



## **Scrutiny & Overview Committee**

### **MONDAY 11<sup>TH</sup> NOVEMBER 2013 AT 5.30 P.M.**

### **COUNCIL CHAMBER, PARK NORTH, NORTH STREET, HORSHAM**

**Councillors:**

George Cockman (Chairman)  
Brian Donnelly (Vice Chairman)  
John Chidlow  
Philip Circus  
Roger Clarke  
Leonard Crosbie  
Laurence Deakins  
Duncan England

Jim Goddard  
Brian O'Connell  
Kate Rowbottom  
David Sheldon  
David Skipp  
Diana van der Klugt  
Tricia Youtan

*You are summoned to the meeting to transact the following business*

Tom Crowley  
Chief Executive

## **AGENDA**

- |  | <b>Page</b> |
|--|-------------|
| 1. Apologies for absence   |             |
| 2. To approve as correct the record of the meeting of the Scrutiny & Overview Committee held on 9 <sup>th</sup> September 2013   | <b>1</b>    |
| 3. To receive any declarations of interest from Members of the Committee   |             |
| 4. To receive any announcements from the Chairman of the Committee or the Chief Executive  |             |
| 5. To receive any replies from Cabinet/Council regarding Scrutiny and Overview recommendations   |             |
| 6. Business Improvement Working Group – To receive an update from the Chairman. Notes of the meetings held on 12 <sup>th</sup> September and 22 <sup>nd</sup> October 2013 attached                                    | <b>7</b>    |
| <ul style="list-style-type: none"><li>• To receive the final report of the Working Group on the Review of Development Management and the performance and productivity of Planning and Environmental Services</li></ul> |             |

7. **To consider the following exempt information:**

Report by the Business Improvement Working Group on the Review of Development Management and the performance and productivity of Planning and Environmental Services

**Reason for exemption** – Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act

- |     |   |           |
|-----|---|-----------|
| 8.  | Crime and Disorder Working Group - To receive an update from the Chairman<br>No update to receive – next meeting 7 <sup>th</sup> May 2014   |           |
| 9.  | Finance and Performance Working Group – To receive an update from the Chairman  |           |
| 10. | Social Inclusion Working Group – To receive an update from the Chairman. Notes of the meeting held on 23 <sup>rd</sup> September 2013 attached  | <b>23</b> |
| 11. | Health Provision Working Group – To receive an update from the Chairman. Notes of the meeting held on 19 <sup>th</sup> September 2013 attached  | <b>29</b> |
| 12. | Trade Waste Working Group – To receive an update from the Chairman. Notes of the meeting held on 24 <sup>th</sup> October 2013 attached and to approve the revised Terms of Reference | <b>33</b> |
| 13. | Supporting Local Businesses Working Group - To receive an update from the Chairman. Notes of the meeting held on 30 <sup>th</sup> October 2013 to follow                              |           |
| 14. | To receive suggestions for the Scrutiny & Overview Work Programme - Work Programme attached   | <b>39</b> |
| 15. | Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as urgent because of the special circumstances                                       |           |

## **SCRUTINY & OVERVIEW COMMITTEE**

**9<sup>TH</sup> SEPTEMBER 2013**

Present: Councillors: George Cockman (Chairman), Roger Clarke, Laurence Deakins, Duncan England, Jim Goddard, Brian O'Connell, David Skipp

Apologies: Councillors: John Chidlow, Philip Circus, Leonard Crosbie, Brian Donnelly, Kate Rowbottom, David Sheldon, Diana van der Klugt, Tricia Youtan

Also present: Councillor Roger Arthur

Officers: Trevor Beadle, Head of Housing and Community Development  
Katharine Eberhart, Director of Corporate Resources

### SO/18 **MINUTES**

The minutes of the meeting of the Committee held on 8<sup>th</sup> July 2013 were approved as a correct record and signed by the Chairman.

### SO/19 **DECLARATIONS OF INTEREST**

Councillor Duncan England declared an interest in trade waste matters as a proposed Member of the Trade Waste Working Group and because of his close working with the Cabinet Member for the Environment whose portfolio included waste collection and recycling.

### SO/20 **ANNOUNCEMENTS FROM THE CHAIRMAN OF THE COMMITTEE OR THE CHIEF EXECUTIVE**

There were no announcements.

### SO/21 **REPLIES FROM CABINET/COUNCIL REGARDING SCRUTINY AND OVERVIEW RECOMMENDATIONS**

The Committee noted that the Cabinet, at its meeting on 25<sup>th</sup> July 2013, had discussed the revised list of the Council's representation on outside bodies. The Cabinet had suggested that, in reviewing the current schedule, regard should be had to the interests and skills of all Members. It was also agreed that additional information was required in relation to each of the outside bodies on the schedule, such as the frequency of the meetings, and that the list should be kept under review to ensure that it was relevant and up to date.

SO/21 Replies from Cabinet/Council regarding Scrutiny and Overview recommendations (continued)

The Cabinet had resolved that the Chief Executive, in consultation with the Leader of the Council and the Leader of the Minority Group, should determine whether any changes should be made to any of the representatives currently appointed until May 2015, and also should seek interest from all Members to fill existing vacancies.

SO/22 **BUSINESS IMPROVEMENT WORKING GROUP - TO RECEIVE AN UPDATE FROM THE CHAIRMAN**

The Chairman of the Business Improvement Working Group presented the notes of the meeting held on 9<sup>th</sup> July 2013.

The Working Group had excluded the press and public to discuss its review of the performance of Development Management. It had agreed that Working Group Members would interview further planning department staff members during July and August 2013.

The Chairman of the Working Group reported on the meeting with planning professionals, agents and architects which had been held on 5<sup>th</sup> September 2013 to ask for their experiences of the Council's planning application process.

The Working Group would discuss the review at its meeting on 12<sup>th</sup> September and then commence preparation of a report to present to the Scrutiny and Overview Committee meeting on 11<sup>th</sup> November 2013.

The Chairman of the Working Group reported that there had recently been a significant improvement in the level of the Council's determination of planning applications.

The Working Group would, at its meeting on 12<sup>th</sup> September 2013, commence its review of the implementation of the Council's revised policy on the use of consultants, and discuss the Planning Obligations Panel and receive details of the monies that the Panel allocated towards community projects.

RESOLVED

That the notes of the Business Improvement Working Group meeting, held on 9<sup>th</sup> July 2013, be received

REASON

All notes of Working Group meetings are to be received by the Committee.

SO/23 **CRIME AND DISORDER WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND PROPOSED CHANGES TO THE WORKING GROUP’S SCHEDULE OF MEETINGS**

There had been no further meetings of the Crime and Disorder Working Group and therefore there was no update from the Chairman.

The Head of Housing and Community Development outlined proposals to change the Working Group’s schedule of meetings which would focus its work more effectively. Discussions had been taken place with the Chairman of the Committee and the Chairman of the Working Group and the Chair and Vice Chair of the Horsham Community Safety Partnership (CSP). The relevant legislation required each local authority to have a committee with the power to review and scrutinise the local CSP and the responsible authority partners at least once a year.

