

# Overview and Scrutiny Committee Agenda

Thursday, 24 September 2020 at 6.00 pm

This meeting will be held digitally. A viewing link to the meeting will be available on our website nearer the time.

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5.	Performance Monitoring Quarterly Report for 2020/21- Quarter 1 <i>(Mark Horan, Continuous Improvement and Democratic Services Manager)</i>	7 - 14

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# Agenda Item 3 Public Document Pack

## OVERVIEW AND SCRUTINY COMMITTEE

29 JULY 2020

Present: Councillors Davies (Chair), Levane (Vice-Chair), Battley, Beaney, Beaney, Cox, Foster, Rankin, Turner, Webb and Bishop

### **47. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Roberts.

Councillor Bishop was present as a substitute for Councillor Roberts.

### **48. DECLARATIONS OF INTEREST**

None received.

### **49. MINUTES OF THE PREVIOUS OVERVIEW AND SCRUTINY COMMITTEE**

Councillors asked that a written response is received in relation to the actions concerning Disabled Facilities Grant and the Climate Change Strategy.

**RESOLVED- (Unanimously) that the minutes of the meeting held on the 5 March 2020 be approved.**

### **50. PERFORMANCE MONITORING QUARTERLY REPORT FOR 2019/20- QUARTER 4**

The Chair thanked everyone for all the hard work that had been put into dealing with COVID-19 crisis and wanted to recognise the extra effort people had gone too in order to help others.

The Chair recognised that the data the Overview and Scrutiny committee were looking at this evening was from pre COVID-19 time and that the Council was currently working differently in response to the crisis. It was still important to review the data to see if there were any issues that needed addressing.

Councillors pointed out that this is the last time they would be receiving data in this format and inside would have data on the website that they will be able to monitor throughout the year and not just at quarterly meetings.

**RESOLVED- (Unanimously)**

- 1. That comments on year end performance be addressed with appropriate action and report back**
- 2. That comments on proposals for future performance and finance reporting and monitoring arrangements are considered**
- 3. That staff be thanked for their hard work and achievements to date.**

#### Reasons for Recommendations

To assist the council to undertake performance and financial management arrangements

### **51. SUPPORT RECOVERY + WORK PROGRAMME 2020/21**

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The Chair invited the Managing Director and Cabinet members to speak in relation to the work the Council has been doing for residents during the COVID-19 crisis.

The Managing Director advised that responding to COVID-19 had been a unique experience and a challenging one given a reduction in Officer posts and the recent delivery of the December Election. The Managing Director has been proud on how Officers have worked together as one team in delivering the councils COVID-19 response and transforming the way we work. COVID-19 caused the council to change its priorities and activities have been focussed on delivering essential services and key COVID-19 response work. Activities have included supporting vulnerable communities through the community hub and the allocation of business grants to support local businesses affected by lockdown.

The Managing Director praised the councils previous work that had helped during this period. The digital transformation work of the last few years helped with providing residents with new online forms and our IT team successfully implemented software quickly that has been used for digital meetings. The housing department worked hard and have housed most homeless people in temporary accommodation now. It is believed that without this the council wouldn't have provided as a robust response to COVID-19 as it did, and this greatly benefited our communities.

Moving forward the council's day to day working arrangements have changed with most officers now working from home. All foreseeable meetings would be held digitally. This would be reviewed regularly looking at performance and productivity of the council. The council is not out of the response phase for COVID-19 yet. Work has begun on looking at the future and recovery plans are currently being formed and discussed. The council is also looking at second wave planning to guide future that will incorporate lessons learned from today.

Officers have been working very hard and long hours in order to help with the response to COVID-19. Overview and Scrutiny recognised the work Officers had been doing in order to help the community and expressed thanks for their efforts.

Councillor Fitzgerald spoke of how from a political leadership perspective he was incredibly pleased with the council's response to COVID-19 and the efforts of staff. Local government had been central to responding to this crisis. The leadership and senior Officers met daily in order to discuss the councils COVID-19 response. There had been clear successes such as keeping street cleansing operational and the adjustments made at the crematorium given its small team. The crisis has proved how important the statutory services the council provides are and how people value them.

