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## CenSus (Central Sussex Partnership) Joint Committee

Friday 18<sup>th</sup> March 2016 at **10.00am** in the Queen Elizabeth II Room,  
Shoreham Centre, Pond Road, Shoreham-by-Sea, BN43 5WU

<b>Councillors:</b>	<b>Neil Parkin</b>	<b>Adur District Council</b>
	<b>Jim Funnell</b>	<b>Adur District Council</b>
	<b>Brian Donnelly</b>	<b>Horsham District Council</b>
	<b>Gordon Lindsay</b>	<b>Horsham District Council</b>
	<b>Jonathan Ash-Edwards</b>	<b>Mid Sussex District Council</b>
	<b>Gary Marsh</b>	<b>Mid Sussex District Council</b>
	<b>Daniel Humphreys</b>	<b>Worthing Borough Council</b>
	<b>Mark Nolan</b>	<b>Worthing Borough Council</b>

## Agenda

<b>Agenda</b>	<b>Item</b>	<b>Presenter</b>	<b>Page</b>
1.	To receive any declarations of interest from Members of the Joint Committee	-	
2.	To approve as a correct record the minutes of the Joint Committee held on 11 December 2015	-	3
3.	To consider any items the Chairman of the meeting considers to be urgent	-	
4.	Final 2016/17 Joint Committee Budget	Peter Stuart	9
5.	Revenues and Benefits Performance Update 2015/16	Tim Delaney	13
6.	Census Joint Committee - Quarterly ICT Service Update	John Ross	21
7.	A review of the current partnership arrangement for the delivery of the Adur Revenues and Benefits Service	Paul Tonking / Carol Stephenson	41

8.	Census Joint Committee meeting dates - 2016/17	Dave Briggs	67
9.	Joint Committee Work Programme 2016/17	Dave Briggs	69

**CenSus Joint Committee  
(Central Sussex Partnership)**

Minutes of a meeting held in  
the Gordon Room, Town Hall, Worthing  
at 10.00am on Friday 11 December 2015

**Present:**

Councillors: Daniel Humphreys (Chairman), Worthing Borough Council  
Mark Nolan, Worthing Borough Council  
Jim Funnell, Adur District Council  
Brian Donnelly, Horsham District Council  
Jonathan Ash-Edwards, Mid Sussex District Council

**Apologies:**

Councillors: Neil Parkin, Adur District Council  
Gordon Lindsay, Horsham District Council  
Gary Marsh, Mid Sussex District Council

**Also Present:**

Jane Eckford, Director for Customer Services, Adur and Worthing Councils  
Paul Brewer, Director for Digital & Resources, Adur and Worthing Councils  
Paul Tonking, Head of Worthing Revenues and Benefits Service  
Carol Stephenson, Partnership & Business Support Manager, Adur and Worthing Councils  
Neil Terry, Senior Democratic Services Officer, Adur and Worthing Councils  
Andrew Mathias, Senior Solicitor, Adur and Worthing Councils  
Katharine Eberhart, Director of Corporate Resources, Horsham District Council  
Tim Delany, Head of CenSus Revenues and Benefits, Mid Sussex District Council  
Peter Stuart, Head of Finance: CenSus CFO, Mid Sussex District Council

**CJC/017/15-16      Declarations of Interest**

None.

**CJC/018/15-16      Minutes**

**Resolved** that the minutes of the meeting of the Committee held on 25 September 2015 be agreed and signed by the Chairman

**CJC/019/15-16      Urgent Items**

None.

## **CJC/020/15-16      Draft Revenue and Capital Budgets for 2016/17**

The Committee received a report from the Head of Finance, CenSus, setting out the draft revenue and capital budgets for both the Revenues and Benefits service and ICT service for 2016/17.

Members noted an overall increase to the previous year's budget of £127K. Officers advised that this was due, in part, to the removal of the SERPS National Insurance discount.

The Committee was informed that the budget also included a new post to specialise in the Business Rate Retention scheme in order to maximise income and oversee appeals. This was being financed from the savings realised from outsourcing printing and postage output via the County Council contract.

### **Resolved:**

That the Census Joint Committee approved the revenue and capital budgets for both the Revenues and Benefits Service and the ICT Service.

## **CJC/021/15-16      Revenues and Benefits Performance Update**

A report was presented by the Head of Revenues and Benefits, Census, which set out the performance and activity of CenSus Revenues and Benefits since the September Committee meeting.

The Committee noted the performance targets for the quarter.

Officers advised that that staff turnover remained high and despite recent recruitment exercises, 7 vacancies remained in Revenues and 3 in Benefits. Officers had recorded feedback that indicated staff departures were not as a consequence of the salary paid. However, Census was experiencing increasing difficulties in attracting applicants who were suitable for vacant posts, with indications that starting salary was an issue. Offering a starting salary at an additional scale point or two above the base start point, "dependant on experience", was considered as a possible solution.

Members questioned who was responsible for advising on recruitment and suggested that if salaries were the barrier, they needed to be increased. Officers advised that they were working with the Human Resources and Communications teams in Mid Sussex to review the process and the content of job advertisements.

It was noted that all 3 authorities had received a 'Qualification' in the auditor's letter following the subsidy audit. One-off errors aside, the errors identified concerned "income" and in Mid Sussex' case, misclassification of overpayments. The Committee noted that Officers were analysing the errors identified.

### **Resolved:**

That the CenSus Joint Committee noted the performance and activity of the Service.

## **CJC/022/15-16      ICT Service Performance Update 2015/16**

A report was presented by the Head of CenSus ICT, which outlined the CenSus ICT service performance and the budget position as at the end of October 2015.

The Committee noted that :-

- Census ICT Service Delivery had continued to strike a balance between service & project delivery, maintaining a historic low of outstanding calls together with an SLA performance above the required 85% on all 3 sites;
- Work was progressing at Adur and Worthing on implementing a Digital focussed strategy with a defined technology set – CenSus was currently involved in supporting an externally sourced consultancy to quantify / validate the opportunities & benefits associated with moving to Infrastructure as a Strategy (IaaS) & to develop a realistic schedule for developing such a strategy;
- Work was also progressing to transform the approach to ICT related security matters (PSN; Server patching; proactive system monitoring) from a project to a ‘business as usual’ activity; currently Server patching status was over 90% up to date. An upgrade of out of support Microsoft 2003 server operating systems was complete with the exception of a single server in Worthing that would be completed by the end of November;
- ICT Disaster Recovery – the software product (Veeam) for rapid back-ups & cross site storage had been implemented across the partnership sites & its effectiveness validated in a live incident situation;
- The G/On remote access device had been steadily deployed across the Partnership as & when requested by the Business areas;
- Ongoing Change Management processes had significantly improved governance & disciplines to minimise uncontrolled activities & minimise risk, ultimately reducing the number of incidents across all sites. In Q1 2016, these manual processes would be automated as part of the new Service Desk tool implementation;
- The restructuring of CenSus ICT had progressed on schedule to the defined process & was moving from the formal 30 day consultation period through to implementation of the structural changes. Full implementation was scheduled for the 1<sup>st</sup> week of January 2016;
- There had been no cross Partnership P1 Level service interruption events of note during the quarter.

