

OVERVIEW SELECT COMMITTEE

10 July 2018 at 6.00 p.m.

Present: - Councillors Dingemans (Chairman), English (Vice-Chairman), Mrs Bence, Blampied, Elkins, Hughes, Mrs Oakley, Oliver-Redgate, Miss Rhodes, Stanley, Dr Walsh [from Minute 63 to 71 (Part)] and Warren.

Councillors; Bence, Clayden, Haymes and Wensley were also present for all or part of the meeting.

63. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors; Edwards, Mrs Rapnick and Wheel.

Apologies had also been received from the Leader of the Council, Councillor Mrs Brown and the Cabinet Member for Planning, Councillor Charles.

64. DECLARATIONS OF INTEREST

There were no declarations of Interest.

65. MINUTES

The Minutes of the Overview Select Meeting held on 22 May 2018 2018, as previously circulated, were approved by the Committee as a correct record and were signed by the Chairman.

66. CORPORATE PLAN 2013-2018 – Q4 AND END OF YEAR PERFORMANCE OUTTURN FOR 1 APRIL 2017 TO 31 MARCH 2018 AND END OF 5 YEAR REVIEW FOR THE PERIOD 2013-2018

The Chief Executive introduced this report that set out the year end performance outturn for the Corporate Plan performance indicators for the period 1 April 2017 to 31 March 2018. The report also provided a review of the performance of the 18 Corporate Plan indicators during the period 2013-2018.

It was stated that the Members of the Overview Select Committee may recall their request (in 2016/17) for targets to be ‘stretched’ to encourage more ambitious target setting. It was explained that all targets aimed to be ‘stretching’ and aspirational to encourage continuous improvement year on year. There was, therefore, a fine balance between aspirational and

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attainable, particularly in current financial conditions and the resulting reduction in staffing levels.

The Group Head of Policy then presented the contents of the report to the Committee. Members were referred to Appendix A of the report that provided full detail of each indicator, including outturn performance history for the period 1 April 2017 to 31 March 2018 and information for the performance over the past 5 years.

It was noted that there were 18 performance indicators split into the three priority headings of Your council Services, Your Future and If your Family Need Help. Of these 8 indicators had either achieved or over achieved the target set for them. This meant that 44.44% of the Corporate Plan 2017/18 targets had been met. This was a 5% increase on 2017 where at the end of March 2017 only 39% of the Corporate Plan indicators had met or exceeded their target. Members were also requested to note the strategic successes over the five year period of the Corporate Plan.

There were four Corporate Plan indicators which were classed as Over Achieving their target. The Group Head of Policy highlighted Performance Indicator, ‘CSB001 - Time Taken to process Housing Benefit, Council Tax Benefit new claims and change events.’ Members noted that the team had achieved an average of 6.18 days over the five year period which was lower than the target of 8 days. This had been as a result of hard work by the team with an emphasis on processing data quickly.

There were four Corporate Plan indicators which were classed as achieving their target. One highlighted was the indicator, ‘ESL001 – Achieve key milestones within the project plan for the Leisure & Culture Strategy.’ Members were requested to note that all milestones were on track and in particular, the Littlehampton Leisure Centre project was progressing well in accordance with the project plan. This was noted as a real achievement with the new Leisure Centre due to open in 2019.

There were eight Corporate Plan indicators which were classed as Not Achieving their target.

Three indicators highlighted were:

- *CSH030 – Number of new Council homes built or purchased* – Whilst the Council had not achieved the end of year target of 30 homes, Members were asked to note that the actual end of year figure would be 27 by including the additional 10 homes which had been acquired immediately following end of year data.

- *ESC020 – The level of customer satisfaction with the cleanliness of the district and CEP050 - The level of customer satisfaction with the quality of the service that the Council provides.* Members were referred to the content of Appendix B which provided information about survey results, possible reasons for the lowered satisfaction levels and some conclusions. In summary, the Group Head of Policy informed Members that the Corporate Management Team (CMT) advised that the Council should be cautious about how the survey results were interpreted, as a change between single years may not be indicative of a trend. However, the Corporate Management Team (CMT) was aware that the Council could not wait another year to see if changes continued in the same direction before taking action. It was pointed out that there had been reductions in staffing and resources across the Council, as was the case across local government generally and the Corporate Management Team would be reviewing whether or not this had led, in part, to customer feedback for 2017/18. Further scrutiny of the results was being undertaken by Council officers and where appropriate action plans would be identified to combat some of the perceived problems, with a view to improvement.

