



Scrutiny & Overview Committee

MONDAY 16TH MARCH 2015 AT 5.30 P.M

COUNCIL CHAMBER, PARK NORTH, NORTH STREET, HORSHAM

Councillors:	George Cockman (Chairman)	Duncan England
	Brian Donnelly (Vice Chairman)	Brian O'Connell
	John Chidlow	Kate Rowbottom
	Philip Circus	David Sheldon
	Roger Clarke	David Skipp
	David Coldwell	Diana van der Klugt
	Leonard Crosbie	Tricia Youtan
	Laurence Deakins	

You are summoned to the meeting to transact the following business

Tom Crowley
Chief Executive

AGENDA

	Page No.
1. Apologies for absence	
2. To approve as correct the record of the meeting of the Scrutiny & Overview Committee held on 12 th January 2015	1
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. Review of Horsham Town Designated Public Place Order	9
7. Business Improvement Working Group – To receive an update from the Chairman; Notes of the meetings held on 27 th January & 4 th March 2015; and Performance graphs for Development Management at the end of Quarter 3, 2014/15 for information; and To receive the Final Report on the review of the procedures and processes of the Planning Enforcement team	17

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| 8. | Crime & Disorder Working Group - To receive an update from the Chairman | |
| 9. | Finance & Performance Working Group - To receive an update from the Chairman; Notes of the meeting held on 18 th February 2015 | 29 |
| 10. | Social Inclusion Working Group - To receive an update from the Chairman; Notes of the meetings held on 9 th February and 9 th March 2015 | 35 |
| 11. | Health Provision Working Group - To receive an update from the Chairman; Notes of the meeting held on 28 th January 2015 | 39 |
| 12. | Induction of Newly-Elected Councillors Working Group - To receive an update from the Chairman; Notes of the meeting held on 15 th January 2015; and To receive the Final Report of the Working Group | 43 |
| 13. | Trade Waste Working Group – To receive an update from the Chairman; Notes of the meeting held on 23 rd February 2015 | 59 |
| 14. | Follow-up discussion to the Scrutiny training provided on 30 th June 2014 | 61 |
| 15. | Work Programme 2014/15 and proposed scrutiny reviews for 2015/16 | 77 |
| 16. | To receive suggestions for the Scrutiny & Overview Work Programme | |
| 17. | 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 | |

Terms of reference

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

SCRUTINY & OVERVIEW COMMITTEE

12TH JANUARY 2015

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

Apologies: Councillor Laurence Deakins

Also present: Councillor Roy Cornell

Officer: Katharine Eberhart, Director of Corporate Resources

SO/54 **MINUTES**

The minutes of the meeting of the Committee held on 10th November 2014 were approved as a correct record and signed by the Chairman.

SO/55 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

SO/56 **ANNOUNCEMENTS FROM THE CHAIRMAN OF THE COMMITTEE OR THE CHIEF EXECUTIVE**

There were no announcements.

SO/57 **REPLIES FROM CABINET/COUNCIL REGARDING SCRUTINY AND OVERVIEW RECOMMENDATIONS**

There were no replies to report.

SO/58 **BUSINESS IMPROVEMENT WORKING GROUP - TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETING HELD ON 25TH NOVEMBER 2014, AND TO RECEIVE THE FINAL REPORT ON THE REVIEW OF HDC'S FIVE YEAR HOUSING LAND SUPPLY**

The Chairman of the Business Improvement Working Group presented the notes of the meeting held on 25th November 2014 and the final report on the review of HDC's Five Year Housing Land Supply.

The Committee noted the reasons why the Council had not, for a number of years, met the housing targets set. The evidence showed that the Council had granted a significant number of planning permissions but the number of houses actually completed by developers had fallen short of the requirement as a result of the economic downturn. The Horsham District Planning Framework should provide an adequate housing supply for the next twenty years; the HDPF Housing Trajectory 2011-2031 illustrated that.

SO/58 Business Improvement Working Group - to receive an update from the Chairman and notes of the meeting held on 25th November 2014, and to receive the Final Report on the review of HDC's Five Year Housing Land Supply (continued)

The Chairman of the Business Improvement Working Group referred to the interim letter from the Planning Inspector appointed by the Government to examine the Horsham District Planning Framework, following the hearings held between 4th and 19th November 2014, into the soundness of the HDPF. It stated that "given the existing housing commitments and large new sites now coming on stream, I expect that the Council would be able to show that it has a five year supply of housing against a revised minimum target of 750 p.a."

The Committee welcomed the findings of the review and recognised that the current situation could arise again if there was another significant economic downturn.

The Chairman of the Business Improvement Working Group stated that there were informal discussions within government and also with the local MPs about reducing the time limit during which permitted development must be commenced, from three years to a shorter timeframe.

Members discussed the tension between the Government's localism ambitions and its drive to achieve increased housing provision. The Chairman agreed, with the assistance of the Working Group Members who had spoken on this matter, to draft a letter to the local MPs to initiate a discussion.

RESOLVED

That the final report and the notes of the Business Improvement Working Group meeting, held on 25th November 2014, be received.

REASON

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

SO/59 **CRIME AND DISORDER WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETING HELD ON 15TH DECEMBER 2014**

The Chairman of the Crime and Disorder Working Group presented the notes of the meeting held on 15th December 2014. Chief Inspector Howard Hodges, Sussex Police, and Emily King, WSCC Better Communities Manager had attended that meeting along with the Community Safety Manager and Community Safety Officer. The Working Group had reviewed the performance of the Action Plans 2013/14 and also the Action Plans, to date, for 2014/15 of the Horsham District Community Safety Partnership (CSP).

SO/59 Crime and Disorder Working Group – to receive an update from the Chairman and notes of the meeting held on 15th December 2014 (continued)

The Chief Inspector had stated that the Sussex Police Target Operating Model (TOM) was being prepared to consider the shape of policing over the next five years. The report would be available in January 2015; the Committee supported the Working Group's intention to consider the proposals in the TOM report.

The Working Group had been concerned that the action plan to reduce the level of risk to repeat and vulnerable victims was no longer a formal action plan in 2014/15. The Better Communities Manager had assured the Working Group that this remained a priority.

The CSP website was being upgraded and would be demonstrated at the next Working Group meeting.

The Working Group had noted the new action plan for 2104/15 to reduce the harm caused by drugs and alcohol to individuals, families and communities; HDC would be the lead partner in 2014/15.

The Committee and the Working Group had previously discussed Police Community Support Officers' (PCSOs) workloads and the impact of the recent reorganisation. The Chairman of the Committee had suggested that two PCSOs, representing the rural and urban areas, be invited to attend a Committee meeting but it had since been decided that was not the best method to gather information. The Chief Inspector had explained to the Working Group that there was a recruitment freeze until March 2016, how some local PCSOs had become police constables and found new employment outside of the District which had resulted in an adjustment of the remaining PCSOs' work and allocation to areas where the need was greatest. Committee Members agreed with the Working Group's suggestion that the Sussex Police and Crime Commissioner be invited to attend a meeting with HDC Councillors.

The Working Group had discussed the value and benefit of Neighbourhood Wardens. The Committee requested the Working Group to gather information about the role, numbers and the costs of Neighbourhood Wardens, relevant parish voluntary groups (such as the Billingshurst pastors), and Local Action Teams to support crime prevention and community reassurance in the parishes.

The Chief Inspector had informed the Working Group of the significant increase in reported violence against the person in Horsham and West Sussex; he felt that reflected an improved integrity in the recording of crime figures. Committee Members queried that interpretation and suggested a more in depth consideration of such statistics.

RESOLVED

That the notes of the Crime and Disorder Working Group meeting, held on 15th December 2014, be received.

SO/59 Crime and Disorder Working Group – to receive an update from the Chairman and notes of the meeting held on 15th December 2014 (continued)

REASON

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

RECOMMENDED TO THE CABINET MEMBER FOR A SAFER AND HEALTHIER DISTRICT:

That an invitation be sent to the Sussex Police and Crime Commissioner to attend a meeting with HDC Councillors to discuss policing, budgets, resources, PCSOs, and the recording and interpretation of crime figures, and any other relevant issues.

SO/60 **FINANCE AND PERFORMANCE WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETINGS HELD ON 19TH NOVEMBER AND 3RD DECEMBER 2014**

The Chairman of the Finance and Performance Working Group presented the notes of the meetings held on 19th November and 3rd December 2014.

The Working Group had noted the increase in Freedom of Information requests received by the Council and how requests could also be made for environmental information held by the council under the Environmental Information Regulations 2004.

The Working Group had noted that the forecast outturn for the year to 31st March 2015 was estimated to underspend the approved revenue budget by £395K. The capital projects actual spend from April to September 2014 was £2.6M which was 22% of the annual budget; an underspend for the year of £4.5M was anticipated and that would be moved across to 2015/16; the remaining budgets for two major projects, the Broadbridge Heath Leisure Centre new build and the redevelopment of Hop Oast Depot would be carried forward to 2015/16.

Sub groups would review the budget, staffing and performance of certain of the Council's key areas of activities in relation to parking and operational services.

The Working Group noted that, as at 30th September 2014, 485 households were on the housing waiting list. Committee Members suggested that the Working Group continue to monitor that and to request an interpretation of the numbers following the changes to the terminology and how that figure was recorded.

SO/60 Finance and Performance Working Group – to receive an update from the Chairman and notes of the meetings held on 19th November and 3rd December 2014 (continued)

The Working Group had received an update on CIL (Community Infrastructure Levy) and wished to review the CIL framework and S106 processes. The Director of Resources stated that the Director of Planning was preparing a role description for the post of a Section 106 Officer.

The Working Group had received information about the budget process for 2015/16; the budget report would be considered at the Cabinet meeting to be held on 29th January 2015.

RESOLVED

That the notes of the Finance and Performance Working Group meetings, held on 19th November and 3rd December 2014, be received.

REASON

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

SO/61 **SOCIAL INCLUSION WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETING HELD ON 1st DECEMBER 2014**

The Chairman of the Social Inclusion Working Group presented the notes of the meeting held on 1st December 2014.

The Working Group had agreed to undertake a review of the effectiveness of provision for local residents who are financial hardship. Representatives from relevant organisations would be invited to attend Working Group meetings to provide evidence and share information.

RESOLVED

That the notes of the Social Inclusion Working Group meeting, held on 1st December 2014, be received.

REASON

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

SO/62 **SOUTHERN RAIL'S PERFORMANCE IN SEVERE WEATHER WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN**

The Chairman of the Southern Rail's Performance in Severe Weather Working Group presented the tabled proposed terms of reference to expand the remit beyond performance in severe weather by establishing a Rail Network Performance Working Group to consider the general performance and resilience of the rail network and services.

Committee Members suggested additional terms of reference to include enquiries about the future use of the sidings and potential site development at Horsham station, and also to consider the provision for car parking at railway stations, and enquire about what land adjacent to railways was owned by Southern Rail and Network Rail which might be used for that purpose.

The Chairman of the Working Group stated that he had been informed by Network Rail of its plans to upgrade the Horsham station sidings to establish a maintenance depot; Multi Purpose Vehicles which were used to apply de-icer and scrape ice from the conductor rail were already located there.

The Committee agreed that the new Working Group should comprise the members of the Southern Rail's Performance in Severe Weather Working Group and an additional three Members. The Chairman of the Working Group suggested that it meet at least twice a year.

RESOLVED

To approve the terms of reference, incorporating the suggested additional terms, to establish a Rail Network Performance Working Group

SO/63 **HEALTH PROVISION WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETING HELD ON 30TH OCTOBER 2014**

The Chairman of the Health Provision Working Group presented the notes of the meeting held on 30th October 2014. The Cabinet Member for a Safer and Healthier District and the Head of Community and Culture had attended that meeting.

The Working Group had noted the preparation of a draft HDC response to the Clinical Commissioning Group's Strategic Service Development Plan. The SSDP did reflect the CCG's discussions with the Council about developing services at Horsham Hospital.

The Working Group would be reviewing the provision of outpatient services and also the local care home provision for care pathways for those patients who had been in a general hospital, in particular for those who had experienced strokes and required neuro rehabilitation care.

SO/63 Health Provision Working Group – to receive an update from the Chairman and notes of the meeting held on 30th October 2014 (continued)

RESOLVED

That the notes of the Health Provision Working Group meeting held on 30th October 2014 be received.

REASON

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

SO/64 **INDUCTION OF NEWLY-ELECTED COUNCILLORS WORKING GROUP – TO RECEIVE AN UPDATE FROM THE CHAIRMAN AND NOTES OF THE MEETING HELD ON 18TH DECEMBER 2014**

The Chairman of the Induction of newly-elected Councillors Working Group presented the tabled notes of the meeting held on 18th December 2014. He felt that the induction programme used in 2011 remained a sound basis for the programme to be provided in 2015.

The Working Group had noted the comments about Member induction and training which had been provided in the responses to the Members' Survey conducted by Democratic Services. The Working Group agreed that there should be training for Councillors on the use of iPads and that certain key documentation should be pre-loaded on to their iPads.

The Working Group had suggested officer and Member mentors for newly-elected Councillors. Relevant documents published by the Local Government Association would also be recommended.

The Chairman of the Committee suggested that the Group Leaders be briefed about the induction programme. He felt that new Councillors gained valuable experience through membership of working groups and he suggested that new Councillors be asked to provide details of their experience and skills and also indicate which areas of Council business they would like to participate in. That would assist Group Leaders to nominate new Members to relevant working and advisory groups.

The Working Group would present its Final Report to the Committee meeting on 16th March 2015.

RESOLVED

That the notes of the Induction of newly-elected Councillors Working Group meeting held on 18th December 2014 be received.

REASON

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

SO/65 **TRADE WASTE WORKING GROUP – TO RECEIVE AN UPDATE
FROM THE CHAIRMAN**

There had been no further meetings of the Trade Waste Working Group. It would next meet on 23rd February 2015 to consider whether its recommendations had been progressed and implemented.

RESOLVED

To note the update given in respect of the Trade Waste Working Group.

REASON

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

SO/66 **JOINT SCRUTINY TASK AND FINISH GROUP FOR THE COMMUNITY
LEGAL ADVICE SERVICE CONTRACT - UPDATE**

The Committee noted that, in relation to the contract for generalist legal advice to the public, the Cabinet, on 20th November 2014, had agreed that the advisory service be procured jointly with West Sussex County Council and the other six West Sussex District and Borough Councils. The contract was to be offered to the consortium of West Sussex Citizen Advice Bureaux for a period of five years, with an option to extend the contract on the same terms for a further five year period.

SO/67 **JOINT SCRUTINY STEERING GROUP – TO RECEIVE AN UPDATE
FROM THE CHAIRMAN**

The Chairman reported that the meeting of the West Sussex Joint Scrutiny Steering Group, scheduled for December 2014, had been cancelled. A meeting was being arranged for Spring 2015.

SO/68 **TO RECEIVE ANY SUGGESTIONS FOR THE SCRUTINY AND OVERVIEW
WORK PROGRAMME**

There were no suggestions for the Scrutiny & Overview work programme.