**Resolved,**

The Census Joint Committee:-

- a. noted the operational performance of the CenSus ICT service;
- b. noted the current status of the CenSus & site specific ICT project progress;
- c. noted the proposed Project Portfolio for 2016/17;
- d. noted progress to date on ICT process development & restructuring of the team; and,
- e. noted the status of major ICT incident occurrence within the last quarter.

**CJC/023/15-16      A review of the current partnership arrangement for the delivery of the Adur Revenues and Benefits Service**

A report was presented by the Head of Worthing Revenues and Benefits Service, which informed the Committee that on 8<sup>th</sup> October 2015, Adur and Worthing Members had agreed to review the current partnership arrangements for the delivery of the Adur Revenues and Benefits Service.

The Committee noted that the partnership had been successful in stabilising the Adur Revenues and Benefits Service during the time that it had been in existence, but now Adur and Worthing Members felt it was appropriate that they consider alternative ways of working to consolidate the service for both Adur and Worthing residents.

Adur and Worthing Councils had already embarked on a project locally and it was hoped that following the meeting, further more in depth work could be undertaken, in conjunction with colleagues from both Horsham and Mid Sussex Councils, to allow due consideration of all of the issues and allow a further report to be submitted to Adur and Worthing Members in February 2016.

The Director for Customer Service at Adur and Worthing Councils thanked the Head of Revenues and Benefits (Census) for the work undertaken by his team and advised that an options appraisal would be brought to the Census Joint Committee in March 2016.

**Resolved,**

That the Census Joint Committee:-

- i) noted the contents of the report to the Joint Strategic Committee at Adur and Worthing Councils and subsequent minutes;
- ii) noted that a further report would be presented in March 2016, advising of the outcome of the exploratory work and Adur's intention as to whether it wished to remain within the current partnership agreement for the delivery of the Adur Revenues & Benefits Service;



- iii) noted that arrangements were already in place for any one or more of the existing partners to serve notice on or after 1<sup>st</sup> April 2016 if they wish to withdraw from the existing partnership arrangement for the delivery of the Adur Revenues & Benefits Service.

#### **CJC/024/15-16      Joint Committee Work Programme 2015/16**

The Director for Digital & Resources at Adur and Worthing Councils outlined the proposed work items for the remaining meetings in 2015/16.

The Committee was also advised that an additional item entitled 'Infrastructure as a Service Strategy' would be brought to the Committee meeting in March 2016.

#### **Resolved,**

That the Census Joint Committee agreed the Work Programme for 2015/16.

#### **CJC/025/15-16      Next Meeting**

#### **Resolved,**

That the CenSus Joint Committee noted that the next meeting was scheduled to take place at 10.00am on 18<sup>th</sup> March 2016 in the Queen Elizabeth II Room, Shoreham Centre, Shoreham-by-Sea.

The meeting was declared closed by the Chairman at 10.28am, having commenced at 10.00am.

**Chairman**



**Report by the CFO to Census Joint Committee**

Wards Affected – All  
Key Decision - No

## **FINAL 2016/17 JOINT COMMITTEE BUDGET**

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### **Purpose of Report**

1. This report presents the Joint Committee with the final revenue and capital budgets for both the Revenues and Benefits Service and ICT service for 2016/17.

### **Recommendations**

2. That the revenue and capital 2016/17 budgets for both the Revenues and Benefits Service and the ICT Service be approved.
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### **2016/17 Budgets**

#### **Revenues and Benefits**

3. The final budget for approval has not changed since the draft budget was presented to the Joint Committee in December 2015.
4. For completeness, this is shown below at a net total of £2.969m.

#### **ICT**

5. The final ICT budget has increased to £2.643m from the draft position of £2.621m. This £22k change is due to an increase in local maintenance budgets relating to the Capita Wan, VM Ware and EZu hosting contracts following updated information from the relevant suppliers.
6. All other expenditure totals remain as before.

#### **Policy Context**

7. Shared services are one aspect of the Councils work towards running Better Services.

#### **Other Options Considered**

8. None applicable.

### **Financial Implications**

9. The financial implications are detailed within the body of this report.

### **Risk Management Implications**

10. None applicable

### **Equality and customer service implications**

11. None

### **Other Material Implications**

12. None.

### **Contact**

Peter Stuart, CFO to Census Joint Committee

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<b>Census Revenues and Benefits Budget 2016/17</b>		<b>Benefits</b>	<b>Revenues</b>	<b>2016/17</b>	<b>2015/16</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>					
	Operational Permanent Staff	1,452,901	1,292,667	<b>2,745,568</b>	
	Professional subscriptions	4,800	0	<b>4,800</b>	
		<b>1,457,701</b>	<b>1,292,667</b>	<b>2,750,368</b>	
<b>Transport</b>					
	Local Scheme Lump Sum	6,896	5,195	<b>12,091</b>	
	Contract Car Hire	18,635	15,996	<b>34,631</b>	
	Essential Mileage	5,339	9,203	<b>14,542</b>	
	Casual Mileage	5,489	2,473	<b>7,962</b>	
	Travel Costs	1,012	1,372	<b>2,384</b>	
		<b>37,371</b>	<b>34,239</b>	<b>71,610</b>	
<b>Supplies and Services</b>					
	Small Equipment Purchase	506	0	<b>506</b>	
	Uniforms	416	54	<b>470</b>	
	Protective Clothing	0	0	<b>0</b>	
	Paper	661	118	<b>779</b>	
	Outside Printing	21,391	23,913	<b>45,304</b>	
	Scanning and Indexing contract	0	74,172	<b>74,172</b>	
	Direct Stationery Purchases	3033	975	<b>4,008</b>	
	Payment Cards	0	4,560	<b>4,560</b>	
	Envelopes	2905	0	<b>2,905</b>	
	Confidential Waste	0	0	<b>0</b>	
	Books/Periodicals	340	415	<b>755</b>	
	Papers and Publication	0	0	<b>0</b>	
	Other Notices and Leaflets	0	520	<b>520</b>	
	General Publicity	0	0	<b>0</b>	
	Land Registry	507	1,560	<b>2,067</b>	
	Magistrates Court Costs	0	40,426	<b>40,426</b>	
	Audit Fees (External)	1,822	1,800	<b>3,622</b>	
	Consultants Fees	6,778	7,631	<b>14,409</b>	
	Professional Trace Fees	121	4,262	<b>4,383</b>	
	Bailiffs Fees/Warrant Enforc/Search Fee	4,014	14,821	<b>18,835</b>	
	Direct Postage	40,412	39,316	<b>79,728</b>	
	Courier Service/Mailing/Packing costs	10,780	140,792	<b>151,572</b>	
	Mobile Phone Rental	1,772	1,889	<b>3,661</b>	
	Purchase Computer Equipment	2544	0	<b>2,544</b>	
	Software Purchase Outright	0	0	<b>0</b>	
	Software Licence and Maintenance	46,607	28,653	<b>75,260</b>	
	Software Maintenance	81,014	68,595	<b>149,609</b>	
	Direct Computer Cost	0	0	<b>0</b>	
	Refreshments Etc	0	155	<b>155</b>	
	Training and Seminars	22,606	11,405	<b>34,011</b>	
	Conference Expenses	0	129	<b>129</b>	
	General Subscription	809	187	<b>996</b>	
		<b>249038</b>	<b>466348</b>	<b>715,386</b>	
<b>Customer and Client receipts</b>					
	Charge Cards	0	0	<b>0</b>	
	Magistrates Court Costs	0	(565,330)	<b>(565,330)</b>	
	Costs Received	(3,000)	0	<b>(3,000)</b>	
		<b>(3,000)</b>	<b>(565,330)</b>	<b>(568,330)</b>	
<b>Total</b>					
	Gross Expenditure	1,744,110	1,793,254	<b>3,537,364</b>	
	Gross Income	(3,000)	(565,330)	<b>(568,330)</b>	
	<b>Net Expenditure</b>	<b>1,741,110</b>	<b>1,227,924</b>	<b>2,969,034</b>	2,842,028