It was proposed that the Working Group would be most effective if it met twice a year rather than quarterly, once in preparation to review the annual achievements of the CSP and a second meeting at which representatives of the CSP’s responsible authority partners would be invited to attend and report on their actions towards meeting their objectives.

**RESOLVED**

To agree that the Crime and Disorder Working Group focus its activity at two meetings a year.

SO/24 **FINANCE AND PERFORMANCE WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND PROPOSED CHANGES TO THE WORKING GROUP’S SCHEDULE OF MEETINGS**

The Chairman of the Finance and Performance Working Group could not attend the meeting. Councillor Goddard, as a Member of the Working Group, presented the notes of the meeting held on 7<sup>th</sup> August 2013.

The Interim Head of CenSus IT had attended the Working Group meeting to report on the CenSus Joint Committee meeting held on 21<sup>st</sup> June 2013. Working Group Members had suggested that a higher target than 85% be set for the monthly rate of call closures in relation to answering public telephone calls to CenSus.

The Working Group had requested details of the number of employees by department who were employed on temporary or part-time contracts. The Director of Corporate Resources stated that the information was available and was to have been presented at the Personnel Committee meeting on 11<sup>th</sup> September but that meeting had been cancelled. The Chairman of the Working Group would be asked if he wanted the information circulated immediately or to wait until nearer the time of the Finance and Performance Working Group meeting in November 2013.

SO/24 Finance and Performance Working Group – to receive an update from the Chairman and proposed changes to the Working Group's schedule of meetings (continued)

The Working Group had queried the following CMT-tracked projects: the apparent slowness in the implementation of improvements to or replacement of car parking machines as part of the Horsham Town car parking strategy, and had requested details of what was included in the £166,000 expenditure in relation to the green waste collection scheme.

The Working Group was requesting approval to retain its current quarterly meetings but add a further meeting in each consecutive week to provide sufficient time to discuss finance and budget matters at one meeting and performance information and issues at the other.

RESOLVED

- (1) That the notes of the Finance and Performance Working Group meeting, held on 7<sup>th</sup> August 2013, be received; and
- (2) To approve the additional Working Group meetings

REASON

- (1) All notes of Working Group meetings are to be received by the Committee; and
- (2) To facilitate meetings to provide sufficient time for the scrutiny of finance and performance

SO/25 **SOCIAL INCLUSION WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN**

There had been no further meetings of the Social Inclusion Working Group and therefore there was no update from the Chairman.

The Chairman of the Committee and Councillor Clarke reported back on the visit held on 11<sup>th</sup> July 2013 to the Information Shop at the Y Centre, Horsham which had been rebranded as the Horsham FindItOut Centre. They had been encouraged by WSCC's plans and the positive response of the students from Tanbridge House School who had recommended changes to the centre and how its services were delivered to young people.

The location of the service within Horsham town was discussed and it was recognised that the service may not be readily accessible to young people who lived in other areas. Information and advice, however, was available via the Your Space West Sussex website.

SO/26 **HEALTH PROVISION WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN**

The Chairman of the Health Provision Working Group presented the notes of the meeting held on 6<sup>th</sup> June 2013. Representatives of the Horsham and Mid Sussex Clinical Commissioning Group (CCG) had attended the Working Group meeting, including an external consultant who was preparing a strategic blueprint report for the CCG. That report was being presented to the CCG Governing Body. The Working Group would invite CCG representatives to a meeting in October/ November 2013, when the CCG report would be publicly available, to discuss the implications for Horsham Hospital.

The Working Group would invite a representative of the Surrey and Sussex Healthcare NHS Trust to its meeting on 19<sup>th</sup> September 2013 to discuss the services provided at Horsham Hospital by that NHS Trust.

RESOLVED

That the notes of the Health Provision Working Group meeting, held on 6<sup>th</sup> June 2013, be received

REASON

All notes of Working Group meetings are to be received by the Committee

SO/27 **PROPOSAL TO ESTABLISH A TRADE WASTE WORKING GROUP**

The Committee had identified a review of trade waste as a task to be added to its work programme. The Cabinet Member for the Environment had requested the Committee to be mindful of the confidential nature of some of the commercial information that would be presented to it.

RESOLVED

- (1) To approve the establishment of a Trade Waste Working Group to review the Council's trade waste collection and recycling service; and
- (2) That the proposed membership and terms of reference of the Working Group be approved

SO/28 **WORK PROGRAMME 2013/14**

The Committee noted the Scrutiny and Overview work programme for 2013/14. The Committee had agreed to defer the planned review of the Council's Communications Policy; that was now scheduled to commence in May 2014.

SO/29 **TO RECEIVE ANY SUGGESTIONS FOR THE SCRUTINY AND OVERVIEW  
WORK PROGRAMME**

The Chairman reported that Councillor Sheldon had requested the Committee to consider the effectiveness of CenSus Revenues and Benefits (as managed by Mid Sussex District Council) in processing requests for changes to an individual's circumstances and the quality of its communications. He also wished the Committee to consider Discretionary Housing Payments which CenSus awarded three months at a time and the potential for any surplus to be returned to central government.

The Director of Corporate Resources explained that the processing by CenSus of changes to an individual's circumstances had significantly improved in the past year. CenSus was addressing the issue of answering public telephone calls; an upgrade of the telephone system was required before CenSus could better track telephone call waiting times. The quality and clarity of its written communication was being addressed by the Head of CenSus Revenues and Benefits. The Director of Corporate Resources stated that the Council had undertaken a three months approval process for Discretionary Housing Payments and that the number of claims and the amount spent were being closely monitored.

The Committee agreed to provisionally add these issues to its work programme for review in Winter 2013/14 but suggested that Councillor Sheldon and officers discuss these matters and report back to the next Committee meeting.

SO/30 **ITEMS NOT ON THE AGENDA BUT CONSIDERED URGENT**

There were no urgent items.

The meeting finished at 6.32 p.m. having commenced at 5.30 p.m.

CHAIRMAN



**Notes of the Scrutiny and Overview Committee**  
**Business Improvement Working Group**  
**12<sup>th</sup> September 2013**

**Present:** Councillors: Brian O'Connell (Chairman), Leonard Crosbie,  
Malcolm Curnock, Duncan England, Jim Goddard, Frances Haigh,  
David Jenkins

**Apologies:** Councillors: Peter Burgess, John Chidlow, Philip Circus

**Officers:** Hilary Coplestone, Planning Services Manager  
Simeon Manley, Interim Planning Manager  
Sue McMillan, Head of Financial and Legal Services

**1. RECORD OF THE MEETING HELD ON 9<sup>th</sup> JULY 2013**

The notes of the meeting held on 9<sup>th</sup> July 2013 were approved as a correct record.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. ANNOUNCEMENTS FROM THE CHAIRMAN OR CHIEF EXECUTIVE**

The Chairman reported back on a his visit along with the Chairman of the Council and other Councillors to the Hop Oast depot on 17<sup>th</sup> July 2013 to view the work of Operational Services and to thank the staff for their hard work. The Chairman expressed his thanks to the Operational Services staff members for hosting such an informative visit.

**4. WORK PROGRAMME**

The Working Group noted its work programme for 2013/14. Other items of business might be added in due course.

There had been no Business Transformation Advisory Group meetings since the last Working Group meeting.