Members attention was drawn to the following Indicators which would need to be monitored closely or have action taken during 2018:

- ESC001 % household waste sent for reuse, recycling and composting
- PEP023 % of planning appeals dismissed
- CSR001 % of Council Tax collected
- CEP050 The level of customer satisfaction with the quality of the service that the Council provides
- ESC020 The level of customer satisfaction with the cleanliness of the District
- CSH006 % of homelessness Approaches where homelessness prevented

In considering the report, the Chairman informed the committee that, prior to the meeting, Councillor Warren had asked questions with respect to this report and these had been circulated for Officer response. The Chairman

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referred Members to his questions and the responses which were tabled at the meeting as follows:

1. **PER025 Total Rateable Value for the Arun District** - the 2017-18 target was the same for 2013-14. Excluding one year, it has increased each year. Should the target not have been higher?

Response: The purpose of this indicator is intended to provide indirect measures of the health of the Arun economy. Individual decisions that this Council makes will only influence these figures over the long term, i.e providing for land for employment, creates more businesses, create more business rates. There are also many factors that can cause the value given to vary considerably from year to year. For example appeals by individual business and revaluations. Targets could have been changed year on year but it is unlikely, for the reasons given, that this would have significantly altered the reported outcome.

2. **ESC020 - The level of customer satisfaction with the cleanliness of the District** – this figure has gone down. The survey was taken by Biffa using the Green Waste Customer base. Has this customer base been used for previous surveys? What is the total number in the said club, and what % is it from the whole of Arun District? Is this a fair representation bearing in mind the demographics of the club?

Response:

ESC020 and the level of customer satisfaction with Cleanliness is determined solely by Arun’s own research using sample surveys for which 585 response were received for 2018.

Separately to this at OSC on 22<sup>nd</sup> May figures from a Biffa orchestrated customer satisfaction survey (through Green Waste Club subscribers only) were presented as part of a report into the performance of the Combined Cleansing Services Contract. Over 2000 responses were received for this survey.

Therefore for the purposes of ESC020 only the Arun led results are relevant to the discussion around performance.

In terms of the results gathered by Arun, it is obviously disappointing that the figure of overall satisfaction with cleanliness of the district has fallen compared to 2017. Officers cannot identify anything specifically within the delivery of services or our main contracts which would have resulted in such a decline. All contracts continue to be proactively managed and performance rigorously monitored against performance

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targets. I would also add that looking at the district as a whole I do not believe that the district performs poorly in this respect. Whilst there will always be isolated challenges in terms of cleansing, in the main the district is well maintained and cared for by Arun District Council and one's first impression is not of a district which is blighted with litter.

- 3. CEP050 The level of Customer Satisfaction with the quality of the service the Council provides** – Has this customer base been used for previous surveys? What is the total number in the said club, and what % is it from the whole of Arun District? Is this a fair representation bearing in mind the demographics of the club?

Response:

Has this customer base been used for previous surveys? –

No, since 2016 we have used a randomly selected sample of resident addresses. Prior to that we used ADC's 'Wavelength' Residents' Panel, however this ended in 2015 to cut costs.

What is the total number in the said club? –

Using the Royal Mail's Postal Address File (the most complete source of residential addresses available), 1,800 addresses were selected at random across the district to receive the questionnaire by post. The distribution of the selected addresses were checked against ward population data to ensure that the sample selection was spatially representative. 585 responses were received. Based on Arun's population of 156,997, a sample of 585 is subject to a maximum standard error of +/- 4.04% at the 95% confidence level on an observed statistic of 50%. Thus, we can be 95% confident that if a census of Arun residents had been conducted and the whole population had responded, the actual figure would lie between 45.96% and 54.04%.

What % is it from the whole of Arun District? –

The percentage of the population (approx. 0.36% in this case) is not relevant for representative sample surveys. For example, 585 respondents from a UK national survey would be subject to an almost identical maximum standard error of +/- 4.05%. UK population = 66.0 million. (A 585 sample is approx. 0.0009% of UK the population).

Is this a fair representation bearing in mind the demographics of the club? - Yes, the data collected has been subsequently weighted by area and, within each area, by age and gender in line with the population at the 2011 Census. Hence responses from under-represented groups are boosted to reflect the actual population.

