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All Members of the Council
(and those on the circulation list)

14 July 2016

Please ask for:
Jane Fulton
Committee Manager

Dear Member

Full Council Meeting – 20 July 2016 – Bundle 3

Please find attached the final bundle of papers to be considered at the Council Meeting on 20 July 2016:

Item 30 [Cabinet – 11 July 2016]

Please find **attached** the Minutes from the meeting of Cabinet held on 11 July 2016. There are a series of recommendations at:

- Minute 84 [The Council's Vision – Working Together for a Better Future].

As confirmed within the Council Agenda [at page 5], all recommendations relating to the Council's 2020 Vision – Working Together for a Better Future] will be deferred for consideration under Item 36 [The Council's 2020 Vision]

Item 38 [Local Election Fees and Charges Scheme]

The missing Appendix to the report is now attached.

Please can you bring your copy of these papers along with you to the meeting.

Yours sincerely

Jane Fulton
Committee Manager

Enclosures

CABINET

11 July 2016 at 5.00 pm

Present : Councillors Mrs Brown (Chairman), Wensley (Vice-Chairman) Bence, Bower, Chapman, Dendle and Wotherspoon.

Councillors Blampied, Brooks, Charles, Clayden, Cooper, Mrs Oakley and Mrs Porter were also in attendance.

81. DECLARATIONS OF INTEREST

The Monitoring Officer has advised Members of interim arrangements to follow when making declarations of interest. They have been advised that for the reasons explained below, they should make their declarations on the same basis as the former Code of Conduct using the descriptions of Personal and Prejudicial Interests.

Reasons

- The Council has adopted the government's example for a new local code of conduct, but new policies and procedures relating to the new local code are yet to be considered and adopted.
- Members have not yet been trained on the provisions of the new local code of conduct.
- The definition of Pecuniary Interests is narrower than the definition of Prejudicial Interests, so by declaring a matter as a Prejudicial Interest, that will cover the requirement to declare a Pecuniary Interest in the same matter.

Where a Member declares a "Prejudicial Interest" this will, in the interest of clarity for the public, be recorded in the Minutes as a Prejudicial and Pecuniary Interest.

There were no Declarations of Interest made.

82. MINUTES

The Minutes of the meeting held on 27 June 2016 were approved by the Cabinet as a correct record and signed by the Chairman.

83. CHANGE TO THE ORDER OF THE AGENDA

Following a request from the Chairman, it was agreed that the Council's Vision Shared Services should follow the item on the Council's Vision – Working Together for a Better Future for the purpose of continuity.

84. THE COUNCIL'S VISION – WORKING TOGETHER FOR A BETTER FUTURE

Following the Council's Vision – Working Better Together for a Better Future report being presented to the Overview Select Committee on 7 June 2016, the Chief Executive presented this updated report to Cabinet. Members were informed that the report had been revised in line with current information and set out proposals, across a range of services, which could contribute towards required financial savings. The report also set out proposals to further reduce the Council's Management Team overhead starting with the Corporate Management Team and, in a later phase, the Senior Management Team and management grades in general.

The Chief Executive covered the background to the 2020 Vision programme which had been established following the Local Government Association (LGA) Corporate Peer Review Challenge conducted in March 2014. This addressed how the Council needed to change and the 2020 Vision Programme was established to provide the strategic direction required to help the Council become a more effective and sustainable one and to enable it to meet future demands.

Members were referred to the updated colour copy of the report's Appendix A that was circulated at the meeting. This outlined the current status of Phases 1 and 2 and Arun Improvement Programme (AIP) Projects. The identified Projects would assist in reducing the Council's reliance on its General Fund Balances and also improve resilience or increase income generation and overall improve the Council's financial prospects through to 2020.

Members were also referred to the series of Member Workshops that had been held before and after the May 2015 District Council election, to engage Members in discussion about the future of the Council leading up to 2020. The Council's agreed priorities linked to the four changes were:

- Offer an improved customer experience
- Build better relationships with other organisations and the community
- Provide more digital opportunities to make dealing with us easier
- Become smaller but more effective

The Chief Executive then referred Cabinet to the report's recommendations to Full Council, for the meeting on 20 July 2016, that sought approval to progress and implement the proposed revised outline structure.