**5. REVIEW OF THE IMPLEMENTATION OF THE COUNCIL'S REVISED POLICY ON THE USE OF CONSULTANTS**

Revised Contract Standing Orders and a new Procurement Code had been approved at the Council meeting in December 2012. The Code included additional provisions that were to be considered before the engagement of

## **Agenda Item 6a**

Business Improvement Working Group  
12<sup>th</sup> September 2013

an external advisor or consultant. The Working Group noted the report which summarised progress on implementing those provisions, the relevant section of the Procurement Code, and the business case template which had to be completed where a project was expected to exceed £10,000.

The Working Group noted the payments so far that had been made to sixteen consultants between 1<sup>st</sup> January and 31<sup>st</sup> August 2013. Some of the projects had commenced before the new processes had been introduced. Eight business cases had been prepared for those projects that were expected to exceed the £10,000 threshold.

The Working Group requested that the table detailing the payments to the consultants should be expanded to list the estimated length of the consultancy appointment (with the start and expected end dates) and the estimated cost of the consultancy appointment.

The Working Group would, at its meeting on 22<sup>nd</sup> October 2013, review how well the policy was being implemented by considering a selection of the projects which involved the use of consultants.

### **6. EXCLUSION OF THE PRESS AND PUBLIC**

#### **RESOLVED**

That under Section 100A of the Local Government Act 1972 as amended, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972 by virtue of the paragraphs specified against the items and in all the circumstances of the cases the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **7. PLANNING OBLIGATIONS PANEL**

The Working Group noted the terms of reference of the Planning Obligations Panel, its composition, and details of the monies within its remit for allocation to community projects.

The Working Group received details of the unallocated community facilities, community halls and buildings, open space, sport and recreation, and public art contributions currently available and held by the Council where associated development had commenced. Parish councils could make requests to the Panel for funds from that unallocated money subject to

## **Agenda Item 6a**

Business Improvement Working Group

12<sup>th</sup> September 2013

awards being made in line with the conditions of the original S106 agreement.

The Working Group acknowledged the importance of establishing what funds were available and to work with local parishes to secure the expenditure of the funds on capital projects which met the terms of the originating agreements. The funds should be allocated in time to avoid any claims for reimbursement from the original developer. Consideration would be given to the administration of the S106 funds as part of the processes required when the Community Infrastructure Levy (CIL) was introduced. The S106 funds were not transferrable to CIL.

The Working Group requested details of the S106 funds that had already been allocated to projects on a parish basis and whether those funds had been spent. That information and an update on progress would be considered at the Working Group meeting on 26<sup>th</sup> November 2013 when there would be an associated agenda item relating to CIL.

### **8. REVIEW OF DEVELOPMENT MANAGEMENT AND THE PERFORMANCE AND PRODUCTIVITY OF PLANNING SERVICES**

The Chairman reported back on the meeting with agents, architects and planning professionals that had been held on 5<sup>th</sup> September 2013.

The Chairman felt that the information gathering exercise had been completed and that there would be no significant benefit from conducting a public customer survey to ask for views on the Council's planning processes. Parish Councils would not be invited to comment because it was felt that sufficient comments had been obtained and key themes identified to enable a report to be prepared. The Working Group agreed to proceed on that basis.

A draft report would be prepared for consideration at the Working Group meeting on 22<sup>nd</sup> October 2013. The report would then be presented to the Scrutiny and Overview Committee on 11<sup>th</sup> November 2013.

The meeting finished at 7.10 p.m. having commenced at 5.30 p.m.

CHAIRMAN

## **Agenda Item 6a**

Business Improvement Working Group  
12<sup>th</sup> September 2013

**Notes of the Scrutiny and Overview Committee**  
**Business Improvement Working Group**  
**22<sup>nd</sup> October 2013**

**Present:** Councillors: Brian O'Connell (Chairman), Philip Circus, Leonard Crosbie, Malcolm Curnock, Duncan England, Jim Goddard, Frances Haigh

**Apologies:** Councillors: Peter Burgess, John Chidlow, David Jenkins

**Also present:** Councillors: George Cockman, Brian Donnelly, Claire Vickers

**Officers:** Katharine Eberhart, Director of Corporate Services  
Simeon Manley, Interim Planning Manager

**1. RECORD OF THE MEETING HELD ON 12<sup>TH</sup> SEPTEMBER 2013**

The notes of the meeting held on 12<sup>th</sup> September 2013 were approved as a correct record.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. ANNOUNCEMENTS FROM THE CHAIRMAN OR CHIEF EXECUTIVE**

The Chairman reported back on the Business Transformation Advisory Group meeting. The Advisory Group was awaiting the return of tenders for the new telephony and call centre system. At the next meeting the quotes would be presented and discussed.

At the next Business Improvement Working Group meeting the Chairman hoped to have details about the structure, implementation and programme date.

**4. UPDATE ON THE THREE CONSULTANTS WHICH THE WORKING GROUP REQUESTED FURTHER INFORMATION**

The extra information requested by the Working Group at its last meeting, on the selected consultants, would be provided at the Group's next meeting on 26<sup>th</sup> November 2013.

**5. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That under Section 100A of the Local Government Act 1972 as amended, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972 by virtue of the paragraphs specified against the items and in all the circumstances of the cases the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**6. REVIEW OF DEVELOPMENT MANAGEMENT AND THE PERFORMANCE AND PRODUCTIVITY OF PLANNING AND ENVIRONMENTAL SERVICES – DRAFT REPORT**

The Chairman presented the draft report of the Working Group on the Review of Development Management and Planning Services.

Each Member was invited to comment on the report. The Group agreed that it was a comprehensive report which covered all the areas of the review and the evidence which had been presented.

Some additional points would be incorporated into the report based on the Group's discussions and the final version would be circulated to Members before being presented to the Scrutiny and Overview Committee.

The meeting finished at 7.12 p.m. having commenced at 5.30 p.m.

CHAIRMAN



**Horsham  
District  
Council**  
serving our towns and villages



*Promoting a better quality of life*

**Scrutiny & Overview Committee**

**Report of the Business  
Improvement Working Group:  
Review of Development  
Management and Planning  
Services**

**Report of the Business Improvement Working Group:  
Review of Development Management and the performance  
and productivity of Planning Services**

**1. Introduction**

The Business Improvement Working Group (BIWG) has undertaken a review of Horsham District Council's Development Management function and the performance and productivity of the Planning Services department.

The Working Group sought the instruction of the Scrutiny and Overview Committee about whether it should conduct the review which it had been tasked to undertake as part of its work programme. The Scrutiny and Overview Committee, at its meeting on 4<sup>th</sup> March 2013, instructed the Working Group to proceed with the review.

The Finance & Performance Working Group had also expressed concerns about the performance levels in processing planning applications submitted to Horsham District Council.

**2. Membership of the Working Group**

Councillors: Brian O'Connell (Chairman), Peter Burgess, John Chidlow, Philip Circus\*, Leonard Crosbie\*, Malcolm Curnock, Duncan England\*, Jim Goddard\*, Frances Haigh, David Jenkins (\* co-optees)

Given the broad scope of the review, additional Members were co-opted to the Working Group to assist with the review work.

