

## APPENDIX B - OVERVIEW AND SCRUTINY FUTURE WORK PROGRAMME IDEAS

The following ideas/suggestions have come from a variety of areas within the organisation. Members of the Overview and Scrutiny Committees may add to or amend these as they see appropriate throughout the year. However, the final decision on scrutiny reviews rests with the relevant committee.

Suggestion	Reason	Proposer	Source	Reporting Committee
Review of Highway Maintenance Standards	<p>The Highway Maintenance elements of the Highways Agency Agreement between HBC and ESCC transferred back to ESCC in 2010 /11 and the Highway Inspectors and other staff previously employed by HBC transferred to ESCC. ESCC subsequently reorganised their highway maintenance arrangements replacing Highway Inspectors with a significantly reduced number of Highway Stewards and placing greater reliance on the contractor, May Gurney, to inspect and repair potholes and other highway defects. There has been increasing concern expressed by the public, HBC officers and local Members regarding the noticeable increase in numbers of potholes in the town, the delays in repairing these and the poor standard of repair carried out when they are.</p> <p>This is an issue which will become a focus</p>	Richard Homewood	E mail May 2012	Services

	<p>for complaint and whilst we can direct people to ESCC when they complain it inevitably HBC that are blamed for failing to keep the roads and footways maintained. Members may therefore consider this a relevant subject for a scrutiny review. The review could look at the current arrangements and standards compared with those delivered under the previous arrangements and ask ESCC to outline the thinking behind the new arrangements and how effective they have been against the targets.</p>			
<p>Review of the Council's Procurement Process</p>	<p>Councillor Davies submitted that a review could measure "to what extent is HBC procurement a) promoting local enterprise and employment b) guaranteeing apprenticeships c) providing opportunities for economically vulnerable groups d) paying the living wage? Are there examples of good practice from within and outside HBC that can be used to inform future policy?"</p>	<p>Cllr Davies</p>	<p>E mail June 2012</p>	<p>Resources</p>
<p>Review of the Council's Privatised Contracts</p>	<p>Councillor Davies submitted "the review should investigate, where services are currently outsourced by HBC, examples of other councils who have successfully returned these to being in-sourced. Such</p>	<p>Cllr Davies</p>	<p>E mail June 2012</p>	<p>Resources</p>

	<p>a review should extend to consider future practice and the benefits of returning public services in-house with regard to: improved efficiency and reduced costs; the ability to integrate range of services; enhanced flexibility; minimised risk; regaining control; reducing cost and time spent managing contracts; boosting local engagement and accountability; greater staff motivation and improved service quality; maintaining expertise and capacity. Exploring how a rigorous process can be implemented whereby in-house options are fully factored in when recommendations are made to Councillors”</p>			
<p>To Consider the Effectiveness of the Landlord Licensing Scheme</p>	<p>Councillor Poole proposed a review “to evaluate the extent to which it* (*the Landlord Licensing Scheme) has established a Hastings minimum standard for rented private accommodation and has provided protection for responsible landlords within the private rented market for accommodation. Possibly to also cover how the proposed Hastings Borough Council letting agency will be complementary to and support the licensing scheme and responsible landlords who operate within the Borough”.</p>	<p>Councillor Poole, by e-mail</p>	<p>June 2013</p>	<p>Services</p>
<p>Review of Multi-</p>	<p>Councillor Davies submitted a review to</p>	<p>Councillor Davies, by</p>	<p>June 2013</p>	<p>Resources</p>