In discussing the report, Cabinet welcomed its proposals and pointed out that all Members had been given the opportunity to contribute towards the

Council's Vision, since the commencement of the 2020 Vision Programme in 2015, with a series of meetings and workshops.

The Cabinet discussed the future strategic direction that the Council would need to follow to become more effective and sustainable. Comment was made that although initial financial savings could be made it was nowhere near the final target of 4 million. It was pointed out that Members would also be called upon to help achieve financial stability and this could include different ways of working with more effective use of digital communications. It was recognised that Local Government, as a whole, would face financial challenges and consequently Members would need to make tough decisions going forward. Devolution was mentioned as a further future possibility.

Members were keen that the Council's front line services were kept to a high standard. The Chief Executive agreed and pointed out that customer response to the current Council's Customer Satisfaction Survey had given a high rate of satisfaction with services and the aim would be to continue with this success.

The Chief Executive then drew Cabinet's attention to the letter received from Unison on this matter.

In considering the report's recommendations the Chairman referred Members to recommendation 4 requesting that the sum of £20k be increased to £50k to adequately cover the costs required to assist with the proposed management restructure. Cabinet unanimously agreed.

As recommended in the report and as amended at the meeting, the Cabinet,

RECOMMEND TO FULL COUNCIL - That

- (1) Full Council agrees the 2020 Vision for the Council, as outlined in Paragraph 3.3 and 3.4 of this report, and understands the serious implications arising which will require detailed consideration by Members and Officers
- (2) Full Council agree to progress the Phase 1 projects identified in Appendix A of this report.
- (3) Full Council support the general revised structure principles, outlined in paragraph 4.1 of this report, and give authority to the Chief Executive – in liaison with the Leader of the Council - to progress and implement the proposed revised outline structure.
- (4) A sum of up to £50k is agreed to assist and support with the Council's proposed management restructure. Full Council supported (on 13 January 2016) an estimated sum of £120,000 being included in the proposed 2016/17 revenue budget to enable the highlighted projects to progress. The

funds required to obtain external support for this management restructure to be funded from within approved current budget.

- (5) Full Council approve a supplementary estimate of up to £100k In 2016/17 (this equates to an amount of £1.73 on a Band D Council Tax) to implement the initial CMT restructure proposals and consequential redundancy costs of one Director and build into the 2017/18 budget a further sum to fund the restructure costs and any consequential redundancy costs of a second Director to conclude the Corporate Management Team restructure.
- (6) By January 2017, the new senior management structure to be assessed and consulted upon and any redundancy of other consequential costs be built into the 2017/18 budget report to be considered by Full Council in February 2017.
- (7) Full Council to note the full one-off costs as set out in paragraph 4.5 in respect of the two approved redundancies which will provide a total pay-back period of approximately 1 -1.5 years.
- (8) Full Council note there will remain an anticipated financial shortfall following Phases 1 & 2 of the 2020 Vision programme. A further report on later proposals (including digital issues) will be presented to Cabinet and Full Council in due course. Additional funds may be required to progress future phases.
- (9) That Full Council use the approved recommendations in this report and the 2016 updated Medium Term Financial Strategy as the basis of this Council's Efficiency Plan submission to Government later this year.

The Cabinet then confirmed its decision as per Decision Notice C/009/110716, a copy of which is attached to the signed copy of the Minutes.

85. THE COUNCIL'S VISION – SHARED SERVICES

The Cabinet received a report from the Assistant Director, Customer Services which set out the progress on the production of high level business cases that considered sharing a number of services with Horsham and Chichester District Councils. It was suggested that the Council proceeded with detailed business cases with a view to producing possible implementation plans. Cabinet were informed that similar reports would also be presented to the respective Cabinets at Chichester and Horsham Councils.

It was noted that the work to prepare the outline business cases took place between February and the end of May 2016. Three Councils; Arun, Chichester and Horsham shared the lead for developing the business cases that considered what efficiencies and benefits might be achieved and how a

shared service would impact on customers and staff. Cabinet was informed that this work provided indicative revenue savings, within a 5 year period, across partners of £2,024,000.

