



Scrutiny & Overview Committee

MONDAY 2ND JUNE 2014 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
David Coldwell
Leonard Crosbie
Laurence Deakins

Duncan England
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

Page

1. Election of Chairman
(To be a Member from a party or group other than the majority or controlling party or group (HDC Constitution Part 4 C, para 5.1))
2. Appointment of Vice-Chairman
(To be a Member from a party or group different from that of the Chairman of the Committee (HDC Constitution Part 4 C, para 5.2))
3. Apologies for absence
4. To approve the time of meetings of the Committee for the ensuing year
5. To approve as correct the record of the meeting of the Scrutiny & Overview Committee held on 12th May 2014 1
6. To receive any declarations of interest from Members of the Committee
7. To receive any announcements from the Chairman of the Committee or the Chief Executive
8. To receive any replies from Cabinet/Council regarding Scrutiny and Overview recommendations

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| 9. | Appointment of Members to the standing Working Groups:
(Terms of reference attached) | 11 |
| | (a) Business Improvement Working Group | |
| | (b) Crime & Disorder Working Group | |
| | (c) Finance & Performance Working Group | |
| | (d) Social Inclusion Working Group | |
| 10. | Scrutiny and Overview Annual Report 2013/14 – draft attached | 15 |
| 11. | To receive suggestions for the Scrutiny & Overview Work Programme | |
| 12. | 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

12TH MAY 2014

Present: Councillors: George Cockman (Chairman), Brian Donnelly, Philip Circus, Roger Clarke, David Coldwell, Leonard Crosbie, Brian O'Connell, Kate Rowbottom, David Sheldon, Diana van der Klugt

Apologies: Councillors: John Chidlow, Laurence Deakins, Duncan England, David Skipp, Tricia Youtan

Also present: Councillor Roger Arthur

Officers: Natalie Brahma-Pearl, Director of Community Services
Katharine Eberhart, Director of Corporate Resources

SO/73 **MINUTES**

The minutes of the meeting of the Committee held on 3rd March 2014 were approved as a correct record and signed by the Chairman.

SO/74 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

SO/75 **ANNOUNCEMENTS FROM THE CHAIRMAN OF THE COMMITTEE OR THE CHIEF EXECUTIVE**

The Chairman reminded Committee Members of the training session '*Building on good practice: developing Scrutiny and Overview to get the best value and outcomes*' on Monday 30th June 2014 from 6:00 p.m. to 9:00 p.m.

SO/76 **REPLIES FROM CABINET/COUNCIL REGARDING SCRUTINY AND OVERVIEW RECOMMENDATIONS**

The Committee considered the response from the Cabinet Member for a Safer and Healthier District to the recommendations of the Health Provision Working Group Report.

The Director of Community Services led the Committee through the answers in that response and stated that Horsham District Council was working closely with the two Clinical Commissioning Groups: Horsham and Mid Sussex CCG and the Coastal West Sussex CCG. The Council, via its involvement in the Strategic Outline Case (SOC), had encouraged proposals about the future use of Horsham Hospital and seeking opportunities to provide and extend services there. The CCG was continuing to develop the SOC; the Council had supported the suggestion of provision of more outpatient facilities at

SO/76 Replies from Cabinet./Council regarding Scrutiny and Overview recommendations (Cont.)

Horsham Hospital, and had lobbied for extended hours and days of opening at the Minor Injuries Unit.

The Director of Community Services agreed to enquire about the SOC which was being prepared by the Horsham and Mid Sussex CCG and also the SOC report for Crawley CCG and the Horsham and Mid Sussex CCG; if these were public documents, they would be circulated to Members. The SOC report looks at ways to devise a health and wellbeing plan and potential partnerships with the District Council and voluntary groups; to examine local services and what could be commissioned and delivered locally to reduce the need for local residents to travel to other hospitals and health providers; and to consider the estate and infrastructure and the impact of providing additional or increased services.

The Director of Community Services reported that local GPs referred a significant number of people to the Council's Horsham District Wellbeing hub which offered support to get families fitter, people into regular exercise, weight management, to deal with stress, to tackle substance misuse and to improve general wellbeing.

Providing certain health services more locally would mean those patients had less distance to travel and that should help to reduce non-emergency attendances at hospital A&E departments. The Council was supportive of proposals in the SOC to provide more outpatients services at Horsham Hospital to reduce unnecessary travelling to other hospitals.

The planned closure at short notice of the Mill Stream Medical Centre in Storrington was discussed and the impact that would have on local residents and other practices that would increase capacity to provide health care to those affected. The Director of Community Services reported that the Council was working with other surgeries on this matter but that it was for the CCG to lead on this. The Committee agreed that the Chairman of the Committee would write to the CCG to express concern and dismay at the situation in Storrington and invite a representative from NHS England to a future meeting to provide an update on patient care assessments in Storrington; a copy of the letter would be sent to the West Sussex Health and Adult Social Care Select Committee (HASC).

