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4 September 2018

OVERVIEW SELECT COMMITTEE

A meeting of the Overview Select Committee will be held in Committee Room 1 (the Pink Room) at the Arun Civic Centre, Maltravers Road, Littlehampton on **Tuesday 18 September 2018 at 6.00 p.m.** and you are requested to attend.

Members: Councillors Dingemans (Chairman), English (Vice-Chairman), Mrs Bence, Blampied, Edwards, Elkins, Hughes, Mrs Oakley, Oliver-Redgate, Mrs Rapnik, Miss Rhodes, Stanley, Dr Walsh, Warren and Wheel.

AGENDA

1. APOLOGIES FOR ABSENCE
2. DECLARATIONS OF INTEREST

Members and Officers are reminded to make any declarations of pecuniary, personal and/or prejudicial interests that they may have in relation to items on this agenda and are reminded that they should re-declare their interest before consideration of the item or as soon as the interest becomes apparent.

Members and officers should make their declaration by stating :

- a) the item they have the interest in
- b) whether it is a pecuniary, personal and/or prejudicial
- c) the nature of the interest

3. MINUTES

The Committee will be asked to approve as a correct record the Minutes of the Overview Select Committee held on 10 July 2018 (attached)

4. ITEMS NOT ON THE AGENDA THAT THE CHAIRMAN OF THE MEETING IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY BY REASON OF SPECIAL CIRCUMSTANCES.

5. *THE SUSSEX POLICE TRANSFORMATION STRATEGY 2018-22

The newly appointed Police Divisional Commander for West Sussex, Jerry Westerman, will attend this meeting to provide information on the Sussex Police Transformation Strategy 2018-2022 and to answer any questions that Members may have on this document. A copy of the Strategy is attached.

6. LOCAL COUNCIL TAX REDUCTION SCHEME - YEAR 7 (2019)

As it has not been possible to convene a meeting of the Local Council Tax Support Working Party, a report is being brought direct to the Committee so that it can make recommendations to Cabinet on options for Year 7 in terms of the Local Council Tax Reduction Scheme which will take effect from April 2019.

7. CABINET MEMBER QUESTIONS AND UPDATES

(i) Cabinet Members will update the Committee on matters relevant to their Portfolio of responsibility.

(ii) Members are invited to ask Cabinet Members questions and are encouraged to submit these to the Committee Manager in advance of the meeting to allow a more substantive answer to be given.

8. WORK PROGRAMME

The Group Head of Policy will update the Committee on any required changes to the Committee's Work Programme for 2018/19.

(Note: *Indicates report is attached for Members of the Committee only and the Press (excluding exempt items). Copies of reports can be viewed on the Council's web site at www.arun.gov.uk or can be obtained on request from the Committee Manager.)

(Note: Members are also reminded that if they have any detailed questions, would they please inform the Group Head of Policy, Cabinet Member and/or relevant Lead Officer in advance of the meeting in order that the appropriate Officer/Cabinet Member can attend the meeting.)

OVERVIEW SELECT COMMITTEE10 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 2011-14. 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 22nd 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.

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
TOTAL	151	160,727.60

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)

AGENDA ITEM No. 5**ARUN DISTRICT COUNCIL****REPORT TO A MEETING
OF THE OVERVIEW SELECT COMMITTEE
ON 18 SEPTEMBER 2018****PART A : REPORT****SUBJECT: Sussex Police Transformation Strategy 2018-22****REPORT AUTHOR: Jackie Follis – Group Head of Policy DATE: 24 August 2018****EXTN: 37580****PORTFOLIO AREA: Policy****EXECUTIVE SUMMARY:**

Sussex Police have recently published their Transformation Strategy 2018-22. Chief Superintendent Jerry Westerman will be attending the Overview Select Committee on 18 September 2018 to provide Members with a short overview of the Strategy and the opportunity to answer questions on the Strategy.

1. BACKGROUND:

Chief Superintendent Jerry Westerman has been a police officer for 24 years, mainly within Surrey, and transferred into Sussex Police in January 2018. He is the Divisional Commander for West Sussex and therefore the senior officer responsible for policing the County of West Sussex. He leads a divisional command team, which includes the District Commander with specific responsibility for Arun – Chief Inspector Kris Ottery.

Following concerns expressed about policing in the District by Members at the beginning of the year, the Committee requested to receive an update on policing priorities as part of its 2018/19 Work Programme. As a result, Chief Superintendent Westerman was invited to attend the meeting of the Committee on 18 September 2018. The Strategy is attached at Appendix 1. A link to the Sussex Police website is here and also gives access to other strategic documents which are referred to in the Strategy:

<https://www.sussex.police.uk/about-us/priorities-and-direction/local-policing-model/>

2. THE MEETING:

The purpose of the presentation is to allow Chief Superintendent Westerman to introduce and answer questions about the Transformation Strategy and its impact on the Arun District. The Strategy covers priorities and resourcing; what will be changing to meet the needs of the community; and what won't change. Members are asked to focus their questions on the areas covered in the Strategy.

Members will be invited to submit their questions in advance of the meeting to the Committee Services Manager. Those doing so will ask their questions first, before opening the meeting to other questions from the Committee that arise as a result of the presentation.		
2. PROPOSAL(S): To note the contents of the Sussex Police Transformation Strategy 2018-2022		
3. OPTIONS: N/A		
4. CONSULTATION: N/A As outlined below		
Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council – the District’s Three Town Councils have been invited to attend this meeting		
Relevant District Ward Councillors – all Councillors have been invited to attend this meeting and submit questions		
Other groups/persons (please specify)		
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)		
Financial		
Legal		
Human Rights/Equality Impact Assessment		
Community Safety including Section 17 of Crime & Disorder Act		
Sustainability		
Asset Management/Property/Land		
Technology		
Other (please explain)		

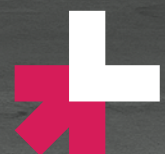
6. BACKGROUND PAPERS: Sussex Police Transformation Strategy 2018-22 https://www.sussex.police.uk/about-us/priorities-and-direction/local-policing-model/
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Sussex Police Transformation Strategy 2018-22

Safe

Keeping Sussex Safe



HeForShe

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Listen
Prevent
Respond
Protect
Investigate

Chief Constable's Foreword

THE PRECEPT INCREASE PROPOSED BY KATY BOURNE, THE SUSSEX POLICE AND CRIME COMMISSIONER, WAS AGREED IN FEBRUARY 2018. IT HAS GIVEN US A GENUINE OPPORTUNITY TO RETHINK OUR PLANS TO IMPROVE POLICING. AS A CONSEQUENCE, I HAVE BEEN MOVED TO PUBLISH THIS NEW FOUR-YEAR STRATEGY TO OUTLINE HOW WE WILL MAKE THE MOST OF THIS OPPORTUNITY AND THE BENEFITS THE PUBLIC WILL EXPERIENCE.

Since 2010, we have transformed and modernised significantly - whilst saving nearly £90m to balance the books and maintain service delivery. Up until January 2018 we needed to save a further £26m by 2022.

As a result of the new precept uplift I am now in a position to signal an exciting step change for the future. Our determination to push forward with substantial change, collaboration and technologically-driven improvements is undiminished. This improved financial landscape allows us to strengthen key areas to meet increasing demand and new challenges.

This 2018-22 Transformation plan describes where we will strengthen policing across Sussex and explains why. Detailed plans are currently being developed, but I have been clear that we must share our approach as quickly as possible with our staff and the public. I have worked hard with Katy Bourne, the Sussex PCC, and we recognise the public have placed their trust in Sussex Police to make the county an even safer place. This is why I'm publishing this plan now, a first step of what I intend to be the most transparent process possible.

I believe we still need to transform how we deliver policing for Sussex and maintain our priorities to:

KEEP COMMUNITIES SAFE AND FEELING SAFE

IDENTIFY AND PROTECT VULNERABLE PEOPLE

PREVENT AND RESPOND TO HARM

It's vital that work continues to improve our efficiency and make Sussex fit for the future. We must continue to modernise so that we can keep pace with, and meet, the significant changing demands on our service.

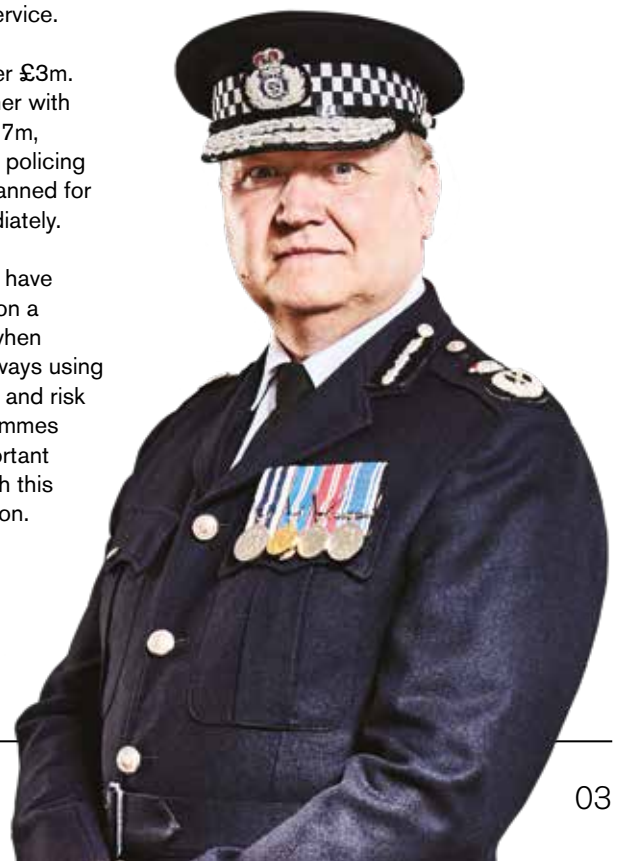
We still need to save a further £3m. The precept increase, together with the release of reserves of £17m, allows us to strengthen local policing in a way we couldn't have planned for before – and to do so immediately.