SO/69 **ITEMS NOT ON THE AGENDA BUT CONSIDERED URGENT**

There were no urgent items.

The meeting finished at 7.35 p.m. having commenced at 5.30 p.m.

CHAIRMAN

Report to Scrutiny & Overview Committee

16th March 2015

By the Cabinet Member for a Safer and Healthier District

INFORMATION REPORT

Not exempt



**Horsham
District
Council**

Review of Horsham Town Designated Public Place Order

Executive Summary

On 11 December 2013 Horsham District Council passed a Designated Public Place Order in response to an unprecedented rise in complaints from the community relating to street drinkers within Horsham. This Order came into effect on 13 January 2014 and the use of the powers it conferred on both Police officer and Police Community Support Officers has been closely monitored since that date. The Order has been used a number of times and has resulted in a thirty-three percent reduction in complaints to Sussex Police in 2014 when compared with the same period in 2013.

Recommendations

The Committee is recommended:

- i) To note the content of the report
- ii) To establish a two year cycle of reviews, with the next review to be undertaken in January 2017.

Reasons for Recommendations

- i) For information
- ii) To ensure the continuing relevance of the Order in line with Home Office guidance.

Background Papers

Guidance on Designated Public Place Orders for Local Authorities in England and Wales (Home Office) November 2009.

The Local Authorities (Alcohol Consumption in Designated Public Places) Regulations 2007.

Horsham Town Designated Public Place Order Report, November 2013.

Minutes of Full Council Meeting held on 11 December 2013.

Anti-social Behaviour, Crime and Policing Act 2014: Statutory guidance for frontline professionals. (Home Office) July 2014.

Consultation	Chief Inspector Howard Hodges, Sussex Police
Wards affected	Denne, Forest, Trafalgar, Holbrook East, Holbrook West, Roffey North and Roffey South.
Contact	Neil Worth, Community Safety Officer x 5116

Background Information

1 Introduction

The purpose of this report

- 1.1 The purpose of this report is to highlight to Council the effectiveness and the need to retain the Designated Public Place Order that was made by Council on 11 December 2013 and came into force on 13 January 2014.

Background/Actions taken to date

- 1.2 Horsham District had historically not had issues relating to street drinkers or the street community. During 2013 this changed and there was a marked increase firstly in the number of street drinkers and secondly an increase in complaints about their behaviour. The issue of alcohol consumption amongst the street community within Horsham was recognised as a serious issue for residents, businesses and visitors to the town; causing them harassment, alarm and distress. At their height incidents relating to street drinkers included complaints of anti-social behaviour (ASB) consisting of drunken behaviour, using threatening behaviour, open drinking, fights amongst the street drinking community, urinating in public, causing intimidation to residents and shoppers causing economic issues for businesses; and an escalation in violence towards those in authority including assaults on Paramedics, Police Officers and a PCSO.
- 1.3 As part of the range of measures introduced to address the issue of street drinking and alcohol related disorder within Horsham, an application was granted for a Dispersal Order to run between 27 September and 27 December 2013. This order gave the Police the power to disperse groups of two or more persons acting in an anti-social manner. This short-term measure allowed officers to legitimately move on groups of disorderly individuals from within the specified area. It did give respite to the community from these issues and did make a positive impact. The implementation of a Designated Public Place Order was viewed as the essential next step in allowing Police to deal effectively with these issues.
- 1.4 Following public consultation Council introduced the Designated Public Place Order covering the electoral wards of Denne, Forest, Trafalgar, Holbrook East, Holbrook West, Roffey North and Roffey South (a map of the area is provided at Appendix 2). This came into effect on 13 January 2014. This was a central part of the multi-agency approach to tackling the issue of street drinking.

2 Statutory and Policy Background

Statutory background

- 2.1 Section 17 of the Crime and Disorder Act 1998 created the duty for Responsible Authorities to do everything they can to reduce crime and disorder. This duty has been amended a number of times and states:

“Without prejudice to any other obligations imposed upon it, it shall be the duty of each authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do that it reasonably can to prevent re-offending, crime and disorder including anti-social and other behaviour adversely affecting the local environment and the misuse of drugs, alcohol and other substances in its area.”

- 2.2 Section 13 of the Criminal Justice and Police Act 2001 (as amended) allows local authorities to designate places where restrictions on public drinking of alcohol apply. This can only be done in areas that have experienced alcohol related nuisance or disorder.
- 2.3 The Local Authorities (Alcohol Consumption in Designated Public Places) Regulations 2007. These regulations set out the processes that need to be followed by local authorities when creating a Designated Public Place Order under the Act, including the need for consultation and a decision of the full council.
- 2.4 The Anti-Social Behaviour, Crime and Policing Act 2014 received Royal Assent in May 2014 and has repealed the legislation under which the DPPO was made, instead replacing these powers with a single Public Spaces Protection Order (PSPO). Transitional arrangements introduced under the Act allow for the current DPPO designation to remain in force for three years at which point it will be treated as a PSPO.

Relevant Government policy

- 2.5 HM Government's Alcohol Strategy (March 2012). This outlines the Government's approach to dealing with alcohol and clearly states that communities should not have to tolerate alcohol-related crime and disorder.

Relevant Council policy

- 2.6 Anti-Social Behaviour has been identified as a significant and persistent problem by Horsham District Community Safety Partnership and is a key priority.
- 2.7 Licensing Policy and in particular the four Licensing Objectives it contains.

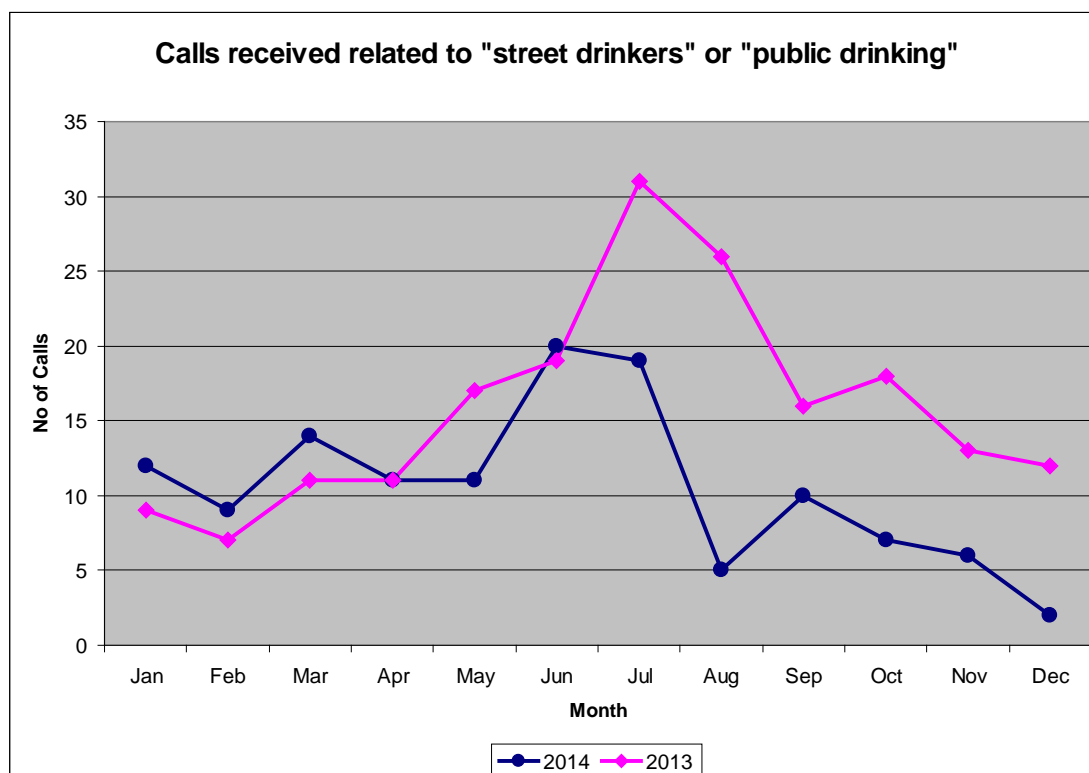
3 Details

Designated Public Place Order Review

- 3.1 The DPPO was introduced to control the problems associated with alcohol related nuisance and annoyance to the public within Horsham. These problems are caused by people drinking alcohol in public, misusing alcohol which in turn causes anti-social behaviour that can include significant public disorder as has been demonstrated. Evidence from the community suggested that these issues have a significant impact on the quality of life for residents, businesses and visitors. Best practice guidance from the Home Office suggests that DPPOs are reviewed every two years. It was agreed at the implementation of the order that the initial review would be held after the DPPO had been in place for a year.

- 3.2 Analysis undertaken by Sussex Police has indicated that there has been a reduction in complaints made to the police in 2014 when compared to the same period in 2013. The use of the power to seize alcohol given by the Order has been proactively monitored and during the period 16 January to 31 December 2014 there have been 28 people stopped in relation to the DPPO, resulting in 4 arrests, 4 people searched and 10 separate alcohol seizures.
- 3.3 Although the figures are low in terms of seizures and enforcement action the cumulative effect of the order is such that the issues relating to the street community misusing alcohol within Horsham have been significantly reduced as shown in the table below:

Horsham DPPO Analysis – Calls received related to "street drinkers" or "public drinking"													
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
2014	12	9	14	11	11	20	19	5	10	7	6	2	126
2013	9	7	11	11	17	19	31	26	16	18	13	12	190



- 3.4 Over the past year Sussex Police and other statutory members of the Community Safety Partnership (CSP) have embedded the powers provided by the order into daily business. This has resulted in both the reduction in complaints detailed above

but also a fundamental recognition of the issues at a strategic level around street drinkers, alcohol abuse and the provision of appropriately located mental health and substance misuse services within Horsham District.

4 Next Steps

- 4.1 As an initial review it is proposed that the DPPO continue in place for the foreseeable future. In line with the best practice guidance from the Home Office it is also proposed that the order is reviewed by the Scrutiny Committee every two years following this initial review. The next review should therefore take place in January 2017 at which point the order will be treated as a Public Space Protection Order.

5 Outcome of Consultations

- 5.1 In reviewing the DPPO Chief Inspector Howard Hodges, District Commander, Sussex Police comments as follows:

The impact of street drinking can have a detrimental impact on levels of crime, anti social behaviour and well being within our communities. Since the introduction of the DPPO in Horsham town centre we have seen a significant reduction in the number of calls relating to this issue.

The DPPO provides police with powers to deal effectively with these matters and is part of a wider partnership response to addressing the root causes - for example alcohol addiction.

Our key priority remains catching criminals and keeping people safe and this is an excellent example of the wider Community Safety Partnership listening to the concerns of the public and taking action to address their concerns.

6 Staffing Consequences

- 6.1 There are no staffing consequences for HDC in relation to the order.

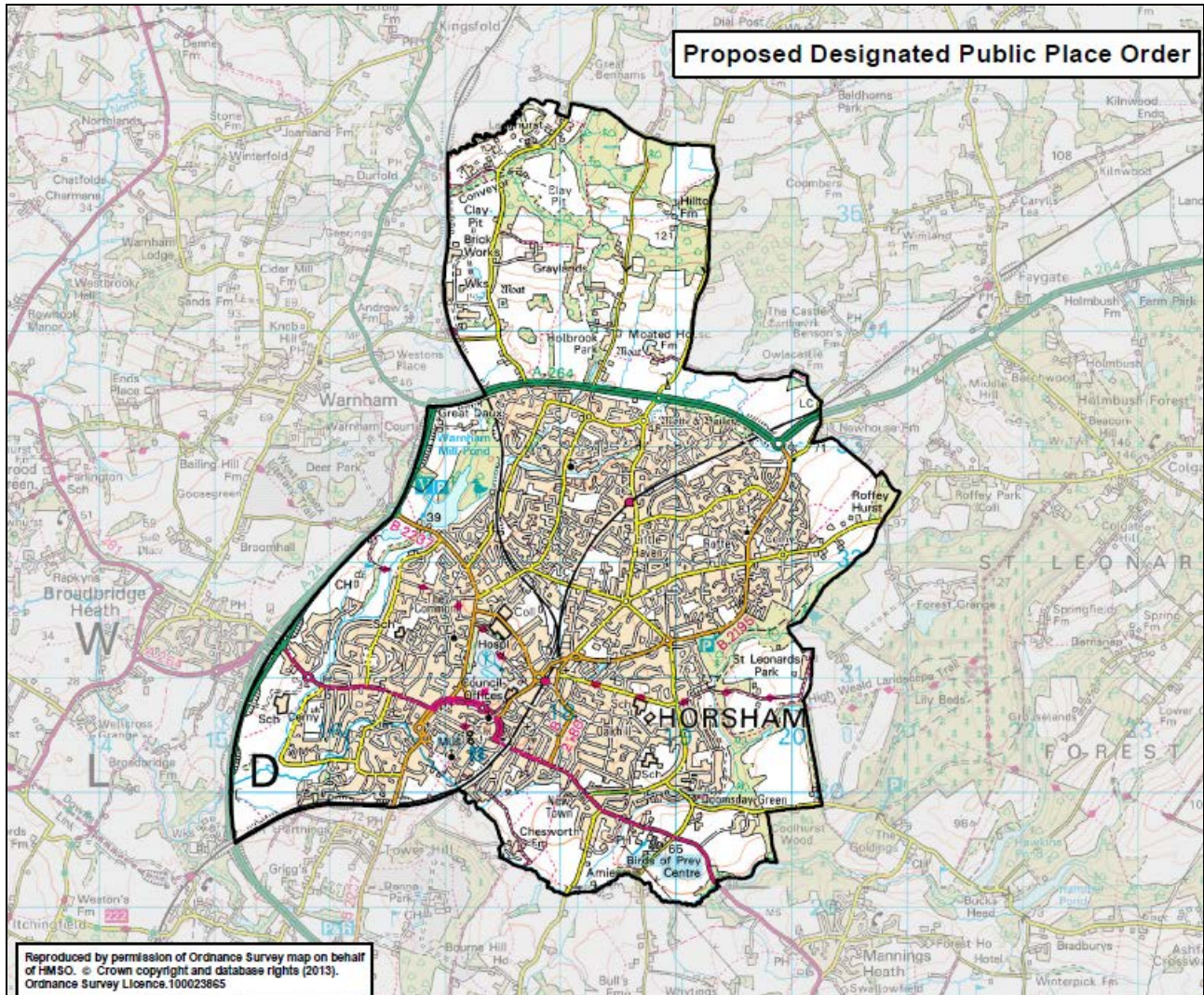
7 Financial Consequences

- 7.1 There are no financial consequences for HDC in relation to the order.

