

Environmental & Community Services Select Committee

30 November 2017 – At a meeting of the Select Committee held at 10.30 a.m. at County Hall, Chichester.

Present: Mr Barrett-Miles (Chairman)

Mr Baldwin	Mr S Oakley
Mrs Bridges	Mr Oppler*
Mrs Brunsdon	Mr Patel*
Lt Cl Barton	Mrs Purnell*

In attendance by invitation: Mrs Kennard (Cabinet Member for Safer, Stronger Communities) and Mr Lanzer (Cabinet Member for Highways and Infrastructure)

Apologies for absence were received from Mr Jones, Mr McDonald and Mr Purchase

* Left the meeting at 1pm, 2pm and 1.45pm respectively

Declarations of Interests

130. In accordance with the Code of Conduct, the following personal interests were declared:

- Mr Baldwin as a member of the Executive Task and Finish Group (TFG) in relation to Bus Strategy and Highways Maintenance Contract Update.
- Mrs Purnell as a member of the Executive TFG in relation to Highways Maintenance Contract Update.

Minutes of the 15 November Meeting

131. The Committee considered the minutes of the last meeting and agreed the following:

132. That minute no 97 should be changed from:-

- Members requested that an update on this item come back to the Committee in a year's time.

To:

- Members requested that an update on this item come back to the Committee in a year's time, following government changes to the feed in tariffs.

133. That minute no 121, point 2, should be changed from:-

- If a specific scheme doubles in costs then it would be discussed and revisited with the Cabinet Member and the local member

To:

- If a specific scheme significantly increases in costs then it would be discussed and revisited with the Cabinet Member and the local member

134. Resolved – that subject to the amendments in minutes 97 and 121 above, the minutes of the Environmental and Community Services Select Committee held on 15 November 2017 be approved as a correct record, and that they be signed by the Chairman.

Community Intelligence

135. The Committee considered a report by Director of Communities (copy appended to signed minutes).

136. Rachel North, Director of Communities and Guy Pace, Lead Professional, Community Safety introduced the report which gave an overview of the proposed Community Intelligence partnership approach and the methodology, intelligence gathering and community engagement that was currently undertaken. Key points included the use of technical innovation to promote key messages and modernising the partnership approach.

137. *Chief Insp Justin Burtenshaw, District Commander Chichester & Arun, Sussex Police, gave an overview of current community engagement. This included the use of social media outlets such as Twitter, Instagram and Facebook to promote neighbourhood alerts, weekly bulletins, appeals and specific targeted areas. A bespoke Facebook page had also been set up aimed directly at the Polish community which had been very successful and a further 5 language pages were planned for other nationalities.*

138. *Detective Inspector Dave Grover, Sussex Specialist Crime Command (SCC) Intel West also gave an overview of the importance of good intelligence and how it helped to give a clear picture of the risks and where to direct controlled strategies. The rise of Serious Organised Crime (SOC) demanded a strategic response to help reduce the threat, so the emphasis was to put in place disruption plans by utilising partnership working, with a lead officer responsible.*

139. *James Armstrong, Digital Communications Manager, Sussex Police also highlighted present engagement methods with communities. The focus was to improve the way in which social media was used to help build community relations by keeping pace with changing technology and capitalise on internet use. Although face-to-face communication was still of great importance, online outlets had the biggest impact. Building relationships with the community over low level crime ensured more effective engagement when a serious crime came about. Various corporate level campaigns had proved successful including the Child Sexual Exploitation campaign and the use of Snapchat to engage younger audiences. Along with the use of websites and leaflets, an email subscription service with weekly messages from local police also gave the public the option to sign up for targeted messaging about specifics such*

as anti-social behaviour or crime prevention.

140. The Committee made comments including those that follow. It:

- Welcomed the good community engagement work by Sussex Police but raised concerns that those without internet access or capabilities, such as the elderly, may be excluded as a result of over reliance on social media. An officer advised that the target audience was always looked at to judge the best way for them to access the information. Mrs King advised that the challenge was to embrace the digital response with a more personal experience and highlighted the importance of sharing resources, working together and engaging with members and their communities
- Queried to what degree social media sites were monitored. An officer advised that these were monitored on a daily basis by a community engagement officer.
- Recognised the limited time officers had to interact with the public outside of incidents, but raised concerns over the apparent reduction of Police Community Support Officers (PCSOs) on patrol, potentially resulting in a loss of intelligence especially in deprived areas. An officer advised that a more targeted approach towards PCSO patrolling was now in effect and, along with an increase in their powers, they were currently directed to areas where there were higher risks or threats.
- Questioned how seasonal workers were protected from exploitation and what intelligence the police were looking at to combat this. An officer advised that it was a struggle to get intelligence from such victims of exploitation, so operations were now carried out in partnership with Her Majesty's Revenue and Customs (HRMC), which could prove workers were not being paid the minimum wage. SOC involving modern slaves was taken seriously and the police lead from a safeguarding perspective, while continuing to develop intelligence. The Director of Communities added that the County Council focused on information sharing that helped feed into such cases.
- Queried the effectiveness of the Annual Crime Surveys and whether resources could be better directed to other areas. Mrs King advised that annual surveying wasn't as effective as it could be so the model was being revisited with more regular community engagement, partnership with the police, district and borough councils and local business.