Cabinet was asked to consider these indicative savings and advise whether to progress all or some of the work streams to a full detailed business case.

In considering the report's recommendations Members were supportive. The Assistant Director, Customer Services and officers involved were praised and thanked for their hard work and effort in progressing this matter. There was discussion on outsourcing possibilities and attention was drawn to recommendation 2. Members were keen that outsourcing services should remain as an option that could be explored following detailed analysis of the business cases. With this in mind, Cabinet agreed a unanimous amendment to recommendation 2 that proposed that consideration be given to an outsourcing model at the appropriate time.

The Cabinet then confirmed its decision as per Decision Notice C/010/110716, a copy of which is attached to the signed copy of the Minutes.

86. OVERVIEW SELECT COMMITTEE – 7 JUNE 2016

The Cabinet received the minutes of the meeting of the Overview Select Committee held on 7 June 2016. The Minutes contained recommendations at Minute 32, The Council's Vision, Working Together for a Better Future and Minute 35, Council Tax Support Task and Finish Working Party 24 May 2016.

In considering the Committee's recommendations, at Minute 32 (The Council's Vision, Working Together for a Better Future), recommendation 2, it was pointed out that further progress had been made and Appendix A revised as a continually updated document that reflected work in progress.

Cabinet agreed to amend recommendation 4 to reflect the changes made during this meeting that the sum of £20k be increased to £50k to adequately cover the costs required to assist with the proposed management restructure.

In considering the Committee's recommendations, at Minute 35 (Council Tax Support Task and Finish Working Party 24 May 2016), recommendation 3, comment was made that a consultation process would be required and this should be reflected within the recommendation. Cabinet agreed to amend the recommendation on this basis.

The Cabinet then confirmed its decision as per Decision Notice C/011/110716, a copy of which is attached to the signed copy of the Minutes.

(The meeting concluded at 5.40pm)

ARUN DISTRICT COUNCIL

**DECISION NOTICES FROM THE CABINET MEETING HELD ON
11 JULY 2016**

REF NO.	DECISION
C/009/110716	The Council's Vision – Working Together for a Better Future
C/010/110716	The Council's Vision – Shared Services
C/011/110716	Overview Select Committee – 7 June 2016

**PLEASE NOTE THAT THESE DECISIONS WILL COME INTO EFFECT FROM
10.00 A.M. ON WEDNESDAY 20 JULY 2016 UNLESS
THE CALL-IN PROCESS IS APPLIED**

FULL CABINET DECISION	YES
URGENT DECISION IN ACCORDANCE WITH RULE 14.11 OF THE SCRUTINY PROCEDURE RULES	NO
SUBJECT: The Council's 2020 Vision – Working Together for a Better Future	
OFFICER CONTACT: Nigel Lynn, Chief Executive	
Extn: 37600	e.mail: nigel.lynn@arun.gov.uk

EXECUTIVE SUMMARY: The 2020 Vision programme has been established to provide the strategic direction required to help the Council become a more effective and sustainable one and to enable it to meet future demands that are placed upon it. The report sets out proposals across a range of services to contribute towards the required financial savings to assist reducing the Council's continued reliance on its General Fund Balances. The report also sets out proposals to further reduce the Council's Management overhead starting with the Corporate Management Team (CMT), and - in a later phase - Senior Management Team (SMT) and management grades in general.

DECISION:

As recommended in the report and amended at the meeting, the Cabinet,

RECOMMEND TO FULL COUNCIL - That

- (1) Full Council agrees the 2020 Vision for the Council, as outlined in Paragraph 3.3 and 3.4 of this report, and understands the serious implications arising which will require detailed consideration by Members and Officers
- (2) Full Council agree to progress the Phase 1 projects identified in Appendix A of this report.
- (3) Full Council support the general revised structure principles, outlined in paragraph 4.1 of this report, and give authority to the Chief Executive – in liaison with the Leader of the Council - to progress and implement the proposed revised outline structure.
- (4) A sum of up to £50k is agreed to assist and support with the Council's proposed management restructure. Full Council supported (on 13 January 2016) an estimated sum of £120,000 being included in the proposed 2016/17 revenue budget to enable the highlighted projects to progress. The funds required to obtain external support for this management restructure to be funded from within approved current budget.
- (5) Full Council approve a supplementary estimate of up to £100k In 2016/17 (this equates to an amount of £1.73 on a Band D Council Tax) to implement the initial CMT restructure proposals and consequential redundancy costs of one Director and build into the 2017/18 budget a further sum to fund the restructure costs and any consequential redundancy costs of a second Director to conclude the Corporate Management Team restructure.
- (6) By January 2017, the new senior management structure to be assessed and consulted upon and any redundancy of other consequential costs be built into the 2017/18 budget report to be considered by Full Council in February 2017.
- (7) Full Council to note the full one-off costs as set out in paragraph 4.5 in respect of the two approved redundancies which will provide a total pay-

<p>back period of approximately 1 -1.5 years.</p> <p>(8) Full Council note there will remain an anticipated financial shortfall following Phases 1 & 2 of the 2020 Vision programme. A further report on later proposals (including digital issues) will be presented to Cabinet and Full Council in due course. Additional funds may be required to progress future phases.</p> <p>(9) That Full Council use the approved recommendations in this report and the 2016 updated Medium Term Financial Strategy as the basis of this Council's Efficiency Plan submission to Government later this year.</p>	
<p>REASON FOR THE DECISION: To enable the Council to agree the 2020 vision for the future to help ensure that the Council becomes more effective and sustainable, to meet the future demands placed upon it but at the same time move as close as possible to a balanced revenue budget with minimal or no use of Council balances to support it.</p>	
<p>OPTIONS CONSIDERED BUT REJECTED: To propose an alternative direction for the Council Vision 2020</p>	
<p>CABINET MEMBER(S):</p>	
<p>DECLARATION OF INTEREST BY CABINET MEMBER(S) RESPONSIBLE FOR DECISION:</p>	<p>None</p>
<p>DISPENSATIONS GRANTED :</p>	<p>None</p>
<p>CONFLICT OF INTERESTS DECLARED BY A CABINET MEMBER CONSULTED IN RESPECT OF THIS DECISION: None</p>	

REFERENCE NO: C/010/110716

FULL CABINET DECISION	YES
URGENT DECISION IN ACCORDANCE WITH RULE 14.11 OF THE SCRUTINY PROCEDURE RULES	NO
SUBJECT: The Council's Vision – Shared Services	
OFFICER CONTACT: Paul Warters, Director Customer Services Extn: 37510 e.mail: paul.warters@arun.gov.uk	

EXECUTIVE SUMMARY: This report considers progress on the production of high level business cases to consider sharing a number of services with Horsham and Chichester District Councils, as requested by Cabinet in February 2016. The report suggests the Council proceed with detailed Business cases with a view to producing possible implementation plans.

DECISION:

As recommended in the report and amended at the meeting, the Cabinet,

RESOLVED – That

- (1) the development of full detailed business cases and implementation plans for all of the six service proposals, be agreed;
- (2) following the detailed business cases giving further analysis, consideration then be given to the outsourcing model, as appropriate; and
- (3) the Council contribute £25,000, from an existing approved budget, towards the cost of a Project Manager and project support to develop the detailed business cases and implementation plan.

REASON FOR THE DECISION: To further explore the opportunities to reduce operating costs and increase resilience by sharing services with neighbouring authorities.

OPTIONS CONSIDERED BUT REJECTED: To not explore the opportunities to reduce operating costs and increase resilience by sharing services with neighbouring authorities.