The Cabinet Member, in response to the recommendation that the Council press for an overall administrator or manager at Horsham Hospital, had stated that this was not a role for the District Council. The Committee felt strongly that a manager was required, even more so if health services were to be developed and extended; it was agreed to continue to recommend that the CCG be requested to provide a hospital manager.

SO/76 Replies from Cabinet/Council regarding Scrutiny and Overview recommendations (Cont.)

RECOMMENDED TO THE CABINET MEMBER
FOR A SAFER AND HEALTHIER DISTRICT

1. To continue to encourage the CCG to provide an overall administrator or manager at Horsham Hospital to support the various health service providers located there.
2. To continue to support, where possible and relevant, the provision of more health services locally and react when local health services are removed.

SO/77 **BUSINESS IMPROVEMENT WORKING GROUP - TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETING HELD ON 29TH APRIL 2014**

The Chairman of the Business Improvement Working Group presented the tabled notes of the meeting held on 29th April 2014.

The Working Group had received an update on the roll-out measures identified within the Development Management Improvement Plan, the majority of which had already been implemented. That included the recent introduction of the Enterprise system, a caseload management system to assist with tracking performance.

There had been significant improvement in planning performance figures with 88% of major applications being determined for the period from April 2013 to March 2014, and 66% of minor applications and 85% of other applications.

The scheme of delegation had reduced the number of applications referred to committee for decision but it would be reviewed to see whether major applications that were not contentious could also be dealt with under delegated authority.

The Council would soon be introducing charging for pre-application planning advice. It was hoped that would help to ease the planning application process for applicants by clarifying what was required of them when submitting an application.

A new Director of Planning, Economic Development and Property, when recruited and in post, would be asked to consider career grading for planning officers to assist with the recruitment of staff and to reward any high performance by existing staff members.

The Working Group had completed its review of the S106 process and had noted the revised protocol between the planning and legal departments for dealing with planning applications that required a S106 agreement which

SO/77 Business Improvement Working Group - To receive an update from the Chairman and notes of the meeting held 29th April 2014 (Cont.)

would be beneficial to the process. The Chairman of the Working Group highlighted the need for a Community Infrastructure Officer (CIL) Officer. CIL would be introduced and, in due course, would negate the need for a Planning Obligations Panel.

The Chairman of the Working Group would prepare a report for the Committee meeting on 7th July 2014 which would present any final conclusions and recommendations.

The Working Group would review progress on the Development Management Improvement Plan at its meeting on 27th January 2015; it would at a future date review progress on and performance of the S106 process.

The Chairman thanked the Chairman and Members of the Working Group for their work.

RESOLVED

That the notes of the Business Improvement Working Group meeting, held on 29th April 2014, be received.

REASON

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

SO/78 **CRIME AND DISORDER WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETING HELD ON 7TH MAY 2014**

The Chairman of the Crime and Disorder Working Group presented the tabled notes of the meeting held on 7th May 2014.

The Working Group had reviewed the protocol for the scrutiny of crime and disorder matters and decided that no amendments were required.

The Chairman of the Working Group had attended the quarterly meetings of the Horsham District Community Safety Partnership (CSP) and reported that she felt that the CSP was working well. The Chairman was disappointed with the decision to end Joint Action Group meetings.

The Working Group had received details about the performance of the Anti-Social Behaviour Action Plan for 2013/14; Horsham District Council had taken the lead on that. The Working Group had noted the five action plans for 2014/15: reducing anti-social behaviour, community engagement and reassurance, reducing violence against the person, casualty reduction to

SO/78 Crime and Disorder Working Group – To receive an update from the Chairman and notes of the meeting held on 7th May 2014 (cont.)

reduce the number of people killed and seriously injured on District roads, and tackling issues in relation to drugs and alcohol.

The Working Group had received a presentation from the Community Safety Officer which outlined the reform of anti-social behaviour powers. The numerous new powers provided means to tackle anti-social behaviour and created new statutory duties for local authorities. The presentation could be given to Committee Members at a future date.

The Working Group had moved from quarterly meetings to meeting once or twice a year; the first meeting to review the previous year's CSP Plan and performance in delivering the action plans, and a second meeting to seek clarity on any matters by requesting CSP partners to attend.

The Working Group, at its meeting on 7th May 2014, had not received information about the performance in relation to the action plans which had been allocated to the other CSP partners. A further Working Group meeting would be convened to consider that information. Following that the Working Group would meet again and request CSP partners to attend to discuss their action plans and performance for 2013/14. The Working Group could then feedback its comments and any recommendations to the CSP Board.

The Committee queried the accuracy and methodology of crime statistics recorded by the Police. The Chairman suggested that the Chairman of the Crime and Disorder Working Group might raise that subject when Sussex Police, as a CSP partner, attended the Working Group meeting.

RESOLVED

That the notes of the Crime and Disorder Working Group meeting, held on 7th May 2014, be received.