The change programmes we have underway have been based on a robust analysis of how and when people need us the most, always using the principles of threat, harm and risk and resourcing those programmes based on demand. This important work must continue even with this change in our financial position.

We will be prioritising areas where communities face the greatest challenges and where we are most stretched. This will include an increased focus on preventative policing, investigating the most harmful crimes and continuing to be accessible when communities need us.

I do not underestimate the impact a tax rise will have on people and so I am absolutely determined that the public will see and feel a difference locally in the service we provide with this money.

Giles York QPM
Chief Constable
Sussex Police



Police and Crime Plan Policing Objectives

STRENGTHEN LOCAL POLICING	<p>Ensure local policing services are accessible.</p> <p>Provide effective specialist capabilities to support local policing.</p> <p>Maintain engagement in the delivery of local policing services to improve public confidence.</p>
WORK WITH LOCAL COMMUNITIES AND PARTNERS TO KEEP SUSSEX SAFE	<p>Encourage and support local communities to prevent crime and disorder.</p> <p>Work with partners to reduce offending and reoffending.</p> <p>Catch criminals and prevent serious and organised crime and terrorism.</p>
PROTECT OUR VULNERABLE AND HELP VICTIMS COPE AND RECOVER FROM CRIME AND ABUSE	<p>Commission high-quality services which support victims.</p> <p>Prioritise access to services for vulnerable victims.</p> <p>Enhance our understanding and meet the needs of victims in Sussex.</p>
IMPROVE ACCESS TO JUSTICE FOR VICTIMS AND WITNESSES	<p>Ensure victims and witnesses have the most positive experience of the criminal justice system.</p> <p>Support vulnerable victims and witnesses.</p> <p>Maximise the use of technology to improve access to justice for all.</p>

Sussex Police Priorities

KEEP COMMUNITIES SAFE AND FEELING SAFE	<p>Keep communities safe and feeling safe. Being accessible and delivering the best outcomes we can for victims.</p>
IDENTIFY AND PROTECT VULNERABLE PEOPLE	<p>Proactively identify and protect vulnerable people in Sussex whose safety is at risk and take positive action to reduce the threat.</p>
PREVENT AND RESPOND TO HARM	<p>Prevent harm; responding where necessary; investigating professionally. Catching criminals. Making best use of and valuing resources, partnerships and engagement.</p>

Strategic Policing Requirement (SPR)

<p>National threats described within the SPR are:</p> <ul style="list-style-type: none"> ▪ Terrorism ▪ Serious and organised crime ▪ A national cyber security incident ▪ Threats to public order or public safety that cannot be managed by a single police force acting alone ▪ Civil emergencies that require an aggregated response across police force boundaries ▪ Child sexual abuse 	<p>The Strategic Policing Requirement was first issued in 2012 in execution of the Home Secretary's statutory duty to set out what are, in her view, the national threats at the time of writing and the appropriate national policing capabilities required to counter those threats. Whilst many threats can be tackled by individual police forces</p> <p>within their own force areas, national threats require a coordinated or aggregated response in which resources are brought together from a number of police forces. Forces often need to work collaboratively, and with other partners, national agencies or national arrangements, to ensure such threats are tackled effectively.</p>
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Local Policing

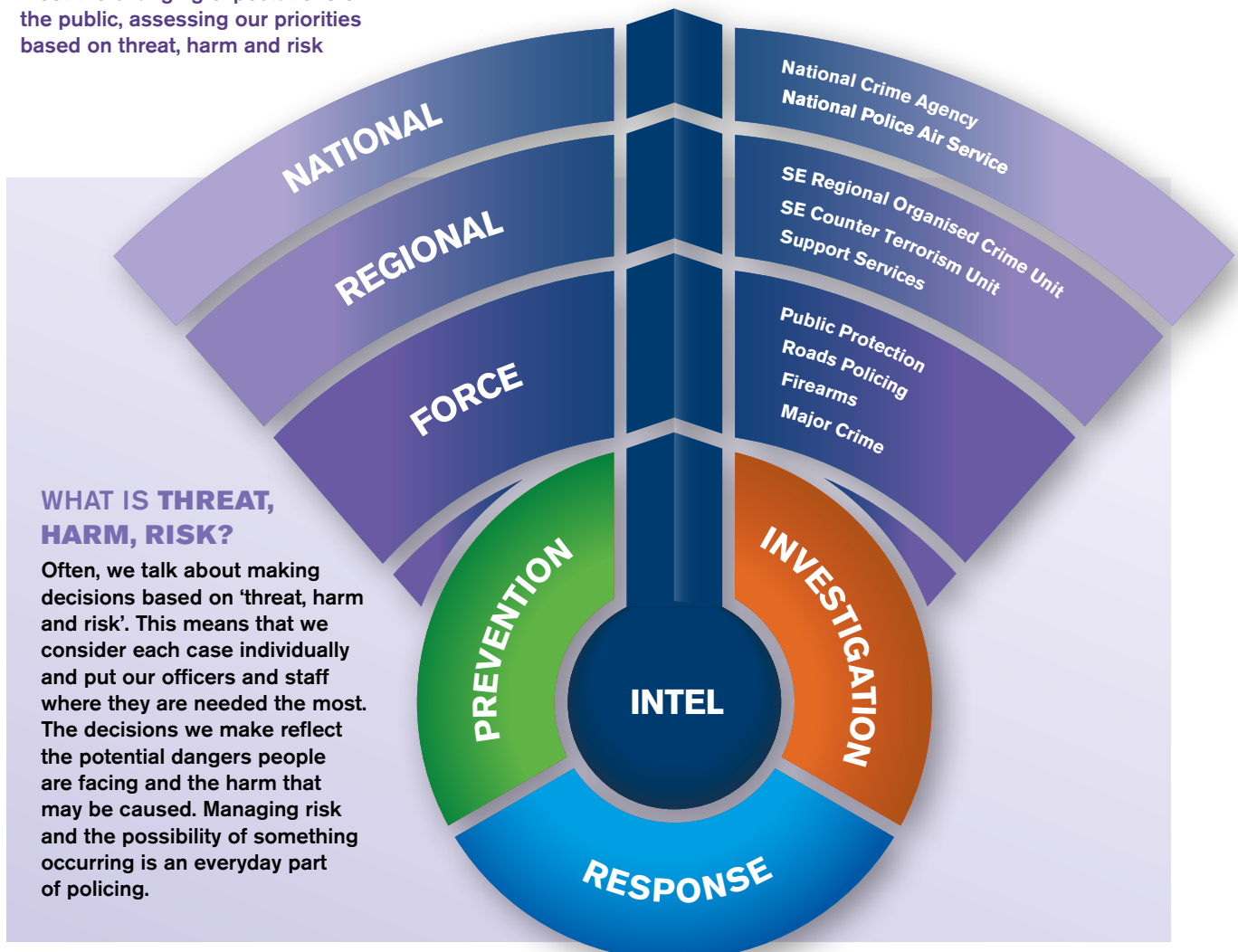
YOUR LOCAL POLICING SERVICE IS PROVIDED BY SPECIALISTS WHO WORK IN PREVENTION, RESPONSE AND INVESTIGATION TEAMS.

We have re-organised how we work to:

- Address the changing nature of crime and the evolution of new crime types
- Modernise our processes, using new technologies to be more efficient and accurate
- Meet the changing expectations of the public, assessing our priorities based on threat, harm and risk

These new ways of working reflect the objectives set out in the Sussex Police and Crime Commissioner's Police and Crime Plan 2017-21. The plan recognises that the responsibilities of local policing lie with a complex network of people,

in teams and departments within Sussex Police, and across the criminal justice system, public and voluntary sector partners, regional and national policing units, agencies and organisations, and importantly with the support of the public.



Financial Context

THE GOVERNMENT HAS BEEN TAKING FORWARD A FAR-REACHING REFORM OF POLICING IN ENGLAND AND WALES SINCE 2010, ARGUABLY THE MOST RADICAL CHANGE TO POLICING IN 50 YEARS.

Over that period, we have seen reductions to the grant funding provided by the Government and, as a consequence, we have had to make nearly £90m of savings and efficiencies to balance the books.

Police forces get on average 66% of their funding from Central Government¹, a combined total for Home Office police formula funding and a variety of grants. The actual figure varies significantly between different forces – ranging from 44% up to 83%.

The remainder of the police budget comes from householders through council tax, the police precept, set annually by the elected Police and Crime Commissioner.

