

# Crawley Borough Council

## Minutes of the Overview and Scrutiny Commission



**Monday 7 September 2015 at 7.00p.m.**

**Present:**

Councillor	B A Smith (Chair)
Councillor	K Sudan (Vice-Chair)
Councillors	M L Ayling, Dr H S Bloom, K Brockwell, R G Burgess, C A Cheshire, I T Irvine and W A Ward

**Also in Attendance:**

Councillors	B J Burgess, M G Jones, P K Lamb, B McCrow, A C Skudder, P C Smith, G Thomas and K J Trussell
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Mr J G Smith MBE, Honorary Freeman and Alderman  
Katy Bourne, Police and Crime Commissioner  
Chief Inspector Dave Padwick

**Apologies for Absence**

Councillors	R A Lanzer and L Vitler
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**Officers Present:**

Sarah Barnes	Contact Centre Manager
Laura Carter	Transformation Officer
Garry Craven	Grounds Maintenance Assistant
Heather Girling	Democratic Services Officer
Nicola Glemas	Assistant Community Warden Manager
Lucasta Grayson	Head of People and Technology
Chris Harris	Head of Community Services
Lee Harris	Chief Executive
Karen Hayes	Head of Finance, Revenues and Benefits
Suzanne Holloway	Principal Planning Officer
Jon Law	Street Cleanser
Bethany Lester	Planning Officer
Clare Prosser	Nuisance and Anti-Social Behaviour Team Manager
Karen Rham	Parks and Streetscene Manager

**30. Members' Disclosure of Interests and Whipping Declarations**

No disclosures of interests or whipping declarations were made.

**31. Minutes and Matters Arising**

The minutes of the meeting of the Commission held on [6 July 2015](#) were approved as a correct record and signed by the Chair. Councillor Brockwell raised a question on Minute 18 and a brief discussion took place in relation to the Proposed Article 4 Directions at

Manor Royal. It was acknowledged that consultation would still be open until 23 October 2015 and any views should be expressed through the appropriate channels.

### **32. Public Question Time**

No questions from the public were asked.

### **33. Community Policing – Policing in Sussex**

The Chair welcomed the Police and Crime Commissioner, Katy Bourne and Chief Inspector Dave Padwick to the meeting to discuss the challenges Sussex Police face in the future.

During the discussion, the following points were expressed:

- The Sussex Police spending review is continuing and is expected to be finalised at the end of the year. It was noted that Sussex Police is regularly involved in joint procurement exercises in order to obtain value for money and be efficient in all areas.
- The neighbourhood and local policing model will take account of a new way of working, including the use of mobile technology to improve access to systems.
- Changes to the neighbourhood and local policing model may affect the number of PCSOs. However, it is envisaged that key contact officers will be maintained. Information will be shared with Community Safety Partnership Chairs and then disseminated to Members.
- A resolution centre is being trialled for non-emergency calls operated by trained police officers to deal with incidents as they arise.
- Partnership working is paramount to successful policing, particularly around mental health custody. The street triage pilot in Crawley has proven a successful collaboration, with the police and mental health services joining forces to provide immediate help and support to people who may be experiencing a mental health crisis.
- There is a requirement to consult and work closely with all partners. It is important to share information and data, particularly around new training initiatives or the commissioning of services.
- It was noted that there has been an increase in Hate Crime and there is currently a Hate Crime Ambassador within the force.
- Members were informed that Restorative Justice is the responsibility of the Police and Crime Commissioner. This can take place at various levels, working with partners to result in successful outcomes.
- It was acknowledged that WSCC takes the lead on safeguarding issues and each local authority has a safeguarding officer.

### **RESOLVED**

That the Chair thanked both the Commissioner and Chief Inspector for attending, together with Councillor Ward for initially arranging the meeting and welcomed Chief Inspector Padwick to Crawley in his new role as District Commander.

### **34. Budget Strategy 2016/17 – 2020/21**

The Commission considered report FIN/368 with the Leader of the Council and the Head of Finance, Revenues and Benefits, which set out the projected financial position for 2016/17 to 2020/21 for the General Fund, Housing Revenue Account, capital programme and the underlying assumptions.