## Census ICT - Final Budget 2016/17

	£
Salaries	1,241,441
Superannuation	194,203
Overtime	6,000
Recruitment Advertising	1,500
<u>Direct Costs</u>	
Mileage	8,000
Travel Costs	520
Training	18,480
Stationery	0
Books/ publications	100
Photocopier	320
Hospitality	1,000
Advertising	0
Grants & Subscriptions	2,060
Equipment / Furniture	2,000
Telephones (Incl. calls)	2,150
Computer Hardware - Technical upgrade	0
Census Central Maintenance/licences	548,787
	<b>2,026,561</b>
Local Computer Licence/maintenance	617,228
<b>Operational Revenue Budget</b>	<b>2,643,789</b>

	2016/17 Operational Budget Share	Contribution Rate
% Split between Councils- Operational costs		
Horsham	£692,599	26.20%
Mid Sussex	£825,388	31.22%
ADC/WBC	£1,125,802	42.58%

### Census Project Work 2016/17

#### CAPITAL PROJECTS

	Total Cost £	HDC £	MSDC £	WBC £
Replace Net App SAN	150,000	50,000	50,000	50,000
Identity & Access management Contracts Tool	30,000	10,000	10,000	10,000
<b>TOTAL CAPITAL</b>	<b>180,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>

#### REVENUE PROJECT WORK

Hardware and consultancy	60,000	20,000	20,000	20,000
PSN contingency	60,000	20,000	20,000	20,000
Firewall Upgrade	30,000	10,000	10,000	10,000
Logrhythm Implementation	20,000	6,667	6,667	6,667
Infrastructure IAAS Review & Forward Strategy	90,000	45,000	45,000	
WAN Exit Strategy	50,000	16,667	16,667	16,667
Replace Asset Management Software	25,000	8,333	8,333	8,333
Service Desk System replacement (to Cloud based system)	40,000	13,333	13,333	13,333
<b>TOTAL REVENUE</b>	<b>375,000</b>	<b>140,000</b>	<b>140,000</b>	<b>95,000</b>



**Report by the Head of Revenues and Benefits (CenSus)**

**CenSus Revenues and Benefits report**

**Executive Summary**

This report sets out the performance and activity of CenSus Revenues and Benefits since the last report in December 2015.

**Recommendations**

The Joint Committee is asked to note the performance and activity of the Service.

- 1.1 Benefits/CTS – Stats are at App 1. – Benefits performance is on track to meet targets by the year end. Work outstanding is less than at any time in past years.
- 1.2 Revenues – Stats are at appendix 2. CT collection is slightly above target for all 3 authorities.
- 1.3 NDR collection continues to follow no previous pattern. We expect to be on (or close to) target by the year end. There is a marked increase in businesses paying over 12 (rather than 10) months consequently amounts collected in February and March are expected to be higher than in past years.

## **2. Staffing**

- 2.1 We are in the process of recruiting 7 staff for Revenues and 4 for Benefits.
- 2.2 In seeking to attract applicants from a wider spectrum of the population, we have, for the current recruitment exercises, moved away from our traditional recruitment process (while still involving Mid Sussex HR at all appropriate stages). We are using the expertise of an agency (who specialise in Revs and Bens) with our advertising, selection and interviewing for the Revenues posts. While the overall success of this exercise will not be known until training is complete and we can assess the ‘quality’ of these staff in the longer term, reports are that the quality of successful applicants appears to be high. We are using the advice and expertise of the more generic on-line recruitment company ‘Monster’ in recruiting for the Benefits posts. This exercise is not yet complete but initial indications are that we appear to have reached a wider ‘audience’ at this early stage.
- 2.4 We continue to fund our expenditure on Agency staff from savings made from elsewhere within the Service. Given the continuing need to employ agency staff despite recent recruitment, the financial situation is being closely monitored.

## **3. Digital Capacity**

- 3.1 Exhaustive testing of all our digital modules has been undertaken during the past months. There are still some teething problems with one or two modules which we are working with either CenSus ICT or the product providers to resolve.
- 3.2 Once annual billing is ‘out of the way’ these modules will be made available on the CenSus website; a website that we are in the process of revamping with the assistance of Mid Sussex web designers.

## **4. Annual Billing**

- 4.1 The usual last minute decisions at demands common to this annual event notwithstanding, this year’s preparation for and the actual billing process has been smooth and trouble free.
- 4.2 The phone system has had time to bed in ; this along with the (now usual) recruitment of ‘message takers’ to support the phone team for a 6 week period sets us up well to deal with the increased workload over the next couple of months.

## **5. Budget**

- 5.1 The position outlined shows an over spend against budget to date of £62K for Census Revenues and Benefits, to the end of December. The staffing budget is overspending, whilst there is additional Enforcement Income and grant income, which partly mitigate this. Whilst there is a significant overspend against profiled budget, forecast savings in respect of the outsourcing of Printing and Postage, Additional Grant Income and Additional Enforcement income are expected to fully mitigate this by year end. Therefore, any overspend is expected to be managed within the service.
- 5.2 Employee costs – Additional costs are a consequence of the use of agency staff to backfill posts while new recruits (have been and) are being recruited and trained. Additional, temporary (unfunded) posts have been created in both Revenues and Benefits to enable



the Service to recruit staff 'in anticipation of turn-over' however, given the volume of leavers during the past six months, agency staff have been required to maintain performance.

- 5.3 Supplies and services – The outsourcing of Printing and Postage is expected to deliver savings comparable with 2014/15 of £149K for the year, which will help to mitigate the ongoing staffing pressures.
- 5.4 Grant Income – Additional grant income has been received for new burdens in 2015/16 in respect of Implementing Welfare reform; Single Fraud Investigation Service; Migrant access to Benefits; Real Time information and Fraud; Error reduction Incentive Scheme; Universal Credit set up costs and Local Authority Data Sharing programme.
- 5.5 Fees and Charges – Additional income as a result of increased enforcement activity in the first nine months of the year.
- 5.6 The year to date variance reflects a payment to reserves of £50K required to finance capital spend:

Revenue	Revised Budget	Budget to date	Actual after prepay / accrual adjs	Variance
	£	£	£	£
Employee Costs	2,597,973	1,948,480	2,172,588	224,108
Transport Costs	71,610	53,708	48,222	(5,486)
Supplies and Services	748,410	561,308	542,131	(19,177)
Total Expenditure	3,417,993	2,563,496	2,762,941	199,445
Grant Income	0	0	(92,216)	(92,216)
Fees & Charges	(565,330)	(423,998)	(502,432)	(78,434)
Miscellaneous Income	(10,635)	(7,976)	(25,061)	(17,085)
Total Income	(575,965)	(431,974)	(619,709)	(187,735)
<b>Net Expenditure</b>	<b>2,842,028</b>	<b>2,131,522</b>	<b>2,143,232</b>	<b>11,710</b>
Payment to reserves to finance capital	0	0	50,000	50,000
<b>Net expenditure</b>	<b>2,842,028</b>	<b>2,131,522</b>	<b>2,193,232</b>	<b>61,710</b>

- 5.7 The following capital budget will be financed from forecast Revenue savings in 2015/16 and is on track to fully spend:

Capital	Revised Budget	Actual	Variance
	£	£	£
Capital Modules	50,000	30,420	19,580
<b>Total</b>	<b>50,000</b>	<b>30,420</b>	<b>19,580</b>

## 6. Subsidy audit

- 6.1 As previously reported, all 3 authorities have received a 'Qualification' in the auditor's letter following the subsidy audit. One-off errors aside, the errors identified concern "income" and in Mid Sussex' case, mis-classification of overpayments.
- 6.2. The financial impact for Mid Sussex, detailed in the Auditor's letter, is an extrapolated overpayment of subsidy amounting to £179,829. However, we have undertaken additional work and with the Auditor's support have made representation to the DWP that one 'atypical' case used in extrapolation incorrectly adds some £70k to the calculation of incorrectly claimed subsidy. The extrapolated overpayment of subsidy for Adur is £52,793 and for Horsham is £42,550. In addition, these sums take the authorities over the official error thresholds resulting in a further penalty in the region of £100k.

**7. Next Steps**

7.1 None

**8. Outcome of Consultations**

8.1 None

**9. Other Courses of Action Considered but Rejected**

9.1 None

**10. Staffing Consequences**

10.1 None

**11 Financial Consequences**

11.1 None

HB/LHA

New Claims - Average days

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target
Adur	17.9	17.3	19.2	17.1	19.1	18.7	15.9	12.3	16.2	18.1	18.6		17.6	
Horsham	18.0	19.1	15.5	18.9	17.9	16.2	21.8	16.9	19.6	20.1	15.7		18.2	
MSDC	20.7	17.3	18.3	18.4	20.9	18.8	16.7	19.5	20.5	18.9	16.5		18.7	
CenSus	19.0	18.0	17.7	18.3	19.3	17.8	18.5	16.7	19.1	19.2	16.8		18.2	
Target	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0		18.0

Changes - Average days

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target
Adur	8.5	9.8	9.4	10.2	11.1	12.3	12.5	10.1	10.7	12.6	2.7		8.3	
Horsham	10.5	8.5	11.0	11.5	12.1	13.3	12.6	10.8	11.0	13.9	2.8		9.0	
MSDC	9.2	7.6	11.5	11.0	13.3	12.6	12.8	11.8	11.8	15.2	4.8		10.3	
CenSus	9.5	8.4	10.8	11.0	12.3	12.8	12.6	11.0	11.3	14.0	3.2		9.2	
Target	12.0	12.0	12.0	12.0	12.0	12.0	10.0	10.0	10.0	10.0	10.0	10.0		10.0

CTRS

Claims	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target
Adur	20.3	18.2	27.1	18.5	20.0	21.2	16.4	17.9	18.7	19.4	18.3		19.7	
Horsham	21.2	21.3	18.6	20.5	20.6	19.6	21.1	17.7	19.4	21.3	18.1		20.0	
MSDC	21.3	19.2	22.0	20.0	20.7	19.1	19.7	22.2	19.9	21.5	21.6		20.7	
CenSus	21.0	19.7	22.1	19.8	20.7	19.8	19.5	19.6	19.4	20.9	19.4		20.2	
Target	18.0	18.0	18.0	18.0	18.0	18.0	20.0	20.0	20.0	20.0	20.0	20.0		20.0

Changes - Average days

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target
Adur	8.1	9.0	11.2	9.9	10.6	11.9	11.7	9.9	9.3	12.9	7.3		10.0	
Horsham	10.6	8.7	11.7	11.2	11.8	12.7	12.8	11.3	10.2	13.1	6.4		10.9	
MSDC	9.1	7.4	11.0	10.7	12.5	11.9	12.1	10.7	11.6	15.4	7.6		10.8	
CenSus	9.3	8.2	11.7	10.6	11.8	12.2	12.2	10.8	10.5	14.0	7.1		10.6	
Target	12.0	12.0	12.0	12.0	12.0	12.0	10.0	10.0	10.0	10.0	10.0	10.0		10.0

**15/16 Collection rates**

ADUR		<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	
	CT	<b>Collected</b>	11.4%	20.6%	29.9%	39.2%	48.3%	57.7%	67.2%	76.4%	85.7%	94.8%	96.6%	
		<b>Target</b>	11.5%	20.8%	29.8%	39.1%	48.2%	57.6%	67.3%	76.6%	85.7%	94.7%	96.4%	<b>98.0%</b>
NDR		<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	
	CT	<b>Collected</b>	11.2%	18.8%	29.2%	35.9%	46.8%	56.6%	64.7%	72.9%	81.3%	89.1%	94.4%	
		<b>Target</b>	9.9%	19.8%	30.0%	39.3%	47.9%	57.3%	65.9%	74.2%	81.9%	90.8%	94.6%	<b>98.0%</b>
HORSHAM		<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	
	CT	<b>Collected</b>	11.2%	20.8%	30.0%	39.4%	48.8%	58.2%	67.6%	77.0%	86.4%	95.7%	97.5%	
		<b>Target</b>	11.3%	20.8%	30.5%	39.9%	49.5%	59.0%	68.5%	78.0%	87.4%	96.7%	97.3%	<b>98.8%</b>
NDR		<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	
	CT	<b>Collected</b>	11.2%	20.8%	30.4%	39.6%	52.9%	61.0%	68.8%	75.5%	83.2%	90.5%	94.4%	
		<b>Target</b>	12.4%	21.0%	29.4%	38.0%	50.8%	60.1%	68.8%	76.7%	86.6%	91.9%	96%	<b>98.0%</b>
MSDC		<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	
	CT	<b>Collected</b>	11.5%	20.9%	30.2%	39.5%	48.7%	58.0%	67.6%	77.0%	86.3%	95.5%	97.3%	
		<b>Target</b>	11.3%	20.8%	29.9%	39.2%	48.3%	57.7%	67.5%	76.8%	86.1%	95.3%	97.0%	<b>98.8%</b>
NDR		<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	
	CT	<b>Collected</b>	9.8%	18.5%	26.7%	35.2%	47.2%	55.7%	64.3%	72.8%	81.0%	89.0%	93.4%	
		<b>Target</b>	10.7%	19.3%	28.1%	36.8%	48.5%	57.7%	65.9%	74.0%	83.4%	90.8%	94.6%	<b>98.0%</b>