1. Reference on page 19

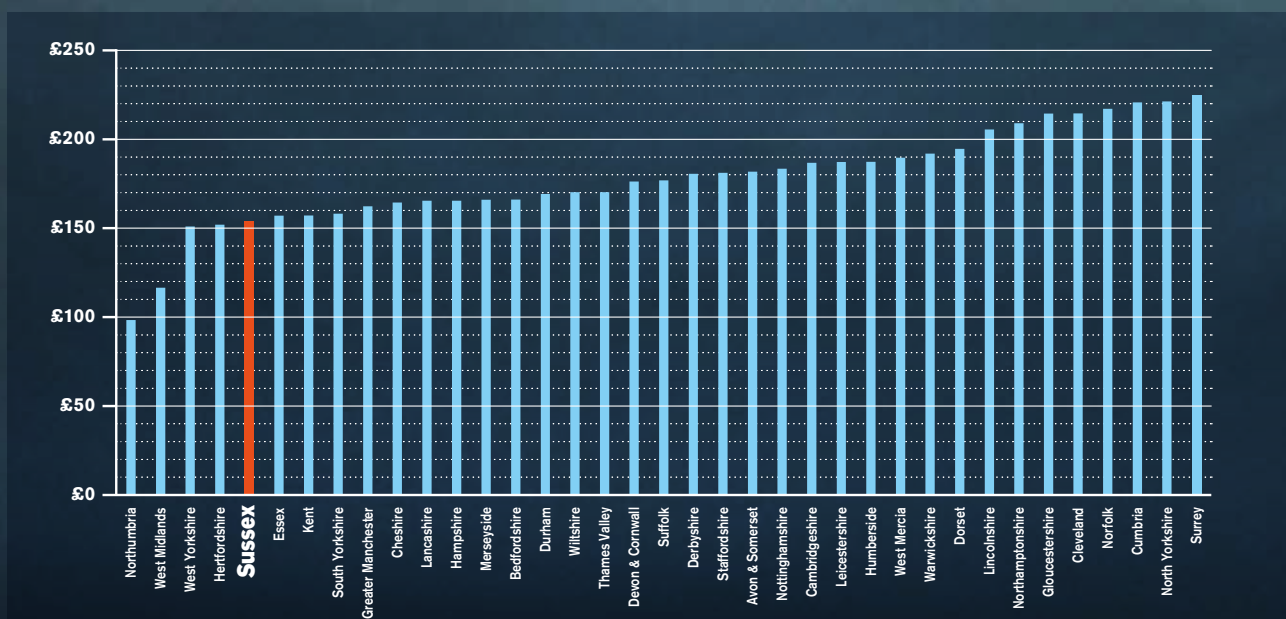
Nationally, just over a quarter of gross revenue expenditure was raised by council tax in 2017/18. However, given the variance outlined above, the proportions raised this way differed considerably.

Until the 2016/17 financial year, police and crime commissioners' ability to raise additional tax revenue from the precept was restricted by Government capping principles. That year saw police and crime commissioners granted a degree of flexibility in increasing the local precept. This had particular relevance for Sussex as one of the ten lowest precept Forces – enabling a rise by £5 per Band D equivalent household up to March 2018. At that point our savings requirement to 2021 was £26m.

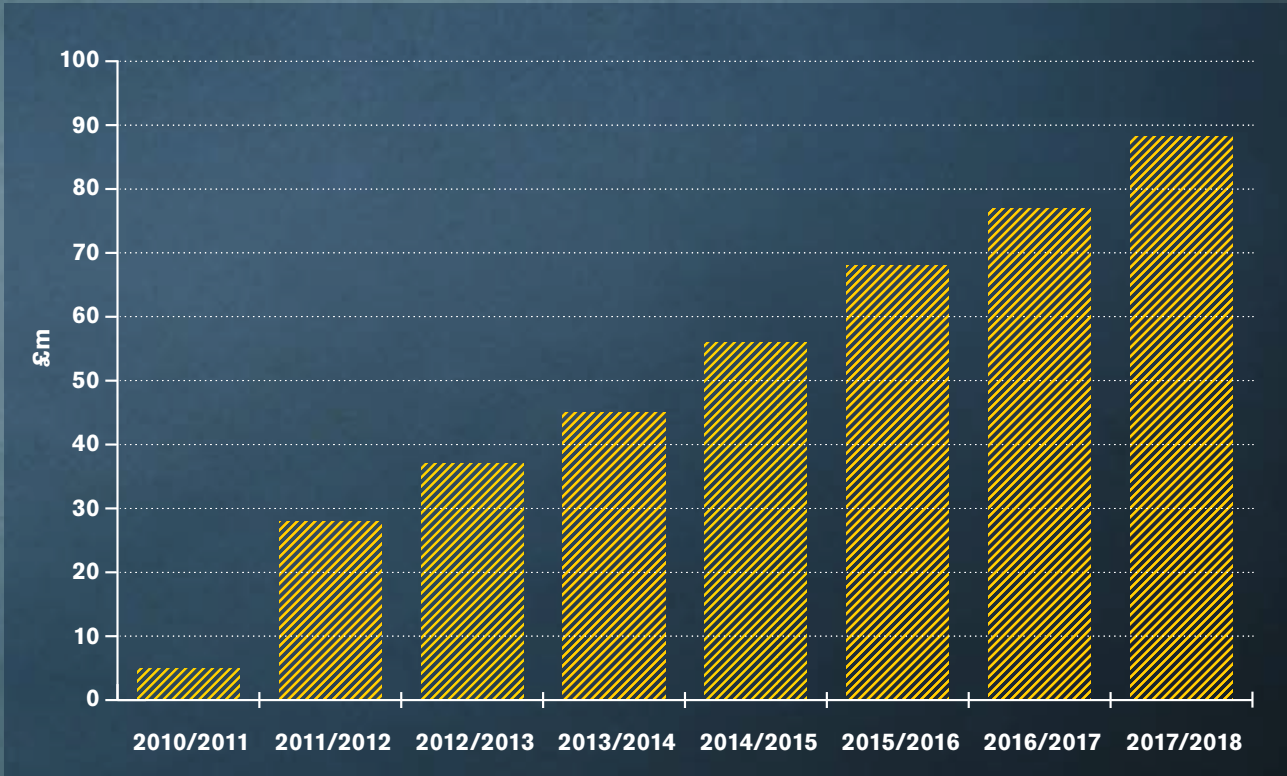
The provisional police financial settlement for 2018/19 announced by the Minister for Policing and the Fire Service in December 2017 changed the financial context again, most notably by allowing all police and crime commissioners to increase Band D precept by as much as £12.

With the 7th lowest total funding per head of population, Sussex has a funding deficit of £36.2m compared with the England and Wales average, equivalent to around 800 police officers' salaries. By focusing on improvements, efficiencies and working collaboratively as we have done, and will continue to do over the next four years and beyond, Sussex remains a safe place. As a direct consequence of that work we are in a good place to maximise the opportunities arising from this precept uplift.

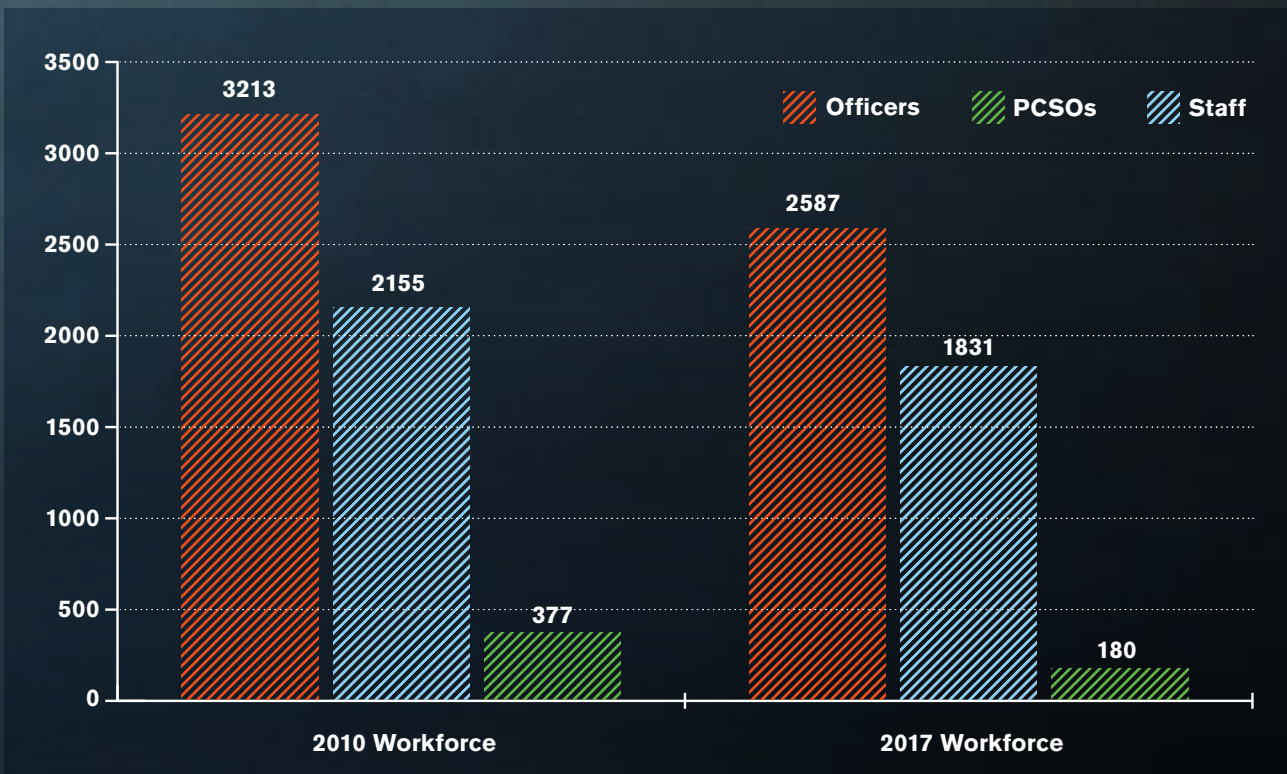
Council Tax Precept 2017/18 Band D Property



Cumulative Savings Achieved by Sussex Police



Changes in Workforce (Full Time Equivalent) from 31 March 2010 - 31 March 2017



The 2018-22 Transformation Strategy

THE SUSSEX POLICE AND CRIME COMMISSIONER, KATY BOURNE, ARTICULATES THE PUBLIC'S POLICING PRIORITIES AND CONCERNS AND HOLDS THE CHIEF CONSTABLE TO ACCOUNT, ENSURING SUSSEX POLICE PROVIDES EFFECTIVE AND EFFICIENT POLICING ACROSS THE COUNTY.