REASON

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

SO/79 **FINANCE AND PERFORMANCE WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN**

There had been no further meetings of the Finance and Performance Working Group.

The Chairman of the Finance and Performance Working Group had met relevant officers and decided that the Working Group would, in future, meet on a quarterly basis to deal with the main items of regular business for both finance and performance matters. In addition there would be four monitoring meetings scheduled around two weeks after the main meetings to deal with any queries, issues or further information arising from the main meeting.

RESOLVED

That an update from the Finance and Performance Working Group be received.

REASON

All Working Group updates are to be received by the Committee.

SO/80 **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.

RESOLVED

That an update from the Social Inclusion Working Group be received.

REASON

All Working Group updates are to be received by the Committee.

SO/81 **HEALTH PROVISION WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN**

There had been no further meetings of Health Provision Working Group. The Chairman could not attend the Committee meeting but would provide an update at the next meeting.

SO/81 Health Provision Working Group – To receive an update from the Chairman (Cont.)

RESOLVED

That an update be given in respect of the Health Provision Working Group

REASON

All Working Group updates are to be received by the Committee.

SO/82 **TRADE WASTE WORKING GROUP – TO RECEIVE THE FINAL REPORT OF THE WORKING GROUP AND NOTES OF THE MEETING HELD ON 26TH MARCH 2014**

The Chairman of the Trade Waste Working Group presented the final report to the Committee following the review of the Council's trade waste collection and trade recycling services and consideration of how it might be able to increase its commercial market share.

The Chairman of the Working Group reported how, as the review commenced, there had been a 3% increase in customer numbers and contributions of around £30,000 which was ahead of budget predictions. The business had been growing but those figures had not been available at the time of the review's commencement in October 2013.

Operational Services had been running a recycling trade waste pilot project. There was an unmet demand for recycling of certain wastes which would be investigated to see how that demand could be met.

A survey had been undertaken of leaving and returning customers. Some had left to find a better price but discovered that the costs from other providers could be higher because of hidden charges and could sometimes be less efficient. The strength of the Council's service was that it was often better tailored to the needs of clients.

The Working Group had concluded that the Trade Waste service was conducted with a high degree of efficiency and customer satisfaction but that there were opportunities to increase the customer base.

The Director of Community Services welcomed the report findings and would discuss its recommendations with the Trade Waste team and look at ways to further expand the business and attract new customers.

The Committee approved the recommendations.

The notes of the meeting held on 26th March 2014 were also received and noted by the Committee.

SO/82 Trade Waste Working Group – To receive the final report of the Working Group and notes of the meeting held on 26th March 2014 (cont.)

RECOMMENDED TO THE CABINET MEMBER FOR THE ENVIRONMENT

1. Continue researching competitor prices and strategies through analysis of leavers and joiners, using this intelligence to inform future pricing strategies
2. Continue researching the views of customers and use this intelligence to inform pricing and targeting strategies
3. Implement the proposed re-routing to free up resources to take on additional customers
4. Further investigate costs and benefits of opting for larger vehicles more suited to the service during the upcoming procurement exercise
5. Adopt the proposed expansion strategies and associated increases in revenues and operating costs
6. Adopt the recycling pilot as a fully integrated element of the trade service
7. Investigate the costs and benefits of town centre trade waste recycling and the potential wider benefits of capital investment in improved vehicles for the pedestrianised areas
8. Retain in-house service provision and review options for outsourcing after the expansion strategies have been delivered
9. Adopt the ad-hoc service improvements outlined in “Other improvements to the service” as detailed in Appendix 1 to the report.

SO/83 **WEST SUSSEX JOINT SCRUTINY STEERING BOARD – COMMUNITY LEGAL SERVICES ADVICE CONTRACT**

The Committee was reminded of the previous extension of the Community Legal Advice Contract for the provision of generalist and legal advice to the public across West Sussex. The contract, held by West Sussex Citizens Advice Bureau, had been extended to March 2015.

SO/83 West Sussex Joint Scrutiny Steering Board – Community Legal Services
Advice Contract (Cont.)

The Joint Scrutiny Task and Finish Group had been reconvened to deal with the approaching tender process. Councillor Donnelly would again participate at those Group meetings and report back.

SO/84 **TO RECEIVE ANY SUGGESTIONS FOR THE SCRUTINY AND OVERVIEW
WORK PROGRAMME**

a) Suggestion from Billingshurst Parish Council

A suggestion had been received requesting a county-wide approach to counter flooding on the strategic road network. The Committee felt that this matter could be referred to West Sussex County Council for attention and perhaps to the West Sussex Flood Risk Management Operations Group which met quarterly to solve local flooding issues; Horsham District Council was represented on that Group.

Councillor Duncan England would also be requested to consider this request because he had been the Council's representative on the West Sussex Joint Scrutiny Flooding Task and Finish Group.