Consequences of the Proposed Action

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached No</p>	<p>Home Office guidance states that local authorities will want to be satisfied that these powers are not being used disproportionately or in an arbitrary fashion. There should be evidence of an existing problem that the use of these powers can assist with.</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>The introduction of the Order does assist the Police with dealing with alcohol related crime and disorder within the designated area.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>The DPPO within the designated area could potentially impact on individuals rights under Section 1 of the Human Rights Act 1998. This includes the Right to respect for private and family life – “There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary... in the interests of ... public safety, for the prevention of disorder or crime...”</p> <p>The Order was introduced in accordance to the regulations detailed in the main body of the report, with the powers it confers being used only when necessary, proportionate and can be justified.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached Yes/No/Not relevant</p>	<p>The Order does not restrict those wishing to drink alcohol in a sensible and reasonable manner and will therefore not impact on such activities. There is no impact on any particular individuals with a protected characteristic as described by the Equality Act 2010.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>Not applicable</p>

Map of the designated area.



Notes of the Scrutiny and Overview Committee
Business Improvement Working Group
27th January 2015

Present: Councillors: Brian O'Connell (Chairman), John Chidlow, Philip Circus, Leonard Crosbie, Malcolm Curnock, Duncan England, Frances Haigh, David Jenkins, Diana van der Klugt

Apologies: Councillor: Laurence Deakins

Also present: Councillors: Roger Arthur, George Cockman, Claire Vickers

Officers: Katharine Eberhart, Director of Corporate Resources
Chris Lyons, Director of Planning, Economic Development & Property
Brian Elliott, Property & Facilities Manager

1. RECORD OF THE MEETING HELD ON 25TH NOVEMBER 2014

The notes of the meeting held on 25th November 2014 were approved as a correct record.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. ANNOUNCEMENTS FROM THE CHAIRMAN OR CHIEF EXECUTIVE

There were no announcements.

4. PROPERTY AND ASSET MANAGEMENT REVIEW

The Property & Facilities Manager presented a briefing paper which gave a desktop analysis of the property and asset portfolio, an analysis of the current structure and an outline of the direction of change in terms of department structure. The detail of the change in relation to the effect on people was currently being worked on and a period of informal consultation with the team was in progress. It was anticipated that a report on the proposed restructure would be submitted to the Personnel Committee in March.

There were a number of drivers for change at this time including the transformation programme, the relocation of the Council's offices (with the corresponding decrease in facilities management responsibilities), the desire for property to make a bigger contribution to the Council's revenue streams and the desire to improve service delivery.

It was hoped that the new structure would deliver:

- A flatter structure with clear objectives and focus on transactions and property/building management;
- Improved communication on property issues across the department;
- Improved service to internal clients;
- Improved procurement processes;
- Simplified working practices; and
- Cost savings.

The Working Group thanked the Property & Facilities Manager for his informative, clear and precise report.

Members queried the balance of budget allocation between reactive repairs and planned maintenance. The Property & Facilities Manager advised that, in the past, these budgets had generally been underspent due mainly to over-optimism on the part of officers as to what was actually achievable. As part of the current budget process, these budgets had been more carefully scrutinised and reduced to ensure that what was planned could be delivered. Members also discussed the possible link between reactive repairs and legacy issues at a number of the Council's larger projects. It was also accepted that there was a fine judgement required when deciding at what point reactive repairs to an existing asset would become uneconomical and replacement/major repair would be needed. The Property & Facilities Manager indicated that he was planning a review of planned maintenance for current assets but that this would take some time to complete.

The Property & Facilities Manager agreed with Members that there was a need for increased commercial awareness within the team and he was addressing this.

The report to Personnel Committee would address the skills and level of staffing required to manage the Council's portfolio. Major works were currently, and would continue to be, specified and procured from outside contractors and major projects would be project managed by the recently created project management team.

The Chairman asked the Property & Facilities Manager to report back to the Working Group on the details of the proposed new structure and how it would work, once it had been agreed by Personnel Committee.

5. FINANCIAL IMPACT OF THE OVERTURN OF DECISIONS ON APPEAL AND DETAILS OF THE PERCENTAGE OF PLANNING APPEALS ALLOWED

This information would be circulated by email to the Members of the Working Group and discussed at the next meeting of the Working Group.

6. PLANNING ENFORCEMENT PERFORMANCE REPORT FOR QUARTER 3, 2014/15

The Working Group noted the report.

7. DRAFT LOCAL ENFORCEMENT PLAN

The Chairman reminded Members of discussions at previous meetings. The draft Local Enforcement Plan had been circulated for information.

The Director of Planning, Economic Development & Property advised that the Plan would be published on the website as guidance on the Council's enforcement policy for Members, parish and neighbourhood councils and members of the public.

He confirmed that the enforcement team was adequately staffed when compared to other authorities. Many of the complaints received were as a result of individuals being unhappy with a particular decision or arising from neighbour disputes. It was therefore important to remember that in all cases the legal test was whether it was expedient to take action.

Members agreed that decisions on whether to take enforcement action should be left to the professional judgement and discretion of officers but that it was important that local Members were advised of cases within their wards.

The Working Group discussed the contents of the Plan and agreed that it would be helpful to have this information on the website. Members had identified a number of typographical errors in the draft Plan. It was suggested that the fifth paragraph of section 5 regarding the general approach to planning compliance should be amended to indicate that: "Apart from some listed building and advertisements cases, it is not a criminal offence to undertake works ...". Also, later in the paragraph, it was suggested that the reference to a formal Notice should direct readers to the different types of notice that were then listed.

The Director of Planning, Economic Development & Property confirmed that, whilst planning conditions were monitored proactively, information from Members or members of the public regarding non-compliance was also welcomed. He confirmed that it was not the Council's practice to give advance notice to developers when checking on compliance, although sometimes it was necessary to contact a developer in order to gain access to a secure site. It was noted that there was a standard condition on permissions that stated that development had to be carried out in accordance with the approved plans.

The Director of Planning, Economic Development & Property advised that, in most cases, where contact was made regarding a planning breach the matter was resolved without the need to take formal enforcement action.

The Working Group considered that the draft Plan was a helpful and well written document that should be published on the website, subject to the comments made above and the correction of any typographical errors (Members to advise the Director of Planning, Economic Development & Property of any errors they had noticed). In addition, the Director of Planning, Economic Development & Property would ensure that the enforcement team was aware that they should advise local Members whenever it was proposed that enforcement action should be taken. The issue of communications with Members regarding planning matters generally, including enforcement, would be taken up at the Cabinet Member's new Development Management Advisory Group, which would be meeting shortly. Once published, all Parish and Neighbourhood Councils should be advised.

8. PERFORMANCE GRAPHS FOR DEVELOPMENT MANAGEMENT QUARTER 3, 2014/15

It was noted that the percentage of major developments determined had dropped slightly. The Director of Planning, Economic Development & Property advised that this situation was being monitored to ensure that there was no further drop. He also advised that a new member of staff had just been appointed to the majors team, which should improve performance in this area.

The Working Group noted the information submitted.

9. FOLLOW UP REVIEW OF DEVELOPMENT MANAGEMENT PERFORMANCE

The Director of Planning, Economic Development & Property submitted a report giving an update on actions that had been taken with a view to improving performance within the Development Management Department. In particular he advised that:

- Regular meetings were now being held between all planning staff to improve liaison and training.
- Regular Major Projects team meetings were held between the planning team and other Council service departments.
- A S106/CIL working group was now in place but it would be some time before the desired outcomes were all in place.
- The Cabinet Member for Living & Working Communities had set up a Development Management Advisory Group, which would be meeting soon.

- Once the staffing issues had been resolved and performance issues addressed, the need for early communication with Members, Parish Councils and agents would be dealt with.
- Performance continued to be monitored carefully.
- Whilst a number of new permanent appointments had been made in the Development Management team, a similar number of existing staff had left. However, interviews were currently being held to fill the recent vacancies and it was hoped that these posts would be filled shortly.
- The backlog of planning applications had not yet been cleared due to the ongoing issue of staff turnover and the focus on dealing with current applications.
- Salary levels had been reviewed and increased where appropriate when compared to market rates.
- Consideration would be given to the reinstatement of the post of Validation Officer as part of the review of the structure that was being undertaken.

With regard to his review of the structure of the Development Management Department, the Director of Planning, Economic Development & Property indicated that he anticipated taking a report to the Personnel Committee in March.

In summing up the current position, he indicated that whilst improvements had been made the process was ongoing and he anticipated that it would be late summer before all posts were filled and the Department was operating as he planned. He advised Members that there was a general shortage of qualified planners and the issues being experienced by Horsham were echoed in other authorities. He also confirmed that the Council supported training for planning officers and the planning officer posts were on long grades which encouraged progression.

The Working Group requested a further update at the first meeting in the new Council year, by which time it was anticipated that the new structure would have been agreed.

10. BUSINESS TRANSFORMATION UPDATE

The Director of Corporate Resources circulated a copy of an extract from the Cabinet Budget report, which summarised the progress made to date and what was currently planned in respect of Business Transformation.

So far, the implementation of revised staff Terms and Conditions, the management restructure and the pay and grading review had delivered annual savings of £440,000.

A new website with increased functionality to improve the customer experience and reduce the cost of transactions had been developed and

launched. The first stage of a centralised customer contact centre had been completed and further services were being added. Approximately £95,000 had been spent on developing these areas to date and resulting savings of £100,000 per year were anticipated.

In summary, to date £333,000 of the £500,000 set aside for Business Transformation had been spent, leaving a balance of £167,000.

Progress on the Electronic Document and Records Management System (EDRMS) was being accelerated as a result of the forthcoming move to Parkside. In response to a Member's query, the Director of Corporate Resources advised that the backing-up of the EDRMS was part of the overall CenSus IT service, not a separate cost.

In October 2012, when the Business Transformation Programme had been outlined, a savings target of £1,250,000 had been set and to date £440,000 had been realised with a further £100,000 in the pipeline. It was now planned to target a further £1,000,000 savings by 2017/18, giving an overall total target of £1,540,000 rather than the target set in 2012. The main focus now would be on how the Council commissioned its services with a view to achieving most of the new savings through this.

In response to Members' comments, the Director of Corporate Resources indicated that she would endeavour to provide information to the Finance & Performance Working Group on current telephone/website transaction statistics in comparison to those before the introduction of the new website. She also undertook to feedback comments regarding improving the knowledge base of the contact centre operators.

It was also suggested that there should be training for Members on accessing and making best use of the available electronically stored information. This would be addressed as part of the induction programme for Members after the elections in May.

The meeting finished at 7.41 p.m. having commenced at 5.30 p.m.

CHAIRMAN

DM Performance Snapshot

19th January 2015

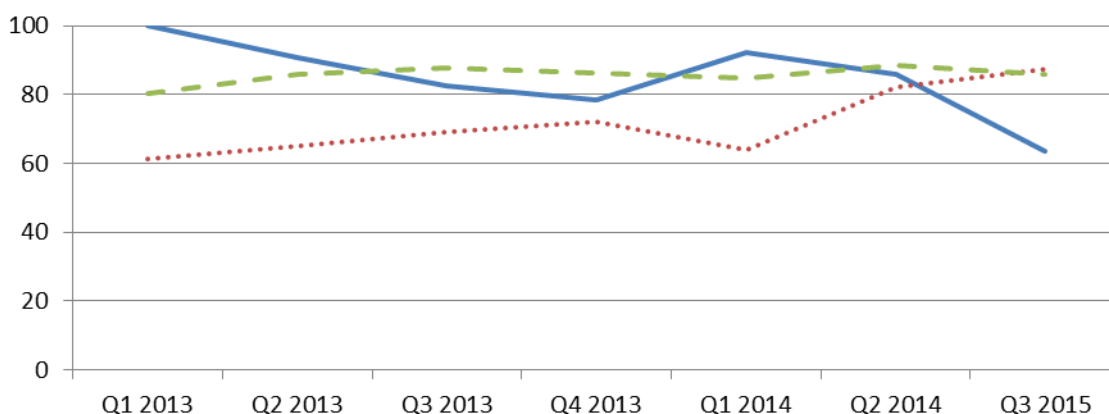


**Horsham
District
Council**

Note

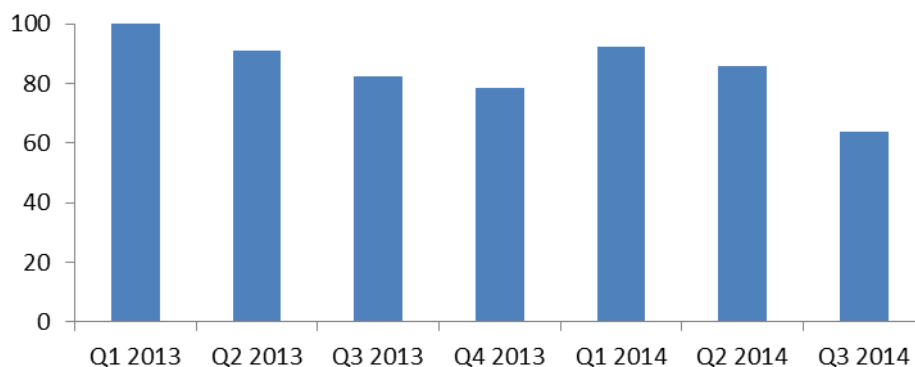
Data below sourced from PS1/PS2 returns held in Uniform. From Q1 2014 Small Scale Major data merged with Large Scale Majors – Previous Quarters have been merged in the same way to show continuity.