The Commissioner's medium term financial strategy (MTFS) is one of her key planning tools to help identify available resources and options for delivering the Police and Crime Plan priorities and the force's national Strategic Policing Requirements. The 2018/19 to 2021/22 MTFS makes clear:

- **The public want to see investment in more visible, local policing, focusing on crimes like burglary and anti-social behaviour and they rightly want to feel safe on the roads, in public spaces and at night-time**
- **They also want to see improvements in the force's approach to public contact and the effectiveness of our initial response**

The final element of the local policing model was launched in November 2017. The model is the result of three years of design and development. From its inception, staffing levels within the local policing model were built upon demand – the volumes, types and nature of crimes and incidents that occur. It replaced the previous model, introduced at the turn of the century. Whilst that old model was generally well-regarded, we recognised that it was increasingly ill-equipped to provide an effective response to the changing nature of crime.

By introducing new approaches, new technology, optimising working practices and by strengthening how we work with a host of partners we have now fully implemented a policing model which is efficient and fit for the future.

Crucially, it has been carefully designed to be both scalable and fully aligned to the remaining current and planned major change programmes spanning the entire force. In short, its inherent flexibility is one of its greatest strengths, allowing us to respond quickly to changing circumstances.

Without doubt we have seen increases in reports of certain types of crime. That rise may be a consequence of victims and witnesses feeling more confident to report crimes and incidents to the police. That is not to say that overall actual crime is actually rising; across England and Wales, the public say there have been substantial and consistent falls across most forms of crime since a peak in 1995.

We certainly see evidence of increases in some of the less frequently occurring, but higher-harm offences and increases in reports of some of the most serious crimes previously unseen or under-reported such as child sexual exploitation and serious sexual offences. These are more complex and take longer to investigate and, as an inevitable consequence, require more resources to resolve them.

Equally, we recognise that many members of the public feel reassured by a visible policing presence – even in areas where crime is low and the likelihood of being a victim of crime even lower. It is undeniable that the risk of being a victim of crime in Sussex is low, making decisions about how, when and where we deploy officers to their best effect all the more important.

Over the past two years we have prioritised investments and resources to

allow us to better protect both children and adults who are vulnerable through domestic abuse or have been victims of rape or serious sexual abuse. We've comprehensively reshaped how we manage some of the most dangerous offenders in Sussex and continue to develop even more robust partnerships, crucial to providing the best possible service to victims of crime.

As a result, and in light of increasing demand, we are well-placed to deliver on the very things that the public tell us they want, in line with the policing objectives set by the Sussex Police and Crime Commissioner.

Through this strategy we will:

- **Invest in local policing**
- **Improve public contact, including new ways to engage with us**
- **Invest in technology that makes us better at tackling crime, reduces costs, makes it easier for our officers and staff to do their jobs or supports our work with partners and other agencies wherever possible**
- **Continue to focus on our existing change programmes. Our well-defined, well-designed plans to improve the effectiveness and efficiency of what we do, to benefit the people of Sussex will continue apace. The policing landscape and the needs of the people we serve continue to change and we must ensure we remain flexible, adaptable and committed to meet those needs**

Strengthening Local Policing

LOCAL POLICING IS AT THE HEART OF EVERYTHING WE DO - THE FOUNDATION FOR KEEPING LOCAL COMMUNITIES SAFE. WITH A SMALLER POLICE FORCE WE HAVE TO PRIORITISE WHAT WE DO, WORK EVER CLOSER WITH OUR PARTNERS, MAXIMISE HOW WE GATHER AND USE COMMUNITY INTELLIGENCE, USE TECHNOLOGY TO HELP US BECOME MORE EFFICIENT AND ENSURE WE ARE EFFECTIVE IN PROTECTING THOSE MOST AT RISK FROM THREAT OR HARM.

Our local policing model, developed and introduced over three years, has transformed how we police, with new technology increasing our workforce's mobility and freeing up time. With enhanced skills, our specialist teams focus where they can be most effective in preventing and tackling crime. We respond whenever we're needed and investigate the crimes that cause the most harm and on offences that affect the most vulnerable.

And as described earlier in this document, our local policing teams are equally integral to tackling complex issues such as cyber-crime, counter-terrorism, people trafficking and organised crime, gathering local intelligence and working in conjunction with regional, national and international partners.

CHANGING DEMAND

For some years the accuracy of the recording of crime has been hotly debated, with appreciable public concern that real crime levels are not truly

represented in statistics, particularly those recorded by police forces. In 2016 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) commenced its most stringent inspection programme to date, aiming to uncover the true picture and drive improvements. To date, with around half (20) of all forces having been inspected, Sussex remains the best performing in terms of its recording accuracy². As recording accuracy improves nationally, the consequence will be an artificial rise in published figures, making analysis of crime trends more complex. Currently, the Crime Survey for England & Wales³, which asks members of the public about their experiences of crime, is considered a reliable source of information; its latest figures⁴ indicate that overall levels of crime have continued to fall.

Crime, by its nature, is often hidden and can be inherently difficult to measure; therefore official statistics cannot provide a full count of all crime taking

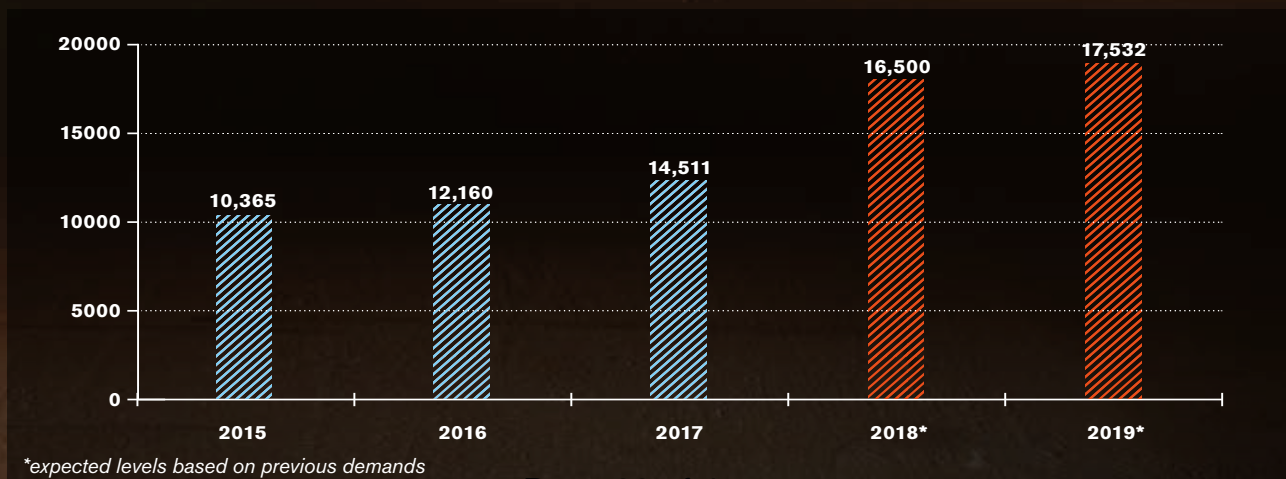
place in society, for example hate crime and domestic abuse, which for many reasons are under-reported by victims. Increased confidence that the police will take the matter seriously, improved safeguarding and better victim and witness services all help increase reporting, as do high profile, often non-recent cases coming to light. Since 2014 we have seen increases in reports of domestic abuse, as a percentage of all recorded crime (excluding fraud) rise from 8% to 12% in 2017⁵. Based in part on trends in reported domestic violence and hate crime, we anticipate further increases over the next two years.

IMPROVING PERFORMANCE

In its most recent Sussex Police Effectiveness inspection, whilst acknowledging yet another annual drop in anti-social behaviour (ASB) incidents of 12%, HMICFRS underlined that we must improve our understanding of which of our interventions are most effective, so we and our partners can focus on what works best to sustain and hopefully deliver greater reductions.