<b>DHP @19/02/16</b>				
	<b>DHP claims awarded</b>	<b>Budget</b>	<b>DHP committed</b>	<b>Percentage of budget committed</b>
<b>ADUR</b>				
U/O claims	36		£ 13,131.57	
Benefit Cap claims	19		£ 21,703.04	
Other' claims	59		£ 28,976.75	
<b>Total</b>	<b>114</b>	<b>£72,249.00</b>	<b>£ 63,811.36</b>	<b>88.3%</b>
<b>HORSHAM</b>				
U/O claims	81		£ 31,599.88	<b>31%</b>
Benefit Cap claims	17		£ 31,938.64	<b>31%</b>
Other' claims	55		£ 30,843.25	<b>30%</b>
<b>Total</b>	<b>153</b>	<b>£ 102,036.00</b>	<b>£ 94,381.77</b>	<b>92.5%</b>
<b>MID SUSSEX</b>				
U/O claims	58		£ 30,548.63	<b>29%</b>
Benefit Cap claims	12		£ 6,654.65	<b>6.4%</b>
Other' claims	88		£ 67,533.96	<b>65.1%</b>
<b>Total</b>	<b>158</b>	<b>£103,778.00</b>	<b>£ 102,800.00</b>	<b>99.1%</b>



Wards Affected – All  
Key Decision - No

## **CENSUS JOINT COMMITTEE - QUARTERLY ICT SERVICE UPDATE**

### **Executive Summary**

#### **Purpose of Report**

1. To report to the CenSus Joint Committee both the CenSus ICT service performance and the budget position as at the end of January 2016 (see Appendix 2 for service performance graphs).
2. To report to the CenSus Joint Committee on the status and impact of any significant incidents that have occurred within the last reporting quarter (Appendix 3).
3. To report to the CenSus Joint Committee a summary status of current ICT projects & provide an overview of the developed Project Portfolio for 2016/17.
4. To report to Joint Committee on progress of structural & process developments for Census ICT.

#### **Summary**

5. CenSus ICT Service has continued to strike a balance between service & project delivery, further reducing the volume of outstanding calls (to 137 across all sites in January), together with achieving an SLA performance above the required 85% on all 3 sites, with a consolidated compliance through the quarter ranging from 90% - 94%.
6. Work progresses at Adur-Worthing on implementing a Digital focussed strategy with a defined technology set – CenSus are currently involved in supporting an externally sourced consultancy to quantify/validate the opportunities & benefits associated with moving to Infrastructure as a Service (IaaS) & to develop a realistic schedule for developing & implementing such a strategy that could serve as a future model for other Partner Councils.
7. Work is progressing to transform the approach to ICT related security matters (PSN compliance; Server patching; proactive system monitoring) from a Project to a Business as Usual activity; currently Server patching status is up to date but work is required (& is being undertaken) to streamline the processes for integrating the significant patching schedule into Business as Usual operations with the available 3<sup>rd</sup> line resources.
8. ICT Disaster Recovery – following the investment in DR software, associated processes & technical training in the past year, a detailed assurance review of the overall status of DR at all Partnership sites is being undertaken throughout March by

the CenSus Technical Design Authority – the results will be presented at the next Joint Committee.

9. The G/On remote access device has been steadily deployed across the Partnership as & when requested by the Business areas. In addition a new Microsoft Windows feature (Direct Access) that allows seamless secure connectivity for Council owned devices has been successfully trialled & will be rolled out early in Q1 2016/7
10. Implemented Change Management processes continue to impose the necessary governance & discipline to minimise uncontrolled activities & minimise risk, ultimately reducing the number of incidents across all sites.
11. A replacement, cloud based Service Desk solution has been identified (Remedyforce) that will improve both Incident reporting & metrics generation, & also allow the incorporation of the necessary processes relating to Change, Asset & Configuration management into a single database. It is planned to select an implementation partner in March 2016 to progress to implementation & migration in Q1 2016/7
12. Work has begun on the defining the necessary technical elements & options for the Technology workstream in support of the “Future Horsham” transformation programme
13. The restructuring of CenSus ICT is substantively complete, with only 2 externally recruited roles remaining to be filled.
14. There have been no cross Partnership P1 Level service interruption events of note during the quarter.

## **Recommendations**

The Joint Committee is asked to note:

- i. The operational performance of the CenSus ICT service.
- ii. The current status of the CenSus & site specific ICT project progress.
- iii. The proposed Project Portfolio for 2016/17.
- iv. Progress to date on ICT process development & restructuring of the team
- v. The status of major ICT incident occurrence within the last quarter.

## **Reasons for Recommendations**

- i. To ensure the Joint Committee has sufficient information to carry out its responsibilities and is kept up to date with the current position in relation to the Census ICT service;



<b>Background Papers</b>	CenSus ICT Performance Statistics Quarterly Service Interruptions
<b>Consultation</b>	Census Programme Management Board
<b>Wards affected</b>	All
<b>Contact</b>	John Ross, Head of CenSus ICT Email: john.ross@horsham.gov.uk Tel / Mob: 01403 215217   07500078667

## Background Information

### 1 Introduction

This report contains the CenSus Joint Committee quarterly ICT service update covering current service delivery performance, financial & project status.

### 2 Statutory and Policy Background

#### Statutory background

2.1 N/A

#### Relevant Government policy

2.2 N/A

#### Relevant Council policy

2.3 N/A

### 3 Details

#### 3.1 CenSus ICT Service Performance

The ongoing focus of CenSus ICT management across all sites continues to be to maintain a balanced approach to resourcing of Service & Project Delivery activities to ensure that the historic peaks & troughs of performance in both areas are minimised & that Business requirements are fully met in all areas.

The rolling 12 month Service Performance details have been included within Appendix 2. Highlights:

- Calls outstanding have continued their downward trend; as of January 2016 the cross site number of incidents outstanding is 137.
- Despite the degree of staff disruption associated with the CenSus ICT restructure process, overall & site specific SLA compliance has continued to better the 85% requirement, with an overall compliance of 94% achieved in January 2016.
- The number of calls received across all 3 sites reduced slightly during the period to just over 1400. The number of calls raised at Horsham that had risen substantially in the previous period has reduced to what would be considered the expected level (500).
- With the implementation of a new Service Desk tool ("Remedyforce") in 2016, the greatly increased functionality & improved categorisation of incident calls received will allow improved reporting granularity & assist in identifying service improvement opportunities.
- Customer satisfaction feedback reporting is now fully established with a consistent response rate across all sites; the trends are shown in Appendix 2. Feedback continues to be favourable in % satisfaction terms; the anonymous feedback statements associated with the feedback ratings continue to add value to all staff in CenSus ICT as a direct feedback mechanism.

#### 3.2 CenSus ICT Financial Status

## **2015-16 Census ICT Budget Monitoring; April 2015 to January 2016**

### Operational Service

As at January 2016 Census ICT is showing actual operational spend of £2.431m which is £310k above the year to date budget. This primarily relates to contractor and maintenance costs, but also includes £71k of unbudgeted termination costs for one member of staff as a result of the service restructure. There are some central maintenance costs that have been incurred that are not included within the 2015-16 approved budget. The main overspend in this category relates to additional WAN rental costs of £35k that were incurred due to the parallel running of the old and new links for longer than was expected. This was to mitigate risk as there was a lack in confidence in Capita's implementation.

Agency and contractor costs of £282k have been incurred to meet the demand in resource, although these have been partially offset by vacancy savings of £60k. All but two of the contractors will have left by the end of February 2016, the remaining two contractors are working on projects and they are expected to have left by the end of March.