Data Set 1: Merged Comparisons Major, Minor, Others



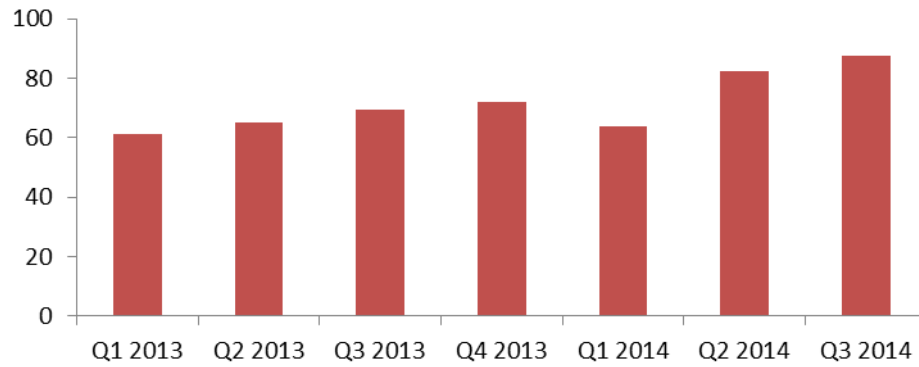
	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2015
Majors	100	90.9	82.35	78.57	92.31	85.71	63.64
Minors	61.11	65.12	69.23	72.15	63.74	82.17	87.39
Others	80.47	86.03	87.63	86.21	84.76	88.41	85.93

Data Set 2: Major Developments



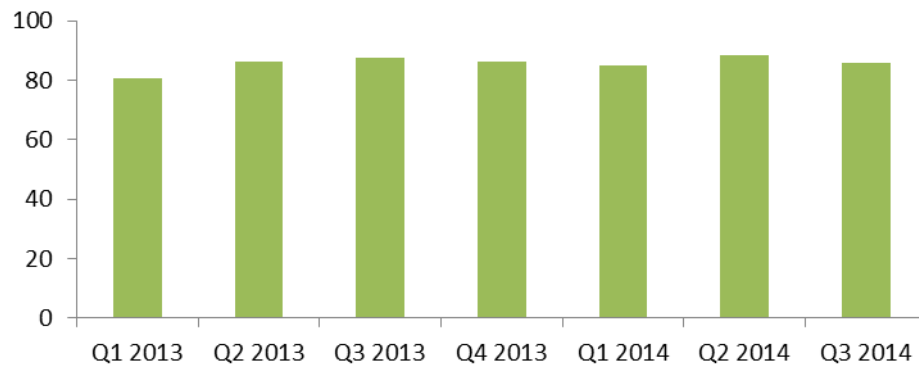
Major Developments	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2015
Number of Decisions	21	22	17	14	13	14	11
In time	21	20	14	11	12	12	7
% in time	100	90.90	82.35	78.57	92.31	85.71	63.64

Data Set 3: Minor Developments



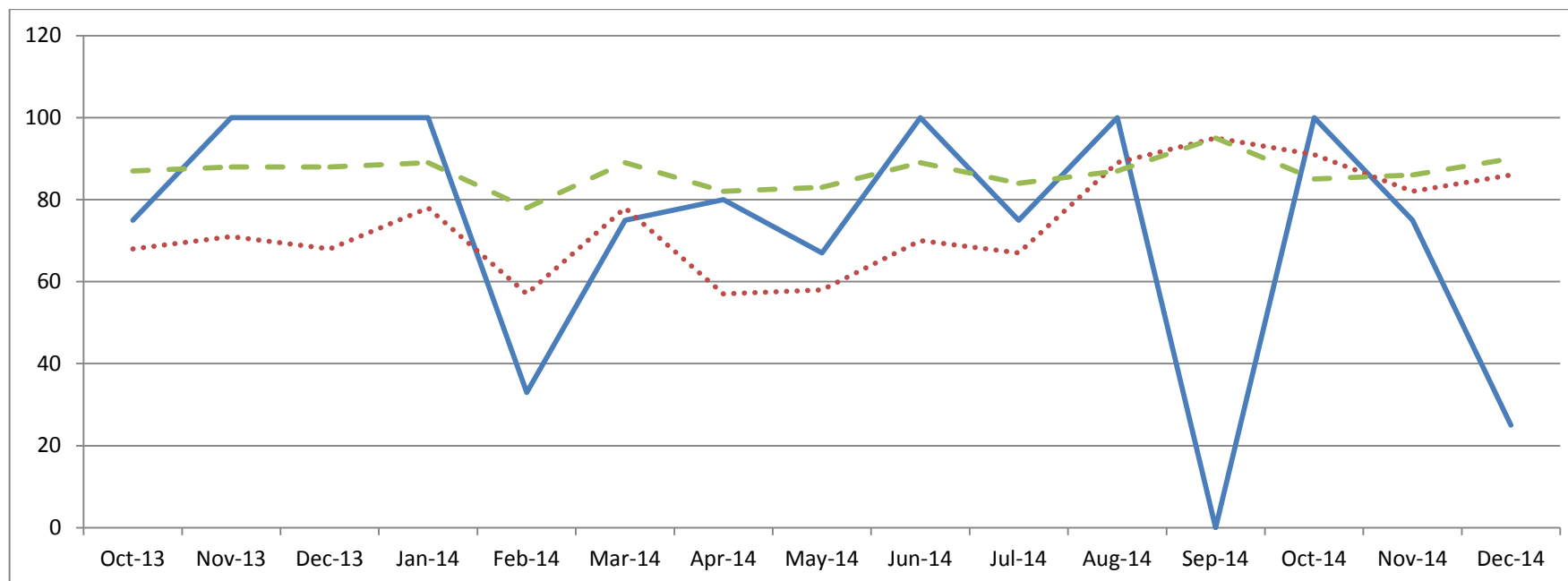
Minor Developments	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2015
Number of Decisions	72	129	65	79	91	129	111
In time	44	84	45	57	58	106	97
% in time	61.11	65.12	69.23	72.15	63.74	82.17	87.39

Data Set 4: Other Developments



Other Developments	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2015
Number of Decisions	343	365	283	203	328	328	270
In time	276	314	248	175	278	290	232
% in time	80.47	86.03	87.63	86.21	84.76	88.41	85.93

Performance % Case Determined - Monthly



	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Major	75	100	100	100	33	75	80	67	100	75	100	0	100	75	25
Minor	68	71	68	78	57	78	57	58	70	67	89	95	91	82	86
Others	87	88	88	89	78	89	82	83	89	84	87	95	85	86	90

Final Report of the Business Improvement Working Group's review of the operational procedures and processes of the Planning Enforcement Team

As a result of many queries as to the effectiveness and the follow-up times of the Enforcement team, the Members of the Business Improvement Working Group were asked to review the operational procedures and processes used by the Enforcement team.

The Team Leader, Madeline Hartley, attended the Working Group meeting and presented a structure chart detailing her team and explained to the Members how enquiries are dealt with and followed up. She also advised that at that time there was no actual policy or plan in place but that one was being prepared. Many questions were asked by the Working Group to ascertain how and why decisions were made and to establish what actions could be taken and who would authorise these actions.

It was established that although the team was short on an administrative staff generally there were adequate officer staff to carry out the enforcement function. It was also confirmed by the Director of Planning, Economic Development & Property that most cases notified to the Enforcement team were dealt with without the need for legal action. The Working Group felt that staffing levels should continue to be monitored against the team's caseload.

The Head of Legal & Democratic Services outlined to the Working Group the role of the Legal Department in the planning enforcement process and assured everybody that all current enforcement cases within the Legal Department were being processed.

At subsequent meetings the Planning Enforcement Performance Report was presented to the Working Group which noted that 138 planning enforcement cases had been received by the team during Quarter 2 in 2014/15 and 152 cases had been closed during this period. The Working Group requested further information with regard to any old outstanding cases and as to the total caseload of the department. This data is now compiled with a report and monitored by the Finance & Performance Working Group.

A Draft Local Enforcement Plan was circulated to Members and the Working Group discussed this Plan. The Working Group welcomed the new Plan which clarified the Council's enforcement policy for Members, parish and neighbourhood councils and members of the public. The Plan should by now be published on the Council's web site.

The central and recurring theme of this review was to clarify what type of enforcement department was needed and would be appropriate for the Horsham District.

Agenda item 7

Report of the Business Improvement Working Group

- a) Should Horsham have zero tolerance so that every complaint is investigated and legal action is commenced for any minor breach of policy or regulation? If this were to be the desired option then where would the funding come from and would the benefit of this approach outweigh the cost implications?
- b) Should all complaints be investigated and the appropriate course of action be at the discretion of the professional officers employed?

During these discussions it was noted that HDC has no legal requirement to provide an Enforcement Department. It was also noted that many of the complaints received were as a result of individuals being unhappy with a particular decision or arising from neighbour disputes. It is therefore paramount that a legal test be applied as to whether it was expedient to take action. There were also views expressed that if we are to have regulations and policies that these must be enforced otherwise they would become pointless.

The Director of Planning, Economic Development & Property confirmed that, whilst planning conditions are monitored proactively, information from Members and members of the public regarding non-compliance was also welcomed.

In summary the Working Group considered that the new Enforcement Policy was a clear and well written document and, once published, would clear up a lot of misconceptions and misunderstanding. The Working Group felt that the current operational procedure as detailed above in item b) is the most appropriate method of operation.

In addition The Director of Planning, Economic Development & Property would ensure that the Enforcement team would now advise local Members whenever it was proposed that enforcement action should be taken. He also confirmed that the issue of communications with Members regarding planning matters generally, including enforcement, would be taken up at the Cabinet Member's new Development Management Advisory Group which will be having its first meeting shortly.

Given the above assurances from The Director of Planning, Economic Development & Property the Working Group has no recommendations to take forward.

Brian O'Connell

Chairman of the Business Improvement Working Group

March 2015

Notes of the Scrutiny and Overview Committee
Finance and Performance Working Group
18th February 2015

Present: Councillors: Leonard Crosbie (Chairman), John Bailey, John Chidlow, George Cockman, Brian Donnelly, Frances Haigh, Brian O'Connell, Stuart Ritchie, Diana van der Klugt

Apologies: Councillor Jim Rae

Also present: Councillors: Roger Arthur, Jonathan Chowen (Cabinet Member for Arts, Heritage & Leisure), Gordon Lindsay (Cabinet Member for Finance)

Officers: Sarah Gill, Complaints and Information Officer
Julie McKenzie, Performance Manager
Sue McMillan, Head of Finance
Mark Pritchard, Commissioning and Performance Manager

1. TO APPROVE AS CORRECT THE RECORD OF THE FINANCE AND PERFORMANCE WORKING GROUP MEETING ON 3RD DECEMBER 2014

The notes of the Finance and Performance Working Group meeting held on 3rd December 2014 were approved as a correct record of the meeting.

2. TO RECEIVE ANY DECLARATIONS OF INTEREST

There were no declarations of interest.

3. ANNOUNCEMENTS FROM CHAIRMAN OR CHIEF EXECUTIVE

There were no announcements.

4. COMPLAINTS, COMPLIMENTS AND SUGGESTIONS – MONITORING AND LEARNING REPORT FOR THE PERIOD 1ST OCTOBER TO 31ST DECEMBER 2014

The Working Group noted that a new IT module facilitated more accurate complaints recording by allowing departments to track how many complaints existed in 'real time' and per department. The system would produce more meaningful data which would be presented in future reports for the Working Group.

The Council, at its meeting on 25th February 2015, would receive a report that would recommend changes to the current complaints procedure to bring it into line with the latest Local Government Ombudsman guidance and with neighbouring authorities.

The definition of a complaint would be amended and the procedure would be streamlined from a three to a two stage process. Further, it was proposed to extend the timescale for investigating and responding to a complaint from ten working days to a maximum of twenty working days at each stage to allow for a thorough investigation and the preparation of a robust response.

The Working Group requested that the proposed change to the definition of a complaint should reinstate a reference to those who acted as the Council's agents.

The Complaints and Information Officer reported on the complaints and compliments notified to the Council for the period from 1st October to 31st December 2014. There had been 42 complaints and a further 11 complaints about the CenSus Revenues and Benefits Service and an additional 30 complaints about the CenSus Revenues and Benefits Service telephone system.

The Working Group received complaints data in relation to the Pavilions in the Park Leisure Centre in Horsham; there had been 25 complaints for the quarter. The Working Group requested, for future reports, that the reasons for the complaints be presented. Details about the complaints received by all the leisure centres in the District would be included in future reports. The Cabinet Member for Member for Arts, Heritage and Leisure commented on how it was a low level of complaints when compared to the level of public use. He expected complaints of significance would be reported to the Council by DC Leisure/Places for People. The Council should also be alerted to issues by the feedback from the advisory groups to the District's leisure centres.

Members suggested that relevant information from the leisure centre advisory groups and information about performance arising from the Service Level Agreement with DC Leisure/Places for People, should be reported to Cabinet Member who could share the information with the Working Group. The Cabinet Member for Arts, Heritage and Leisure agreed to ask for information about the performance of the contract with DC Leisure/Places for People. He agreed to report that to the Working Group and the leisure advisory groups along with a narrative to explain the benefits that the contract had delivered.

A total of 11 compliments had been received for the quarter. The Working Group noted that a higher level of compliments had previously been received because of feedback from the surveys once undertaken by Housing and by Environmental Services. The Working Group suggested that those departments be asked whether they would continue to conduct those surveys and if not, why not.

5. FINANCE AND PERFORMANCE, DISTRICT PLAN PRIORITIES AND KEY PROJECTS FOR QUARTER 3, 2014/15

The Working Group noted the report detailing finance and performance information for Quarter 3 in 2014/15.

The forecast outturn for the year to 31st March 2015 was estimated to underspend the approved revenue budget by £250K. Actual spend to Quarter 3 on capital projects was £3.77M which was 30% of the annual budget. An underspend for the year of £4.375M was anticipated because some projects would slip to 2015/16 including Broadbridge Heath Leisure Centre, the Hop Oast depot development, and vehicle fleet replacement.

The key performance indicators showed that 19 (61%) were on target, 7 (23%) were close to target, and 5 (16%) were outside the target range. The indicators falling outside the corporate target were confirmation of council tax benefits relating to the speed of processing information on the changed circumstances of individual applicants, a drop in swimming attendances as a result of scheduled closure for repairs to the Pavilions in the Park, income from cess pit emptying, the determination of major planning applications, and staff turnover.

The Working Group noted that the positive performances included the rate of staff sickness which had fallen below 8 days, the lowest since Quarter 1 in 2013/14. The Performance Manager highlighted that short term sickness (under 11 days) was at an average of 1.6 days. An improved monitoring system for recording staff sickness was being introduced.

The Performance Manager informed Members that the list of key corporate Performance Indicators would be considered by service managers at the start of 2015/16; those indicators would be reported to the Working Group for review.

The Cabinet Member for Arts, Heritage and Leisure explained that the forecast £60K overspend at The Capitol was because of unavoidable overspends on overtime, electricity, equipment and tools and because of an underperformance, to date, on the cinema programme. The prediction of the popularity of a film and the public response to that film was a particular challenge to forecasting revenue for the Capitol. The attendance figures for The Capitol for Quarter 3 were well above target.

The Head of Finance explained that the forecast £38K overspend for Leisure Services comprised a loss of income of £32K from the leisure contract due to the delay in delivering the High Ropes installation at the Pavilions in the Park.

The Working Group welcomed the high attendance figures for Horsham Museum and the Visitor Information Centre. Members praised Jeremy Knight, Museum and Heritage Officer. The Chairman agreed to write to

thank him for his work and for organising a series of interesting exhibitions at the museum.

The Working Group noted that the office move to Parkside would soon commence in phased stages. Members suggested that an additional column be added to the Capital Budget Monitoring spreadsheet to provide information about the expected date for completion of capital projects.

The Working Group noted, in relation to Business Transformation, the performance indicator which detailed the number of e-form and web-based payments. Members suggested that its title should be altered to be 'Online transactions' and requested a check be made to see whether that figure included online parking payments.

In relation to Economic Development, the Chairman requested a note to be added to future reports giving an outline business case/projected revenues for any proposed developments; also to explain the reason for any large increase in the gross income of existing assets/projects.

In relation to Development Management, the Chairman reported that the Director of Planning, Economic Development and Property had assured the Business Improvement Working Group that the recent drop to 63% for the determination of major planning applications was being monitored and would soon be back on target. The decrease had been due to efforts to clear long-standing applications. The Chairman of the Business Improvement Working Group queried the targets for processing minor and other planning applications and suggested higher targets. He reported that the Development Management Improvement Plan was progressing but performance might be affected because of a number of planning officer vacancies. The Working Group noted that the income from planning fees and also local Land Charges were well above target. The Business Improvement Working Group would receive data about the financial impact of the overturn of decisions on planning appeals and the total costs involved; the Working Group requested a copy of that information.

The Commissioning and Performance Manager reported that Internal Audit had arranged risk workshops for all departments to enable them to convert their risk registers to a new corporate model. Each department was responsible for its own risk register which would be reviewed on a quarterly basis.