4. **CSR001 The Percentage of Council Tax Collected** - What is the cash figure for uncollected tax total and where is the shortfall made up from?

Response:

During the financial year 2017/18 Arun District Council billed Council Tax to the value of £99,465,099.05 and collected £97,487,977.27 giving an in year collection rate of 98.01%. The unpaid £1,977,122 is not actually a shortfall. When the Council Tax Base is set an amount is factored in as a bad debt provision.

In discussing the report, further questions were raised and responded to at the meeting. Key points were:

- **DCN041 - Number of families successfully assisted through the Think Family Programme** – this data had not been supplied by West Sussex County Council at the time of end of year reporting. Since then it was reported that the number of families was 126 against a target of 219 per annum. It was noted that the Think Family programme was being replaced with the newly-formed West Sussex County Council Integrated Prevention and Earliest Help (IPEH) team.
- **PS002 - Number of affordable units for purchase or rent** – this data had also not been available at the time of end of year reporting. The committee was updated that from a target of 200 the Council had achieved 183 units. This was broken down as 103 affordable rents, 61 shared ownership, 9 social rents, 7 shared equity and 3 acquisitions.
- **PER005 & PER004 - % of Occupied Retail Units in Littlehampton and Bognor Regis** – Comment was made that the occupancy figures were pleasing especially when compared to a National background.
- **ESC020 The level of customer satisfaction with the cleanliness of the District and CEP050 The level of customer satisfaction with the quality of the service that the Council provides** - These Performance Indicators were discussed at length. Members praised the cleanliness of the District but also noted areas of concern. The Chief Executive reassured that this matter was classed as very important and emphasised that the Council would continue to maintain and improve the cleanliness in the District. It was noted that a Capital Programme was underway to refurbish the Public Conveniences as some were in need of improvement. Following

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concerns raised about dog fouling Members were informed that the issuing of fixed penalty notices for dog fouling were issued by the same enforcement team as Litter. Members were encouraged to report concerns as enforcement was targeted to specific problem areas. The Chief Executive confirmed that future Customer Satisfaction Surveys would be enhanced to ask residents questions on specific issues at District Level. It was hoped that this would improve upon survey results that, to date, had not always clearly identified residents perceptions of services between County and District Local Authorities and as a result produced generalised results.

- **PEP023 % of planning appeals dismissed** – Members were disappointed to note that only 11 out of 25 appeals were successfully defended. The Director of Place explained that the Council had refused applications but the decisions had not always been supported by the Planning Directorate. It was emphasised that Officers and Members were both responsible for decision making.
- **ESC001 % household waste sent for reuse, recycling and composting** – The target for this Performance Indicator was discussed. The Director of Services suggested that the target be increased as set out in the report in line with the Council’s aspiration to achieve a higher level of recycling. It was noted that the target would be continually stretched in order to meet the recycling rates required by 2020.

The Committee then,

RESOLVED

- (1) the Council’s overall performance against the targets set out in the Corporate Plan Report 1 April 2017 to 31 March 2018 as set out in Appendix A of the report be noted and the proposed actions by CMT to address under performance and achieve the new targets for 2018/2019 and beyond be noted, and;
- (2) the performance of the two Customer Satisfaction based performance indicators and the proposed Action Plans to address under performance as set out in Appendix B of the report, be noted.

67. SERVICE DELIVERY PLAN 2013-2018 – Q4 AND END OF YEAR PERFORMANCE OUTTURN FOR 1 APRIL 2017 TO 31 MARCH 2018 AND END OF 5 YEAR REVIEW FOR THE PERIOD 2013-2018

The Chief Executive introduced this report that set out the year end performance outturn for the Service Delivery Plan (SDP) performance indicators for the period 1 April 2017 to 31 March 2018. This report also provided a review of the performance of the 45 SDP indicators during the period 2013-2018.

It was explained that behind the 18 Corporate Plan indicators which had been presented via the previous report, were a series of Service Delivery Plan (SDP) indicators that provided more detail about how the service was doing. It was noted that performance of these SDP indicators was reported to the Corporate Management Team every quarter and to the Overview Select Committee and Cabinet every 6 months and at year end. Within this report, the Overview Select Committee and Cabinet were also receiving information on the performance of all SDP indicators for the 5 year period of 2013-2018.