The figures also include a number of overspends relating to local Adur and Worthing maintenance costs, this is as a result of budgets having been removed during the 2015-16 budget setting process which are still required. This issue was addressed with an adjustment to the partner contribution rates; they now reflect the partner share including the deleted budgets.

An estimated forecast has been prepared for the end of the financial year and with the information we have at the moment, it is anticipated that the overspend may decrease by £15k to approximately £295k by the end of March 2016.

### Revenue Projects

Expenditure totalling £306k has been spent on revenue projects to January 2016. The SQL Strategy and PSN budgets are both complete and close to within budget. The Hardware and Consultancy and Cloud projects have either started or are due to commence and it is anticipated that they will all be complete within the financial year. The Security Project is near completion but is overspent by £62k, this is due to the project being larger than expected when the original budget was set. Previously there had been no schedule for server security patching and therefore it was necessary to take on contractors to patch each of the servers at all of the Census sites to the correct level before transferring to Business as Usual.

The Implementation of the RedHat Linux project has been put on hold at the moment as Census Revenues and Benefits are not ready to proceed. It is expected that the £14k budget will need to be carried forward into 2016/17.

### Capital Projects

The main capital expenditure year to date is £75k on the Server Migration project which has now been completed. The Disaster Recovery project has started and it is expected to be finished by the end of the financial year, the full budget is required.

As mentioned above, due to the delay on the commencement of the RedHat Linux project it is expected that the capital budget totalling £160k will need to be carried forward to 2016/17.

Census ICT - April 2015 to March 2016

Operational Costs

Year to Date – January 2016

Year End Forecast

	Original Full Year Budget 2015/16	YTD Budget 2015/16	Actual expenditure April to Jan	YTD Variance	Year End Forecast Estimate of expenditure	Estimated Year End Over/- Under spend
	£	£	£	£	£	£
Employee Costs	1,385,293	1,154,410	1,434,194	279,784	1,669,124	283,831
Transport Costs	3,020	2,517	9,693	7,176	11,632	8,612
Supplies & Services	612,403	510,336	495,938	-14,398	602,584	-9,819
Central Census Maintenance	544,532	453,777	490,925	37,148	556,386	11,854
<b>Total Operational Expenditure</b>	<b>2,545,248</b>	<b>2,121,040</b>	<b>2,430,750</b>	<b>309,710</b>	<b>2,839,726</b>	<b>294,478</b>

Project Costs

Year to Date – January 2016

Year End Forecast

	Total Budget 2015/16	Actual Spend	Variance	Budgets to be carried forward to 16/17	Estimate of expenditure	Estimated Year End Over/ - Under spend
	£	£	£	£	£	£
<b>Revenue Projects</b> (Incl budget carried forward from 14/15)	<u>454,000</u>	<u>306,124</u>	<u>-147,876</u>	<u>14,000</u>	<u>462,490</u>	<u>22,490</u>
<b>Capital Projects</b> (Incl budget carried forward from 14/15)	<u>335,000</u>	<u>95,457</u>	<u>-239,543</u>	<u>160,000</u>	<u>100,457</u>	<u>-74,543</u>

### **3.3 CenSus ICT Project Status**

The following is a summary status report of the Current CenSus ICT projects.

#### **3.3.1 Existing Projects**

##### **CenSus: Infrastructure Monitoring – In Progress**

The programme of redefining & rationalising Active Directory privileges (for system administration access & associated better management of security) has been completed with a significantly reduced number of staff with administration privileges & consequently a mitigation of associated risks. SCCM (for control of issuing system updates) has been deployed on all 3 sites, & Server Security patching is now in an up to date status, although work has to be done to streamline the processes around patching with the agreement of the Business & Application Support teams to ensure this status does not decline.

##### **CenSus: GCSx email migration to Government Cloud**

This work is being performed by a Government selected migration partner (Vodafone) – progress has been slow.

All Horsham GCSx email accounts have been successfully migrated to the Government Cloud; Mid Sussex have now received a schedule for their migration but Adur-Worthing are still awaiting a schedule for their migration – we continue to expedite on a weekly basis.

##### **CenSus: Migration to Microsoft Office 365 (Horsham & Mid Sussex) – In progress**

The roll out of Office 365 (Cloud based email) for both Horsham & Mid Sussex is now in detailed planning with the assistance of Microsoft UK's on-boarding service. The Office 365 package also includes features ranging from Identity & Access Management; secure remote management of corporate devices; Skype for Business & SharePoint (enterprise documentation management) – a clear understanding of the Business benefits (productivity gains, etc.) is being developed by the implementation project team. The first implementation priority is to create mailboxes for councillors, then staff, & subsequently to migrate all existing data from the old system over to the new – this is scheduled to occur throughout March 2016.

##### **CenSus Revenues & Benefits: Revenues & Benefits Upgrades – Held**

The original plan for migrating the existing Revenues & Benefits infrastructure to the Cloud had been scheduled for 2015/16; however the workload for the system administrators in identifying & analysing the Academy application interfaces is of such a magnitude & complexity that a Business decision has been made to postpone the migration work until after the 2016 annual billing cycle, possibly into 2017.

#### **3.3.2 Additional 2013/14 Business Plan Projects**

The following is a summary status report of additional Census ICT projects.

## **Business Continuity/Disaster Recovery Testing - ongoing**

Following the investment in cross site DR software, processes & training in the past year, the Head of CenSus ICT has requested the CenSus TDA & Programme Manager to undertake an assurance review of Disaster Recovery Disaster Recovery processes & their effectiveness status across all 3 Partnership sites, covering technology, processes, documentation & staff skill sets/awareness. The resulting report will be prepared in March 2016 & the results fed back at the next Joint Committee meeting.

## **CenSus: PSN 2015/16 Programme – In progress**

PSN compliance certification is retained for all sites until May 2016. Selection of the external agency for system Healthchecks against PSN requirements is in hand.

The mid-year scoping (unofficial) Healthcheck that was performed concentrated on those areas of security that were not previously scrutinised in depth – the generated schedule of enhancements/upgrades necessary to comply with PSN is being managed as part of the Security team's ongoing Project work.

Much value continues to be gained by the adoption of a best practice Change Management process for all sites & the necessary process rigour that was previously lacking in systems administration & change. The implementation of a new Service Desk tool in Q1 2016/7 will allow the process to be automated & aligned with Asset & Configuration Management processes that were not previously available.

## **Use of non-Council devices to access Council systems securely – ongoing**

Excitor G/On tokens (that allow the secure connection of a non-council PC/Laptop to Council systems) are being progressively deployed at both HDC & MSDC for roles where there is a business requirement to access systems remotely & an advantage (both financially & from a productivity perspective) to do so.

### **3.3.3 Major Council Initiatives requiring CenSus ICT Support**

The following is a summary update of those Major Council initiatives requiring CenSus ICT support:

#### **Adur - Worthing: Digital strategy - In Progress.**

- Core deliverables – E-mail & office productivity
  - System now migrated to on-going support status. Compliance of service configuration to CESG (Central Government) security requirements to be confirmed through involvement of a CLAS consultant in March 2016. Medium term, a migration strategy for historic Outlook files will require to be implemented to ensure maximum financial (licencing costs) benefits are realised.
- Supporting Infrastructure as a service (IaaS) strategy
  - In Progress. The specialist consultancy exercise has confirmed the viability of moving to an IaaS model; Business Case is being verified & an additional piece of work is progressing to identify opportunities to rationalise the Virtualised server estate as an efficiency & a precursor to migration work.