In relation to CenSus ICT, the Working Group noted that at the mid-point of the financial year the operational spend was £102K above budget but that the forecast overspend for the year was £4K. Members were told that that the overspend mainly related to agency costs for temporary staff who had worked on specific projects.

The Working Group noted that the performance of CenSus Revenues and Benefits in processing new housing benefit and Council Tax Benefit claims and any changes of circumstances were at the limit of or

above the set targets. Additional resources had been added to the team to improve the processing times.

In relation to staff turnover, it was noted that the quarterly target of 2.5% had been exceeded and was 3.16% for Quarter 3. The Head of Finance explained that a staff turnover of 10% per annum was considered to be an appropriate level. For the year to date the turnover of staff at Horsham District Council was 13%.

The forecast for the Corporate Finance department was for an underspend for the year of £201K. The Head of Finance explained that was because no borrowing was planned for the financial year and VAT readjustments had netted the Council an additional £40K of unbudgeted income.

The Chairman requested, in relation to the Legal and Democratic Services performance data, that future reports include details of that department's work on S106 agreements, the number received for each quarter and the number that had been completed.

The Working Group requested an update of the options for the Broadbridge Heath Leisure Centre for its meeting on 18th June 2015 as part of the performance data for Community Services.

Customer Services performance data included details of the Corporate Contact Centre which had gone live in June 2014 and which handled calls for Waste Services and the Council's Switchboard. It had achieved an average 97% of contacts answered within 20 seconds against a target of at least 80% to be answered. Overflow calls from The Capitol were also now being handled by the Contact Centre, and calls from Parking Services would also be handled by it in the near future. The Chairman welcomed the extent of the Council's activities now covered by the Contact Centre.

The Working Group requested that the Strategic Housing Manager be asked to provide further commentary in the report overview about the numbers of households on the housing waiting list and in B&B accommodation.

In relation to Parking Services, it was noted that the report should state that tickets were up by 17% on the Quarter 3 target. Future reports would separate season ticket sale data from daily ticket sale data. It was clarified that the overspend on the installation of the new parking equipment was £45K. The Chairman requested an analysis at the year end of the parking enforcement data which detailed enforcement hours, the number of Penalty Charge Notices issued, and the percentage of PCNs that were cancelled; an explanation as to why cancellations were made was also requested.

The Working Group noted the salaries monitoring schedule for each service department, for April to December 2014. The total for salaries paid for that period was below the budgeted amount. Members

commented that overtime payments were above budget, and the amounts for casual and temporary staff were also above budget.

The Working Group noted the key income monitoring schedule as at 31st December 2014 which showed income of £7.37M which exceeded the forecast income.

The Working Group noted the Tracked Projects List summary report; no projects were coded red.

The Working Group noted the District Plan Priorities report for Quarter 3 which showed all tasks as completed or on track.

6. PLANNING ENFORCEMENT PERFORMANCE REPORT FOR QUARTER 3, 2014/15

The Working Group noted the planning enforcement cases report for Quarter 3 in 2014/15 as compared to previous quarters.

7. PERFORMANCE GRAPHS FOR DEVELOPMENT MANAGEMENT AS AT THE END OF QUARTER 3, 2014/15

The Working Group noted the report which showed the performance of Development Management up to the end of Quarter 3, 2014/15. The Working Group complimented the planning team on its excellent report.

8. INITIAL REVIEW (FINANCE / BUDGET) OF THE COUNCIL'S KEY AREAS OF ACTIVITIES

The Chairman reported that the sub-groups reviewing the finance/budget of the Council's key areas of activities in relation to Parking Services and Operational Services had arranged visits to those departments. The sub-group review of planning services would be achieved by receiving details from the Business Improvement Working Group's review of Development Management.

9. MEMBER OVERVIEW OF THE COUNCIL'S USE OF THE REGULATION OF INVESTIGATORY POWERS ACT 2000

The Working Group noted that the Council had not used the powers under the Regulation of Investigatory Powers Act 2000 in the past quarter.

10. CENSUS JOINT COMMITTEE

The Working Group noted the minutes of the CenSus Joint Committee meeting held on 12th December 2014 and the CenSus Budget for 2015/16 which had been approved at that meeting.

The meeting ended at 8.53 p.m. having commenced at 5.30 p.m.

CHAIRMAN

Notes of the Scrutiny and Overview Committee
Social Inclusion Working Group
9th February 2015

- Present:** Councillors: Kate Rowbottom (Chairman), George Cockman, Christian Mitchell, Godfrey Newman, David Skipp, Tricia Youtan
- Apologies:** Councillors: David Coldwell, Duncan England
- By invitation:** Citizens Advice Bureau: Lee Furlong, Client Services Manager
Horsham Churches Together: Ian Fletcher, Deacon Tom Murray
Horsham Debt Advice Service: Moira du Bois, Chairman
Samaritans (Horsham & Crawley): Sue Jago, Director
- Officers:** Lisa Boydell, Community Development and Engagement Officer
Julian Carrington, Community Planning Manager

1. TO APPROVE AS CORRECT THE RECORD OF THE MEETING HELD ON 1ST DECEMBER 2014

The notes of the meeting held on 1st December 2014 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 no announcements.

4. REVIEW OF THE EFFECTIVENESS OF PROVISION FOR LOCAL RESIDENTS WHO ARE IN FINANCIAL HARDSHIP

The Chairman welcomed the representatives of key organisations who were attending to participate in the review and to share information. The Chairman invited them to outline the support their organisations provided to those in financial hardship.

Horsham Churches Together

Deacon Murray and Ian Fletcher informed the Working Group of the support provided by Horsham Churches Together (HCT) which represented 32 local churches. HCT together with Horsham Matters operated a night shelter from mid-November 2014 to mid-March 2015. Guests, with a local connection, were referred to the shelter by

approved agencies; it was not a drop-in centre. The shelter, located in a different church hall each evening, could accommodate 10 people and it was in regular use. A person could stay for up to a maximum of 28 days. HCT worked with the Ark Horsham which helped and provided guidance to those who were disadvantaged by poverty, substance misuse, repeat offending and homelessness. The Ark was a daytime drop-in facility.

HCT had two co-ordinators who liaised and communicated with referring agencies.

HCT and Horsham Matters operated a foodbank. The number of people being helped by the foodbank was increasing.

HCT worked with partners such as Horsham Matters, the Oasis Crisis Pregnancy Centre, Ark, Streetlight, and the Horsham Debt Advice Service.

Horsham Debt Advice Service

HDAS had been established in 2003. It was financially supported by 10 member churches. Moira du Bois, Chairman of HDAS, explained that it provided practical support and expert advice to those who were in financial difficulty and who had been referred to the service by relevant agencies. HDAS was not a drop-in service and clients were seen by appointment.

Trained advisers and volunteers from Horsham churches provided free and impartial advice. They suggested methods to help clients to manage their finances better, to deal with debts and arrears. HDAS would contact creditors on behalf of clients to try to agree affordable repayment plans.

The Chairman of HDAS stated that there was an increased demand on the service and that it could benefit from additional resources to provide more trained advisers.

The Samaritans

Sue Jago, Director of Samaritans Horsham and Crawley, explained that her organisation provided a listening service for those who were in distress, lonely, or suicidal; the service helped people to deal with their emotional problems. The issue of debt or financial hardship could be part of the issues that prompted people to contact the Samaritans.

People could contact the Samaritans by telephone, email, letter, and by visiting the drop-in centre at 21 Denne Road, Horsham. Text support and online help was also available. Its advisers signposted other organisations such as the Horsham Debt Advice Service and the CAB which could assist with financial and debt matters.

Citizens Advice Bureau

Lee Furlong, Client Services Manager, Citizens Advice Bureau (CAB), explained that advising people with debt issues was a large part of the CAB's work. People could access the service by visiting the CAB office next to Horsham library from 9.30 a.m. to 4.00 p.m., Monday to Friday. A short introductory interview would help decide how best to advise the person. If a further meeting was required, an appointment would be arranged. The public could also telephone the advice line which operated between 9.00 a.m. and 5.00 p.m., Monday to Friday, or access CAB information on a range of topics via its website.

CAB provided six outreach services in local towns each month.

CAB assisted those who were in financial difficulty and encouraged them to own the process and, where applicable, to contact creditors to seek a Common Financial Statement/Plan and a resolution.

CAB helped people with benefits issues; in some cases recent changes to the benefits system could lead to delays in benefits being paid and debts could result. CAB helped people with benefit applications and appeals. CAB also advised those who had incurred high levels of credit debt.

The key message that CAB wished to communicate was that early intervention to tackle financial issues and debt was crucial. CAB helped people to manage their money and informed them of what priority payments should be made.

Mr Furlong explained that previous Legal Aid funding for caseworkers had ended which had resulted in the loss of some expertise two years ago. Volunteers provided generalist legal advice.

Horsham District Council provided funding for a Homelessness Prevention Adviser who worked at CAB on two days a week.

The following comments were made in general discussion:

- To note that many of the services were provided by the voluntary sector and churches, and to emphasise that shift when communicating with Councillors.
- There might be a benefit in re-establishing the Horsham Community Partnership.
- West Sussex County Council could be requested to promote education of these matters by inviting relevant agencies to visit schools. The topic of financial management could form part of PSHE lessons (Personal, Social, Health and Economic education) in District schools.
- The Health & Wellbeing service provided courses on health and exercise; perhaps consideration could be given to providing courses on financial management skills.

Agenda item 10

Social Inclusion Working Group
9th February 2015

- The Health & Wellbeing website pages in relation to managing money should be updated to include more information about available local services and organisations.
- Organisations which may not be aware of all of the existing services which assist those who are financial hardship could be contacted. For example information could be provided at Children and Family centres, and organisations could work more closely with local housing associations.
- GPs, health centres, health service providers and Patient Participation Groups could be reminded to signpost patients, when appropriate, to organisations that provide assistance and advice to those who are in financial hardship.

The Working Group and the representatives of the local organisations agreed to continue to work together and to share information.

The Working Group agreed that it would, as part of its final conclusions, request the Scrutiny and Overview Committee to:

- (1) recommend the Cabinet Member for a Safer and Healthier District to review the impact of the decision to disband the Horsham District Community Partnership and consider it being reinstated, or otherwise request the Council to host a forum at least twice a year to facilitate the meeting of Council Members and officers and local organisations, councils and churches to discuss community issues of common interest;
- (2) request that the Health & Wellbeing website pages be updated to include more information about debt and money advice services;
- (3) request that the Horsham District News magazine include information listing services and organisations that exist for people who are in financial hardship; and
- (4) request the Communications team to publicise information via internal communications and the intranet about services which are available for those who are in financial hardship.

The Chairman thanked the attendees for their contributions and invited everyone to attend the next Working Group meeting on Monday 9th March at 5:30 p.m. when representatives of Age UK Horsham District and the West Sussex Credit Union would be attending.

The meeting finished at 7.05 p.m. having commenced at 5.33 p.m.

CHAIRMAN

Notes of the Scrutiny and Overview Committee
Health Provision Working Group
28th January 2015

Present: Councillors: David Skipp (Chairman), Frances Haigh,
Liz Kitchen, Kate Rowbottom

Also present: Councillors: George Cockman, Leonard Crosbie,
Godfrey Newman

Apologies: Councillor Tricia Youtan

**1. TO APPROVE AS CORRECT THE RECORD OF THE MEETING HELD
ON 30TH OCTOBER 2014**

The notes of the meeting held on 30th October 2014 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 no announcements

**4. CHAIRMAN'S LETTER TO THE MEDIA AND WEST SUSSEX COUNTY
TIMES ARTICLES**

The Chairman advised that there had been positive feedback regarding the letter that had been published in November 2014.

5. FEEDBACK ON CCG PRESENTATION ON FIVE COMMUNITIES PLAN

Members of the Working Group were concerned that the CCG presentation had given insufficient information regarding future GP provision for West of Horsham, and no concrete progress appeared to have been made regarding the relocation of surgeries.

Members discussed the need for the CCG to commit to a plan for the relocation and rationalisation of surgeries. The relationship between the CCG and GPs was discussed, in particular the need for GPs' practices to be more proactive in taking this forward.

The Working Group was unaware of any dialogue on this matter between the CCG and HDC officers and the Cabinet Member for a Safer and Healthier District.

The relationship between the CCG and NHS England was discussed and the Working Group considered that measures to resolve the situation and bring forward concrete proposals for future provision were urgently needed.

The Working Group concluded that:

- The Chairman of the Working Group should request the Scrutiny and Overview Committee to consider contacting the regional branch of NHS England and the local CCG about the lack of progress in securing health care provision for West of Horsham and to express concern at the apparent lack of urgency.

The Working Group suggested that the Council should become more proactive in the setting up of surgeries as it had previously done in Steyning and Southwater. This was particularly relevant because of the future development in North Horsham and the pressures that would bring to the provision of health care.

The Working Group therefore agreed that:

- The Chairman of the Working Group should request the Scrutiny and Overview Committee to write to the Chief Executive and the Leader of the Council about the need for the Council to be more proactive in the setting up of surgeries as it had been in the past.

It was suggested that Members of the Working Group read the recently published Five Year Forward View of the NHS by Simon Stevens, CEO of NHS England.

6. FINAL DRAFT OF THE CCG STRATEGIC SERVICE DEVELOPMENT PLAN

The Working Group noted the extract from the draft SSDP regarding Horsham Hospital and considered that this would be a positive outcome if the recommendations were implemented. In particular, the inclusion of an ophthalmology hub and a cataract day surgery were noted.

- The Working Group discussed the improvements that had been achieved at East Surrey Hospital, Redhill and agreed to inform the Scrutiny and Overview Committee about the extent of those improvements and that the hospital had become a leading Trust.

- Members discussed the growing need for care accommodation for elderly people in the District and it was agreed that the Working Group would monitor that provision.

7. HORSHAM HOSPITAL - UPDATE

The Chairman was waiting for an update on the appointment of a hospital manager at Horsham Hospital. It was hoped that the problem of parking would be addressed with the appointment of a manager who would be in charge of the whole site. The implications of the removal of the Fire and Ambulance services from Hurst Road were also discussed.

The Chairman advised that Horsham Hospital provided some services (e.g. MRI scanning) that were not well publicised and he suggested that more could be done to encourage GPs to refer local residents there.

The Working Group noted that there had been no significant increase in use of the Minor Injuries Unit at Horsham Hospital during the extremely busy period after Christmas when there had been increased pressure on A&E and out-of-hours GP services.

8. EAST SURREY HOSPITAL REVIEW OF THE ORGANISATION AND CAPACITY OF THE OUT-PATIENTS SERVICE

The Chairman of the Working Group had contacted Sue Jenkins, Director of Strategy at East Surrey Hospital, regarding their review of outpatients and appointments. This area had been identified as requiring improvement. The review would look at systems and communications and how to ensure patients were referred as locally as possible. The review was using focus groups and feedback from clinicians and GPs. Progress so far was very encouraging.