During the discussion, the following points were expressed:

- The recognition that future capital bids needed to ensure an effective use of capital. There was an appreciation that additional capital bids would be for maintaining existing assets, for environmental obligations 'spend for save' bids or 'spend to earn' investment income. However, concern was expressed by some Members that future capital bids might restrict the freedom to develop community opportunities and it was suggested the Cabinet be requested to reconsider this funding criteria.
- An acknowledgement that General fund reserve will be capped with any surplus transferred to the capital programme reserve.
- The recognition that reserves will be available for investment properties within the Investment Acquisition Reserve and any unused money could be returned to the general capital reserves in future.
- The advantages and disadvantages of a balanced budget over a 3 year period were highlighted.

#### **RESOLVED**

That the Commission welcomed the report but asked the Cabinet to reconsider the criteria for future capital bids based on merit so as not to restrict bids for community opportunities.

### **35. Crawley Community Infrastructure Levy (CIL) Draft Charging Schedule**

The Commission considered report SHAP/50 of the Head of Strategic Housing and Planning Services which sought approval of the content and approach of the draft charging schedule and supporting documents for a six week public consultation period in accordance with the Community Infrastructure Levy regulations, prior to submission for independent examination.

A discussion was held with the Cabinet Member for Planning and Economic Development Engagement and the Principal Planning Officer.

Members' main comments included:

- Support for the CIL in terms of transparency and the allocation of CIL receipts for spending in the area where the development is taking place (in agreement with the local community).
- Acknowledgement that whilst the Commission attempted to equate the S106 and CIL list it was recognised that the draft Regulation 123 list was rather ambiguous, and did not provide a high degree of clarity.
- Encouragement that wider, detailed consultation will take place with Members for the next stage of the process in terms of establishing governance.
- Acknowledgement that the governance stage will commence autumn 2015 and Members requested an update on these arrangements prior to CIL adoption.

## RESOLVED

That the Commission agreed to support the recommendations to the Cabinet.

### 36. Transformation Update – Nuisance and Anti-Social Behaviour (NASB)

The Commission received an update from the Nuisance and Anti-Social Behaviour Team Manager on the System Thinking Review.

The conclusions from the 'check phase' were:

- There were multiple "hand offs" meaning that work was passed between several officers which caused delays and duplication.
- The work was "pushed" at the caseworkers, resulting in further work irrespective of current workload.
- Customers were being offered the same "one size fits all" approach at the start of each case, rather than dealing with case on an individual basis.
- The caseworkers were prioritising the new demand over existing cases and re-opening cases, causing a delay in response.
- 50% of the demand was met by voicemail.

As a result of the 'redesign' several changes were made to the system:

- The admin role was removed at the front end. Caseworkers now have autonomy in allocating cases.
- The caseworkers now "pull" work from the system and speak directly to the customer in the first instance.
- The team changed the process for "pulling" in Community Wardens to assist in 'hotspot' listing to avoid a duplication within the process.
- An interactive spreadsheet was designed to record and provide immediate feedback.
- Community Wardens can now feel empowered to take action on NASB cases.

During the discussion, the following points were expressed:

- The caseworker is involved in the process "end to end" ensuring one contact for the ensure process, taking out enforcement action if necessary.
- The team conduct regular reviews of "measures" and "demand" in order to share knowledge and improve learning. There was recognition that Systems Thinking has changed the team's thinking, behaviour and as a result improved performance.
- There was an acknowledgement that the Community Social Worker (Mental Health) post will prove an asset to the team.

## RESOLVED

That the Commission welcomed the update and noted the review.

### 37. Transformation Update – Streetscene/Community Wardens

The Commission received a presentation from the Head of Community Services and the Streetscene and Community Wardens Systems Thinking Review Team on the Check Phase of the Review.