141. *The Cabinet Member for Safer, Stronger Communities thanked the Committee for scrutinising and supporting the work being undertaken and added that it was important to build confidence and work together under a shared responsibility.*

142. Resolved – That the Committee:

- 1) Notes the proposed Community Intelligence partnership approach
- 2) Requests that public communications are tailored to fit the target audiences, including those without digital access.
- 3) That the anti-social behaviour online reporting system currently being piloted successfully in areas of East Sussex is taken forward and implemented in West Sussex.

143. *The Committee also identifies the following concerns:*

- That the approach to the Annual Crime Survey may no longer be fit for purpose, with a more frequent survey being preferred.
- That to build public confidence, it is important that community intelligence is acted upon.

Bus Strategy

144. The Committee considered an update on the Passenger Transport (Bus) Strategy and Supported Services Review, the minutes of the first meeting of the Executive TFG and its Terms of Reference by the Transport Bureau Manager (copy appended to signed minutes).

145. Bill Leath, Transport Bureau Manager, introduced the report and gave an overview of the work of the Executive TFG set up to review the strategy and supported services. The first meeting of the TFG had taken place on 23 November 2017 with a further 3 meetings planned over the next 6 months. Consultation with key stakeholders and bus operators would also be included in the work. A public consultation, along with an impact analysis was expected in early 2018. The final strategy will then be considered by the TFG before being brought back to the Committee.

146. *Mr Baldwin as a member of the Executive TFG did not take part in the debate on this item.*

147. The Committee made comments including those that follow. It:

- Queried if other County Councils (such as Surrey) that have models for student fares had been considered and whether a similar model could be implemented in West Sussex. *The Cabinet Member for Highways and Infrastructure advised that this could be considered but that costings would need to be kept within the financial envelope, as to avoid budget increases.*
- Suggested that major developments should be designed to accommodate bus usage and services. Andy Ekinsmyth, Head of Transport and Countryside advised that this could be considered when reviewing the strategy, including supporting infrastructure requirements and where responsibility for these may lay.

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- Questioned what technological advances within the bus industry were being explored. An officer advised that options such as mobile phone ticket purchasing and cleaner fuel vehicles were amongst some of the considerations.
- The Chairman of the Committee asked that the Cabinet Member for Highways and Infrastructure participate as a member only and not sit as Chairman of the TFG.

148. Resolved – That the Committee recommends that the TFG consider:

- 1) Other County Councils (such as Surrey) that have models for student fares and whether a similar model could be implemented in West Sussex.
- 2) That Mrs Brunsdon attends the relevant TFG meeting as a witness on this issue.
- 3) How major developments should be designed to accommodate bus services.

The Implications for the Fire & Rescue Service of the Policing and Crime Act 2017 (a)

149. The Committee considered a report by the Director for Operations and Chief Fire Officer (copy appended to signed minutes).

Gavin Watts, Director of Operations and Chief Fire Officer introduced the report which gave an overview of the wider legislative context for the Fire and Rescue Services (FRS), under the Policing and Crime Act 2017 and the Home Office Reform Agenda. Key points were:

- Ensuring the authority was 'inspection ready' in time for pilot inspections by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to commence in January 2018, with the full inspection routine commencing from April 2018.
- The development of a new Integrated Risk Management Plan (IRMP) and a greater drive and duty towards collaboration with blue light partners; including facility sharing and joint operational initiatives.
- Investment in communications, operational and personal protective equipment along with a major recruitment exercise due to a significant number of staff retirements over the next 4 years.

150. The Cabinet Member for Safer, Stronger Communities thanked officers and advised that she wanted to ensure that the FRS was subject to the right governance.

Fire & Rescue Service – Future Governance and Scrutiny (b)

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151. The Committee considered a report by the Director for Operations and Chief Fire Officer and Director of Law and Assurance (copy appended to signed minutes).

152. Neil Stocker, Director of Public Protection and Deputy Chief Fire Officer introduced the report and highlighted the importance of having governance arrangements and a clear set of WSFRS objectives in place. Key points were:

- The Emergency Service Collaboration Programme which included shared services had been working well in some areas. The WSFRS was ensuring collaboration where possible, including in areas such as training and health and safety with both East Sussex and Surrey FRS. Where there was also a mutual benefit to partner with the police and ambulance services this would be progressed.
- The suggestion of bringing the WSFRS Annual Statement of Assurance to the Committee for members to scrutinise.
- The Police and Crime Commissioner (PCC) had requested to review the business case for assuming control of the Fire and Rescue services of East and West Sussex, by July 2019.