- The Chairman agreed to ask Sue Jenkins to send the Working Group the East Surrey Hospital's Monthly Report.

9. REVIEW OF LOCAL CARE PROVISION IN THE DISTRICT FOR NEUROLOGICAL REHABILITATION

The Chairman proposed that the Working Group carry out a review of rehabilitation provision in the District for those recovering from a stroke. There were currently only 18 NHS rehabilitation beds in Surrey and West Sussex, but there was also a good community service through groups, including the Phoenix Stroke Club. The Working Group agreed that a review of provision should be undertaken and it was agreed that:

- The Chairman of the Working Group would seek the Scrutiny and Overview Committee's approval for the Working Group to undertake a review of local care provision in the District for those people who had experienced a stroke and who required rehabilitation.

10. DATE OF NEXT MEETING

The date of the next meeting would be arranged.

The meeting finished at 5.55 p.m. having commenced at 4.30 p.m.

CHAIRMAN

Notes of the Scrutiny and Overview Committee
Induction of Newly-Elected Councillors Working Group
15th January 2015

Present: Councillors: John Chidlow, Roger Clarke, George Cockman,
Kate Rowbottom, Diana van der Klugt

Apologies: Councillors: David Coldwell, Duncan England

Also present: Councillor Brian Donnelly

Officers: Elaine Boud, Learning and Development Officer
Paul Cummins, Head of Legal and Democratic Services
Robert Laban, Human Resource and Organisational
Development Manager

**1. TO APPROVE AS CORRECT THE RECORD OF THE MEETING HELD
ON 18TH DECEMBER 2014**

The notes of the meeting held on 18th December 2014 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 no announcements from the Chief Executive.

The Chairman announced that he had reported on the Working Group's progress to the Scrutiny and Overview Committee meeting held on 12th January 2015; the report had been well received.

4. OFFICER AND MEMBER MENTORS - UPDATE

The Head of Legal and Democratic Services (HoLDS) reported that he had contacted the political Group Leaders to inform them of the Working Group's suggestion for Member mentors. The Group Leaders were supportive of that suggestion. It had also been suggested that, where appropriate, for those wards which were represented by more than one Councillor and one Councillor is re-elected, the experienced Councillor

could mentor the newly-elected Member. The issue of mentoring Independent Members would be addressed.

The Working Group suggested that a checklist be prepared for Officer and Member mentors to detail the information they would be expected to provide to new Councillors.

The HoLDS had briefed the Senior Leadership Team (SLT) on the Working Group's discussions. The SLT supported the idea of Member and Officer mentors and suggested Member mentors be allocated in the first week after the May 2015 local elections. It was also suggested that they liaise with the Officer mentors. Training for Officer and Member mentors would be arranged.

The HoLDS emphasised that the use of Officer mentors would not replace the ability of Members to contact other members of staff. The HR & OD Manager and the HoLDS would seek officers for the mentor role and provide training. Officer mentors would be asked to contact the newly-elected Councillor who they would be mentoring within one week of the local elections.

The Working Group suggested a formal arrangement to ensure Officer mentors would meet their relevant Councillor at least once a month for a period of six months after the May 2015 elections. Group Leaders could be asked to monitor that those meetings had taken place and that newly-elected Councillors felt sufficiently supported by their Officer mentor.

5. SENIOR LEADERSHIP TEAM COMMENTS ON THE INDUCTION PROCESS

The Chief Executive had contacted the Chairman of the Working Group to provide the SLT's views on the Working Group's suggestions for the induction process for newly-elected Councillors.

The SLT was encouraged by the Working Group's progress and supported its work including the need to prioritise crucial information in the first few weeks and then stagger the remaining training over a period six months. Training for new Members on planning matters would be a priority task; the Director of Planning would provide the initial training materials and arrange subsequent training for the following months.

The SLT supported the idea of training sessions being filmed and made available to Members via the HDC Intranet. The Chairman of the Working Group stated that such training videos should form part of a training toolkit and for refresher sessions but should not be an alternative to Councillors attending induction training.

The SLT supported the suggestion for Member and Officer mentors.

The HoLDS would provide early training on the Code of Conduct and ethical practice; training on wider ethical governance would be provided later in the induction programme.

The Working Group requested that Members receive presentations on the Local Government Association's publication *'The 21st Century guide for new Members'* and the Committee on Standards in Public Life report on *'Ethics in Practice: Promoting Ethical Standards in Public Life'*.

The Working Group agreed that Members should be encouraged to attend the Member Seminars, training sessions and make use of the offer of ICT training from Ann Emerson (Training Officer), which has been mentioned in the weekly Members' News Bulletin.

The SLT had noted that ICT training on the Council's email and IT systems was a high priority. Members said that advice was also required on whom to ask for assistance with ICT problems. Members also mentioned that ICT issues and equipment provision should be addressed when new Councillors were elected at by-elections.

The SLT had agreed to consider how to implement the Working Group's recommendations within the induction programme for newly-elected Councillors.

6. LOGISTICS OF THE INDUCTION PROCESS AND TIMETABLE

The Chairman of the Working Group tabled draft recommendations for the proposed induction programme, outlining a timetable and training content (see the Appendix to these notes).

The Chairman said there was a need to avoid training overload. 'Too much, too soon' has been a common issue reported by new Councillors.

Members of the Working Group suggested that the induction training should be available to all Councillors and not only to those who had been elected for the first time.

The Head of Legal and Democratic Services explained that the induction programme could not commence on the week commencing 11th May but would start on the week commencing 18th May 2015. He reminded Members that existing councillors would not officially vacate their seats until 12th May; then the political groups would choose their leaders. It was therefore practical that the induction programme would begin as originally timetabled.

Agenda item 12

Induction of Newly-Elected Councillors Working Group
15th January 2015

The Chairman suggested that consideration could be given to providing some training between 13th and 16th May 2015. The HoLDS suggested that the Officer mentors should contact the Councillor they would support during the week commencing 11th May 2015.

The Working Group noted that the introduction to planning would be a priority training session.

The Working Group noted that the Council would be transferring its offices to Parkside, Chart Way, Horsham between late March and late May 2015. It had been suggested that new Councillors should only experience the new office premises; induction training would therefore be provided at Parkside if meeting rooms were available.

7. DATE OF NEXT MEETING

The Chairman stated that, following the Working Group meeting, he would prepare an interim report with recommendations (see Appendix 1a and 1b) for presentation to the Scrutiny and Overview Committee meeting on 16th March 2015 and seek Members' approval via email correspondence rather than scheduling another meeting.

The report, once approved, would be presented to the Scrutiny and Overview Committee meeting to be held on 16th March 2015.

Consideration would be given to whether another Working Group meeting was required subsequent to the Scrutiny and Overview Committee meeting. If another meeting was convened, Group Leaders and some senior officers would be invited to attend to discuss the Working Group's recommendations and how they could be implemented.

The meeting finished at 7.06 p.m. having commenced at 5.30 p.m.

CHAIRMAN

Appendix 1a

Recommendations for the 2015 new Councillors Induction training

1. Timetable: Training should be provided over a reasonable period of time after elections, not all at once, so as to allow new members to assimilate their initial training and gain experience of their work as councillors in order to place their training in the context of their function and duties.
 - Avoid training overload
 - Avoid Too much Too soon
 - Provide opportunities for Refresher Courses
2. Training Schedule: It is recommended that training should be provided in 3 sections: Priority training in the first month after election, then the training to be completed over the next 2 months and up to 6 months after election, as detailed in Appendix 1b.

Appendix 1b

First Month

- HDC IT systems
- Use of HDC Website and Intranet
- Planning basics
- HDC Statutory Obligations
- Provide the following information to all councillors
 1. Organisation Chart with names/titles/departments of senior Officers.
 2. Cabinet Members, including Leader and deputy with brief outline of responsibilities.
 3. Draft Calendar of Council meetings.
 4. Brief description of all committees and their remits/functions.
 5. Short description of protocols and formalities of Council meetings.
 6. List of all members – preferably with photos
- iPads if requested should be loaded with:- HDC Constitution; NPPF; District Plan and supporting docs, e.g. SHLAA; Current Budget Book; HDC Code of Conduct

2 to 3 Months

- Council Structure
- How it operates in practice
- Role(s) of Officers
- Role of the Cabinet System
- Roles of cabinet Members

3 to 6 Months

- Code of Ethics in Practice; e.g. from publication by the 'Committee on Standards in Public Life' – "Promoting Ethical Conduct in Public Life"



Induction of new councillors



Report of the Induction of newly-elected Councillors Working Group

Report of the Induction of Newly-elected Councillors Working Group

1. Introduction

The Scrutiny and Overview Committee, in September 2014, agreed to establish a working group to review the induction and training of newly-elected Horsham District Councillors.

This topic was suggested as a Scrutiny project by Councillor John Chidlow. He had reflected on his experience in 2011 as a newly-elected Councillor and felt that a review of the induction programme could be an opportunity to consider what, if any, changes might be beneficial. Those changes, if approved, could be delivered as part of the induction of newly-elected Councillors following the local elections to be held in May 2015.

2. Membership of the Working Group

Councillors: John Chidlow (Chairman), Roger Clarke, George Cockman, David Coldwell, Duncan England, Kate Rowbottom, Diana van der Klugt.

The Working Group welcomed the attendance of the following Councillors at some of its meetings: Roger Arthur, Leonard Crosbie, Brian Donnelly and Frances Haigh.

3. Objectives of the Review

The scope of the review is to examine the Council's training and information provided to newly-elected Councillors, particularly at the start of their four year term, and to any Councillor elected at mid-term or at other times, and also to consider the continuing training and development needs of new Councillors.

Terms of Reference

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

1. Interpretation of and interaction with planning regulations in practice, in particular in relation to the interpretation and implementation of the National Planning Policy Framework.
2. IT training and explanation of the available IT support for Councillors.
3. Training on how to access and make best use of the Horsham District Council website and intranet.

4. Training to inform Councillors about the Cabinet system and its management structure and functions, including an overview of each Cabinet Member's responsibilities, and providing Councillors with a staff organogram.
5. Informing newly-elected Councillors about the roles and responsibilities of the Council, its committees, Scrutiny working groups, and advisory groups.
6. Asking current Councillors what they thought was required in relation to the training for newly-elected Councillors and what priority should be given for each training requirement.
7. Asking senior Council officers what they thought was required in relation to the training for newly-elected Councillors and what priority should be given for each training requirement.

4. Summary of the Research Undertaken

The Working Group met on 3rd November 2014, 18th December 2014 and 15th January 2015.

Information was received from the following officers who attended the meetings:

Elaine Boud, Learning and Development Officer;
Paul Cummins, Head of Legal and Democratic Services; and
Robert Laban, Human Resource and Organisational Development Manager

Comments from the Senior Leadership Team were also received.

Details of previous induction programmes, findings from a survey of current Members, and relevant publications also informed the Working Group's discussions.

Previous induction programmes

The Working Group reviewed the induction and event programmes for newly-elected Councillors which had been delivered in 2011 and 2013.

Members of the Working Group felt there was a risk of information overload in the induction process and emphasised the need for a phased programme. Members recognised that there had to be priority training in key subject areas which could then be followed with further training at regular intervals.

The Working Group suggested that the induction training sessions should be made available to all Councillors and not only to those who would be elected to the Council for the first time.

Mentors

The Working Group noted the support provided by Officer mentors to new Councillors at previous inductions and Members welcomed confirmation that this would happen again. Officer mentors would be selected and trained in due course.

The Working Group suggested that the Officer mentors be asked to contact the newly-elected Councillor who they would be mentoring within one week of the local elections, and that they arrange to meet their Councillor at least once a month for a period of six months after the May 2015 elections. The political Group Leaders could be asked to monitor that those meetings had taken place and to ask the newly-elected Councillors if they felt they were receiving sufficient support from their Officer mentor.

The Working Group felt that Member mentors would be a useful addition to the support offered to newly-elected Councillors. The political Group Leaders have been informed of this suggestion and support it. For those wards, where appropriate, which are represented by more than one Councillor and when one existing Councillor is re-elected, that experienced Councillor could be asked to mentor the newly-elected Member.

The issue of mentoring Independent Members will be addressed.

The Working Group suggested that a checklist be prepared for Officer and Member mentors to detail the information they would be expected to provide to new Councillors.

The Senior Leadership Team (SLT) supports the idea of Member and Officer mentors. Member mentors could be selected in the first week after the May 2015 local elections and it is suggested that they liaise with the Officer mentors.

Training for Officer and Member mentors will be arranged.

Survey of Councillor Members

A recent survey of current Members was undertaken by the Democratic Services team to assess the services provided and support given to Members. The survey included questions about the induction programme and about the learning and development opportunities available to Members.

The responses that were received were almost equally split between those who felt the induction programme provided new Councillors with a good start to their work on the Council, and those Councillors who felt the opposite.

Similarly, the responses showed a split between those Members who feel the learning opportunities available to Councillors adequately meets their needs, and those who hold the opposite view.

Some of the Councillors who responded to the survey also commented that there should be a structured development programme, a phased induction, that Members should be informed about which officers could help on specific topics, that meetings with officers should be arranged, and that the more experienced Councillors should be involved in the induction process to provide a councillor's perspective.

Useful publications

The Working Group received the Local Government Association's (LGA) publication, *'The 21st Century guide for new Members'*, issued in May 2013, which outlines a typical induction programme. This Guide can be viewed via the following link to the LGA website:

http://www.local.gov.uk/c/document_library/get_file?uuid=74d6d1e7-465a-4f21-8939-a495298eb306&groupId=10180

The Working Group also received the Local Government Association's publication *'Councillors' Guide for new Councillors 2014/15'* which provides useful guidance and information. It is suggested that this be included in any information pack provided to prospective candidates standing for local election. The Working Group recognised that newly-elected Councillors had differing levels of experience and knowledge. This LGA publication provided key information that a new councillor needed to know. It explores some of the main issues and challenges facing local government and includes useful hints and tips from experienced councillors. The Guide includes a section on induction and training and refers to the LGA's programmes for councillor development. This Guide can be viewed via the following link to the LGA website: http://www.local.gov.uk/publications/-/journal_content/56/10180/6202054/PUBLICATION

The Working Group received the Committee on Standards in Public Life's report, published in July 2014, titled *'Ethics in Practice: Promoting Ethical Standards in Public Life'*. The report examines ethics in induction, notes good practice, highlights areas where standards are at risk, and identifies where improvements can be made to embed ethical standards more effectively. Its conclusion is that induction is essential to ensure that public office holders are aware of the standards expected of them, and that ethical standards need to be included in the induction arrangements. The report can be viewed via this link: <https://www.gov.uk/government/publications/ethics-in-practice-promoting-ethical-standards-in-public-life>

The Head of Legal and Democratic Services has agreed to provide early training on the Code of Conduct and ethical practice; training on wider ethical governance would be provided later in the induction programme.

Training Toolkit

The Working Group has suggested that some of the induction training could be videoed. Those Members who cannot attend the training sessions could receive the training videos via their iPads or the intranet. There could be a questionnaire that Members will complete after watching the video to demonstrate an understanding of the subject matter of the training.