The conclusions from the 'check phase' were:

- An acknowledgement that the review covered a huge amount of services, including Community Wardens, Cleansing Team, Grass Cutting and Shrub/Hedge Maintenance.

- Whilst the Contact Centre receives a large proportion of “demand”, the majority of this was deemed “failure” demand meaning that it cannot be answered “first time” and was “handed off” to other teams to complete.
- The reasons for failure demand included cyclical work, access issues, the weather and leaving the site for wildflowers to grow.
- Considerable “waste” was also discovered in having specialist teams focusing on narrow areas of responsibility.
- The Community Wardens encountered a vast amount of demand (both reactive and proactive), from the public, internal customers and partners.
- It was acknowledged that improved promotion and marketing can be paramount to achieving results, for instance the reports of abandoned shopping trolleys had significantly reduced as a result of improved advertising and communication.
- It was recognised that the majority of issues concerned with grass verge parking related to WSCC.
- There were differences in “thinking” and “behaviour” between the various teams.
- The new purpose was “Help me to live in a safe, clean and well maintained town”. The Re-design of the service will commence shortly.

During the presentation, the following points were expressed:

- Members applauded the work being undertaken by the Parks & Streetscene Teams.
- It was acknowledged that the service would be re-designed in the future and this may include the Let’s Face It scheme.
- It was felt that retailers had a responsibility to collect abandoned shopping trolleys. New legislation has been introduced to enforce this.
- There was recognition that the re-design of services would involve experimenting with different approaches and opportunities. There was support for increased marketing and also education for any future initiatives.

## **RESOLVED**

That the Commission welcomed the presentation and thanked all members of the project team for attending. The Chair thanked individual staff for their contribution and attendance at the Commission.

### **38. Health and Adult Social Care Select Committee (HASC)**

There had been no meeting of the HASC since the July meeting of the Commission. The next meeting of the HASC will take place in October 2015.

### **39. Scrutiny Panels**

Fairness Commission Scrutiny Panel

The final report is being drafted and the next meeting of the Panel is scheduled to take place on 22 September 2015.

### **40. Establishment of and Appointments to Scrutiny Panels**

It is the responsibility of the Commission to establish Scrutiny Panels as required, to appoint a Chair to each Panel and agree the Members to be appointed to each Panel.

## **Review of Democratic Structures**

Nominations had been received for the Scrutiny Panel along with nominations for Chair for both Councillors B A Smith and K J Trussell.

A vote was taken.

As a result of the vote, and in accordance with the Local Government and Housing Act 1989, the Commission confirmed the establishment of the 'Review of Democratic Structures Scrutiny Panel', with the membership of Councillors Dr H S Bloom, R G Burgess, I T Irvine, T Lunnon, B A Smith, K Sudan and K J Trussell, with Councillor B A Smith as Chair.

### **41. Forward Plan**

The Commission considered the latest version of the Forward Plan and the provisional lists of reports for future meetings. The referrals included:

#### **November 2015**

Crawley Borough Council Local Plan: Local Development Scheme 2015-2018

### **42. Exclusion of the Public**

#### **RESOLVED**

That in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraphs specified against the item.

### **43. Review of Intranet, Website and Associated Systems**

#### **(Exempt Paragraphs 3)**

Exempt Paragraph 3 (information relating to financial and business affairs of any particular person (including the Authority holding that information)).

The Commission considered report PAT/026 of the Head of People and Technology which sought agreement to invest in the updating of the Council's website, intranet and associated document and case management systems.

A discussion was held with the Cabinet Member for Resources and the Head of People and Technology.

During the discussion, the following points were expressed:

- Recognition that the current intranet, website and associated systems required upgrading or replacement as the current infrastructure is no longer supported.
- Acknowledgement that the proposal provided opportunities to experiment in-house with various options.
- Support for Members' input into the "look, feel" and content of the website during any re-development, with the option of potential scrutiny panel involvement.

**RESOLVED**

That the Commission agreed to note the report to the Cabinet.

**44. Closure of Meeting**

The meeting ended at 11.00pm.

B A SMITH  
**Chair**