The community hub has been providing food, prescription and well-being support. An operational this size would have been put together in 2-3 months but was turned around in just 6 weeks. It is a great example of multi-agency working to benefit the local community and has had many local volunteers supporting the community hubs work.

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Councillor Fitzgerald stated there was still a need for transformation solutions to help with the challenges that the local community were facing. Overview and Scrutiny committee had proposed a good template for helping with this.

The Chair invited questions from the committee.

The Managing Director was asked what the minimum level of staff would be needed to run the council's services in the event of a second wave of COVID-19. How would services be prioritised and if the council did not have the staff to run these could we look at other authorities to help.

The response to this was normally with business continuity plans there is a one event such as building loss to a fire and your plan would enable you to establish yourself somewhere else as quickly as possible. Sussex Resilience Forum has asked the Council to plan for a scenario where the second wave outbreak is 2 ½ times worse than the first wave. The big issue with staff capacity will be how many would be fit to work face to face.

Currently 80% of the council's staff can work from home but 20% of staff perform face to face duties. The council has had to change how face to face staff work in order to protect them and residents from COVID-19. The street cleansing team for example worked closer to their homes and didn't attend the depot. In the event of a second wave the statutory services would be prioritised, but it was recognised that many of these were face to face. All the council's services had been ranked and essential services such as benefits, and homelessness would be prioritised over ones that could wait. Staff can be released from their duties and retrained to support essential services. Other authorities would be approached for mutual aid if needed but equally our staff could be used in other authorities to support their essential services. Councillor asked about the impact of the recent decision to remove opposition members from Cabinet and how opposition councillors would now have an input into decision making. The response was that oppositional councillors would still have influence on the committees and groups they already sat. Any valid ideas and suggestions would be greatly appreciated and have always been welcome. This cross party had always been useful and would hope that would be more positive response to the councils work during the COVID-19 crisis that weren't necessary shown from opposition at the start of the pandemic. It was hoped that the work between the parties would continue to positively impact residents.

Cabinet thanked Overview and Scrutiny for all the work that they have done and were pleased how this work programme and the individual themes linked in with the council's COVID-19 recovery plan that is in development. The Leader was particularly pleased to be working with the committee in this capacity.

The Chair introduced the work programme and explained that Overview and Scrutiny Committee function was to track and monitor the performance of the council on behalf of residents. Given that the senior Officers and Councillors are currently responding to the COVID-19 crisis Overview and Scrutiny have taken the to reflect and think ahead. The Overview and Scrutiny work programme have 5 strands to it which are;

- Fair Outcomes for all- Councillors were keen to ensure that recovery benefitted all residents as some minority groups had been disproportionately such as the

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BAME communities and the elderly residing in care homes. The work of the community hub quickly identified that residents who were living in social deprivation were hit a lot harder and quicker when lockdown happened. These residents have needed a lot of support with things such as food. Cabinet are keen to work with Overview and Scrutiny for this and to make sure that equalities would be a high priority.

- Communications Strategy- Overview and Scrutiny recognised that a good communications strategy was integral to helping a good equalities strategy in gaining the voices of those residents who are disadvantaged and excluded. In order to do better for these residents there needs to be two-way communication where there would be greater transparency from the council and greater input from residents. Residents are unsure what Overview and Scrutiny the work that it. An increase in communication would help alert residents to activities and increase input from them.
- Constructing and keeping secure spaces- This was for existing & new businesses and communities. There is a wide remit with many different parties involved from visitors to small businesses. It's important that newly modified safe spaces allow for functional operations still. It was suggested that health monitoring regarding social distance measures were looked at and capacity. It was suggested that the Local plan, Town Deal and Trinity Triangle was looked at.
- Health and inequality- This will focus on closing the gap on morbidity and mortality. Currently some adjoining wards have a difference of nearly 16 years in life expectancy. One of the issues they would be looking at our health centre present in areas of deprivation and primary care needs assessments as there is a large GP shortage in the area. There is likely to be a second wave of COVID during the winter months. During this time period there is usually high demand for health services anyway and they would like to look at the winter planning for this. They would also look at disproportionately affected resident's health needs such as those from BAME communities working in the health sector.
- Reimagining HBC and Hastings Partnerships- This will look at working together to make improvements for residents. They are looking ahead at the impact of both COVID-19 and Brexit. This will cause huge social and economic changes. They will be a need to be inclusive and work together with many organisations and individuals to help negate the negative impact these changes could potentially bring.