The Senior Leadership Team supported the idea of training sessions being filmed and made available to Members. The Chairman of the Working Group feels that such training videos should form part of a training toolkit and for use in refresher sessions but that they should not be an alternative to Councillors attending induction training.

The Working Group suggested that all Councillors should be encouraged to attend the Member Seminars, training sessions, and to make use of the offer of ICT training from the Training Officer.

Senior Leadership Team (SLT) comments

The SLT supports the Working Group's review and agrees that the induction training for newly-elected Councillors should give priority to communicating the most crucial information in the first few weeks, and then schedule the remaining training at regular intervals over a period six months.

Training for new Members on planning matters will be a priority task; the Director of Planning will provide the initial training materials and arrange subsequent training. The SLT has noted that induction training on the Council's email and IT systems is a high priority.

The SLT supports the suggestion that induction training sessions be filmed and made available to Members.

5. Chairman's Conclusions

The previous induction programmes are a sound basis on which to build in preparation for the induction programme for newly-elected Councillors that will take place in 2015.

The Working Group's suggestions and recommendations seek to enhance the induction programme and to propose changes to some of the methods of its delivery.

Any induction and training should take account of the different levels of experience that newly-elected Councillors may possess.

The Chairman is grateful to his fellow councillors for their assistance in conducting this review; and also thanks the Officers for their assistance and engagement.

6. Recommendations to the Scrutiny and Overview Committee

To request that the induction programme for newly-elected Councillors include the following elements:

1. To adopt the suggested induction programme outlined in the Appendix to this report.
2. Officer mentors to be selected and trained to support newly-elected Councillors.
3. Member mentors to be nominated and trained to provide peer support to newly-elected Councillors.
4. To ask new Councillors about their personal experience and skills, and the areas of Council activity that they might wish to participate in, to assist Group Leaders in nominating new Councillors to relevant working groups and advisory groups.
5. To video induction training sessions to form part of a training toolkit for Councillors.

Appendix	Title	Page No
	Proposed Induction Programme Outline for 2015	7

Councillor John Chidlow
Chairman of the Induction of newly-elected Councillors Working Group

March 2015

Appendix

Proposed Induction Programme Outline for 2015

1. Timetable: Training should be provided over a reasonable period of time after the elections, not all at once, so as to allow new Members to assimilate their initial training and gain experience of their work as Councillors in order to place their training in the context of their function and duties.
 - Avoid training overload.
 - Avoid 'Too much, Too soon'.
 - Provide opportunities for refresher courses.
2. Training Schedule: It is recommended that training should be provided in 3 stages: Priority training in the first month after the local election, then further training to be completed over the next 2 to 3 months, and finally training to be completed between 3 and 6 months after the election, as detailed more fully below.

There should be a balance of written information and presentations.

Training materials should incorporate diagrams and relevant pictures, not just text.

The information pack for new Members should be colour coded.

Reference should be made to the Local Government Association's '*Councillors' Guide for new Councillors*' and '*The 21st Century guide for new Members*'.

Reference should be made to the procedures, rules, protocols and codes in the HDC Constitution.

First Month

- Signing the Declaration of Acceptance of Office and the Register of Interests to be completed as soon as possible.
- An introductory meeting to be arranged with the Leader of the Council and the Chief Executive.
- Horsham District Council IT systems.
- Use of the HDC Website, Intranet, and electronically stored information.
- Planning basics (some of the training could be given by experienced Members setting out 'what you really need to know').
- HDC Statutory Obligations.
- Code of Conduct and ethical practice.
- Provide the following information to all Councillors:

- (a) Organisation Chart with names/titles/departments of senior Officers.
 - (b) Cabinet Members, including Leader and Deputy with brief outline of responsibilities.
 - (c) Draft Calendar of Council meetings.
 - (d) Brief description of all committees and their remits/functions.
 - (e) Short description of the protocols and formalities of Council meetings.
 - (f) List of all Members – preferably with photographs.
 - (g) A glossary of acronyms.
 - (h) General information e.g. car parking and claiming travel expenses.
- Training in the use of iPads to be provided.
 - iPads, if requested, should be loaded with (or provide links to the relevant Council web pages):- HDC Constitution; National Planning Policy Framework; District Plan and supporting documents, e.g. Strategic Housing Land Availability Assessment (SHLAA); Current Budget Book; HDC Code of Conduct.

2 to 3 Months

- Council Structure (including 'Functions and Responsibilities of the Council').
- How it operates in practice.
- How the Council is funded.
- Role(s) of Officers.
- Role of the Cabinet system.
- Roles of Cabinet Members.
- Training for Committee Chairmen to chair a meeting.
- A seminar for all councillors, including new Members, on planning decisions and planning appeals.

3 to 6 Months

- Ethics in Practice; e.g. refer to the publication by the Committee on Standards in Public Life – "*Ethics in Practice: Promoting Ethical Standards in Public Life*".

Notes of the Scrutiny and Overview Committee
Trade Waste Working Group
23rd February 2015

Present: Councillors: David Coldwell (Chairman), Philip Circus,
Duncan England, Jim Sanson

Apologies: Councillors: George Cockman, Godfrey Newman

Also present: Councillors: Brian Donnelly, Kate Rowbottom

Officers: Jane Chaplin, Trade Recycling and Waste Manager
David Robertson, Waste and Recycling Manager

1. RECORD OF THE MEETING HELD 26TH MARCH 2014

The notes of the meeting held 26th March 2014 were approved as a correct record.

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. REPORT OF THE TRADE WASTE WORKING GROUP, APRIL 2014, AND
RELEVANT EXTRACTS FROM THE MINUTES OF SCRUTINY &
OVERVIEW COMMITTEE MEETINGS**

The Working Group received, for reference, its report and recommendations which had been produced in April 2014.

The Working Group noted extracts from the Scrutiny and Overview Committee meetings in May and June 2014; the Committee had approved the Working Group's recommendations for referral to the Cabinet Member for the Environment. The Cabinet Member had responded by stating that he agreed with all of the recommendations and was content to sign it off and authorise actions to implement the recommendations.

The Cabinet Member had given his apologies that he could not attend the Working Group meeting.

5. PROGRESS UPDATE ON THE WORKING GROUP'S RECOMMENDATIONS

The Waste and Recycling Manager updated Members. The trade waste customer base was at a stable and acceptable level. Some progress on implementing the Working Group's recommendations had been slower than anticipated because of the need to focus, at times, on specific projects such as the recycling quality campaign and also the preparations for the garden waste renewal of annual subscriptions.

An Administration Team Leader had been recruited on a 0.5 FTE basis to the Waste and Recycling department. A 0.5 FTE post was being recruited for the Council's Communications Team to deal with waste, recycling and litter marketing and communications. The Waste and Recycling Manager said promotional work for the trade waste service would commence in April/May 2015 with an initial focus on businesses located at trading estates in Crawley.

Discussions with West Sussex County Council (WSSC) had resulted in WSSC levying a 2.6 % increase in its charges for the disposal of Horsham District Council's municipal waste for 2015/16.

The Working Group was informed that WSSC's MBT (Mechanical Biological Treatment) waste treatment plant was not yet operational. The Chairman agreed to write to WSSC Councillor David Barling, Cabinet Member for Residents' Services, to seek clarification about its progress. HDC would benefit from the opening of the plant because it should result in lower costs; the waste would not end up in landfill and would not be subject to landfill tax. HDC's trade waste services therefore could become more competitively priced and offer a more environmentally-friendly destination.

The Waste and Recycling Manager asked Members for their advice about what price increase there should be for the trade refuse and recycling service in 2015/16. The Working Group felt that the decision was for the Manager to make in consultation with the Cabinet Member for the Environment, but suggested an increase to cover at least the rise in operating costs.

The Working Group noted that the service had moved from billing customers six months in advance to a monthly direct debit payment. This was offered to new and existing customers.

6. DATE OF THE NEXT MEETING

The Working Group would next meet on a date to be arranged in mid-October 2015.

The meeting finished at 5.13 p.m. having commenced at 4.30 p.m.

CHAIRMAN

Extract from the minutes of the S&O Committee meeting on 7th July 2014

SO/16 **FEEDBACK ON THE SCRUTINY AND OVERVIEW TRAINING SESSION**

Members of the Committee and other Councillors had attended a training session on 30th June 2014 about '*Building on good practice: developing Scrutiny and Overview to get the best value and outcomes.*' The training had been provided by Tim Young, an independent scrutiny and policy consultant and former Head of Scrutiny at the London Borough of Camden.

The Chairman of the Committee reported that the training had been very well received by the attendees. Members commented on the usefulness of the training; the programme had focused on three discussion topics: adding value through 'critical friend' challenge and pre-decision scrutiny, work programming, and effective working methods and techniques.

Members expressed a wish to see the Committee's work archived in a more accessible way so that the annual reports, working groups' review reports, minutes, and the work programme suggestion form could be more easily viewed. Enquiries would be made about how that could be achieved as part of the new Council website.

The Chairman of the Committee suggested a more systematic way to populate the work programme by requesting Cabinet Members to attend specific meetings to report on their activity and answer any queries from Committee Members. Shorter monthly meetings might also be considered.

Members referred to the training session discussion about pre-decision scrutiny. Members discussed whether the Committee should scrutinise Cabinet policy and contribute to the decision-making process but without causing any significant delay. The Chairman of the Committee reminded Members of the Scrutiny and Overview role which included 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 by reviewing services provided by other organisations on issues that affect the public, and contributing to democracy by stimulating public engagement.

The Committee's terms of reference were: to assist in the strategic development of policy, review issues of local concern, review the policy of others within and outside the Council, call in Cabinet decisions, scrutinise the Council's decision-making processes, monitor the internal and external delivery of services, to review specific services, and to monitor and scrutinise the activities of outside bodies.

Members suggested topics that the Committee might wish to consider for pre-decision scrutiny: the proposed office relocation and the proposed Broadbridge Heath medical centre.

The Chairman of the Committee suggested a follow-up discussion in the autumn to consider again the role of Scrutiny and Overview in light of the thoughts provoked by the training session and when progress on the Committee's work programme could be reviewed.

Building on good practice: developing Scrutiny and Overview to get the best value and outcomes

Horsham District Council

Monday 30th June 2014

Programme

6.00 – 6.10 Introduction and outline of session

Building on good practice: developing scrutiny to get the best value and outcomes

Three 'mini-sessions' to explore what scrutiny needs to do to build on the skills, positive experiences and achievements of scrutiny in Horsham

6.10 – 6.40 1. Adding value through 'critical friend' challenge and pre-decision scrutiny

Hallmarks of good practice

Discussion in small groups:

- How well does Scrutiny and Overview provide a 'critical friend' challenge when:
 - o undertaking pre-decision scrutiny?
 - o scrutinising policy outcomes, budgets and performance issues?
- Are there any obstacles to doing so? If so, please suggest what could be done to overcome them.

6.40 – 6.50 Feedback from session 1

6.50 – 7.15 2. Work programming: getting the best results

Hallmarks of good practice

Discussion in small groups:

- How well do you think Scrutiny and Overview at Horsham has carried out work programming in the past? Please list what you see as the key strengths and weaknesses (no more than three each)
- How might you build on those strengths to improve your work programming in the future?

7.15 – 7.25 Brief feedback from session 2

7.25 – 7.35 BREAK (opportunity to look at completed sheets from table discussions)

7.35 – 8.00 3. Making sure your work counts: effective working methods and techniques

Hallmarks of good practice

Discussion in small groups:

- How might you improve Scrutiny and Overview's use of Working Group reviews?
- How might Scrutiny and Overview make its recommendations SMART-er?
- How might Scrutiny and Overview improve the capturing of learning from its work programme, in order to develop further?

8.00 – 8.10 Feedback from session 3

8.10 – 8.25 Capturing the outcomes from the session

8.25 – 8.30 Evaluation and close

Tim Young
Scrutiny adviser

How Scrutiny can plan a work programme that incorporates Value for Money reviews and approaches

Approach 1:

Consider all proposed scrutiny reviews against the criteria of whether they will contribute to cutting costs, not services, indicated by eight key elements for cutting costs not services:

- Service transformation and reviews
- Improved property management
- Better procurement and contract management
- Delivering more effective internal support services
- New flexible ways of working
- Stopping lower priority activities
- Increased income generation
- Independent review of staffing and structure

Approach 2: (complementary)

Consider undertaking reviews where there is a possibility for improving services and cutting costs through:

- Rationalisation of who delivers or manages the services
- Whether overlap, duplication and 'double-handling' occur
- Where investment and early intervention can save money in the longer term

Questions to ask in reviews:

- Are we transforming the service?
- Are there opportunities for improved property management?
- Are there opportunities for better procurement and contract management?
- Are we asking for more effective internal support services (which can be delivered?)
- Are we asking for new flexible ways of working?
- Have we considered and asked for stopping lower priority activities?
- Have we looked for and asked for increased income generation?
- Are we content with the staffing and structure or can improvements be made?

Developing an effective work programme

Do:

- ensure that the S & O work programme focuses on the issues that matter most to both local people and the Council – for example, issues might fall in the following categories:
 - Weak performance – based on PIs, persistent complaints etc
 - Value for money indicators – high cost, poor performance, poor satisfaction
 - Corporate, Community Strategy and partnership priorities
 - Policy development
 - Response to regional/ national development
 - Emerging issue, such as:
 - o a particular concern to residents (residents surveys/ consultation exercises)
 - o a request for investigation by either senior officers, Cabinet or partners into a problematic area
 - o result of a Councillor Call for Action
 - o source of a high level of complaints
 - o potential to deliver long-term financial benefits to the organisation
- try to use the best quality information & advice from external and internal sources
- if you have them, use a simple set of simple criteria to determine whether or not topics are included in the scrutiny work programme and their priority (see below)
- ensure that a reasonable balance is struck between the selection of internal and external topics for scrutiny
- plan what you want to do over the year and in each meeting

Don't:

- get bogged down with long lists of agenda items for each meeting
- put items on the agenda just to get 'information' that you could get through an off-line briefing note
- put items on the agenda unless you are convinced you can discuss it and add value
- try to cover everything the Council collects performance management on – focus on the problem areas flagged up by trend and exception reporting

Resources

Horsham DC's own Scrutiny Guide contains helpful information about the process of drawing up a work programme and criteria for selecting/rejecting items for the work programme – see overleaf.

Potential criteria for selecting items

- Issues identified by Member as key issue for public
- Service ranked as important by Council's community (e.g. through surveys)
- Pattern of budgetary overspends
- Public interest issue covered in media
- Council corporate priority area
- Key report or new guidance provided by external organisations on key issue
- Issue raised by Audit Commission
- Central government priority area
- New government guidance or legislation
- Poor performing service (evident from performance indicators/ benchmarking)
- High level of budgetary commitment to the service/policy area
- Issues arising from Comprehensive Performance Assessment
- High level of user/general public dissatisfaction with service (e.g. through surveys/complaints /ombudsman)

Potential criteria for rejecting items

- Issue being appropriately resolved by another internal body
- Issue being examined by an officer group: changes imminent and scrutiny would be premature
- New legislation or guidance expected within the next year and scrutiny would be premature
- Issue being appropriately resolved by an external body
- Issue is an individual, specific complaint

p.8, Horsham District Council, Scrutiny Guide (July 2011)



Making your scrutiny recommendations count

Recommendations emerging from a scrutiny review need to be:

- evidence based
- as coherent and incisive as possible

To help ensure your conclusions and the recommendations flowing from them are evidence based, it is worth checking when you reach the deliberative or 'weighing up' stage of a review:

- what was the scope and purpose of our scrutiny?
- have we covered the ground properly and collected the evidence we needed?



