise the recruitment and retention challenges facing the team, in line with the picture around the country.
59. The chair and vice chair are keen to not only hear progress and next steps but also hear the experiences of the staff delivering on this work.
60. In particular: – is there a clear steer on what should be included and excluded in a revised local plan, or does the local plan need to be revised in such a way that leaves open the possibility of multiple development options? How do the council's aspirations in the climate change motion impact on revisions to the plan? How easy or difficult is it to accommodate council aspirations in terms of development or climate change into the revised plan?
61. Should there be Planning Policy staff available to assist with this line of Scrutiny inquiry it is proposed that this is a short one off task and finish session and perhaps an update for all councillors?

Other Ideas

62. The following ideas (not already considered) have been put forward by senior officers: understanding the energy market and potential future options for investment; organised crime in Hastings; ESCC transport projects implementation; universal credit impact; sea-bathing water quality; Visitor centre build progress at end of the year; Drug Services and support for the elderly and dementia sufferers within the borough.
63. The chair and vice chair are of the view that a number of these are of interest to all councillors and could be initially addressed through briefing sessions to all councillors via the Member Training and Development Group. These include:

- Understanding the energy market and potential future options

- ESCC transport projects implementation update
- Organised Crime update and awareness building on the all Member briefing in April by Sarah Godley (Chief Inspector)
- Drugs and Dementia sufferer service updates

64. The chair and vice chair will discuss these possibilities with the Member Training and Development chair.

65. It is noted that some of these are areas of interest for the LSP and it may make sense to invite councillors along to LSP meetings where associated briefings take place.

66. The appropriate quarterly performance meetings could include written briefings on Universal Credit impact, mindful of Citizen Access implementation and an update on the Visitor Centre.

67. After such written or verbal updates from the appropriate project managers, Scrutiny will where appropriate take a view on whether further work is necessary.

Next Steps

68. That Scrutiny agree the proposed work identified and an in principle agreement to the timetable of activities set out in appendix B.

Resource Implications

69. Scrutiny members are reminded that they need to carefully consider the proposed work to be undertaken in the municipal year, ensuring sufficient capacity to plan, prepare and fulfil associated commitments.

70. Scrutiny also need to be mindful of the dependency on staff and other councillors to support their lines of inquiry and may need to change their programme accordingly.

71. In previous years, Scrutiny has been asked to complete their work programme within the municipal year to ensure recommendations can be progressed and where appropriate included in work plans for the forthcoming year.

Timetable of Next Steps

72. Please include a list of key actions and the scheduled dates for these:

Action	Key milestone	Due date (provisional)	Responsible
Overview and Scrutiny (O and S) to agree prospective work	Approval at the Annual Meeting on the 11 th of July	11 th July	Cllr Davies (Chair)

programme			
O and S to allocate Members to the varied activities in the work programme	Agreed Members on each of the work activities with Chairs for each appropriate area of work agreed.	By end of July	Cllr Davis and Levane (Chair & Vice Chair) – to facilitate and to undertake this role if other Members are not forthcoming.
Meetings to be set up in line with the agreed work programme.	Meeting dates and associated venues set.	By end of July	Democratic Services Officers
Each work area scoped, considering questions outlined in this report (paragraph 13) and applying the council's project management toolkit where appropriate.	Each work area scoped setting direction of travel for associated work.	By end Quarter 2.	Chairs and Democratic Services Officers

Wards Affected

All.

Implications

Relevant project tools applied? **Yes/No**

Have you checked this report for plain English and readability? **Yes/No**

Climate change implications considered? **Yes/No**

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

Equalities and Community Cohesiveness

Crime and Fear of Crime (Section 17)

Risk Management

Environmental Issues

Economic/Financial Implications
Human Rights Act
Organisational Consequences
Local People's Views
Anti-Poverty

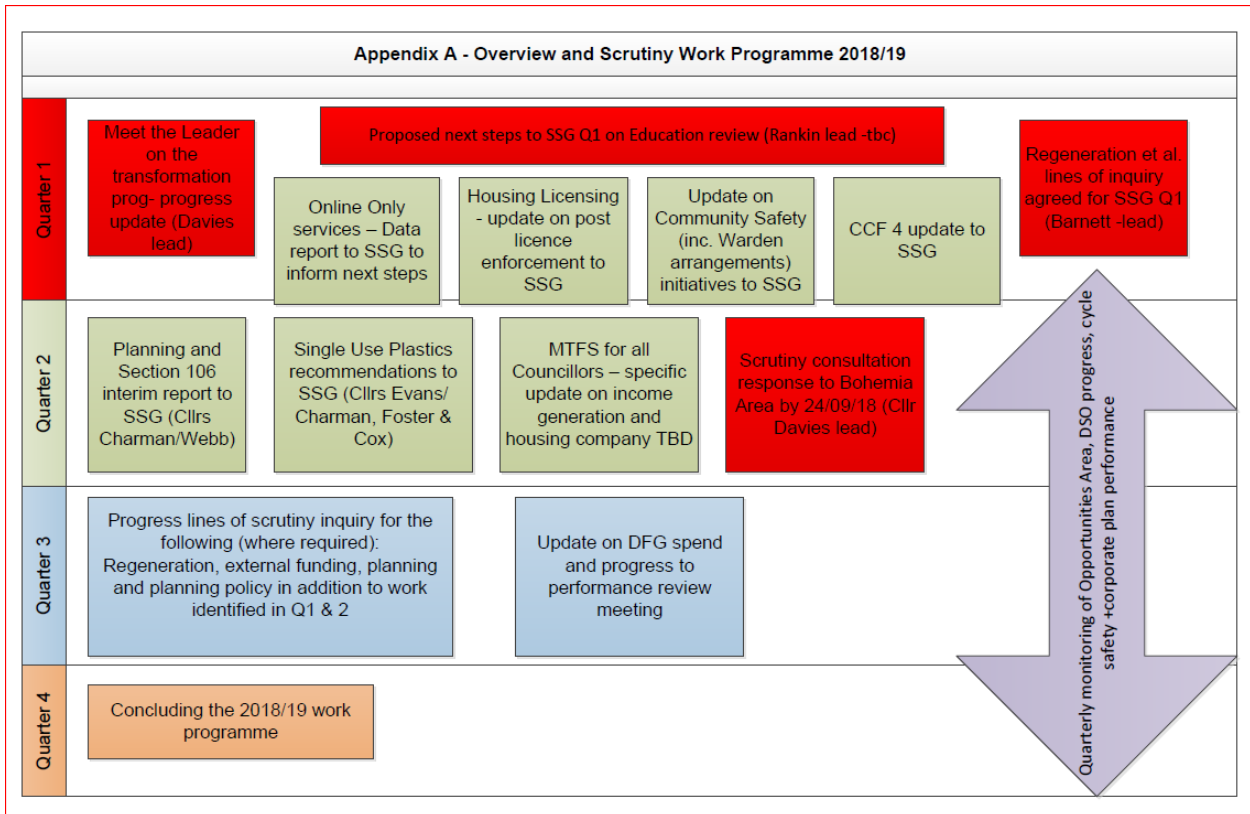
Additional Information

Hyperlinks to external documents included in the main body of this report.
Appendix A 2018/19 O and S Work Programme
Appendix B 2019/20 prospective O and S Work Programme

Officer to Contact

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Appendix



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Appendix B: Proposed Overview and Scrutiny Work Programme 2019/20