Members were referred to Appendix A of the report which provided the full detail of each indicator, including outturn performance history for the period 1 April 2017 to 31 March 2018 and information on performance over the past 5 years.

The Group Head of Policy went on to inform the Committee that out of the 45 Service Delivery Plan Indicators that were measured at year end 27 had either achieved or over achieved the target set for them. This meant that 60% of the SDP 2017/18 targets had been met.

- Overachieved target

There were 15 SDP indicators which were classed as Over Achieving their target.

The Group Head of Policy highlighted the performance indicator **CSH121 – Vacant private sector dwellings returned to occupation**. The committee was informed that the Director of Place would like Members to note that the target for 2018/19 of 25 was lower than the achieved performance at the end of 2017/18. This was a reflection of what was felt could be achieved, on average, having regard to the complexity of cases.

- Achieving target

There were four SDP indicators which were classed as Achieving their target.

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Two highlighted by the Group Head of Policy were indicators **ESC061 and ESC062, the number of missed refuse and recycling collections per 100,000**. Members were asked to note that the performance achieved for 2017/18 was a slight increase on the previous year. It was stated that this indicator was high performing and was in line with the contract’s future targets.

- Not achieving target

There were 14 SDP indicators which were classed as not achieving their target.

The Group Head of Policy drew Members’ attention to performance indicator DCL010 – **Number of stage 2 corporate complaints found to be justified or partially justified**. In response to the increased number of complaints two actions were being taken. Firstly, the Reviewing Officers (Chief Executive, Director of Services, Director of Place and the Group Head of Council Advice & Monitoring) were identifying lessons learnt from complaints reviewed and recommending relevant actions to the relevant Group Head; secondly, training had been organised for investigators dealing with both Stage 1 and Stage 2 complaints to ensure a more robust approach was taken to investigations in the future. The aim was to resolve more complaints at Stage 1 of the process and further staff training was being offered with this in mind.

The Group Head of Policy referred the committee to the SDP performance indicators that the Corporate Management Team believed should be monitored closely or action taken against during 2018. It was then explained that, in terms of the future, 11 of the existing 45 SDP indicators were going to be indicators from 2018. The target figures for these indicators would be reviewed at the end of 2018 if required.

In considering the report, the Chairman informed the committee that, prior to the meeting, Councillor Warren had asked questions with respect to this report and these had been circulated for Officer response. The Chairman referred Members to his questions and the responses which were tabled at the meeting as follows:

1. **CSC001 Working days lost due to sickness absence** – What is being done to ensure the fewer staff covering for absent colleagues are not having their health affected along with moral? Are there any trends to sick days, i.e. post B/H, warm/cold weather etc? What is the uptake on the offer of free flu jab?

Response:

Managers are required to continually monitor sickness absence in their areas. They receive monthly reports which list staff absences and the reasons for those absences. These reports are also closely monitored in HR so we are able to identify areas where work place stress may be particularly high. Managers are then advised on possible interventions in order to support the absent employee and the remaining staff. This may include stress risk assessments, referrals to OH, accessing the employee assistance programme, backfilling of posts, work re-allocation etc.

With regard to patterns of sickness absence, there are no obvious trends in terms of the days taken and when these happen to fall. The majority of sickness absence is attributed to infections which accounts for 665 days of sickness absence taken over the past 12 months. This is followed by operations, stomach complaints and musculo-skeletal absences which individually equate to approximately 350 days lost to absence. The number of days taken for stress equates to approximately 296 days, however, only 144 of these days were recorded as work related stress absences. Last year, 50 flu vouchers were issued to staff which is in line with demand in the previous year.

**2. CSH021 Percentage of Rent Collected – (See Appendix A Page 43) –**  
Why is this decreasing?

Response:

The percentage of rent collected is only very marginally down from 16/17 levels. This can be attributed to the myriad of national welfare reform changes that we are only now beginning to see the full impact of, for example, the further reduction in the benefit cap and reduction in the time period within which a back dated claim for housing benefit can be made. This alongside the impact of zero hours contracts that some of our residents are on, has had an impact. It is anticipated that future collection rates will dip further as the full roll out of Universal Credit takes effect.