The report of and information arising from the District Council's former Scrutiny Flooding and Drainage Working Group could also be sent to the Parish Council.

b) Suggestion from the Parish Clerk for Slinfold and Broadbridge Heath
Parish Councils

A suggestion had been received requesting a guidance note outlining the S106 and CIL processes to assist parish councils and inform them about how to claim relevant S106 monies. The Business Improvement Working Group had noted this and decided its Chairman would send a response to state that the information was available about the S106 process and about the changes that would be introduced for CIL.

SO/85 **ITEMS NOT ON THE AGENDA BUT CONSIDERED URGENT**

There were no urgent items.

The meeting finished at 7.23 p.m. having commenced at 5.30 p.m.

CHAIRMAN

APPOINTMENT OF S&O STANDING WORKING GROUPS FOR 2014/15

Business Improvement Working Group	Crime and Disorder Working Group
<p>John Chidlow Malcolm Curnock Laurence Deakins Duncan England Frances Haigh David Jenkins Brian O'Connell</p> <p><u>Co-optees</u> P. Circus L. Crosbie J. Goddard</p>	<p>David Coldwell Christine Costin Duncan England Jim Goddard Frances Haigh Kate Rowbottom Jim Sanson</p>
Finance and Performance Working Group	Social Inclusion Working Group
<p>John Bailey George Cockman John Chidlow Leonard Crosbie Brian Donnelly Frances Haigh Brian O'Connell Jim Rae Stuart Ritchie</p>	<p>George Cockman David Coldwell Duncan England Christian Mitchell Godfrey Newman Kate Rowbottom David Skipp Tricia Youtan</p>

Terms of Reference of Business Improvement Working Group

- Scrutinise business improvement proposals focusing on the most significant in terms of benefit, effect upon services and risk
- Encourage consideration of best practice
- Monitor progress including post-implementation review
- Report findings in terms of benefits, effect upon services, risk and progress to Scrutiny
- To investigate other matters related to operational effectiveness and business improvement that the Scrutiny and Overview Committee or the Finance and Performance Working Group might request be investigated
- To liaise with other working groups to avoid duplication of activity

Terms of Reference of Crime & Disorder Working Group

- (1) To scrutinise the work of the Community Safety Partnership and the partners who comprise it, insofar as their activities relate to the Partnership itself;
- (2) To make reports and/or recommendations to the Scrutiny and Overview Committee/Council or any of the Responsible Authorities within the CSP with respect to the discharge by the CSP of its crime and disorder functions;
- (3) To act as a 'critical friend' of the CSP, providing it with constructive challenge at a strategic level rather than adversarial fault-finding at an operational level; and
- (4) To consider Councillor Call for Actions (CCfAs) that arise through the Council's CCfA process and which relate to crime and disorder matters.

Terms of Reference of Finance and Performance Working Group

- To scrutinise the Medium Term Financial Strategy to achieve a balanced budget, including the achievement of savings identified within it
- To monitor the Council's performance against the District Plan, the basket of key performance indicators and major projects list on a quarterly basis
- To review the monthly financial outturn report and identify areas of concern to Cabinet
- To identify areas of excellence and areas for improvement and refer to Business Improvement Working Group for consideration and note
- To request and receive reports/presentations on areas of concern regarding service performance or overspend/underspend
- To raise issues of concern with Cabinet following review by the Working Group
- To call Cabinet members to provide details of service performance to the working group or to Members of Scrutiny and Overview Committee
- To identify and, where necessary, question budget and performance targets, taking account of the prevailing economic conditions, pressures and assumptions used
- To review the impact of budget changes upon the delivery of corporate priorities
- To consider any other relevant performance and financial matters identified by the Scrutiny and Overview Committee

Terms of Reference of Social Inclusion Working Group

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

- Initiatives to develop the Council's approach to social inclusion, equality and diversity
- Access to services and supporting vulnerable people
- Anti-poverty initiatives
- Reports received from Cabinet Members / service heads on specific issues relating to social inclusion, equality and diversity
- Health matters

Scrutiny and Overview
Annual Report 2013/14

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Introduction by the Chairman of the Scrutiny and Overview Committee



What we generally refer to as the 'Scrutiny Committee' is properly entitled the Scrutiny and Overview Committee. Many other councils prefer 'Overview and Scrutiny'. Whenever one title is given priority, it is important to see that the other title is particularly respected.

Scrutiny implies stronger feelings of criticism and judgement, Overview tends to imply a review of the relations between internal bodies in the council and also relations between the council and outside bodies. In recent history the Business Improvement Working Group's review of Planning was scrutiny, and the Supporting Local Businesses Working Group's work was Overview.

In last year's report I mentioned the role of our committee and its working groups in helping members to get to grips with the culture and business of the council. What I have written above emphasises that point. Around 80% of those District Councillors who were eligible to participate in scrutiny work have served on the Committee and its working groups during the past year.

In addition we are holding a 'Scrutiny Seminar' at the end of June 2014 to which all members are invited. It has always proved worthwhile to invite a fresh view of 'S&O' and I trust this seminar, led by an experienced consultant, will achieve what others have achieved at intervals over the years.