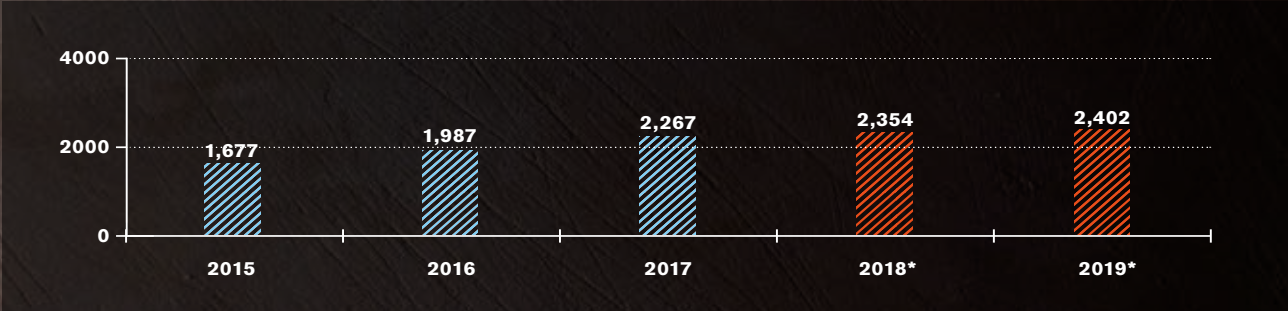
2-5. References on page 19

Domestic abuse crimes

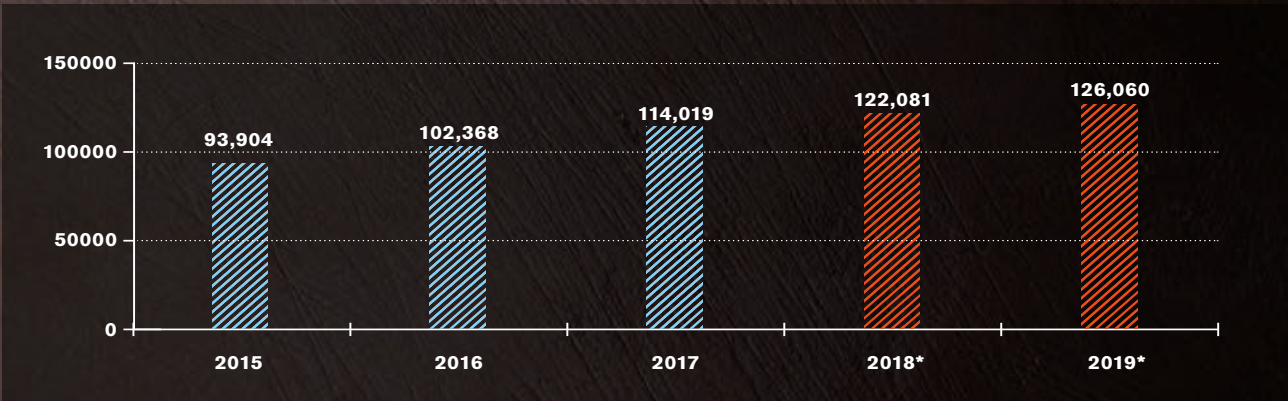


Strengthening local policing (continued)

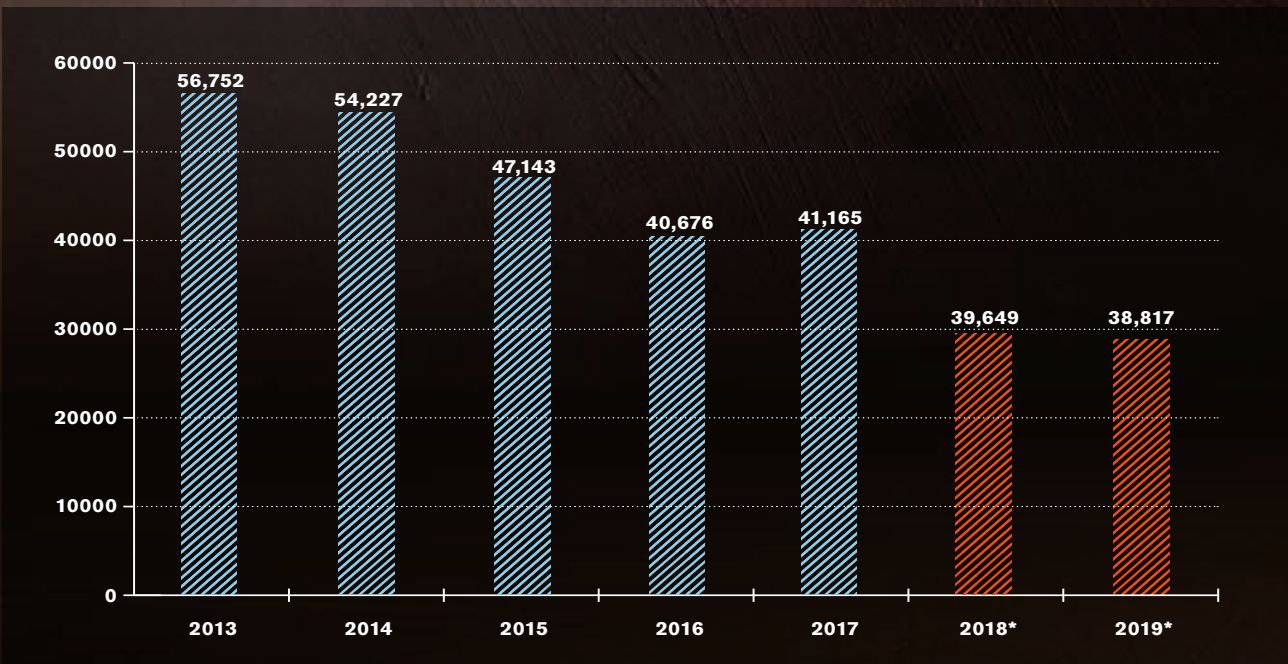
Hate crimes



All notifiable crime



Anti-social behaviour incidents



*expected levels based on previous demands

Since 2015 there have been year-on-year reductions in ASB incidents of 9%, 13% and 12%, far outstripping falls seen nationally. This is good news, but we recognise figures are meaningless to anyone who has been woken at night by nuisance driving or inconsiderate neighbours. We are developing a number of tools that have been shown to work successfully, sharing those widely and gathering national good practice, thereby increasing our effectiveness in preventing ASB.

A FLEXIBLE MODEL

Our model for local policing aims to reduce crime and anti-social behaviour by working effectively with a vast network of partners. It is based on preventing, responding to and investigating crime, with re-organised, dedicated and highly-trained resources. Its inherent flexibility allows us to address the changing nature of crime and meet new public expectations while continuing to modernise our ways of working and the technology we use.

It has a strong focus on preventing crime and supporting those most at risk of threat and harm. Investing in this area, for example through developing our approach to intelligence gathering in the prevention of crime, will strengthen the whole model. This gives an effective and efficient service that keeps local people safe and allows us to meet the ever changing nature of crime, new demands and evolving threats.

Principal changes benefiting the public

We are committed to making every penny of the precept increase count, so we will ensure:

- Policing is increasingly focused on proactive preventative activity, encouraging people to talk and share their knowledge and experience of their neighbourhood
- A greater presence in the areas where there is a higher risk of crime and threat to individuals and communities – right people, right skills, right place, right time
- Greater resilience within our investigation teams so we can investigate, where appropriate, a wider range of offending
- Alignment and integration of local policing with other local public services to improve public outcomes and protect the vulnerable
- Greater support to multi-agency neighbourhood projects that build more cohesive communities to help solve local problems. Often these solutions will be led by another agency or organisation, but we will always play our full part in a “whole place” approach to commissioning preventative services
- We prioritise those people at greatest risk of threat or harm, thus making sure the money is used most effectively

Some things won't change however. We will continue to:

- Deliver a 24/7 emergency service, 365 days a year
- Be accessible with a named team to contact in every area in Sussex
- Attend key local meetings, at least annually or when there is a specific policing need, to ensure we understand what's important to local people
- Listen to and understand the concerns of the public using new technologies and social media but never forgetting how invaluable talking face-to-face is, especially when someone is feeling vulnerable or threatened
- Investigate all crimes, especially where there is a genuine risk of death, or significant harm or loss
- Investigate lower risk crimes over the phone when it's right to do so, to free-up response officers to deal with more urgent issues
- Work with partner agencies to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically



Public Contact

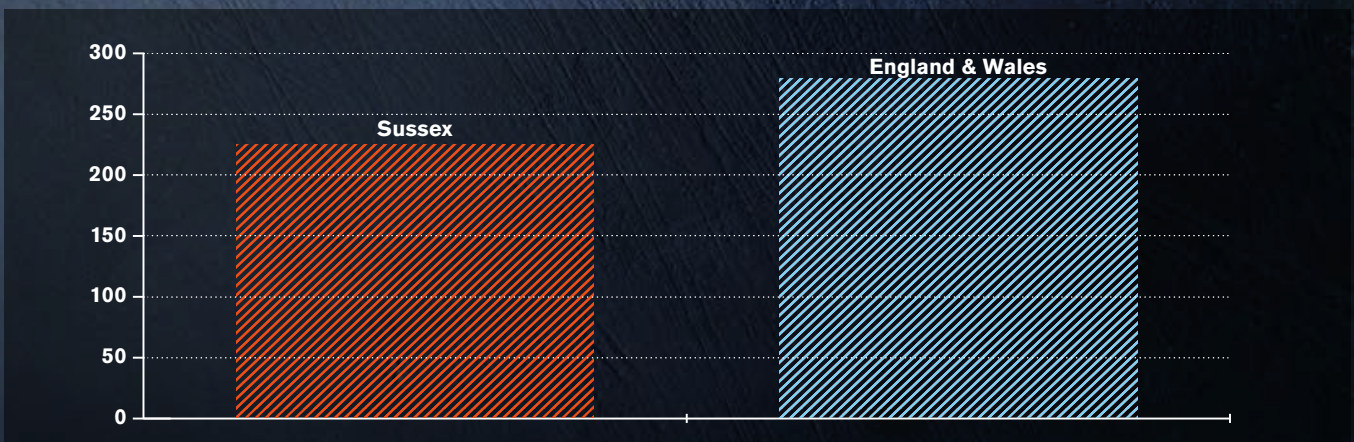
SUSSEX IS A SAFE PLACE. PEOPLE WHO LIVE IN SUSSEX ARE FAR LESS LIKELY TO BE A VICTIM OF CRIME WHEN COMPARED WITH THE WHOLE OF ENGLAND AND WALES. THIS IS EVIDENT WHEN COMPARING CALLS FOR ASSISTANCE PER 1,000 POPULATION (SEE CHARTS BELOW).