- New Telephony Service
  - In Progress. Adur Worthing has selected a supplier for provision of a new telephony solution. The anticipated delivery date for completion of migration to the new system is Q1 2016, subject to delivery of the required line from BT.
- Future Horsham Business transformation programme.
  - The evaluation of Horsham operations & the development of a “whole system” approach to service design, delivery & digital capability has commenced with the aim of presenting a detailed Business to Council in May 2016. A key workstream in this work is to identify & evaluate the technology initiatives necessary to support the new ways of working & communicating by the Business – CenSus ICT & Horsham Applications team are the core members of the workstream team.

### 3.4 Major ICT Incident Update

There were no cross CenSus service incidents at Priority 1 level within the quarter; for completeness, an overview of site specific P1 incidents has been included as Appendix 3. An additional weekly reporting process supplies greater detail (documenting any lost time incident in excess of 15minutes on any site) to each Partnership Sites’ Director.

### 3.5 CenSus ICT Project Portfolio 2015/16.

The following table summarises the budgeted CenSus projects for 2015/16.

Project	Capital/Revenue?	Total Cost	Schedule	Sites involved
Redhat Linux implementation	Capital/Revenue	£160K	Application work has resulted in Project being held until 2016/7	HDC/MSDC/Adur
2003 Server migration	Capital	£75K	Complete	All
Disaster Recovery	Capital	£100K	Complete by end of March 2016.	All
Hardware & Consultancy	Revenue	£60K	Ongoing through financial year	All
Cloud based Back-up solution	Revenue	£110K	Complete	All
PSN compliance	Revenue	£60K	On schedule – next assessment May 2016	All
Cloud based email	Revenue	£140K	Adur Worthing migrated to Google; HDC & MSDC migration to Microsoft Office 365 has commenced in tandem with a target of implementation of email by end March 2016,	All
Internet Security consolidation	Revenue	£20K	Complete.	All
SQL strategy	Revenue	£50k	Complete	All

### 3.6 CenSus Project Portfolio 2016/17

In addition to the delayed Redhat Linux implementation Project for which an agreed implementation date has yet to be agreed, the following table summarises the Project Portfolio for 2016/17

Project	Capital/ Revenue?	Total Cost	Delivery schedule	Sites involved
Replace CenSus SAN	Capital	£150K	Q1/2	HDC/MSDC/ADC
Identity & Access Management tool	Capital	£30K	Q2	HDC/MSDC/ADC
Hardware & Consultancy	Revenue	£60K	Throughout year	HDC/MSDC/ADC
Firewall upgrades	Revenue	£30K	Q1/2	HDC/MSDC/ADC
PSN compliance	Revenue	£60K	Q1/Q2 (Certification May/June 2016)	HDC/MSDC/ADC
Infrastructure as a Service (IaaS) review & forward strategy	Revenue	£90K	Q1	HDC/MSDC
Replace Asset Management Software	Revenue	£25K	Q2/3	HDC/MSDC/ADC
LogRhythm Security Intelligence tool	Revenue	£20K	Q3	HDC/MSDC/ADC
WAN exit strategy	Revenue	£50K	Q2-4	HDC/MSDC/ADC
Service Desk tool replacement	Revenue	£40K	Q1	HDC/MSDC/ADC

### 3.7 Restructure of CenSus ICT

Following the approval of the Restructure proposal, all activities progressed in line with the developed schedule with minimal disruption to the Business in terms of Support & SLA compliance.

The only outstanding actions are:

- the recruitment of the final 3<sup>rd</sup> Line Support role at Horsham (poor quality of responses to advert on first recruitment campaign) – advertised again & interviews now scheduled for final week of February
- the recruitment of the Site Service Delivery Manager position at Worthing – unfortunately offers made as a result of the first recruitment campaign were rejected; a second campaign has identified & subsequently offered the position to a candidate with an agreed start date of 1<sup>st</sup> week of May.

## 4 Risk Management

- 4.1 A comprehensive CenSus ICT Risk Register is maintained & reviewed on a monthly basis by the CenSus ICT Management team; the current top 5 risks (& associated mitigation strategies) currently are:



Risk Description	Controls
<p>Failure to maintain service delivery in the event of disruptive events e.g. fire, flood, power failure, IT failure, Industrial action etc.)</p>	<p>Develop &amp; maintain departmental business continuity plan in line with site specific BCP/DR processes – now in place.</p> <p>Utilise planned power down windows at Data Centre to test processes – in place in conjunction with WSCC – occurs on a 6 monthly basis to coincide with maintenance windows.</p> <p>Review plan annually or after major incident or accident – ongoing action – next review April 2016</p>
<p>Penalties imposed due to failure to meet government agenda and or legislation</p>	<p>All CenSus management to keep abreast of changes and report implications to the Head of Census ICT – ongoing review through monthly Management meetings.</p>
<p>Insufficient capacity to cope with business workloads and unexpected demands (for example introduction of unforeseen legislation, office move, varying strategic directions of Partners)</p>	<p>Ensure that adequate resources are identified and included in project costs – ongoing.</p> <p>Ensure staff resources with key skills are utilised across partnership sites – encouraged wherever practical; emphasised to all relevant staff within the restructure process - being actively implemented.</p> <p>Monitor ongoing service capacity levels (weekly) and take appropriate action as necessary – ongoing action</p>
<p>Failure to implement and manage agreed security controls</p>	<p>IT Security Manager &amp; 3<sup>rd</sup> line Security Analyst in place. All server security patching is up to date – project in place to automate patching processes wherever possible &amp; agree maintenance windows for patching &amp; testing of servers with system users where necessary.</p> <p>An ITIL compliant Change Control process in place for past 11 months – this has greatly reduced the risk of system errors.</p>
<p>Compromise of IT systems due to unknown vulnerability (software, hardware, physical and staff behaviour)</p>	<p>Training and awareness programme for staff</p> <p>Patching of Servers now up to date. All non-essential administration accounts have been deleted to minimise the potential for errors &amp; introduction of vulnerabilities.</p>