The review which attracted most attention during the past year was that undertaken by the Business Improvement Working Group into the performance of the Planning Department which had seen the council move from the top to the bottom quartile in relation to the determination of planning applications. The scrutiny inquiry coincided with that undertaken by senior management. That was an unusual situation and could have resulted in all sorts of outcomes but it was regarded a success with mutual support recognised by both sides.

Another feature of that Scrutiny review was that, on analysis, it was recognised that the membership of the group comprised a large number of new councillors. Some more experienced councillors were co-opted onto the working group – a practice to be repeated whenever a similar need emerges.

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It should be added that the impetus for the Trade Waste review emerged from the Cabinet Member's advisory group – a route which should be more widely explored. As an 'ad hoc', or 'task and finish' group, the Trade Waste Working Group did an excellent job in co-operation with the relevant officers in identifying operational opportunities to produce a scheme to market and expand the service to new levels of profitability.

A link has been maintained through Scrutiny and the Business Transformation Programme by both the Chairman of the Business Improvement Working Group and the Chairman of Scrutiny and Overview being included in the BTP.

The Crime and Disorder Working Group has itself been reviewed to produce a much more focused and fitting group which plays a key part in the whole issue of the reduction of crime and disorder. Its main purpose is clearly defined to scrutinise the Horsham District Community Safety Partnership. To this purpose the group meets once a year to review the previous year's programme and at another time in the year to interview each partner in the group about their performance against their targets for the year.

We work alongside the West Sussex Joint Scrutiny Steering Group comprising the scrutiny Chairmen of the county, district and borough councils. Its task groups undertake joint scrutiny of particular issues. I am grateful to Councillor Duncan England who agreed to represent us on the Joint Scrutiny Task Group's review of flooding. Councillor England had been part of our own Flooding and Drainage Working Group so he was able to offer informed contributions. There will always be some issues which should be scrutinised at a county rather than at a district level and flooding was obviously one.

In the above, I have tried to highlight issues and initiatives which I have observed and considered worthy of special attention and comment. There follows a general report on the work of the Scrutiny and Overview Committee and its working groups.

Councillor George Cockman
Chairman of Scrutiny & Overview Committee

May 2014

How Scrutiny and Overview works at Horsham District Council

Since the Scrutiny and Overview Committee was introduced in Horsham District Council in 2001 it has provided the Council with its own 'watchdog' or 'critical friend'.

Scrutiny and Overview is a common sense approach to reviewing decisions and policies and considering whether they are right for the District, ensuring that Horsham District Council remains effective and accountable.

One of its principal purposes is to improve the decision-making process and to make it clear and accessible. It does this by:

- Reviewing and developing policy recommendations for the Cabinet's consideration
- Providing a means to review the Council's own achievements against its planned targets
- Setting out to influence Council/Cabinet decisions and policies
- Playing a part in the community leadership role of the Council i.e. by reviewing services provided by other organisations on issues that affect the public and by calling individuals/organisations to account
- Contributing to democracy by stimulating public engagement

The Scrutiny and Overview Committee's terms of reference are:

- To assist in the strategic development of policy
- To review issues of local concern
- To review the policy of others within and outside the Council
- To call in Cabinet decisions
- To scrutinise the Council's decision-making processes
- To monitor the internal and external delivery of services
- To review specific services
- To monitor and scrutinise the activities of outside bodies

Structure of the Scrutiny and Overview Committee and its Working Groups

Membership of the Scrutiny and Overview Committee:

Councillor George Cockman (Chairman)

Councillor Brian Donnelly (Vice Chairman)

Councillors: John Chidlow, Philip Circus, Roger Clarke, David Coldwell, Leonard Crosbie, Laurence Deakins, Duncan England, Brian O'Connell, Kate Rowbottom, David Sheldon, David Skipp, Diana van der Klugt, Tricia Youtan

COUNCIL

CABINET

RECOMMENDATIONS

SCRUTINY & OVERVIEW COMMITTEE

STANDING WORKING GROUPS

Business Improvement Working Group
Crime and Disorder Working Group
Finance and Performance Working Group
Social Inclusion Working Group

SHORT TERM WORKING GROUPS

Health Provision Working Group
Supporting Local Businesses Working Group
Trade Waste Working Group

How the Scrutiny and Overview function has developed over the past 12 months

Councillor George Cockman (Independent) was elected as Chairman of the Scrutiny and Overview Committee for 2013/14. He had previously held this post in 2012/13 and in the earlier years of Scrutiny.

Six Committee meetings were held in the Council year, between May 2013 and May 2014, along with a number of working group meetings.

The Council's Director of Corporate Resources acts as a Scrutiny Champion.

The Committee and the working groups have undertaken a number of significant reviews over the past 12 months, such as, a review of the health provision in the District, and of the development management and planning services departments at the Council, and trade waste collection in the District. From these a number of recommendations have been made to either the Cabinet or Council to which the Committee has received responses and continues to closely monitor the progress of work arising from its recommendations.