Contact with the public is, as you would imagine, vital. Without the cooperation of the public, policing would become essentially unworkable. In simple terms, the police service would cease to function without the active support of the communities it serves.

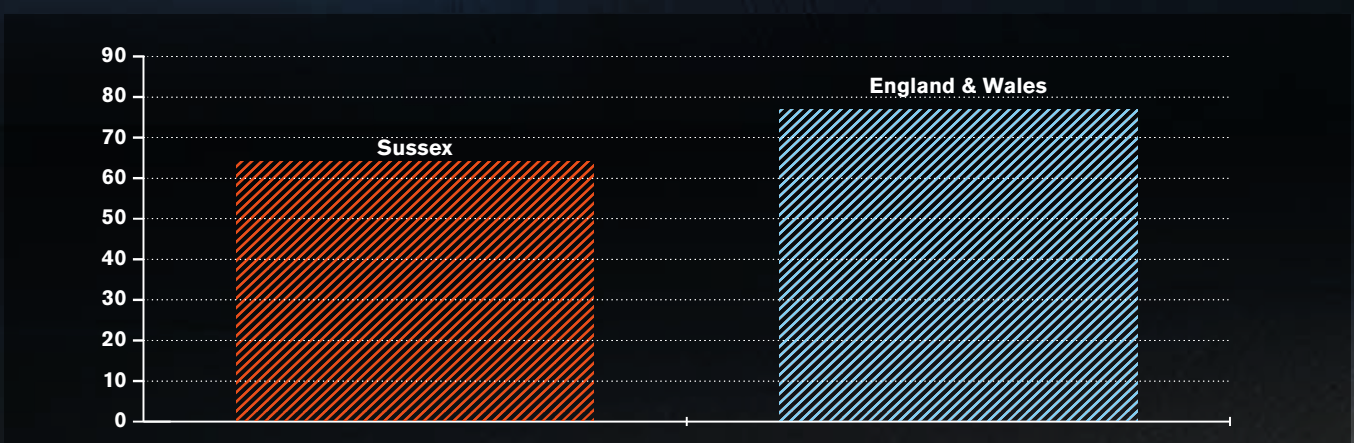
The Force Contact, Command and Control Department is responsible for public contact in Sussex, whether by telephone, electronic means or face-to-face in police station reception areas. Emergency and non-emergency calls are taken and the appropriate police response is determined, having

identified threat, harm and risk. All this is managed by highly-trained staff working from a single contact and command centre. The department is also the county-wide hub of public open space cameras, continually monitoring CCTV feeds from across Sussex, allowing for rapid deployment of officers and staff and gathering evidence 24/7.

Calls for assistance: Incidents per 1,000 population. 12 months to 30 June 2017



Crimes (excluding fraud) recorded per 1,000 population. 12 months to 30 June 2017



Everyone who works within the department is without question an integral element of the wider operational frontline, supporting the divisions of Brighton and Hove, East Sussex and West Sussex and our other departments to keep people safe, protect the vulnerable and to respond effectively to harm.

On average Sussex Police receives 70,000 contacts per month. Clearly, this figure will include a vast range of topics from someone reporting suspicious behaviour, reporting a car accident, through to issues which should be reported to a more relevant organisation.

CHANGING DEMAND

The chart below shows volumes of public contact across the most common methods (999, 101 and via our website) and the total contact for the past three years, along with our predicted demand for the next two years. It is not intended to show, for example, how quickly calls were answered nor can it show whether callers made more than one attempt to ring in on the 101 number.

It demonstrates increases seen over the past three years in 999 calls received, a trend we anticipate will continue over the next two years. Conversely, there

has been a fall in the volumes of 101 calls made by the public – this may be a consequence of falling anti-social behaviour, disaffection with the service or there may be a connection with the increases seen in people finding our on-line services more convenient. In 2016 there was a 12% increase in people using our website and on-line reporting mechanisms. In 2017 that increase more than doubled to just under 25%.

PRINCIPAL CHANGES BENEFITING THE PUBLIC

Speed, extensive training, understanding and accuracy are all critical factors at the first point of contact with the public. With more than 85% of 999 calls answered within 10 seconds and all other calls answered under 25 seconds to determine whether the call needs prioritising for a fast response (Should it have come through as an emergency call? Is someone at risk of harm?), some might regard the speed element is delivered well.

Conversely there will be a proportion of callers who naturally feel frustration at having to be put on hold, waiting to speak to another part of the organisation when the reason for their call is less urgent.

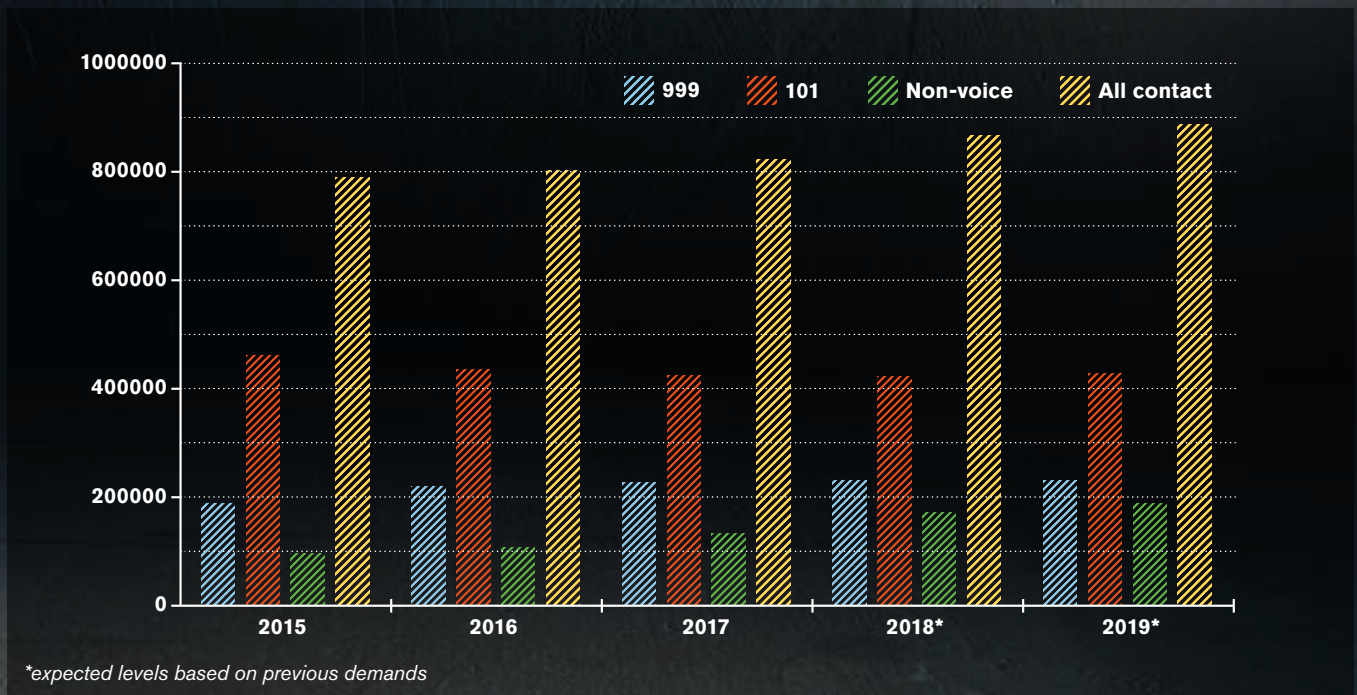
We have determined that improving public contact and the 101 service is a priority. Work is well underway to map out the sequence of changes that will maximise the benefits the public will see, based upon upgrading the force’s existing systems and making further improvements to the increasingly popular online provision.

The Contact Improvement Programme, aligned across the force’s other change programmes and across multiple channels, will ensure the right systems, training and resources are in place to meet the needs of the people who contact us.

We will be investing in our people – recruiting staff and continually developing the extraordinary individuals who already work for us – enhancing our ability to respond quickly and decisively to those who call us for help.

We will be investing in technology – Single Online Home will vastly improve the experience and available services to the increasing numbers of people who want to contact the police online. Single Online Home will provide a common platform that allows the public to report, transact and get self-help by using the public domain: police.uk

Public contact: 999, 101, email, on-line and total contact



Modernising Policing

FOR SUSSEX OUR TASK, DATING BACK NEARLY A DECADE, HAS BEEN TO MAINTAIN SERVICES WHILE CUTTING COSTS. THIS HAS BEEN OUR PLEDGE TO THE PUBLIC.

The changes we have made have been to transform what we do and the way we operate. It has improved our service, increased the availability of our staff out in communities, invested in longer term preventative measures, focused on the areas of greatest harm to the communities we serve and transformed the experience of victims.

During that period substantial changes to how we operate began to yield anticipated results. Our officers, through improvements in equipment and technology, began to require less time in police stations, freeing them to be out in the community. This enables them to keep communities safe and feeling safe, identify and protect vulnerable people and prevent and respond to harm. Ensuring our operational bases are in the best locations to meet future operational demands, our staff have increasingly worked from buildings shared with other agencies; the most recent example of this approach being the new local policing base, located within Selsey town hall.