The Working Group agreed to hold additional meetings to ensure the review was concluded and recommendations presented before the end of 2013.

The Working Group discussed the review at its meetings on 23<sup>rd</sup> April, 28<sup>th</sup> May, 9<sup>th</sup> July, and 12<sup>th</sup> September 2013. The meetings were well attended and Members are commended for the additional workload they undertook and for the detail which has been applied to this scrutiny function.

**3. Objective of the Review**

The Working Group, at its meeting on 23<sup>rd</sup> April 2013, agreed the scope and terms of reference of the review. It would initially focus on Development Management; consideration would be given at a later stage about whether to review Strategic Planning



### Terms of Reference

1. To examine and comment as required on the current processes within the planning service
  - (a) establish the current procedures and documents
  - (b) consider whether the current procedures need to be amended or updated, or a new system introduced
2. To examine and comment, as required, on the structure of the Development Management department
  - (a) establish the current staffing levels by department and the management structure
3. To consult with staff, Members and service users on the perceived issues within Planning Services
  - (a) the survey of staff, Members and stakeholders could be verbal and/or written and consideration be given to confidentiality
4. To review, as required, the workloads and future workloads of Planning Services
  - (a) to consider whether the current monitoring targets are realistic
5. To consider whether the current planning policy fairly reflects the needs of Horsham District and stakeholders
6. To consider the historical structure of the Planning Services department (up to the year 2000, from 2000 to 2008, and from 2008 to the present day)
7. To consider the historical levels of staff costs in the Planning Services department
8. To consider the Council's communication of planning law to the public and stakeholders
9. To consider restrictions imposed on the Council by the National Planning Policy Framework
10. To consider the enforcement procedure.

#### **4. Background to the Review**

Performance issues were first raised in March 2012 when an application came before the Development Control South Committee regarding a proposed development in Henfield which was going to appeal without the benefit of a decision by the South Committee because the application was some four months out of time.

The question as to why the application had not been dealt with in due time was raised at the next Scrutiny and Overview Committee meeting and referred to the BIWG to review. The BIWG met on 10<sup>th</sup> July 2012 and the Chief Executive attended the meeting when the issue was discussed. The minutes of that meeting state:

*“The Chief Executive explained that there had been a restructure in the Development Management department, a Planning Services Manager had been appointed and there had recently been some staff sickness.*

*However a new scheme of delegation had been approved which would reduce the amount of unnecessary work in the department.*

*The concern was raised initially as a result of delays in large planning applications and felt that this may be as a result of the staffing issues. The Chief Executive explained the technical reason for these delays but explained that there was no cause for concern. The Working Group was advised not to carry out a full review but to monitor the situation. The Chief Executive assured Members that there was no correlation between staffing issues in the department and the delay in some of the larger planning applications but this was the result of other factors and processes.*

*Members were keen to keep this area under review as it was one of the Councils main public facing services, therefore rather than a full review it was agreed that there be a presentation to the Scrutiny and Overview Committee, which all Councillors could be invited to, on the changes to the department since Redesign.”*

At the Scrutiny and Overview Committee meeting on 6<sup>th</sup> September 2012, the Chief Executive reported on the issues and implications of the Henfield planning application, and the Head of Planning and Environmental Services reported on recent and impending changes and continuous improvement to the Development Management department, as part of the Redesign process and restructuring. It was agreed that the Committee would not initiate another review of the department at this stage because changes previously approved by the Council were still being implemented on a phased basis. It was agreed that the BIWG would be kept updated periodically.

The Chief Executive's report was presented to the BIWG meeting on 23<sup>rd</sup> October 2012. Much of the report dealt with issues relating to the particular Henfield application and the appeal procedure. However within the Chief Executive's nine recommendations the following statement was made:

*"Performance on planning application processing will continue to be monitored by the Corporate Management Team, the Finance and Performance Working Group and any future concerns will be raised with Cabinet and, if necessary, at Council".*

The matter was discussed at the Scrutiny and Overview Committee on 5<sup>th</sup> November 2012. The Working Group had noted the Chief Executive's report about lessons learnt in relation to the processing and determination of planning applications following his review of the planning application process for the proposed residential development in Henfield, and subsequent Public Inquiry into the non determination appeal.

At the Finance and Performance Working Group meeting on 6<sup>th</sup> February 2013 it was noted that the performance level for Quarter 3 in 2012/13 was 7% for processing major applications against a national target of 60% and 52% on minor applications against a national target of 65%. The matter was referred to the Scrutiny and Overview Committee for a second time on 4<sup>th</sup> March 2013 and, after extensive discussion, the BIWG was mandated to undertake a review.

On 15<sup>th</sup> May 2013 the Finance and Performance Working Group meeting noted that for Quarter 4 in 2012/13 the processing of major planning applications had a 0% performance level against a target of 60%, the processing of minor applications had a 40% performance level against a target of 65%.

### **5. Summary of the research undertaken and themes emerging from that research**

To carry out the review it was decided that an evidence base should be built and that current procedures employed should be clearly identified along with current staffing structures.

At the BIWG meeting on 28<sup>th</sup> May 2013 a Development Management Organisational Chart was received and detailed discussions took place about staffing levels.

At the BIWG meeting on 9<sup>th</sup> July 2013, financial and performance data was presented to the group detailing comparative performance figures between 08/09 & 12/13 (see Appendix 1) (exempt under Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act) along with discussions as to the costings for the running of the service (see Appendix 2) (exempt under

*Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act).*

At this time it was also announced in the press that the Council was now one of the worst performing local authorities in relation to Planning Services in the country. As a result of this announcement it was possible that the Council could be designated as a poorly performing authority by the Secretary of State in the autumn. In this situation applicants in “major” cases (e.g. ten or more homes) would have an option of applying direct to the Planning Inspectorate. To avoid designation the council will need to significantly improve performance in the first quarter of 2013/14.

All the staff members in the department were to be given the opportunity to present their views and comments in confidence in relation to the apparent lack of performance and the causes along with suggestions for improvements. To this end a number of Working Group Members held informal sessions with small groups of planning staff members during July and August 2013 and noted their views.

All the professional planning agents and architects, being the principal users of the service, were invited to put forward their views and suggestions. Invitations were sent to approximately 150 professional bodies on the Council's database to attend a meeting to present their views. That meeting was held on 5<sup>th</sup> September 2013. The Chairman and two Members of the Working Group hosted that meeting. Four professionals attended the meeting.

The Working Group, at its meeting on 12<sup>th</sup> September 2013, discussed in great detail all of the information and data that had been collected and, in light of the potential situation with regard to special measures, decided to bring forward this report despite there being a few items within the agreed Terms of Reference that had yet to be reviewed.

The following themes were identified as major issues affecting the performance of Development Management:

- 1) Ineffective management structure
- 2) Resources – Lack of Senior Planners
- 3) Use of short term contracts
- 4) Inadequate staff cover/replacements.
- 5) Inadequate use of technology
- 6) Policy led approach to decisions – Lack of commercial approach
- 7) Lack of consistency between the North and South teams.
- 8) Absence of a recognised training programme
- 9) Absence of a “Mentor” for Junior Planners
- 10) Poor Morale within the department
- 11) Poor communication with the Legal Department

### **A) Strategic Planning**

During the review it was brought to the attention of the Working Group that there is a lack of cohesion between Development Control and Strategic Planning. It is clear that there is a need for interaction between these two departments so that strategic can give a lead to development control on longer term policies and major applications.