As part of the reviews the Committee and its working groups have been engaging with a range of outside organisations such as Horsham and Mid Sussex Clinical Commissioning Group, NHS Trusts, Horsham Chamber of Commerce, the Federation of Small Businesses, as well as parish and neighbourhood councils.

Joint Scrutiny arrangements across West Sussex

There are now well established joint scrutiny arrangements across West Sussex. The West Sussex Joint Scrutiny Steering Group was set up in 2010 and enables the County Council and district and borough councils to work together to scrutinise specific topics of common interest. The Joint Scrutiny Steering Group meets approximately twice a year. The Chairman of Horsham District Council's Scrutiny and Overview Committee attends those meetings.

In 2013/14 a review of the multi-agency responsibilities, roles, involvement in and management of major flooding incidents across West Sussex, was undertaken.

As part of the comprehensive review, evidence was heard from officers from West Sussex County Council (including the Fire and Rescue Service), from the Environment Agency, and Southern Water.

The review also considered partnership funding, planning, riparian rights and ownership. A number of recommendations were made, and the report along with the recommendations were considered and responded to by the relevant Cabinet Members from all of the local authorities involved. These responses were then fed back to the West Sussex County Council.

The next review for review by the Joint Scrutiny Steering Group is of the second stage of the Community Legal Advice Service. The aim of the task and finish group will be to review current performance, review the outcome of public consultation currently taking place and what this means for the service to be commissioned and what service model should be used.

Horsham District Council is committed to participating in the joint scrutiny work.

Scrutiny Working Groups

There are four permanent Scrutiny Working Groups which monitor and review different aspects of the Council's business.

Business Improvement Working Group

The Business Improvement Working Group scrutinises business improvement proposals and encourages consideration of best practice. It reports its findings to the Scrutiny and Overview Committee in terms of benefits, effect on services, risk and progress, and investigates matters related to operational effectiveness.

The main review for this for Working Group in 2013/14 was the **Review of Development Management and the Performance and Productivity of Planning Services**. The Working Group commenced this significant review in April 2013 and co-opted an additional four Councillors to assist. The review examined the current processes within the planning service, current and future workloads, the monitoring of targets, the departmental structure and staffing levels.

A final report was produced in October 2013 with a number of productive recommendations which included, amongst many, how a Director of Service should be appointed, recommended changes to the structure of the planning department and implementation of a training and mentoring programme. These recommendations were presented to and approved by the Scrutiny and Overview Committee, then recommended on to the Cabinet.

The Cabinet took on board the recommendations and responded to the Committee, many of the actions recommended were already part of the Chief Executive's proposals for an organisational restructure and others were agreed to.

The Working Group welcomed the improvement in planning performance figures for the period from April 2013 to March 2014 which showed a significant increase in performance in relation to major applications and also improvements in determining minor and other applications.

The Business Improvement Working Group agreed to review progress at its meeting in January 2015 to ensure that improvements had been sustained or improved on and that any remaining measures had been implemented or actioned.

The Working Group also reviewed the **Section 106 Grant Process**. A Section 106 Agreement is a private legal agreement between the Planning Authority and the applicant/developer and any others that may have an interest in the land. Its purpose is to make acceptable development which may otherwise be unacceptable in planning terms. The Working Group concluded this review in April 2014. A revised protocol between the planning and legal departments, for dealing with planning applications that required a S106 agreement, had been implemented which should bring benefits to the process. The introduction of a new caseload management system would also result in improvements. The Working Group would, in due course, review the progress on and performance of the S106 process.

Business Transformation Programme – The Working Group continues to monitor the progress of the Business Transformation Programme.

The Working Group is intending to look at the **Council's Planning Enforcement Policy** and progress on the **Development Management Improvement Plan** in 2014/15. The Working Group also hopes to review the **Draft Preferred Strategy** and **communication of planning policies** arising from the review on Development Management and Planning Services.

Regulation of Investigatory Powers Act 2000 (RIPA) – this is a standing item for the Working Group; it is responsible for reviewing the effectiveness of the RIPA Policy on an annual basis. The Working Group had considered revisions to the Council's Corporate Policy and Procedures Document on RIPA which are required to reflect relevant legislative changes. The new changes mean that internal Council RIPA authorisation will not take effect until judicial approval (via an application to the Magistrates' Court) is obtained for directed surveillance, covert Human Intelligence sources, and communications data. The Council has not used the Policy for a number of years. The Council has adopted the revised Corporate Policy and Procedures Document.

Crime and Disorder Working Group

This permanent Working Group held its first meeting in January 2013. The Scrutiny and Overview Committee had approved its establishment because legislation requires every local authority to have a committee with the power to review and scrutinise, and make reports or recommendations, regarding the functioning of the local Community Safety Partnership. The legislation forms part of the Government's commitment to strengthen the accountability of local Community Safety Partnerships and enhance the role of local councillors and local communities in preventing and reducing crime.