In discussing the report, further questions were raised and responded to at the meeting. Key points were:

- **ESC002 Residual household waste per household** – Comment was made that there should be a more rigorous approach to ensure

domestic waste recycling. The Director of Services agreed there would always be more the Council could do to maintain resident’s focus. There was a full page advert published in every Arun Times and educational leaflets. Members were assured that this was a priority for improvement.

- **PEP009 Average number of days to determine application (Major), PEP010 Average number of days to determine application (Minor), PEP011 Average number of days to determine application (Householder)** – the committee highlighted this performance as a problem area. The Director of Place agreed explaining that there was a national shortage of Planners and therefore this was a national problem. The Council had taken steps to address this by adopting an apprenticeship programme which had, so far, produced two permanent Members of Staff. A Planning Peer Review had also been undertaken, the results of which would be reported to Cabinet with a series of recommendations to assist with the Planning team’s progression.
- **CSC001 Working days lost due to sickness absence** – Members voiced their concern with the performance of this indicator. It was pointed out that the reported 8.74 days lost due to sickness absence in 2017/18 was well above the national average of around 4.3 days. Concern was raised that unreported stress could be a factor. Members were pleased to note the number of initiatives outlined by the Chief Executive to assist with staff wellbeing. This included free Freedom Leisure membership for all staff and other activities provided by the Council’s Wellbeing Team.

The Committee then,

**RESOLVED**

that the Council’s overall performance against the targets set out in the Service Delivery Plan Report 1 April 2017 to 31 March 2018 as set out in Appendix A of the report be noted and the proposed actions by CMT to address under performance and achieve the new targets for 2018/2019 and beyond be noted.

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The Chairman then thanked the Executive Assistant to the Chief Executive for her hard work in producing the end of year performance reports.

68. OVERVIEW SELECT COMMITTEE – REVIEW OF SCRUTINY PROCEDURE RULES

The Committee received a report from the Group Head of Policy that presented the Review of Section 6 of the Constitution, Scrutiny Procedure Rules. The report proposed a number of changes to the wording of the Rules in order to clarify and simplify.

Members were referred to Appendix A of the report that detailed the tracked changes. Appendix B was also presented and this detailed the end result with all of the tracked changes incorporated into a final document.

In discussion, comment was made that it was not for Council Officers to decide upon the Agenda of the Committee but was a decision for Members. With this in mind it was suggested that the wording of the Constitution at 6.1 and 6.2 be amended from:

- 6.1 *Any Member of the Overview Select Committee is entitled to give notice to the Group Head of Policy for an item relevant to the functions of the Committee to be included on the Agenda for the next available meeting of the Committee. On receipt of such a request the Group Head of Policy will ensure that it is included on the next available Agenda.*
- 6.2 *Any five Members of the Council who are not Members of the Overview Select Committee may give notice to the Group Head of Policy that they wish an item to be included on the Agenda of the Committee. If the Group Head of Policy receives such a notification, then he/she will include the item on the first available Agenda of the Committee.*

to the following:

- 6.1 Any Member of the Overview Select Committee is entitled to give notice to the Chairman, or in the absence of the Chairman, the Vice-Chairman, copied to the Group Head of Policy, for an item relevant to the functions of the Committee to be included on the Agenda for the next available meeting of the Committee. On receipt of such a request the Chairman, or in the absence of the Chairman, the Vice Chairman, copied to the Group Head of Policy will ensure that it is included on the next available Agenda.
- 6.2 Any five Members of the Council who are not Members of the Overview Select Committee may give notice to the Chairman, or in the absence of the Chairman, the Vice Chairman, copied to the Group

Head of Policy that they wish an item to be included on the Agenda of the Committee. If the Chairman, or in the absence of the Chairman, the Vice Chairman, copied to the Group Head of Policy, receives such a notification then he/she will include the item on the first available Agenda of the Committee.

Before turning to the report’s recommendation the committee were in agreement that this amendment be incorporated into the final Constitution that would be submitted to Full Council, as Appendix A and B for approval, on 18 September 2018.

#### The Committee

#### RECOMMEND TO FULL COUNCIL

- (1) The proposed changes to the Constitution at Part 6 – Procedure Rules, Section 2 (Scrutiny) as set out in the replacement text (as amended) as set out at Appendices A and B be approved; and;
- (2) The Group Head of Council Advice and Monitoring Officer be authorised to make any further consequential changes to the Constitution.