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The Chair thanked everyone for their contributions to the meeting.

(The Chair declared the meeting closed at. 7.18 pm)

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# Agenda Item 5



**Report to:** Overview and Scrutiny

**Date of Meeting:** 24 September 2020

**Report Title:** Performance Monitoring Quarter 1 (2020/21) Update

**Report By:** Jane Hartnell, Managing Director

**Key Decision:** N/A

**Classification:** Open

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## **Purpose of Report**

1. To provide a summary of Q1 performance indicators only (where available) for 2020/21
2. To update on performance reporting arrangements for subsequent quarters.

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## **Recommendation(s)**

1. That Overview and Scrutiny Committee note available performance indicator status and proposed reporting arrangements for subsequent quarters during 2020/21.
2. That staff be thanked for their hard work and achievements to date.

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## **Reasons for Recommendations**

To assist the council to undertake performance and financial management arrangements in unprecedented times.

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## Introduction

1. Ordinarily the council reports progress against targets, performance indicators and projected spend in the corporate plan and budget quarterly and quarter one performance has traditionally been reported in September.
2. The ongoing COVID-19 pandemic has meant that the council has had to take on a host of new commitments that has prompted a pause in the usual performance reporting arrangements.
3. This report provides a summary of Performance Indicators status only where data is available for Q1 (April – June) 2020/21, sets out work underway and intentions for reporting on subsequent quarters.

## Background

4. The pandemic has prompted the need to review and reconcile commitments made in the corporate plan with evolving COVID related commitments.
5. New COVID related commitments have meant that the council has and continues to shift capacity and resources accordingly.
6. The pause in existing performance arrangements coincides with intentions to move towards a more streamlined approach to performance monitoring, as noted in the Year end performance report to Scrutiny in [July](#).
7. The council's [Forward Plan](#) identifies that Cabinet will be asked to approve the emerging 'Recovery themes and actions' document at the 5<sup>th</sup> October meeting.
8. The Overview and Scrutiny Committee have helpfully inputted into this document that sets out those key themes and actions the council is or anticipates taking on in response to the pandemic.
9. This Overview and Scrutiny input coincides with their commitment made at their [July](#) meeting to focus on and assist the organisation and the town in terms of recovery and resilience.

## Reporting Arrangements

10. Work is underway to pull together revised headline activities from both the existing corporate plan and the recovery themes and actions document to be approved by Cabinet in October.
11. Subject to capacity/COVID resurgence, it is intended that these headline activities together with the performance indicators and 2020/21 targets will be reported to Overview and Scrutiny at their quarter two meeting.
12. Quarter two papers will also include quarter 4 (2019/20) and quarters 1 & 2 (2020/21) Financial information.

13. These will set the tone for subsequent exceptions-based performance reporting for the remainder of the year where, as the [July](#) report to Overview and Scrutiny notes, there is the intention to better align what we do with how we pay for it.

## Performance Summary

14. The table below outlines performance indicator status for quarter 1 2020/21 where the information is available.

15. This data is shown alongside year end quarter 4 (2019/20) data, targets and direction of travel information for context and comparison.