When you assess and weigh up the evidence, ask yourselves:

- has a clear pattern or explanation emerged?
- is there a sound basis for our analysis and any recommendations?
- have we considered the impact on people?
- are we clear about the benefits, consequences, feasibility and timescales?

'Gold Standard' scrutiny recommendations

This is a concept developed by Paul Dean, Scrutiny Manager at East Sussex County Council, after reviewing recommendations in a range of scrutiny reports and finding many of them to be vague and imprecise – for example, '*The committee agreed that some funding should be identified for improving the provision of leisure services (specifically parks and gardens) in the coming months with a view to increasing customer satisfaction.*'

ESCC tests its recommendations against five criteria to see if they come up to standard, asking if they:

- Make a difference to people's lives?
- Shift policy to improve services genuinely?
- Save resources whilst retaining service quality?
- Solve problems through a fresh, independent look?
- Have SMART (Specific, Measurable, Achievable, Realistic, Time-bound) built in to ensure ease of monitoring

Practice guide 7

Effective scrutiny committee meetings



Issue 1

June 2014

Contact: Ed Hammond: (020) 7187 7369 / ed.hammond@cfps.org.uk

This is one of a series of practice guides produced by the Centre for Public Scrutiny to assist those working in the overview and scrutiny functions of local authorities.

What is this guide about?

This guide is about ensuring that scrutiny committee meetings (ie formal meetings of overview and scrutiny committees) are focused, effective and secure meaningful outcomes for local people. It also contains detail on the setting up of joint committees.

While “task and finish” groups, where they are convened, will have a clear outcome in the form of a report, with recommendations, which are submitted to the council’s executive and monitored, the outcomes of committee meetings themselves can often be overlooked.

Why is it important that scrutiny meetings have effective outcomes?

Scrutiny committee meetings take effort to resource. The physical attendance at a meeting of members and officers (which is expensive, particularly in councils whose committees meet in the evening), the time spent by officers in preparing reports and collating agendas, and other ancillary activity (such as printing) mean that time spent at committee meetings must be well used. This means that they should add value, through securing tangible outcomes that have a positive impact on the lives of local people. While it would be unreasonable to require that every single item tabled at a scrutiny meeting should result in such a clear, tangible impact, there is still work that can be done to ensure that scrutiny focuses on outcomes, and that it makes a difference.

How do committee meetings work in law?

The law sets out a variety of requirements around formal committee meetings, but none in relation to less formal scrutiny task and finish groups.

Committee meetings

- Must be in public ([s100\(1\), Local Government Act 1972](#)). The public may be excluded, but only when any information covered by [Schedule 12A](#) of the 1972 Act is going to be discussed ([s100A](#)) – a “summary” of the discussion must be produced as part of the minutes ([s100C](#));

- Agenda and papers must also be made public (s100B), and must be placed on public deposit at least five clear working days before the date of the meeting, other than when the meeting is convened at shorter notice or there is a reason for urgency (s100B(3) and (4)). Certain papers may however be excluded from publication where an officer feels that it covers a matter covered by Schedule 12A (s100B(2) and (5)). Agendas, reports and minutes must be available at the council's offices for six years after the date of the meeting (s100C(1)). In practice, councils publish this information online as well. Background papers must also be made available in the same manner;
- Councils must have constitutions, which should have rules of procedure for overview and scrutiny. Most constitutions are very similar, reflecting detailed guidance published at the time ("Modular constitutions for English local authorities" (DETR, 2000), <http://ow.ly/wzVsM>, "New council constitutions: guidance to English authorities" (DETR, 2000), <http://ow.ly/wzVGx>)
- Rules of procedure will include provisions on
 - Public questions and the public's right to speak at the meeting (some councils such as **Norfolk**, <http://ow.ly/wAkOC>, and **Bristol**, <http://ow.ly/wAlqA>, have a set point on the agenda when the public are invited to ask questions, although the public will need to bear in mind that scrutiny committees are not decision-making bodies);
 - Length of meetings and the use of guillotine motions to extend meetings where necessary;
 - How witnesses will be managed;
 - How the chair will, generally, conduct the meeting, including the formal right of the vice-chair to deputise in the event of the chair's absence.

Task groups

Scrutiny task groups are not covered in legislation but there are some general principles that, if followed, can ensure that they are effective too.

- Commitment to publishing information about task group meetings so as to conform to the terms of the 1972 Act (or at the very least publishing the minutes and papers of task group meetings as an appendix to the group's final report);
- Commitment to holding evidence gathering sessions in public;
- Commitment to publishing minutes of meetings (usually as an appendix to the final report of the group).

How do joint committees work?

Joint committees are ones established under the **Local Government Act 1972** (sections 101, 102, 103, 106 and 113(1)) which have representatives from two or more local authorities on them. Over the past decade they have been used most frequently for health scrutiny (such as the **Joint Health Overview and Scrutiny Committee (Yorkshire and the Humber)** and the **Pan-London JHOSC**) but they have been used for other topics too (the **Prosiect Gwyrd Joint Scrutiny Panel** in south-east Wales). Joint committees tend to operate for a limited time given the complexity in setting them up and resourcing them.

In England, joint scrutiny committees are provided for under **section 123 of the Local Government and Public Involvement in Health Act 2007**. This section empowers the Secretary of State to make

regulations covering the establishment of joint committees. However, such regulations have not been produced by DCLG. In their absence CfPS considers that powers to establish joint committees for the purposes of scrutiny work (including the right of such committees to make recommendations to any person or organisation to which a single council's committee may) do still exist under the Local Government Act 1972, as noted above. Section 123 of the 2007 Act does not disapply ss101-113(1) of the 1972 Act.

In Wales, joint scrutiny committees are provided for by [section 58 of the Local Government \(Wales\) Measure 2011](#). Further to this legislation, regulations – the [Local Authority \(Joint Overview and Scrutiny Committees\) \(Wales\) Regulations 2013](#) – were produced. These cover membership, establishment, co-option and the process for the production, publication and agreement of reports.

Joint committees and health scrutiny

Different provisions apply to the establishment of joint overview and scrutiny committees for the transaction of specific health functions in England. We cover health scrutiny in general in [Guide 9](#).

Under the [Local Authority \(Public Health, Health and Wellbeing Boards and Health Scrutiny\) Regulations 2013](#), where a responsible person proposes a substantial development in the health service in a local authority's area, that authority must be consulted ([Regulation 23](#)). Under [Regulation 30\(5\)](#), where two or more local authorities are consulted in this way, they must establish a joint overview and scrutiny committee. [Regulations 20 to 30](#) set out the way in which health scrutiny (including business at joint committees) should be transacted. Further guidance from the Department of Health is expected but at the time of writing (May 2014) has yet to be produced. The power to make these regulations came from [s244 of the National Health Service Act 2006](#), although there is additional detail on health scrutiny in the [Health and Social Care Act 2012](#).

What are the common pitfalls, and their solutions?

There are a number of potential practices which can suggest that scrutiny committees are not run as successfully as they might be.

Work programming

- No clear reason why individual items have been placed on the agenda. This can be solved through having clearer sets of criteria to be used to assess when items can go on agenda (see "[Tipping the scales](#)" (CfPS, 2012), <http://ow.ly/wNfXP>, and "[A cunning plan](#)" (CfPS, 2011), <http://ow.ly/wNg8p>;
- Tendency to place items on committee agendas "to note", or for a general update. This is a poor use of members' time, and the time of officers preparing those reports and speaking to them at the meeting itself. Again, better prioritisation and planning can limit the risk of this happening. Some councils, such as [Denbighshire](#), have made conscious efforts to move away from this approach;
- Tendency to have "repeat items" on the agenda (often because, at a previous meeting, discussion on the same issue concluded with uncertainty about how the issue would be taken forward, with 'bringing it back to the next meeting' seen as being a way to make it seem as though action was being taken);

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- Large number of substantive items on a committee agenda (evidence from our Annual Survey suggests that any more than three substantive items per meeting has a detrimental effect on effectiveness). Often, large numbers of items are placed on agendas because of a fear that not to do so would risk things slipping between the cracks. Effective agenda management – and developing a system whereby members are sent short briefings between meetings, can help to alleviate this problem. We also mention the use of key corporate sources of information to keep on top of critical issues in [Guide 8](#).

Member involvement

- Questioning dominated by one or two members, with some members making no contributions in the meeting at all (often due to poor preparation or a lack of interest in the item under discussion). Using a pre-meeting to plan questions - as happens in [East Sussex](#) (<http://ow.ly/wNlvt>) - can provide a solution, but often robust chairing is the best technique, along with clarity about why topics are chosen and a system for topic selection which is based on member interests;
- Disorganised questioning (no common effort being made by members to pick up on each others' questioning points and areas). Again, preparation can help here – both in terms of developing a consensual view about the outcomes and objectives of the meeting, and being able to take those objectives to witnesses, so that they know what to expect at the meeting itself. Some councils, such as [Vale of Glamorgan](#), provide a generic guide for witnesses (<http://ow.ly/wNkVu>) – many councils also brief forthcoming witnesses informally to ensure that they are prepared;
- Poor chairing (because of a lack of clarity about why the item has been put on the agenda, or an ability to channel and manage other members' questioning);

We address the solutions to these problems in depth in our [skills briefings on questioning and chairing skills](#) (<http://ow.ly/wNihR>).

Outcomes

- No clear recommendations arising from discussions. As far as possible, assessing the aims and objectives of the meeting, and discussing the general themes of the discussion with witnesses beforehand, will be important. However, the chair will also need to wrap up discussions and convert findings or conclusions into clear, concrete recommendations at the meeting – a difficult task which will itself require preparation and support from a scrutiny officer;
- No clear summary of discussions either at the meeting or in the minutes, making it difficult for officers to take lessons or points away. More effective action-focused minutes (rather than semi-verbatim transcripts) and post-meeting communication and followup with witnesses will help;
- No attempt to clearly follow up on outcomes or commitments made at the meeting (other than by bringing the issue back to a future meeting as a repeat item). Again, effective work programme management will assist here. Many councils, such as [South Ribble](#) (<http://ow.ly/wNnRV>), keep a check on “matters arising”.

Particular issues associated with joint committees

As ever, planning can limit the risks of issues arising with joint committees.

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- Logistical disagreements. Disagreements about when and where to hold meetings can hold things up. Will the committee move around, or convene in the same place every time? Is there a mutually convenient (or inconvenient) venue which will ensure that no one councillor or authority loses out? Examples of reasonably light-touch approaches to these logistical issues have been taken by Police and Crime Panels and joint committees in some areas.
 - Disagreements about the objectives of work. While there may be broad agreement on the need to establish a joint committee to look at a topic, there may be hidden disagreements about what the committee's aims and objectives should be in detail. As far as possible this debate needs to happen at the beginning of the process;
 - Political and personal disagreements. Bringing together a (potentially) large number of people to sit on a committee to look at a contentious local issue makes it more likely that disagreements will arise. The chair (who will need to be someone held in trust and respect by all those present) will need to manage such disagreements carefully;
 - Resource issues. The establishment and management of joint committees is a significant expense. The liability will need to be shared between authorities taking part, with contributions being based on clear and simple principles.

SCRUTINY AND OVERVIEW WORK PROGRAMME 2014-2015 (as at September 2014)

	Business Improvement Working Group	Finance & Performance Working Group	Social Inclusion Working Group	Crime & Disorder Working Group	Health Provision Working Group (Short term WG)	Trade Waste Working Group (Short term WG)	Other Short Term Working Groups
Sept 2014	Review of HDC's lack of a Five Year Land Supply Planning Enforcement Policy Review of property and asset management		Progress on recommendations: Poverty Amongst an Ageing Population Village Agent Proposed new reviews 2014/15		Chairman's report on his meetings with local Clinical Commissioning Group (CCG) reps Public feedback on 5 Communities Plan		
Oct	Planning Enforcement Policy Review of property and asset management Performance data for Planning / Development Control			Review of the performance on delivering the Community Safety Partnership action plans for 2013/14	Progress report on recommendations of the WG seeking promotion and extension of health services at Horsham Hospital Local care home provision data		Induction & training of new Councillors Southern Rail's Performance in Severe Weather WG to reconvene to review progress on recommendations
Nov	Review of HDC's lack of a Five Year Land Supply Planning Enforcement Policy Review of property and asset management	Finance & Performance report Complaints, compliments & suggestions report Overview of the Council's use of the Regulation of Investigatory Powers Act 2000 CenSus Joint Committee minutes/quarterly finance rept Community Infrastructure Levy					Provision for local residents who are in financial hardship Car parking provision in new developments
Dec		Freedom of Information report Issues arising	Progress on reviews	Discussion with CSP partners about performances 2013/14 and any issues arising CSP Plan for 2014/15	<i>Further meetings to be arranged</i>		Funding gap for infrastructure work west of Horsham

Agenda item 15

Jan 2015	<ul style="list-style-type: none"> -Review of progress and changes implemented by Planning / Development Control -Review of HDC's lack of a Five Year Land Supply -Communication of Planning policies -Performance data for Planning / Development Control -Business Transformation update 						<p>Review of Horsham District Council's heritage strategy</p> <p>Progress on Climate Change WG: annual update</p>
Feb		<p>Finance & Performance report</p> <p>Complaints, compliments & suggestions report</p> <p>Overview of the Council's use of the Regulation of Investigatory Powers Act 2000</p> <p>CenSus Joint Committee minutes/quarterly finance rept</p> <p>Latest revised projections for Budget 2015/16 to 2017/18</p>				<p>Review progress on recommendations about the Council's trade waste collection & recycling service</p>	
March		Issues arising	Progress on reviews				
April	<ul style="list-style-type: none"> -Communication of Planning policies -Business Transformation update 						
May		<i>Further meetings to be arranged</i>		Annual Review of CSP partners' performance in delivering the action plans for 2014/15			Review of HDC' s Communications Policy
June			Progress on reviews				
July	<ul style="list-style-type: none"> -Annual Member Overview of HDC Corporate Policy & Procedures Document on the Regulation of Investigatory Powers Act 2000 -Performance data Develop't Mgt 			<p>Discussion with CSP partners about performance 2014/15 and any issues arising</p> <p>CSP Plan 2015/16</p>			Comparison of the Cabinet system for decision making versus a Committee system
	Business Improvement Working Group	Finance & Performance Working Group	Social Inclusion Working Group	Crime & Disorder Working Group	Health Provision Working Group	Trade Waste Working Group	Other Working Groups