The Working Group has failed to find any evidence or justification as to why this department is separated in 2004 and managed by a different "Head of Service" when the two functions are so intrinsically linked together.

### **B) Resources -**

Much has been said about Lack of Resources. However despite the many protestations it is apparent that the overall resources put into this department is sufficient given that, prior to any new staff being appointed, performance in August 2013 increased significantly due to effective targeting and management. Having compared HDC to other authorities in the area it would seem that staffing numbers are actually high and that the real issue is not numbers of staff but how they are managed. Given that staff numbers are high it is suggested that staffing and structure is reviewed in the interests of efficiency.

The training and mentoring of staff requires improvement with a recognised induction programme and provision made for training on systems currently employed by HDC. .

### **C) Use of Technology**

Given the income generated from the Planning department will reach circa £1m in the next few years, it is essential that technology is effectively deployed in the department. There are examples of manual processes being undertaken within the department and of data being handled a number of times rather than utilising the technology correctly.

HDC uses a software programme called "Uniform" which is an industry standard. When set up properly and this software is more than adequate and is capable of producing much more efficient output than currently being achieved. It is strongly recommended that a training programme is arrange for development staff to fully utilise the capabilities of the software.

### **D) North/South Structure**

There is no evidence to support the requirement for separate North and South teams. In fact the evidence clearly demonstrates that the existence of these teams is counter productive to the core objectives of this department.

There are instances where officers do not know other officers in other teams despite all working in the same room. The productivity between teams varies greatly without justification. The geographical nature of the district limits the opportunity of officers in each team to gain a broader and wider experience of different types of applications which contributes to the lack of consistency in decisions and recommendations.

The existence of this structure is also counter productive in providing the opportunity for career advancement for ambitious officers.

### **E) Communication with the Legal Department**

To ensure timely decisions from Development Management it is essential that there is a good understanding of policy and deadlines between the Planning department and the Legal department. This has not happened. There is evidence that the lack of cohesion between these departments has contributed to delays in decisions being issued in a timely fashion.

The requirement for clear communication and understanding of policy and objectives between these departments has never been more essential as the production and negotiation of Section 106 agreements becomes ever more complex.

It is essential that the workflow between Development Management and Legal works efficiently to improve the performance of the department.

The Group has not looked at the resources and structure of the legal department, however findings to date would indicate that there is a need for some changes in this area.

## **6. Chairman's Conclusions**

The major and overriding concern of the Working Group is the fact that in three years Horsham District Council has slipped from being one of the top authorities in the country.

In October 2010 the Final report of the Redesign Programme Board recognised failings in determination periods and made recommendations as to the need for a new structure within the department.

In 2012, after the Henfield application, an opportunity to carry out a full review was clearly missed.

The CMT meet regularly to monitor the operation of the council and clearly with planning being one of our major responsibilities this issue should have been noted.

The recommendations of this Working Group should be implemented as soon as possible and monitored by the Scrutiny and Overview Committee after a period of six months to ensure that improvements are being made and the District Council is on track to getting back among the top quartile of authorities in the country.

Should this not be achievable then the council should further evaluate the possibility of outsourcing this function.

## **7. Recommendations to the Scrutiny and Overview Committee**

- 1) A "Director of Service" should be appointed to take full control of the day to day running of the department, to carry out a complete re-structure of the department, to carry out a full and complete staff evaluation and appoint the appropriately qualified and experienced staff in the correct positions and to be responsible for productivity and efficiency improvements to ensure that national targets are met in a timely fashion.
- 2) Strategic Planning to be brought under the direct control of the new Director of Planning Services in order to improve co-ordination between departments and ensure thorough, accurate and consistent advice is given to Development Control in respect Five Year Housing Land Supply and Localism.
- 3) Environment Health should be separated from the Development Management function.

- 4) The use of six month short term contracts should be reviewed in greater detail. New staff being recruited should have an appropriate “Trial Period” within their contract and then engaged on a full time basis at a fair market rate. This will enable the council to attract the calibre of staff that is now required
- 5) A recognised training and mentoring programme to be implemented.
- 6) Provide training to staff on the use of the current software and implement upgrading of equipment as a matter of urgency
- 7) Consideration should be given to how Section 106 agreements are resourced in the Council and the processes between the departments improved to ensure that there are no unnecessary delays. In the event of lack of suitable resources within the in house legal department the production of S106 agreements should be outsourced so as not to cause any delay in issuing decisions.
- 8) A review of the departmental structure (North/South and Majors) should be undertaken and changes made forthwith to address the problems identified and establish a new structure ensuring the most efficient provision of services.
- 9) External consultants should be engaged to clear the backlog of applications that have not been dealt with in due time.

It should be noted that at the beginning of July an external consultant was appointed as an “Interim Improvement Manager” to provide additional senior expertise, experience and capacity to improve performance so the Council did not go into special measures. Additional contract senior planners have also been engaged to help clear the backlog.

This part of the brief had been achieved with the Council determining in excess of 90% of major applications in the second quarter.

The second part of the brief can now be undertaken to oversee and implement the re-structuring of the department and the implementation of performance monitoring.

**Councillor Brian O’Connell**  
**Chairman of the Business Improvement Working Group**  
**October 2013**



**Notes of the Scrutiny and Overview Committee**  
**Social Inclusion Working Group**  
**23<sup>rd</sup> September 2013**

- Present:** Councillors: George Cockman, Duncan England, Christian Mitchell,  
Godfrey Newman, Kate Rowbottom, David Skipp, Tricia Youtan
- Apologies:** Councillor Peter Burgess
- By invitation:** Janice Leeming, Chief Executive, Age UK Horsham District  
Barry Mursell, Chairman, Senior Persons' Council
- Officers:** Damian Brewer, Equalities Officer  
Clare Ebelewicz, Senior Youth and Older Persons Officer  
Jill Scarfield, Head of Strategic Planning and Performance

**1. ELECTION OF CHAIRMAN**

Councillor Kate Rowbottom was elected as Chairman of the Working Group for the ensuing year.

**2. TO APPROVE AS CORRECT THE RECORD OF THE MEETING HELD ON 17<sup>TH</sup> JUNE 2013**

The notes of the meeting held on 17<sup>th</sup> June 2013 were approved as a correct record subject to an amendment to list Councillor Youtan as a Member of the sub-group in relation to the Information Shop.

**3. TO RECEIVE ANY DECLARATIONS OF INTEREST**

There were no declarations of interest.

**4. ANNOUNCEMENTS FROM THE CHAIRMAN OR CHIEF EXECUTIVE**

The Chairman welcomed Janice Leeming, Chief Executive of Age UK Horsham District, and Barry Mursell, Chairman of the Senior Persons' Council, to the meeting.