We have collaborated extensively with Surrey Police. Effective partnership working, information sharing, integrated problem solving and the co-commissioning of services are delivered through a number of joint services including; Operations Command (including Roads Policing, Tactical Firearms and the planning, support for and resourcing of major public events and public order operations), Specialist Crime Command, Finance, Procurement, Fleet, People Services and Information, Communications and Technology (ICT).

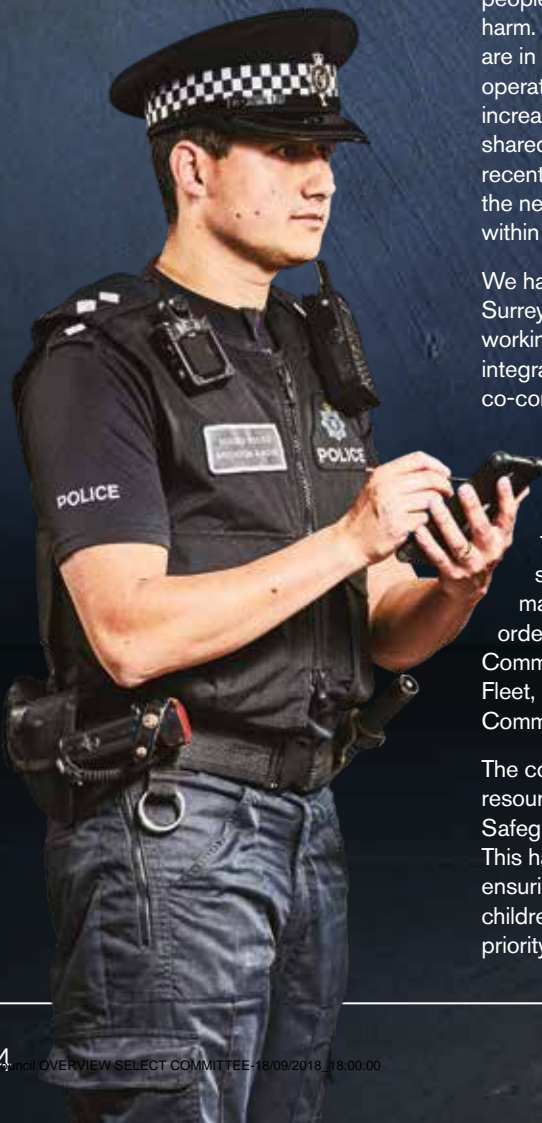
The co-location of specialist resources in the form of Multi-Agency Safeguarding Hubs (MASH) continues. This has proved a tremendous success, ensuring the safeguarding of vulnerable children and adults is a collective priority, greater emphasis on early help

and better informed services and a reduction in the number of inappropriate referrals and re-referrals. The Hubs coordinate all response and activity around the identification, assessment and management of vulnerable victims to provide a faster, more consistent and effective service for the most vulnerable within our communities.

The Digital Enablement Programme continues to coordinate work on four key priorities: Mobile Data, to make sure our officers have the information they need when they need it; Niche, our crime management system that records and stores that information; public facing Digital Services, community messaging, online crime reporting, track my crime systems and body worn video, which is increasingly essential in allowing us to secure vital evidence.

These work streams are critical to the effective delivery of operational policing and public engagement. The programme, across Sussex and Surrey Police, is working to a five year coordinated plan designed to work with other change programmes; essential to deliver necessary operational capabilities when they are needed.

Working with outside organisations to deal with problems or provide a service from the start, sharing resources and work spaces and working in teams made up of staff from more than one organisation have brought innovation, experience and working practices that are transforming our services and this has improved our resilience and our effectiveness.



Efficiency, Transformation and Partnerships

THE SUCCESSES BRIEFLY DESCRIBED ON PAGE 8 ARE, IN REALITY, JUST THE START OF WHAT WE KNOW WE CAN - AND WILL - ACHIEVE THROUGH CLOSER WORKING WITH OTHERS TO REDUCE COSTS, BE BETTER AT WHAT WE DO AND BENEFIT THE PUBLIC ACROSS THE BREADTH OF OUR SERVICES.

These opportunities, we firmly believe, will only be limited by a lack of ambition. We will be bold and innovative. Policing is increasingly complex, with new challenges and new requirements placed upon us each year. Keeping to the 'status quo' will see the police fall behind in tackling new types of criminals – unfettered by geographical boundaries. To be effective, we must pool resources, developing new ways of working, new specialisms and new technologies to bring those who seek to harm the people we serve to justice.

EXPANDING COLLABORATION

Working ever more closely with Surrey Police, we will continue to improve our existing collaborative activity.

Joint Operations Command

comprises Roads Policing, Tactical Firearms, Operations Support and Planning and Resourcing. Operating as a single command has resulted in increased capacity and resilience. Its next phase will replace legacy IT systems and introduce new ways of working more efficiently, effectively and at reduced cost.

The **Specialist Crime Command** collaboration has already delivered £6m savings across Surrey and Sussex and a further £4.7m saving has been identified by the end of this financial year. The Specialist Crime Capabilities Programme (SCCP) will deliver a new operating model that both saves money and offers wider regional collaborative opportunities.

The Digital Enablement

Programme, coordinating work across four key areas and the systems that lay at their heart, are critical to the effective delivery of operational policing and public engagement. The programme, across Sussex and Surrey Police, is working to a five year coordinated plan designed to work with other change programmes – essential to deliver necessary operational capabilities when they are needed.

Regional Collaboration.

The Police and Crime Commissioners and Chief Constables of Thames Valley, Hampshire, Sussex and Surrey forces have recently approved a 'regional ambition' paper which outlines the opportunities and future collaborative appetite. In addition to 17 national programmes delivering new capabilities over the next three years, there are five significant regional programmes that will lay the foundation for future collaboration.

The scale of this ambition is huge, with opportunities for shared and modern technology, operational efficiencies and savings in the medium term to long term.

DIGITAL POLICING

From browsing the internet, to accessing social media, banking and shopping online, it is fair to say our world has gone digital. Advances in technology have huge benefits, but digital or 'cyber' crimes have increased significantly in recent years. Phishing,

trolling, malware, online scams and the sharing of child abuse imagery can occur on an industrial scale. Policing has to adapt and respond. Digital policing will make it easier for the police and public to communicate with each other, improve digital investigations, intelligence and transfer information across the criminal justice system digitally.

PRINCIPAL CHANGES THE PUBLIC WILL SEE

- Reporting and tracking online – improving our response and the quality of support given to victims of crime.
- Our workforce using digital tools and new expertise to investigate all incidents and crimes effectively and efficiently.
- Analytics to help us make better and faster decisions about where we target our resources.
- Local, regional, national and international specialist capabilities to fight digital and cyber-crime.

Workforce Planning

OUR CHANGED FINANCIAL POSITION, ACHIEVED THROUGH THE PRECEPT INCREASE AND RESERVE FUNDING PROPOSALS, MEANS THAT WE ESTIMATE BY 2022 WE WILL BE ABLE TO PROTECT AROUND 500 AND INCREASE BY AROUND 200 OFFICERS AND STAFF

Clearly, such a huge shift significantly alters our thinking on not just where they will be deployed to enable the force to meet current and predicted future demand but the timing and scale of our recruitment and training plans.

Given the level of turnover we experience, primarily due to retirements, we will need to recruit in excess of 800 police officers by 2022 – around a third of those in Sussex who currently hold the Office of Constable. But the number is only one consideration. This truly is an extraordinary opportunity – for the force, for the people we serve and for those who wish to protect life and property, preserve the peace and prevent and detect crime.

The police service is critically reliant on the quality of its people. Policing is having to come to terms with changing attitudes to careers and career progression. We are but one of a number of high-profile professions operating in an increasingly competitive market place. Our strategies for attraction and recruitment need to adapt accordingly, and the status of policing as a rewarding professional vocation needs to be maintained and developed.

Workforce transformation is the professional approach by which the service develops and supports

a workforce capability designed for the future, sufficiently agile and representative to provide the skills and capabilities we need for twenty-first century policing. It's about developing a modern, adaptable workforce that is responsive to change. Workforce Transformation in the Police Service, February 2018.

Whilst we are pleased to see comments by HMICFRS which noted Sussex Police has worked hard to increase the diversity of its workforce, we are determined to improve.

The proportion of female officers is lower than the general population, at 31%. Whilst that's relatively encouraging in terms of how we fare alongside other police forces, we know that in 2016-2017, 32% of those joining were female. The gap is not narrowing.

We have to dismantle barriers – whether real or perceived, cultural or financial – to joining the police. It is 100 years since some women were first allowed the vote and 60 years since the Empire Windrush arrived at Tilbury Docks. Given these passages of time there can be little excuse for the police not to recruit its workforce from the widest possible pool of talent.

- In 2017, Sussex Police, together with Surrey Police, signed up to HeForShe, the UN Women's Campaign that aspires to engage men and boys as agents of change for gender equality, and in so doing we became the first thematic champions worldwide
- Earlier this year we were placed, for the ninth year, as one of the top 100 UK employers in the Stonewall Workplace Equality Index – the benchmarking tool to measure progress on lesbian, gay, bi and trans inclusion in the workplace
- In March 2018 we published the results of our gender pay gap analysis

We see this recruitment drive as a once in a generation opportunity to increase the representativeness of the workforce.

We must identify and recruit the best, most suitable and diverse talent to the service by the most appropriate recruitment paths. Equally, we must ensure we have the right measures in place to unlock the full potential of those working in policing so they can provide the best service possible to the public.