153. The Committee made comments including those that follow. It:

- Welcomed that the WSFRS was addressing recruitment issues but queried what the financial and physical resource implications in relation to these were and the current issues with Retained Fire Officer recruitment. Mr Watts advised that there were substantial resource implications and that significant project management was needed to deal with these, which the WSFRS was still seeking to resolve. Retained recruitment was difficult due to changing work patterns over the course of past decades, but there was a robust action plan to help address this and it would be further addressed in the new IRMP. Overall this was seen a national problem.
- Highlighted the need to have an understanding of the increased costs arising from additional scrutiny and management, along with the importance of maintaining a balance between management functions and good operations; and requested reassurances that the focus wouldn't be too 'high level', as opposed to day-to-day operations.
- Queried if the joint procurement and operating procedures had been working effectively. Mr Watts advised that there was good cross-border collaboration in place between services. Bodies such as a well-functioning review forum continued to look at operations procedures and a national policy group also ensured continuity in the service.
- Queried the role of the Fire Brigade Union (FBU) within the WSFRS. Mr Watts advised that there was a good working relationship in place with the FBU and they would continue to be representative bodies providing input into a major part of developing HMICFRS 'inspection readiness' and the

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new IRMP. *The Cabinet Member for Safer, Stronger Communities added that all FBU representatives would be kept informed at relevant times.*

- Highlighted the need for WSFRS branding to allow for better public awareness and more effective communications.
- Requested an Executive Summary in each WSFRS report brought to the Committee, so that members could have a better understanding and suggested that the IRMP be scrutinised jointly with the Performance and Finance Select Committee.

154. a) Resolved – That the Committee:

- 1) Notes the context in which the FRS now operates and endorses the approach.
- 2) Endorses the development of a new IRMP with a request for more information on funding to show value for money.
- 3) Endorses a strengthened focus on collaborative working with blue light services and other partners.

155. b) Resolved – That the Committee:

- 1) Supports the objective of enhanced scrutiny and regular performance monitoring for the FRS, with a request that the Performance and Finance Committee also be engaged, where this would add value.
- 2) Approved proposals for the Committee's involvement in oversight of the documents under the National Framework.
- 3) Agreed that the Committee name be changed to the Environment, Communities and Fire Select Committee.

Highways Maintenance Contract Update

156. The Committee considered a report by the Director of Highways and Transport (copy appended to signed minutes).

157. Jonathan Ullmer, Head of Highways Operations, Matt Davey, Director of Highways and Transport and Chris Barrett, Contract Lead Professional introduced the report which gave a current overview of the progress of the procurement project for the new contract. New tender documents had been sent out to 3 bidders, with the final submissions of revised tenders expected back in December 2017.

158. The new contract would include a number of performance measures within a Performance Management Framework. Included in this would be an employer's incentive scheme incorporating a mix of incentive, disincentive and remedies

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relating to performance. A range of KPIs would be introduced to measure the contractor's performance against agreed targets.

159. *Mr Baldwin as a member of the Executive TFG did not take part in the debate on this item.*

160. The Committee made comments including those that follow. It:

- Welcomed the progress made, but queried the cost implications of performance management of the new contract and sought reassurance that the County Council had enough in-house management to effectively monitor this. An officer advised that management performance indicators would underlay the KPI's. Currently the County Council had minimum resource to look at performance and manage the contract and although local Highways Managers would have more involvement, resource issues would need to be addressed to manage overall performance. There were budget restraints, but there was also scope to put more resource in.
- Raised concerns that as the new contract was due to commence some months into the financial year of 2018, that any savings not achieved in the first 9 months may push costs into subsequent years. Also whether there would be any change in service levels during 2018. An officer advised that in the first year financial risks would remain, but that the overall savings target should be achieved. No changes were expected to service levels in the first year of the new contract, but services such as winter maintenance may be subject to change in future years in order to deliver revenue savings.
- Questioned if the usual contractual obligations around break clauses would be included in the new contract. An officer advised that a standard twelve month break clause would be included, as well as a break clause linked to performance if the contractor failed to reach the annualised average KPI target, by 10% or more.
- Requested a full list of the KPI's for the new contract and suggested that a member satisfaction KPI would be beneficial. An officer advised that some contractors were considering the use of a members' portal for members to use. A full list of KPI's could be provided to the Committee.
- Requested that the report from the Efficiency Advisor, be brought to the Committee as and when available.

161. Resolved – That the Committee notes the update with a request that a further update on KPI's be brought to its meeting in January 2018.

Forward Plan of Key Decisions

162. The Committee considered the Forward Plan December 2017 to March 2018 (copy appended to signed minutes).

163. Resolved – That the Forward Plan be noted.

Date of the Next Meeting

164. The Committee noted that its next scheduled meeting will take place on 10 January 2018 at 10.30am at County Hall, Chichester.

The meeting ended at 3.55pm

Chairman.