**5. WORK PROGRAMME UPDATES**

(a) Information Shop for Young People / 'FindItOut'

Members of the Working Group, along with students from Tanbridge House School, Horsham District Councillors and residents of the Y Centre had attended an event at the Horsham Information Shop (now re-branded as FindItOut based at the Y Centre)

## **Agenda Item 10**

Social Inclusion Working Group  
23<sup>rd</sup> September 2013

on 11<sup>th</sup> July 2013 to hear from West Sussex County Council about the changes that had been implemented to the Centre; some of changes were in response to the students' original recommendations. The event also marked the service's 20<sup>th</sup> anniversary. The students and attendees had been pleased with the progress that had been achieved so far, although they felt there were some issues that remained. It was acknowledged that West Sussex County Council and Sussex Central YMCA would be considering some of those issues which might require more time and money to implement.

The Working Group received a summary of the feedback forms that had been completed by the students during their visit. They had made further suggestions in relation to the appearance of the centre, its opening times, signage, communication and public awareness, and the potential for outreach work.

### (b) Review of how the Council is represented on outside bodies

The Cabinet had discussed the Council's representation on outside bodies and the updated list of representatives. Cabinet Members had suggested that, in reviewing the current schedule of representatives on outside bodies, regard should be had to the interests and skills of all Members. It was also agreed that some additional information was required regarding each of the bodies on the schedule, such as frequency of meetings, and that the list should be kept under review to ensure that it was relevant and up to date.

The Cabinet had asked the Chief Executive, in consultation with the Leader of the Council and the Leader of the Minority Group, to determine whether any changes should be made to any of the other representatives currently appointed until May 2015. Further, that the Chief Executive, in consultation with the Leader of the Council and the Leader of the Minority Group, should seek interest from all Members to fill existing vacancies.

The Cabinet had stated that all Members who are appointed to outside bodies should be required to report to Council on a regular basis, and in any event at least once a year, by means of a brief written information report. The Working Group noted that Councillor England had reported to Council on his attendance at Springboard Project meetings.

The Council had accepted the Cabinet's suggestions which had addressed the Working Group's recommendations.

### (c) Horsham Town Access Audit and other access matters

The Head of Strategic Planning and Performance and the Equalities Officer provided an update on access matters.

## Agenda Item 10

Social Inclusion Working Group  
23<sup>rd</sup> September 2013

Key activities were in place to ensure that disability access remained high profile in the District and within existing resources. Access was not only about physical access but also related to ensuring that attitudinal barriers were removed.

The Equalities Officer reviewed planning applications submitted to the Council and commented on accessibility to public and commercial venues. He also advised Building Control colleagues within Sussex Building Control about applications which needed specialist input.

The Equality Impact Assessment process was becoming embedded within the Council's working processes.

The Council was consulting on its Draft Single Equality Scheme; comments were invited by 30th September 2013. The Scheme outlined at a high strategic level how the Council planned to ensure that equality and diversity was incorporated into its core work and to ensure that the Council met its obligations under the Equality Act 2010.

The Council consulted the Horsham and District Access Forum via which local people with disabilities could raise access issues. The Council was continuing its work on the Shopmobility and Changing Places projects. Information on the latter, when available, listing the facilities in Horsham town where people with severe mobility issues could be supported with their toileting, changing and care requirements, would be posted on the Council's website, disseminated via other media where possible, and shared with Age UK Horsham District.

A Members' Seminar '*Knowing our community*' would be held on 16<sup>th</sup> October 2013 to examine who lived in the District, using information from the 2011 Census, and to consider the Council's public sector duties under the Equality Act 2010 to deliver inclusive services for its residents and share information about how that was done on a day-to-day basis, looking at some of our services which focus on older and younger people, disabled and vulnerable residents.

The Older Vulnerable Persons' Tactical Group had met on 19th July 2013 as part of the Horsham District Community Safety Partnership. Relevant agencies considered the *Who Cares?* campaign and worked together to consider how the most vulnerable members of the community could be made aware of potential fire risks in the home and the free safety checks on offer from the West Sussex Fire and Rescue Service. The Group had considered the *Think Jessica* campaign at its second meeting, and it would continue to focus on a different issue at each quarterly meeting. An attendee from the local Alzheimer's Society had expressed a wish to establish a Dementia Forum in Horsham; the Council would like to liaise on that proposal. The District Council and Age UK Horsham District were working with Parish Councils and other partners to support vulnerable adults. Work included a mapping exercise to identify local schemes that supported some or all of the Village Agent concept objectives.

The Head of Strategic Planning and Performance and the Equalities Officer would keep the Working Group informed of progress on access matters.

**6. REVIEW OF POVERTY AMONGST AN AGEING POPULATION - UPDATE**

Age UK Horsham District had, on 3<sup>rd</sup> September 2013, hosted an event, 'Loneliness and Isolation and Local Older People: impact and solutions'.

Those Members of the Working Group who had attended the event expressed how useful and informative it had been. It had included the launch of the research undertaken by the West Sussex Public Health Research Unit into loneliness and isolation in the District, and discussed the local implications arising from the results of the West Sussex Older People's Survey. It also heard from Paul Cann from Age UK Oxfordshire who was a founder member of the national Campaign to End Loneliness.

The research showed that loneliness was a more significant problem than simply being an emotional experience. It posed a health risk. The lack of social interaction was linked to the onset of degenerative diseases and linked to heart disease and depression.

In Horsham District approximately 20% of older people had indicated that they felt lonely and socially isolated; that was out of a total of almost 20,500 older people. The quality of relationships was a key factor to prevent loneliness; consideration could be given to linking older people with home visitors who had shared or similar interests.

The research had highlighted issues about older men's needs, how technology (use of telephones, Skype and use of the internet) could reduce loneliness, the significant benefits of recruiting older people in active and meaningful roles, to make people aware of what already exists and to promote the Council's Older Persons' Directory, to suggest that the District and Parish Councils convene summit meetings, to encourage schoolchildren to be more involved in relevant projects, the need to invest in community transport services, and to encourage neighbourly support.

Age UK had circulated the research results to all attendees and would be seeking to work in partnership to address the issues of loneliness and social isolation.

The Health and Wellbeing Partnership would soon be considering its priorities for the coming year. Tackling loneliness and social isolation would be suggested as a possible strand in its work programme.

Age UK Horsham District would be providing two new services: a Housing Options Adviser would provide one to one support, and a Home from Hospital service would commence in December 2013 to assist with the planned discharge of patients which would involve an assessment of their homes and offers of practical help.

Age UK's Arun magazine would be re-launched in October 2013

The Working Group raised the issue of older people being potential victims of scams and noted that Sussex Police had launched Operation Signature, a campaign aimed at protecting victims of scam mail. Details of that and the associated 'Think Jessica' campaign would be circulated to the Working Group.

The Chairman thanked Janice Leeming, Chief Executive of Age UK Horsham District, for attending the meeting and sharing the research findings.

## **7. SENIOR PERSONS' COUNCIL**

Barry Mursell, Chairman of the Senior Persons' Council, explained the work of that organisation and how it provided older people with an opportunity to put forward their ideas to the District Council and to undertake their own initiatives to benefit the local community.

The Working Group noted the minutes of the Senior Persons' Council meeting on 20<sup>th</sup> June 2013. The meeting had included discussions with representatives of the Sussex Community NHS Trust, and with the District Council's Health and Wellbeing Manager. An update had been received on the project to provide security features in older people's homes; liaison was taking place with the District Council's Community Safety Manager. An update on the Pride of Place campaign had also been provided.