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The Working Group scrutinises the work of the Horsham District Community Safety Partnership (CSP) and the partners who comprise it, to make reports and/or recommendations to the Scrutiny and Overview Committee or Council or any of the Responsible Authorities with respect to the discharge by the Partnership of its crime and disorder functions; and to act as a 'critical friend'.

The Working Group has moved from quarterly meetings to meeting on average twice a year. The first meeting is to review the previous year's CSP Plan and performance against the action plans, and a second meeting would seek clarity on any matters by requesting CSP partners to attend.

The Chairman of the Working Group attends the quarterly Community Safety Partnership Board meetings.

The Working Group will review progress on the Actions Plans for 2013/14 and consider whether to invite CSP partners to attend a meeting in 2014 to discuss progress and any issues. The Working Group will receive the CSP Plan for 2014/15 which has five action plans relating to the reduction of anti-social behaviour, community engagement and reassurance, reducing violence against the person, casualty reduction to reduce the number of people killed and seriously injured on the District roads, and tackling issues around drugs and alcohol. Horsham District Council is leading on the first two of those action plans.

The Working Group had noted the reform of anti-social behaviour powers. The Anti-Social Behaviour, Crime and Policing Act 2014 came into effect in May 2014. It introduced powers to tackle anti-social behaviour in order to provide better protection for victims and communities. It created new statutory duties for local authorities in relation to anti-social behaviour and information sharing. The Working Group would consider and comment on the District Council's draft policy about the Community Trigger and anti-social behaviour case reviews.

Finance and Performance Working Group

The Finance and Performance Working Group was established in 2012 following the merging of the former Budget Review and the Performance Management Working Groups. The Group scrutinises the Medium Term Financial Strategy and receives regular budget reports and it reviews the monthly financial outturn report.

It monitors, on a quarterly basis, the Council's performance against the District Plan, the key performance indicators and the major projects list and identifies areas of excellence and areas for improvement and refers matters for further in-depth review to the Business Improvement Working Group. It also requests reports on areas of concern regarding service performance or overspend / underspend, and raises issues of concern with the Cabinet following a review by the Working Group.

The Working Group calls Cabinet members to provide details of service performance. It identifies and, where necessary, questions budget and performance targets, reviews the impact of budget changes upon the delivery of corporate priorities, and considers any other relevant performance and financial matters identified by the Scrutiny and Overview Committee.

The Working Group, on a quarterly basis, receives reports on the Council's receipt of complaints, compliments and suggestions, and also whether the Council has used the Regulation of Investigatory Powers Act 2000 to undertake covert surveillance. The Working Group receives biannual reports about Freedom of Information requests, the number and complexity of which have increased considerably in 2013/14.

There are likely to be changes to the way budgets are monitored in 2014/15, Heads of Service and budget holders are required to submit a budget database on a monthly basis with details of expenditure to the month end and an estimate of the outturn at the year end. This system will encourage budget holders to highlight any significant changes in their budgets.

Social Inclusion Working Group

The Social Inclusion Working Group makes recommendations on initiatives to develop the Council's approach to social inclusion, equality and diversity, access to services and supporting vulnerable people, anti-poverty initiatives, and relevant health matters.

The Working Group completed a review of the Horsham **Information Shop for Young People** which provides advice and support services for young people between 13 and 25 years about drugs and alcohol, sexual health, career and job choices, finances, and housing issues. This service is provided by the County Council. Attendance at the Information Shop had been low and research was undertaken by students at Tanbridge House School. They presented their findings to the Working Group and recommended improvements to the service and to the Shop with the aim of encouraging awareness of its existence and its use which the Working Group supported. Young people were encouraged to visit the centre and take advantage of the services available. The Information Shop has since been rebranded as the FindItOut Centre.

The Working Group completed its review on **How the Council is represented on outside bodies**. All Members who are appointed to outside bodies are now 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 review of **Poverty Amongst an Ageing Population** had also been completed. Some Members of the Working Group had attended an event organised by Age UK on 'Loneliness and Isolation and Local Older People: impact and solutions'. 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. The research showed that loneliness was a more significant problem than simply being an emotional experience. It posed a health risk. 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.

The research had highlighted how certain technologies might reduce loneliness, the significant benefits of recruiting older people in active and meaningful roles, the need 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.

The review had highlighted a number of issues and Age UK was looking to work in partnership with other organisations to address the issues of loneliness and social isolation.

Temporary Working Groups

Health Provision

The Scrutiny and Overview Committee had established the Health Provision Working Group to consider the present health provision at Horsham Hospital including acute services, outpatient services and inpatient facilities, access to services at the hospital, future plans by the local Clinical Commissioning Group (CCG) and NHS Trusts for the use of Horsham Hospital and the benefits of these plans to the residents of the District, and the future role of the hospital.