Agency Tasking Teams and Local Strategic Partnerships	"assess the present impact of Multi-Agency Tasking Teams working in conjunction with Local Strategic Partnerships in ensuring effective join-up between future plans and investment that is community led and the planning and delivery of services and community strategy objectives. Objectives outlined in 2009 by a cross party working group which included supporting the council's priorities for improving conditions for those in the worst 10% of IMD i.e. narrowing the gap. The review should therefore seek to evaluate whether these objectives are being effectively delivered through the evolving structures of MATT working with the existing framework of LSP".	email		
Review of Grounds Maintenance	Councillor Scott expressed some concerns regarding the infrequency of grass cutting in some areas. A review could evaluate the services provided under contract, possibly drawing on the findings of an earlier Scrutiny Review of Grounds Maintenance Specification. The review could also look at the grounds maintenance works carried out by other organisations, including East Sussex County Council.	Councillor Scott	June 2013	Services
Review of the Highways Department	At their meeting in July, Scrutiny Steering Group suggested a review of the Highways	Scrutiny Steering Group	July 2013	Services

at East Sussex County Council	maintenance structure at ESCC, to better understand how Highways maintenance is delivered and to ensure that any Highways enquiries are referred to the most appropriate contact.			
Review of access to Hastings	To review the various initiatives currently underway, planned, and possible, to improve access to Hastings. This will include the A21 and A259 trunk roads, and the three rail routes to Hastings, and will encompass the possibility of electrifying the 'Marshlink' line and the extension of HS1 'Javelin' trains from Ashford to Bexhill via Rye and Hastings	Head of Marketing and Communications, by email	June 2014	Services
Review of the organisational transformation necessary for Hastings Borough Council to be fit for purpose in 2021	<p>Potential areas for exploration through such a review include:</p> <ul style="list-style-type: none"> <li>• To review how the council is managing transition to a lower level of activity while meeting ambitious corporate priorities.</li> <li>• To understand those processes through which the council will arrive at decisions on what to do less of or not do at all as the council contracts.</li> <li>• To consider how these council processes compare with best practice elsewhere.</li> <li>• To review the council's change management approaches in the</li> </ul>	Councillors Davies and Webb	June 2014	Resources

	<p>context of a managed transition to lower level of activity and...</p> <ul style="list-style-type: none"> <li>• To consider how these impact on staff and how far prospective changes can be driven by our residents and staff.</li> <li>• To examine opportunities for cultural change afforded by the pending Aquila House office renovations.</li> <li>• To better understand the destination for organisational transformation – what will the council look and feel like when we get there in 2021?</li> </ul>			
<p>Review of privatised contracts</p>	<p>The purpose of this review is to examine whether Hastings Borough Council is achieving best practice in procurement and optimum results for out sourced services. This should include an investigation of the tendering process and how service level agreements and other terms and conditions are framed, and then monitored, for quality assurance. Consideration should be given to the implementation process and the effective use of target setting by Hastings Borough Council to make contractors properly accountable during the duration of a contract. Finally, the effect of outsourcing services on organisational culture for</p>	<p>Councillors Davies and Scott</p>	<p>June 2014</p>	<p>Resources</p>

	Hastings Borough Council.			
Review of closing the gap in health inequalities	The purpose of the review is to challenge partner organisations and health agencies with a proposition that identification of the health gap does not close it. The review will therefore examine what these organisations have done. It would invite these partners to present to Scrutiny examples of effective and joined up working which have had tangible benefits for the residents of Hastings. The review would then examine plans and projections for the next three years – what are the priorities and success criteria?	Councillors Davies and Turner	June 2014	Services

### **COMMITMENTS FOR 2014 / 15 WORK PROGRAMME**

The following areas of work have been identified over the course of the 2013/14 work programme. Subject to agreement by the Annual Joint Meeting of the Overview and Scrutiny Committees, these items may be brought forward as part of the 2014/15 work programme:

Suggestion	Reason	Proposer	Source	Reporting Committee
Scrutiny Review of Hastings Castle Future Management Options	Members suggested that the review team is reconvened in autumn 2014, to review the summer season.	Members of the Scrutiny Review of Hastings Castle Future Management Options.	Review meeting on 7 November 2013.	Services
Scrutiny Review of Bathing Water Quality	Members of the review team may wish to meet later in 2014, to review the bathing	Members of the Scrutiny Review of Bathing Water	Review meeting on 8 January	Services

	water samples taken over the summer season, and to monitor efforts to improve bathing water quality.	Quality.	2014.	
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