The Senior Persons' Council had conducted initial research work in 2011 in partnership with Age UK which had led to the further research that was presented at the Age UK event 'Loneliness and Isolation and Local Older People'.

The Working Group suggested that the issue of security features in new build homes could be referred to the District Council's Planning Policy Advisory Group, with a view to assisting older people by proposing the installation of items such as locks, chains, spy-holes, and key safes. The Chairman of the Senior Persons' Council and the Chief Executive of Age UK Horsham District were invited to prepare a list of those security and design features that would benefit older people in their homes. Those suggestions would then be forwarded to the Advisory Group.

The Chairman thanked Mr Mursell for attending the meeting.

The meeting finished at 7.03 p.m. having commenced at 5.30 p.m.

**CHAIRMAN**

## **Agenda Item 10**

Social Inclusion Working Group  
23<sup>rd</sup> September 2013

**Notes of the Scrutiny and Overview Committee**  
**Health Provision Working Group**  
**19<sup>th</sup> September 2013**

- Present:** Councillors: David Skipp (Chairman), Frances Haigh,  
Kate Rowbottom
- Also present:** Councillors: Roger Arthur, George Cockman, Leonard Crosbie,  
Duncan England, Christian Mitchell, Godfrey Newman
- Apologies:** Councillors: Liz Kitchen, Tricia Youtan
- By invitation:** Michael Wilson, Chief Executive, Surrey and Sussex Healthcare  
NHS Trust

1. **TO APPROVE AS CORRECT THE RECORD OF THE MEETING HELD  
ON 6<sup>TH</sup> JUNE 2013**

The notes of the meeting held on 6<sup>th</sup> June 2013 were approved as a correct record.

2. **TO RECEIVE ANY DECLARATIONS OF INTEREST**

There were no declarations of interest.

3. **ANNOUNCEMENTS FROM THE CHAIRMAN OR CHIEF EXECUTIVE**

There were two vacancies on the Working Group which the Chairman requested to be filled.

4. **TO HEAR FROM THE CHIEF EXECUTIVE OF THE SURREY AND  
SUSSEX HEALTHCARE NHS TRUST**

The Chairman welcomed Michael Wilson, Chief Executive, Surrey and Sussex Healthcare NHS Trust (SASH), to the meeting.

Mr Wilson explained that SASH provided emergency and non-emergency services to the residents of East Surrey, north-east West Sussex, and South Croydon, including Crawley, Horsham, Reigate and Redhill.

Acute and complex services were provided at the East Surrey Hospital in Redhill. A range of outpatient, diagnostic and less complex planned services were provided at Dorking and Catherham Dene Hospitals, Oxted

## **Agenda Item 11**

Health Provision Working Group  
19<sup>th</sup> September 2013

Health Centre, in Surrey, and at Crawley Hospital, Horsham and Queen Victoria Hospitals in West Sussex.

The Working Group noted the schedule which detailed the SASH clinics at Horsham Hospital and the total number of appointments per speciality for each month between September 2012 and August 2013.

Mr Wilson stated that SASH was guided by its principles of providing services that were safe for patients, a quality experience, and which achieved good clinical outcomes. SASH now delivered all of the national quality and safety standards and, in August 2012, had been classed as performing across all elements of the NHS Performance Framework for the first time.

Clinical Commissioning Groups now commissioned the majority of NHS services via the clinically-led local CCGs and decided how much of the NHS budget was spent in their areas. The local CCG would decide which services to commission. SASH, when commissioned, would have to consider whether it could supply a quality health service and the cost of that.

Mr Wilson noted the Working Group's wish to support, develop, and promote services at Horsham Hospital and made the following suggestions. The Minor Injuries Unit could be developed and use of telemedicine introduced, Horsham Hospital could be a rehabilitation centre and allow patients to be treated closer to home and supported by relatives, could develop its imaging and diagnostics, and help provide an integrated community model of care.

SASH was working with the Sussex Community NHS Trust (SCT) to provide an additional 58 community beds in Crawley and East Surrey (but not Horsham) for the winter months when demand was likely to rise. That would enable some patients to leave the acute care hospitals earlier. The Working Group agreed to ask SCT about why no community beds would be provided in Horsham and to request it to reconsider that decision for the benefit of local patients and to release further beds in the acute service hospitals.

Mr Wilson reported that A&E at East Surrey Hospital was experiencing an increase in public visits and significant numbers of ambulance conveyances. SASH had invested and currently provided eight full-time A&E consultants, eleven mid-grade doctors, eighteen junior doctors, and a full complement of A&E nursing staff. Any upgrade of the Minor Injuries Unit at Horsham Hospital and the Urgent Treatment Centre at Crawley could assist by dealing with the less acute cases and relieving demand on A&E.



## **Agenda Item 11**

Health Provision Working Group  
19<sup>th</sup> September 2013

Further investment in the next year would provide more A&E consultants. SASH would also be one of the first NHS Trusts to train general doctors again. Its Medicine for the Elderly service would be one of the first in South East England to function seven days a week. The Emergency Department, Endoscopy and Radiology Departments had all been modernised at East Surrey Hospital and work on four new operating theatres was nearing completion. A new Radiotherapy Unit was being developed.

The Working Group suggested that SASH should clearly communicate its successes to the public and explain the new CCG-led commissioning environment within which it worked. SASH hoped to become a Foundation Trust by October 2014 and would be seeking public members and governors to help shape its plans for the future.

The Chairman reminded Members that the local CCG might decide to focus on community care provision. Mr Wilson emphasised that SASH supported a community-led model of care.

The Working Group would invite the CCG representatives to its next meeting to discuss its strategic blueprint report. SASH had been consulted and had stated which services it could provide at Crawley and Horsham hospitals. The Working Group would monitor the CCG's strategy and compare it to what the local NHS Trusts and other providers felt would be deliverable.

Mr Wilson pointed out that NHS Trust health providers were not members of the West Sussex Health and Wellbeing Board which led on improving the co-ordination of commissioning across NHS, social care and public health services and formulating a local Health Plan. The Chairman agreed to query why that was the case.

The Chairman thanked Mr Wilson for his attendance and for the informative discussion.

### **5. FUTURE MEETING DATE**

Proposed dates for the next Working Group meeting would be circulated.

The meeting finished at 7.05 p.m. having commenced at 5.35 p.m.

**CHAIRMAN**

## **Agenda Item 11**

Health Provision Working Group  
19<sup>th</sup> September 2013

**Notes of the Scrutiny and Overview Committee**  
**Trade Waste Working Group**  
**24<sup>th</sup> October 2013**

**Present:** Councillors: David Coldwell (Chairman) Philip Circus, George Cockman, Duncan England, Godfrey Newman, Jim Sanson

**1. ELECTION OF CHAIRMAN**

Councillor David Coldwell was elected as Chairman of the Working Group.

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. ANNOUNCEMENTS FROM CHAIRMAN OR THE CHIEF EXECUTIVE**

There were no announcements.

**4. TO SCOPE THE REVIEW OF THE TRADE WASTE WORKING GROUP**

The Working Group discussed the Scope and Terms of Reference of the review.