CABINET MEMBER(S):

DECLARATION OF INTEREST BY CABINET None

MEMBER(S) RESPONSIBLE FOR DECISION:

DISPENSATIONS GRANTED :

None

CONFLICT OF INTERESTS DECLARED BY A CABINET MEMBER CONSULTED IN RESPECT OF THIS DECISION: None

REFERENCE NO: C/011/110716

FULL CABINET DECISION	YES
URGENT DECISION IN ACCORDANCE WITH RULE 14.11 OF THE SCRUTINY PROCEDURE RULES	NO
SUBJECT: Overview Select Committee – 7 June 2016	
OFFICER CONTACT: Liz Futcher, Head of Democratic Services Extn: 37610 e.mail: liz.futcher@arun.gov.uk	

EXECUTIVE SUMMARY: The Cabinet received the Minutes of the meeting of the Overview Select Committee held on 7 June 2016. The Minutes contained recommendations at Minute 32, The Council's Vision, Working Together for a Better Future and Minute 35, Council Tax Support Task and Finish Working Party 24 May 2016.

DECISION:

Following consideration of the Minutes and as amended at the meeting, the Cabinet
RESOLVED – That

Minute 32 – The Council's Vision, Working Together for a Better Future

- (1) the 2020 vision for the Council, as outlined in Paragraph 2.5 of this report understanding the serious implications arising, as outlined in this report, which will require detailed consideration by Members and Officers; be agreed;
- (2) the progress of the Phase 1 and 2 projects identified in Appendix A of this report; be noted;
- (3) the general revised structure principles, outlined in Paragraph 3.1 of this report; together with the additional information available since the Overview Select Committee Meeting on 7 June 2016, be considered
- (4) a supplementary estimate of up to £50k is supported to assist with the Council's management restructure [equivalent to a Band D council tax of £0.35, amended accordingly to reflect the £50k threshold] ; and
- (5) the remaining estimated financial shortfall anticipated following Phases 1 and 2 of the 2020 Vision programme. A further report on Phase 3 priorities will be presented to Full Council in due course, be noted.

Minute 35 – Council Tax Support Task and Finish Working Party 24 May 2016

- (1) elements of the Council Tax Reduction Scheme for Year 5 – April 2017 be aligned with the Council's Housing Benefit scheme as this would make the scheme easier to administer and understand by both staff and claimants;
- (2) subject to the above being approved, it be noted that aligning the scheme in this way would gradually remove the family premium and that the backdating provision be reduced to one month;
- (3) Option 11 – introducing a minimum payment – Method B – that all working age recipients of Council Tax reductions pay an extra £3.70 (or the Department of Works and Pension deduction –whatever is greater) be

<p>approved with this being introduced for April 2017; subject to a thorough consultation process being undertaken, and</p> <p>(4) no further changes are made to reducing discounts on substantially unfurnished properties.</p>	
<p>REASON FOR THE DECISION: To endorse the recommendations of the Overview Select Committee.</p>	
<p>OPTIONS CONSIDERED BUT REJECTED: To not endorse the recommendations of the Overview Select Committee.</p>	
<p>CABINET MEMBER(S):</p>	
<p>DECLARATION OF INTEREST BY CABINET MEMBER(S) RESPONSIBLE FOR DECISION:</p>	<p>None</p>
<p>DISPENSATIONS GRANTED :</p>	<p>None</p>
<p>CONFLICT OF INTERESTS DECLARED BY A CABINET MEMBER CONSULTED IN RESPECT OF THIS DECISION: None</p>	

Appendix 1

**SCALE OF RETURNING OFFICERS EXPENDITURE FOR LOCAL GOVERNMENT
ELECTIONS, POLLS AND REFERENDUMS IN HELD WEST SUSSEX**

PART A – PERSONAL FEE FOR RETURNING OFFICER'S SERVICES

A.1 Personal fee in respect of each electoral area for executing all the statutory duties of the Returning Officer for the conduct of the election, including the appointment of Deputy Returning Officers, the publication of prescribed notices, the distribution preparation, verification and adjudication of candidates' nomination papers and consents, the provision of polling stations and ballot papers (including the dispatch and receipt of postal ballot papers), the appointment of presiding officers, poll clerks and counting assistants, the dispatch of poll cards, the issue of notifications of secrecy, the supervision of the counting of votes and declaration of the result of poll, the submission of returns and the custody of records.	
For all services in an uncontested election or for services up to the close of the withdrawals period in a contested election	£75.00
For services after the close of the withdrawals period in a contested election	£30.00 for every 500 local government electors (or part 500)
For a countermanded election:-	
a) If countermanded before the close of the withdrawals period	£75.00
b) If countermanded after the close of the withdrawals period	£75.00 plus £16.00