“Workforce transformation is the professional approach by which the service develops and supports a workforce capability designed for the future, sufficiently agile and representative to provide the skills and capabilities we need for twenty-first century policing. It’s about developing a modern, adaptable workforce that is responsive to change.”

Workforce Transformation in the Police Service, February 2018





Additional Sources of Information

Police and Crime Plan 2017/21

Strategic Policing Requirement

National Policing Vision 2025

Sussex Police Local Policing Model

Medium Term Financial Strategy

Sussex Police and Crime
Commissioner's Reserves Policy

References

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AGENDA ITEM NO. 6**ARUN DISTRICT COUNCIL****REPORT TO AND DECISION OF THE
OVERVIEW SELECT COMMITTEE
ON 18 SEPTEMBER 2018****PART A : REPORT****SUBJECT: Local Council Tax Reduction Scheme (Working Age)****REPORT AUTHOR:** Andrew Dale Revenues & Benefit Manager**DATE:** 22 August 2018**EXTN:** 37630**PORTFOLIO AREA:** Residential Services**EXECUTIVE SUMMARY:**

This paper provides options for the Committee to consider for the Local Council Tax Reduction Scheme (LCTRS) for year 7 (from April 2019).

RECOMMENDATIONS:

The Committee is asked to recommend which of the options presented within the report should be adopted as Cabinet approval will need to be obtained to allow a full public consultation on the proposed amendments to take place and within the tight timetable in place for concluding the Council's review of its Local Council Tax Reduction Scheme for 2019.

1. BACKGROUND:

The Welfare Reform Act 2012 and the Local Government Finance Act 2012 abolished the national council tax benefit (CTB) scheme and put in place from 1 April 2013 a framework for local authorities to create their own local council tax reduction (LCTRS) schemes.

The Government legislated that people of pensionable age will continue to receive support based on national rules (prescribed regulations). The Council's scheme encompasses both pensioners (over which the Council has discretion only to improve the statutory provision) and working age claims (over which the Council has complete discretion as to how to draw up its scheme).

The Government has laid down the process by which a local council tax reduction scheme can be put in place and renewed each year. In accordance with that process, Officers have prepared and recommend the attached scheme. This scheme must be approved by the Council before 31 January 2019 or the previous year's scheme will continue to have effect.

The cost of Council Tax Reduction is by way of deduction from the tax base, which has to be set by Full Council in November. Although the legislation permits the Council Tax Reduction scheme to be approved in January it really needs to be considered and agreed before tax base can be set.

The cost of the scheme is shared between all precepting authorities. This Council's share is approximately 14% of the total scheme cost, with the rest being funded by Sussex Police, West Sussex County Council and the Parish Councils.

The existing default scheme is a means tested scheme where the minimum contribution is £3.70 per week regardless of income.

Why Change is Necessary

In 2013 Universal Credit (UC) was introduced in pathfinder local authorities, with roll out for the first phase of local authorities commencing in October 2013.

The roll out of Universal Credit full service for Arun District commenced on 4 July 2018. From this date Universal Credit will apply for all new working age claimants (with certain exceptions). Therefore, we anticipate a significant increase in the number of claimants moving from Housing Benefit to Universal Credit. As we are still responsible for Council Tax Reduction claims we will see a drop in Housing Benefit claims but our Council Tax Reduction caseload will remain generally the same.

However, we will see the number of changes in circumstance increase significantly for this category of customer as the Department of Work & Pensions will notify us on a monthly basis of a customer's Universal Credit award. This increase in churn has been evidenced by other local authorities who went live with the Full Service Universal Credit last year.

This in effect means that if we do nothing the Universal Credit customer will receive numerous Council Tax bills throughout the year each one amending their instalments. This is confusing for the customer and a costly administrative process for the Council and likely to adversely affect Council Tax collection rates. The introduction of a banded scheme will reduce the number of Council Tax demands that will be issued as a new bill will only be sent when a customer's income changes resulting in them moving into a new income band.

In the coming years the Council is likely to face increasing financial pressures as the funding from Central Government continues to be cut. The introduction of this banded scheme allows the Council on a yearly basis to amend the scheme aligning with future budgetary requirements.

As with any significant change there will be those who will benefit and those who will be adversely impacted. To mitigate this, Council has amended its section 13A Hardship Policy to reflect the change to a banded scheme. The application process will be similar to that of the Housing Benefit Discretionary Hardship application with each request based on its individual merits.

2. PROPOSAL(S):

OPTION 2 - YEAR 7 Scheme 2019/20

The proposal is to change the scheme to an income-banded scheme which is simpler to administer and easier for customers to understand. It also offers more support to lower-income families giving more stability to people whose wages fluctuate each month. This scheme moves away from the complex means test that currently exists in our Council Tax Reduction Scheme. Under this option we can also consider making various changes to the scheme. The proposed bandings and changes are listed below.

Income (net)	Local Council Tax Reduction Scheme Banding	Percentage award of net liability
£0 – £175.00	A	90%
£175.01 – £225.00	B	70%
£225.01 – £275.00	C	50%
£275.01 – £325.00	D	30%
£325.01 – £375.00	E	10%

Proposed changes

- The removal of second adult rebate scheme
- Payment of Council Tax Reduction will only be made if it is over £5 per week
- Restricting capital limit to £6000
- To introduce a £5.00 per week charge for each non-dependant resident.
- To include child maintenance in the calculation of Council Tax Support allowing a £25.00 per week disregard.
- To fully disregard the payment of Carer's Allowance in the calculation of income.

In summary – this means

- Working age people will receive a percentage discount of 90%, 70%, 50%, 30% or 10% depending on the level of the income band they fall into.
- Those receiving Income Support, Jobseekers Allowance (income based), Employment Support Allowance (income related) will automatically be placed into Band A (i.e. 90% reduction).
- Payment of Council Tax Reduction would only be made if it is over £5 per week.

- Anyone with savings of £6000 or more will not qualify
- Changes to non-dependant deductions

Under our current scheme, a non-dependant charge of between £0 and £11.55 applies for each non-dependant living in a household – the amount is dependent on their income. We are proposing replacing these with a single non-dependant charge of £5.00 per week for each non-dependant regardless of income.

- Income from Carer's Allowance will be disregarded in full. (currently used in assessment of Council Tax Support award)
- The removal of backdating unless due to late billing.
- Income from Disability Living Allowance, Personal Independence Payments, Armed Forces Independence Payments, Child Benefit and War Disablement Benefits will continue to be disregarded when calculating Council Tax Reduction.
- To support incentives to work for those working over 16 hours, we will retain a weekly childcare disregard which will be applied to earnings of up to £175.00 for one child and £300 for two or more children. (A disregard is an amount of earnings not taken into account in the calculation of net earnings)
- Universal Credit – Where the Universal Credit payment is worked out based on wages, we still will take these wages into account after deducting the relevant earnings disregard. We will then add them to the Universal Credit payment to work out what band to use to calculate the Council Tax Reduction. Deductions taken from Universal Credit by the Department of Work & Pensions will not be removed.

The benefits of Option 2 are:

- Gives stability to those customers whose wages fluctuate each month. Working age people with the lowest income will receive more Council Tax Reduction if their income falls into Band A.
- All Non-dependants are asked to contribute the same amount. Some applicants may have to pay less
- The Council recognises the importance of carers and the role they play within the local community.
- Moves away from the complex means test that currently exists.
- It is administratively simpler and will potentially make administrative savings and is less complex and easier for customers to understand.

3. OPTIONS:

There are two options to be considered:

Option 1 is to retain our current means tested scheme – No change.

Option 2 [the preferred option] is to change the scheme to an income-banded scheme which is simpler to administer and easier for customers to understand, as well as offering more support to lower-income families and giving more stability to people whose wages fluctuate each month. This scheme moves away from the complex means test that currently exists in our Council Tax Reduction Scheme. Under this option we can also consider making various changes to the scheme.

4. CONSULTATION:

If the Committee decides to proceed with Option 2 – then a full public consultation process will need to be undertaken.

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		x
Relevant District Ward Councillors		X
Other groups/persons (please specify)		x
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO
Financial	x	
Legal		x
Human Rights/Equality Impact Assessment		X
Community Safety including Section 17 of Crime & Disorder Act		X
Sustainability		X
Asset Management/Property/Land		X
Technology		X
Other (please explain)		x

6. IMPLICATIONS:**The implications of adopting Option 2 are:**

Applicants with an income over £375.00 per week will no longer qualify and will be responsible for paying their full council tax liability.

There will no longer be a second adult rebate scheme for working age customers.

Where a working age person has £6000 or more in savings, no Council Tax Reduction will be payable.

Where an award of Council Tax Reduction is less than £5.00 per week no award will be made.

Child maintenance will be used in calculation of Council Tax Support reducing some families' entitlement. (A £25 per week disregard will be applied)

Non – dependant charges on the current scheme range between £0.00 and £11.55 per week based on their individual circumstances, by introducing a flat rate of £5.00 per week for all non-dependants some people will have to pay more.

There will be no provision in the scheme to backdate awards other than due to late billing. (However section 13A hardship provision will be made)

7. REASON FOR THE DECISION:

The change to an income-banded scheme will be simpler to administer and easier for customers to understand. This scheme offers more support to lower-income families and gives more stability to people whose wages fluctuates each month. Adoption of this scheme moves away from the complex means testing that currently exists in our current Council Tax Reduction Scheme.