After engaging with the local Clinical Commissioning Group and the NHS Trusts and organisations that provide health services at Horsham Hospital, the Working Group submitted an interim report to the Scrutiny and Overview Committee in March 2014. The Committee approved the recommendations to support the future utilisation of Horsham Hospital at the centre of the community and to support bringing extra services to Horsham to reduce the need for certain patients to travel to hospitals outside of the District. The Scrutiny and Overview Committee supported the Working Group continuing its review in order to press for the promotion and expansion of services at Horsham Hospital.

The Committee received a response from the Cabinet Member for a Safer and Healthier District which stated that the Council was being influential in shaping the proposals for the future use of the hospital through its involvement with the Strategic Outline Case for Horsham Hospital. The Committee reiterated its recommendation to the Cabinet Member to continue

to encourage the CCG to provide an overall administrator or manager at the hospital.

Members of the Working Group undertook a tour Horsham Hospital in May 2014 to see the services provided there by the Sussex Community NHS Trust.

The Working Group will continue with its review and meet when required.

Trade waste

The review, by a short term working group, of the Council's trade waste collection and trade recycling services began in October 2013 and it considered how it might be able to increase its commercial market share.

The Working Group heard from the relevant Council officers and also a representative from the Horsham Chamber of Commerce and the Horsham Federation of Small Businesses. An analysis of the service was carried out by the Operational Services department as well as a survey amongst the Council's customers.

A report on the development of the Council's commercial waste collection service was presented to the Scrutiny and Overview Committee in May 2014. The Working Group concluded that the trade waste service was conducted with a high degree of efficiency and customer satisfaction but noted that there were opportunities to expand the business and attract new customers. The Cabinet Member for the Environment had been requested to respond to the recommendations which included the continued research into pricing and also the views of customers, adopting the recycling trade waste pilot into the service, and the implementation of other ad-hoc improvements.

Updates on previous reviews

Supporting Local Businesses

The Supporting Local Businesses Working Group presented its report and recommendations to the Scrutiny and Overview Committee at the end of 2012. The review examined the situation in the market towns and villages in Horsham District in terms of empty retail units, small local businesses and post offices and how they might be supported in the current difficult financial climate.

The recommendations were approved and presented to the Cabinet Member for the Local Economy who provided a detailed response to the recommendations.

Two further meetings of the Working Group took place in October 2013 and January 2014, to consider progress on the actions taken in response to the recommendations. Following a full response from the Cabinet Member and officers from the relevant departments, the Working Group was satisfied with the actions taken following the review and the progress made.

Southern Rail's Performance in Severe Weather

The Southern Rail's Performance in Severe Weather Working Group's recommendations had been presented to the Committee in January 2013. The Working Group had reconvened in May 2013 and had heard from Southern Rail and Network Rail about improvements to their procedures and communications. The Scrutiny and Overview Committee will receive a further progress update following another meeting in 2014 of that Working Group.

Future work and how to get involved

Horsham District Council's Communication Policy

The Council's Communication Policy remains on the Scrutiny and Overview Committee's future work programme; originally the Committee wanted to review how the Council communicated externally including the website and residents survey. However a new Communications Manager was appointed in May 2014 who will undertake a review of the existing strategy, after which the Scrutiny and Overview Committee will be able to consider whether it still wants to review this area and make any input.

Scrutiny Training at Horsham District Council

On 30th June 2014 a training session will be held on '*Building on Good Practice: Developing Scrutiny and Overview to get Best Value and Outcomes*'. An experienced trainer will come to Horsham District Council to carry out a training session which has been tailored to meet the needs of Members involved in Scrutiny.

A lot of good work already takes place at Horsham in relation to Scrutiny so the trainer will be building on best practice and getting the best results and most importantly making sure the work of Scrutiny and Overview counts and is effective.

All Councillors have been invited to attend the training session as, although not all Members are on the Committee or working groups, there are many occasions when Scrutiny may involve other Members, for example through short term reviews or as Cabinet Members.

Any further training needs will be addressed after the session in June.

Getting involved

Horsham District Council welcomes contributions to the Scrutiny process and wishes to encourage people to make suggestions for the work programme, to attend meetings or to ask questions.

Please contact the Scrutiny and Committee Support Officer or complete and return the attached suggestion form.

For further information please see the Scrutiny pages on the Council's website: <http://www.horsham.gov.uk/council/members/scrutiny-overview.aspx>

Contact Details

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Website: <http://www.horsham.gov.uk/council/members/scrutiny-overview.aspx>

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WORK PROGRAMME SUGGESTION FORM

Please return this form to:

**Scrutiny & Committee Support Officer
Horsham District Council
Park North
North Street
Horsham RH12 1RL**

Name: _____ Contact number: _____

Proposed scope/focus of review:

Your rationale for selection:

Evidence:

Desired outcomes/objectives/possible terms of reference:

Other comments:

What time scale do you perceive to be necessary for this review?

Urgent

Within six months

Within 6-12 months

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