16. The status (whether the performance indicator is met or unmet) is based on comparison with last year's targets.

Name	Year end 2019/20	Target 2019/20	Q1 2020/21	Improvement Direction	Status Q1 2020/21
1. Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	4%	5%	4%	Smaller is better	Met
2. Percentage of household waste sent for reuse, recycling and composting	32.3%	30%	31.7%	Bigger is better	Met
3. The average number of failed bin collections (per 100,000 collections)	142	120	379	Smaller is better	Not Met
4. % of food establishments which are broadly compliant with food hygiene law	99%	92%	99%	Bigger is better	Met
5. Green Flag status retained for our key parks and open spaces	Retained	Retained	Retained	Bigger is better	Met
6. Total attendances at Council Leisure Centres	Not Available	417,600	Not available	Bigger is better	
7. Number of visitors to the White Rock Theatre	86,530	No target set	Venue closed	For information only, no target set	
8. Number of visitors to Hastings Museum and Art Gallery	63,509	45,500	Not available	Bigger is better	
9. Net number of new homes built	119	200	Not available	Bigger is better	

10. Number of affordable homes created	23	75	Not available	Bigger is better	
11. Long term empty properties returned to use	101	70	62	Bigger is better	Met
12. Number of neglected and derelict buildings improved	17	50	3	Bigger is better	Not Met
13. % major planning applications determined within 13 weeks or another later date as agreed with the applicant	78.6%	80%	100%	Bigger is better	Met
14. Non-major planning applications determined within 8 weeks or another later date as agreed with the applicant	79%	80%	85.1%	Bigger is better	Met
15. % householder planning applications determined within 8 weeks or another later date as agreed with the applicant	87.6%	80%	95%	Bigger is better	Met
16. Major planning applications determined within 13 weeks or as agreed with the applicant assessed over a 2 year rolling period e.g. 2017/18 to 2018/19 and 2018/19 to 2019/20	92.5%	60%	90.9%	Bigger is better	Met
17. Non-major planning applications determined within 8 weeks or as agreed with the applicant over a 2 year rolling period	87.1%	70%	85.6%	Bigger is better	Met
18. Private sector homes meeting the required standard	157	200	7	Bigger is better	Not Met
19. Number of homelessness cases prevented	353	300	73	Bigger is better	Not Met
20. Average length of stay in emergency accommodation	139	New indicator, no target set	197	New indicator, no target set	New indicator, no target set
21. % of customers self-serving online (through those transactions)	70.42%	65%	70.56%	Bigger is better	Met

currently available on line)					
22. The proportion of working days/shifts lost due to sickness absence	9.78	6.25	2.25	Smaller is better	Met
23. Average number of days to process new housing benefit claims	14.5	15	14.3	Smaller is better	Met
24. Average number of days to process changes to housing benefit claims	4.2	5	3.5	Smaller is better	Met
25. Average number of days to process new Council Tax Reduction claims	15.5	15	15.9	Smaller is better	Not Met
26. Average number of days to process changes to Council Tax Reduction claims	2.9	5	2.1	Smaller is better	Met
27. % Council Tax collected in year	94.6%	96.3%	Not yet reported	Bigger is better	Not Met
28. % Non-domestic rates collected in year	96.5%	98%	Not yet reported	Bigger is better	Not Met

## Options

17. No alternative options were considered. Regular performance monitoring is required to ensure the Overview and Scrutiny Committee can undertake its scrutiny function as set out in the Constitution.

## Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
Corporate plan and evolving Covid-19 commitments reconciled	Cabinet approve Recovery themes and actions document	5 <sup>th</sup> October 2020	Cabinet
2020/21 reconciled headline activities, Performance Indicator targets and associated budget reporting	Headline activities, PI targets and Q4 (2019/20), Q1 and Q2 (2020/21) budget reports prepared.	9 <sup>th</sup> December 2020 - Q2 Overview and Scrutiny meeting	Continuous Improvement and Democratic Services Manager & Chief Accountant

prepared.			
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**Wards Affected**

All

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**Policy Implications**

Fleisch Reading Ease Score:  
 Fleisch-Kincaid Grade Level:

Project tools used: Report informed by Corporate Standard programme.

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	Yes
Environmental Issues & Climate Change	Yes
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No
Anti-Poverty	No
Legal	

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**Additional Information**

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**Officer to Contact**

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