#### 69. FEEDBACK FROM POLICE AND CRIME PANEL MEETING – 29 JUNE 2018

The Committee received and noted the feedback report received from the Cabinet Member for Community Wellbeing, Councillor Clayden, following his attendance at the meeting of the Sussex Police and Crime Panel held on 29 June 2018.

#### 70. FEEDBACK FROM THE MEETING OF THE WEST SUSSEX COUNTY COUNCIL’S HEALTH AND ADULT SOCIAL CARE COMMITTEE (HASC) HELD ON 22 JUNE 2018

*(During the course of this item Councillor Dr Walsh declared a Personal Interest as the Vice-Chairman of West Sussex County Council’s Health & Adult Social Care Select Committee [(HASC)])*

The Committee received and noted the feedback report received from Councillor Blampied following his attendance at the meetings of the West

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Sussex County Council’s Health and Adult Social Care Committee (HASC) held on 22 June 2018.

Councillor Dr Walsh referred Members to the second paragraph of the feedback report and clarified that ‘day centre closures resulting in users having to move to new buildings’ should read; ‘day centre closures resulting in users having to move to other buildings’. This amendment was agreed to avoid any false expectation that ‘new’ buildings were being made available.

71. CABINET MEMBER QUESTIONS AND UPDATES

The Chairman outlined a question that had been put forward for the Cabinet Member of Residential Services. Following the Individual Cabinet Member Decision (ICM) taken on 31 May 2018 a query was raised about the level of Housing Benefit Write Offs and the reasons for them.

It was advised that for the period 1 April 2017 to 30 November 2017 the total value of Housing Benefit Write Offs was £160,727.60 with a total net loss to the Council of £96,436.55. It was explained that at the time an overpayment is raised the Council receives 40% of the value of the overpayment through Government Subsidy. The net loss was the amount that could no longer be recovered.

The first ICM covered the period 1 April 2017 to 30 November 2017, amounting to £145,645.86 (net loss to the authority £87,387.50) and the second ICM covered the period 1 December 2017 to 30 April 2018 amounting to £15,081.76 (net loss to the authority £9,049.05).

Write off reasons were tabled at the meeting as follows:

Write Off Reason	Total Number of Cases	Total Value £
Deceased (no estate)	17	52,011.65
Bankrupt	12	23,108.24
Gone Abroad	2	707.58
Uneconomical (all debt recovery methods exhausted)	80	25,228.70
Unrecoverable (Vulnerability, mental health, incarceration)	23	27,499.07
Absconded (no trace of the person, all trace options exhausted)	17	32,172.36
<b>TOTAL</b>	<b>151</b>	<b>160,727.60</b>

The Council’s Revenues and Benefits Manager had sampled the write offs submitted in the two ICMs and found that the debt related to invoices raised between 2008 and 2017. In the same period £489m was collected in housing benefit. The write off represented 0.0001%. It was noted that if the debt was over ten years old the chance for the Council recovering the loss in the future was negligible. In total, 151 accounts were written off totalling £160,727.60, the average being £1,064.42.

The Cabinet Member for Residential Services confirmed that the write offs were extremely positive figures as it represented a net loss to the Council of around 0.0001%. It was noted that the delay in submitting the ICMs could be attributed to recent staffing changes. The process had been reviewed and the Revenues and Benefits Manager would now ensure ICM write offs would be submitted at the end of each financial quarter.

The Committee thanked the Cabinet Member for Residential Services for his explanation.

The Chairman then introduced the Cabinet Member for Community Wellbeing. He provided the Committee with an Update on Voluntary Action in Arun & Chichester (VAAC) which included a page from their annual report that detailed the full range of services provided to the voluntary community in Arun. Members also received information on the funding that had been achieved with VAAC support from April 2017 to March 2018.

## 72. WORK PROGRAMME – 2018/2019

The Committee was asked to note and agree the following changes to the Work Programme 2018/19:

- The meeting date of 22 January 2019 had been changed, with agreement from the Chairman, to 29 January 2019 to accommodate the Budget 2019-20 timings.
- 18 September – Confirmation had been received that Chief Superintendent, Jerry Westerman, as the new West Sussex Divisional Commander, would attend this meeting to brief Members and answer questions on the Police Transformation Strategy 2018-2022.
- 20 November – the review of Council Write Offs and Recovery Policies had been moved from 18 September to 20 November in order to fully accommodate the Police item.

(The meeting concluded at 7.35pm)