Questions arose from the Terms of Reference, Members wanted to know the role of the West Sussex Sustainable Partnership, who was partner to it and what was its aim.

Members also questioned the current legal requirements of businesses in regards to trade waste.

The Group agreed that as part of its remit it could explore raising the market share of trade waste collection and recycling facilities. The Group would also explore how to raise awareness of sustainable waste disposal, working with partners, other councils and local businesses.

During the review Members would make reference to putting pressure on bodies, stakeholders and the LGA etc. to encourage and boost trade waste by offering incentives or imposing penalties.

Members noted that the Council did charge businesses for recycling trade waste and made a small surplus from those charges, however, the objectives of the trade waste collection and recycling service were not only to increase profitability and generate revenue, but also for environmental benefit and to encourage sustainable disposal of waste.

The Working Group requested details of any work which was being undertaken by other councils within West Sussex on trade waste collection and recycling and whether there were any Government targets in place.

Members noted that trade waste collection and recycling had increased, the service provided was cheaper than sending waste to landfill, therefore the Council could offer customers a cheaper service.

Members requested that details of cost versus income be provided as part of the review.

The Operational Services Manager would prepare a paper for the Working Group on the legal requirements of businesses in terms of recycling.

Members learnt that some suppliers, for example stationary suppliers, offered companies the opportunity to remove recycling when delivering office supplies, the Working Group felt that this service should be marketed more widely, it could be included in the final outcome of the Group's review.

The Council was considered to offer a premium service for commercial businesses, compared to the services offered by commercial waste collection companies, for example waste and recycling collection on six days of the week.

Members noted that to date, the Council had 1085 customers for trade waste collection and the customer base had increased by approximately 3.5% in the past year.

Members would explore how to promote and encourage trade waste in the District.

The Working Group requested, from the Operational Services Manager, a list of issues related to trade waste and recycling, what progress the Council had made to date or if no progress had been made, suggested ways of addressing the issues.

The Working Group agreed the following two additions to the proposed Terms of Reference:

To add "...and increase profitability" to the end of term two.

The addition of a forth term "To make appropriate representations to Government and other agencies with a view to the establishment of

## **Agenda Item 12a**

Trade Waste Working Group  
24<sup>th</sup> October 2013

suitable targets and accompanying incentives or penalties for failure to meet those targets.”

### **5. DATE OF NEXT MEETING**

The next meeting would be held on Wednesday 18<sup>th</sup> December 2013, at 5.00pm.

The meeting finished at 6.03 p.m. having commenced at 5.00 p.m.

**CHAIRMAN**

**Agenda Item 12a**  
Trade Waste Working Group  
24<sup>th</sup> October 2013

**Terms of Reference for the Scrutiny Trade Waste Working Group**

*Scope*

To examine the Council's trade waste collection and recycling service and consider how it might be able to increase its commercial market share

*Terms of Reference*

To consider and make recommendations to the Scrutiny and Overview Committee on the following:

1. To review the current situation and Horsham District Council's commercial market share of trade waste collection and recycling
2. To explore what the Council could do to increase its trade waste service, how it is being promoted to potential customers and increase profitability
3. To consider how best to work with the West Sussex Sustainable Business Partnership, other partners and councils to increase awareness of the legal requirements for businesses and encourage trade waste recycling
4. To make appropriate representations to Government and other agencies with a view to the establishment of suitable targets and accompanying incentives or penalties for failure to meet those targets.





## Agenda Item 13

### SCRUTINY AND OVERVIEW WORK PROGRAMME 2013-2014 (as at September 2013)

	<b>Business Improvement Working Group</b>	<b>Finance &amp; Performance Working Group</b>	<b>Social Inclusion Working Group</b>	<b>Crime &amp; Disorder Working Group</b>	<b>Health Provision Working Group (Short term WG)</b>	<b>Trade Waste Working Group (Short term WG)</b>	<b>Other Short Term Working Groups</b>
<b>Aug</b>		-Quarterly District Plan Key Performance Indicators (KPIs) & Finance Report -Complaints/ Compliments rept -RIPA investigatory powers report -CenSus Joint Committee: quarterly finance report					
<b>Sept</b>	-Use of Consultants (review of the Council's revised policy) -Performance of Development Management / Performance & productivity of Planning department -S106 Grant Process & Planning Obligations Panel and monies		-Poverty Amongst an Ageing Population -Information Shop for Young People / 'FindItOut' update -Horsham Town Access Audit		Meeting with representatives of Surrey & Sussex Healthcare NHS Trust		
<b>Oct</b>	-Use of Consultants -Working Group Final Report on Performance of Development Management / Performance & productivity of Planning dept (to be presented to Scrutiny Committee in November 2013)					Setting the scope and terms of reference of the review	Supporting Local Businesses WG to reconvene
<b>Nov</b>	-Use of Consultants -Planning Obligations Panel monies -Community Infrastructure Levy	-Quarterly District Plan KPIs & Finance Report -Complaints & Compliments -RIPA report -FOI report -Capital, and Repairs & Renewals Budgets -Asset Management strategic approach - CenSus Joint Committee: quarterly finance report -Transport Services Budget -Number of employees by dept who are employed on part time or temporary contracts			Meeting with the local Clinical Commissioning Group to discuss the CCG strategic report on Horsham and Mid Sussex health services		

## Agenda Item 13

<b>Dec</b>		Agenda to be confirmed (budget issues)	Poverty Amongst an Ageing Population  Horsham Town Access Audit		Working Group Final report (to be presented to Scrutiny Committee in January 2014)	Receive information about the Council's trade waste collection & recycling service	
	<b>Business Improvement Working Group</b>	<b>Finance &amp; Performance Working Group</b>	<b>Social Inclusion Working Group</b>	<b>Crime &amp; Disorder Working Group</b>	<b>Health Provision Working Group</b>	<b>Trade Waste Working Group</b>	<b>Other Short Term Working Groups</b>
<b>Jan 2014</b>	Business Transformation update  Annual Member Overview of HDC Corporate Policy & Procedures Document on the Regulation of Investigatory Powers Act 2000 (RIPA)  Probity in Planning Guide	Agenda to be confirmed (budget issues)					
<b>Feb</b>		-Quarterly District Plan KPIs & Finance Report -Complaints & Compliments report -RIPA report -CenSus Joint Committee: quarterly finance report					
<b>Mar</b>			Poverty Amongst an Ageing Population  Horsham Town Access Audit			Working Group Final Report (to be presented to Scrutiny Committee in May 2014)	Business Transformation Programme proposals: Customer access and Digital Horsham
<b>Apr</b>	Business Transformation update	Agenda to be confirmed					Progress on Climate Change WG – annual update

## Agenda Item 13

<b>May</b>		-Quarterly District Plan KPIs & Finance Report -Complaints & Compliments report -RIPA report -FOI report -CenSus Joint Committee: quarterly finance report		Annual Review of Community Safety Partnership's (CSP) work  CSP Plan 2014/15			Horsham District Council's Communications Policy  Southern Rail's Performance in Severe Weather WG to reconvene
<b>June</b>			Working Group Reviews (to be confirmed)				Business Transformation proposals update
<b>July</b>	Business Transformation update			Review performance of CSP & its partners			