PART B – DISBURSEMENTS BY RETURNING OFFICER

B.1 <u>Staff for polling Stations</u>	
a) Presiding Officer's services	£200.00
b) Supplementary fee to Presiding Officers for combined polls for district, parish or county elections	£43.00
c) Poll Clerk's services (one clerk for each 1000 local government electors or part 1000 allocated to a polling station)	£120.00
d) Supplementary fee to Poll Clerk for combined polls for district, parish or county elections	£28.00

Appendix 1

e)	Services of part-time Poll Clerk (where not required for whole of polling hours)	Hourly rate (as proportion of normal fee) on basis of hours employed
f)	Supplementary fee to Presiding Officer who acts as Senior Presiding Officer at a polling place where there is more than one polling station	£9.00
g)	Polling Station Inspector	£200.00
h)	Fee in respect of attendance at training session for up to	£42.00

B.2 Staff for Counting of Votes

a)	Counting Assistant's services (for sorting and counting ballot papers)	£24.00 plus £8.00 per hour, or part, of duration of count proceedings or £24.00 plus £10.00 per hour, or part, of duration if count held overnight
b)	Counting Supervisor's services (for directing Counting Assistant's functions to ensure proper verification of ballot boxes)	£18.00 (responsibility supplement for each electoral area) plus the fee for Counting Assistant's services
c)	Deputy Returning Officer's services	£42.00 (responsibility supplement for each electoral area) plus the fee for Counting Assistant's services

B.3 Staff for Clerical Assistance

a)	General Assistance for purposes of preparation for the dispatch and receipt of postal ballot papers	£27.00 for every 50 ballot papers (or part of 50)
b)	General assistance for all other matters in district, parish or county elections (including completing, handling and dispatch of poll cards)	£8.00 for every 100 electors (or part 100); allowance to be reduced by 5% in parish elections where no poll cards are issued
c)	Staff payments in respect of despatch and opening of postal ballot papers	£27.00 per half day session or £8.00 per hour (or part hour) where hourly rate is applicable or £10.00 per hour (or part hour) where working after 5pm is involved or £12.00 per hour (or part hour) where weekend/bank holiday working is involved
d)	Postal Vote Supervisor (opening and despatch)	£15 plus payment of despatch/opening fee

Travelling and Subsistence Expenses

a)	Journeys necessarily made for any purposes approved by the Returning Officer in relation to the election proceedings	Actual cost of rail fare (second class) or other forms of public transport. Top allowance
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Appendix 1

on NJC Scale for use of
private vehicle

- b) Travel Expenses paid to staff in connection with the election
- | | |
|---|---------------|
| Fixed Fee for Presiding Officer | |
| Fixed Fee for Poll Clerks/Counting Assistants | £10.00 |
| | £7.00 |
| For those being paid mileage rate | .45p per mile |

B.5 Ballot Boxes and Stamping Instruments

- a) Cleaning and preparation of equipment before issue from storage place £3.00 for each polling place

B.6 Poll Cards

- For hand delivery of poll cards 18p per card

B.7 All other expenses necessary for the proper conduct of the election proceedings, including the following particular matters:-

- a) Provision, use and fitting up of accommodation for polling stations
- b) Provision and transport of equipment for polling stations (e.g. voting compartments, tables and chairs)
- c) Provision and publication of notices, poll cards, ballot papers, registers of electors and postal and proxy voters' lists
- d) Provision of all other stationery and documents
- e) Postage and telephone charges
- f) Compensation for injury to persons or damage to property

Notes

- 1 The prescribed amounts in the scale are payable in respect of each separate electoral area
- 2 "Electoral area" means any ward/parish/division for which a separate election is held
- 3 The prescribed amounts in the scale are maximum sums and Returning Officers may pay lesser amounts for those items in circumstances where they consider this to be specifically justified
- 4 "Elector" means a person registered as a local government elector in the register for the electoral area concerned.
- 5 Fees for Parish polls will be adjusted according to the workload and timing of the poll.