## 5 Next Steps

5.1 N/A

## 6 Outcome of Consultations

6.1 N/A

**7 Other Courses of Action Considered but Rejected**

7.1 N/A

**8 Staffing Consequences**

8.1 N/A

**9 Financial Consequences**

9.1 N/A

## Appendix 1

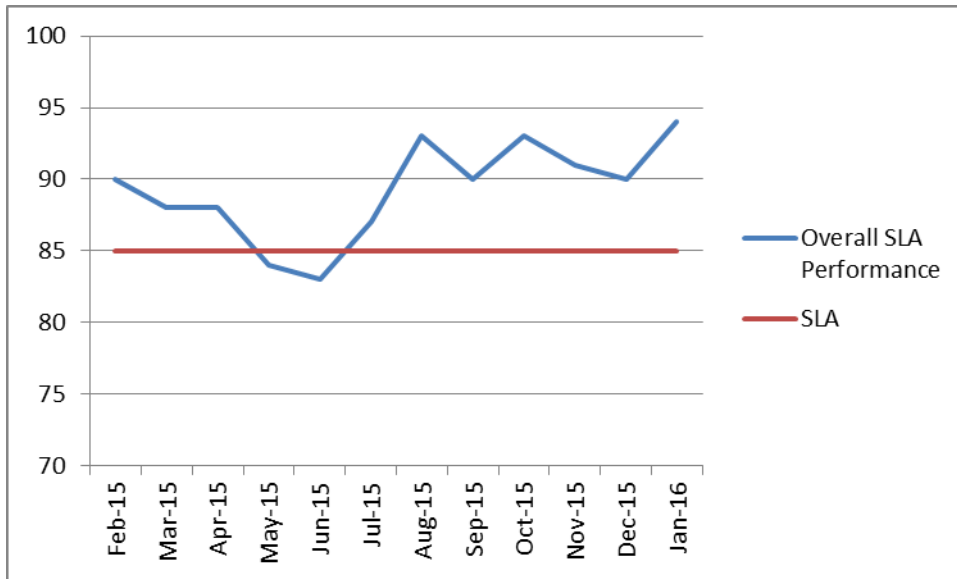
### Consequences of the Proposed Action

What are the risks associated with the proposal?  Risk Assessment attached Yes/No	N/A
How will the proposal help to reduce Crime and Disorder?	N/A
How will the proposal help to promote Human Rights?	N/A
What is the impact of the proposal on Equality and Diversity?  Equalities Impact Assessment attached Yes/No/Not relevant	None
How will the proposal help to promote Sustainability?	N/A

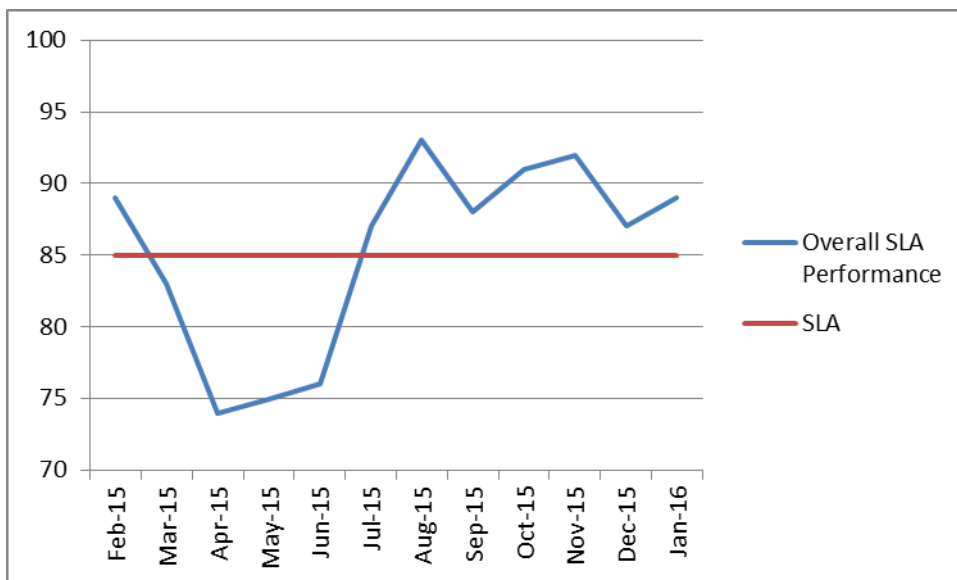
## Appendix 2. CenSus ICT Performance Stats February 2015 – January 2016

### % Calls Resolved Within SLA

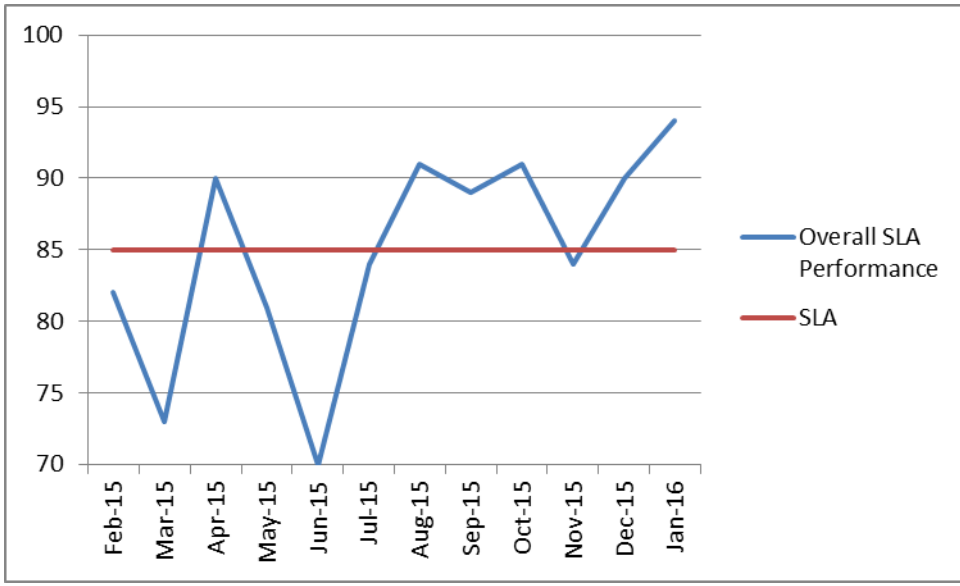
#### CenSus overall



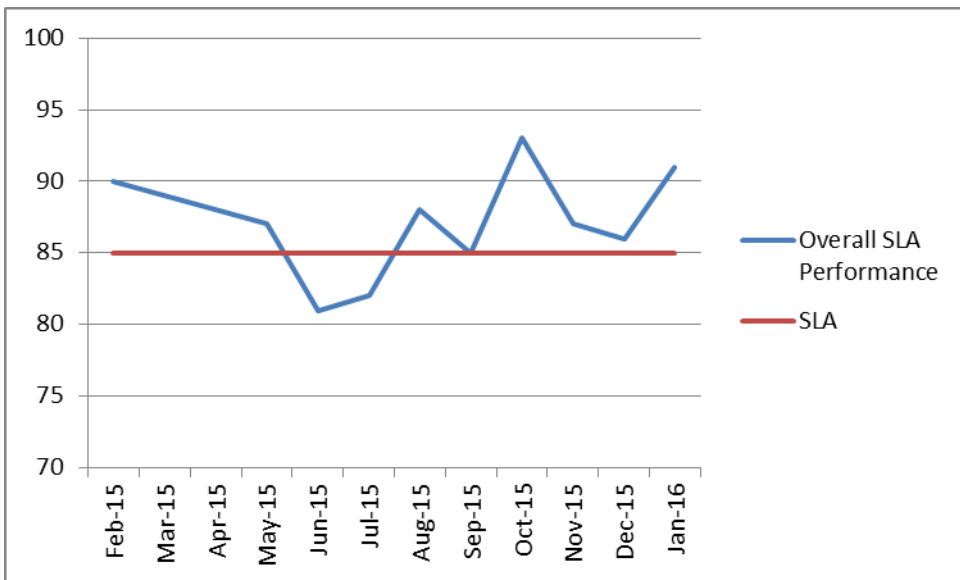
#### Adur-Worthing



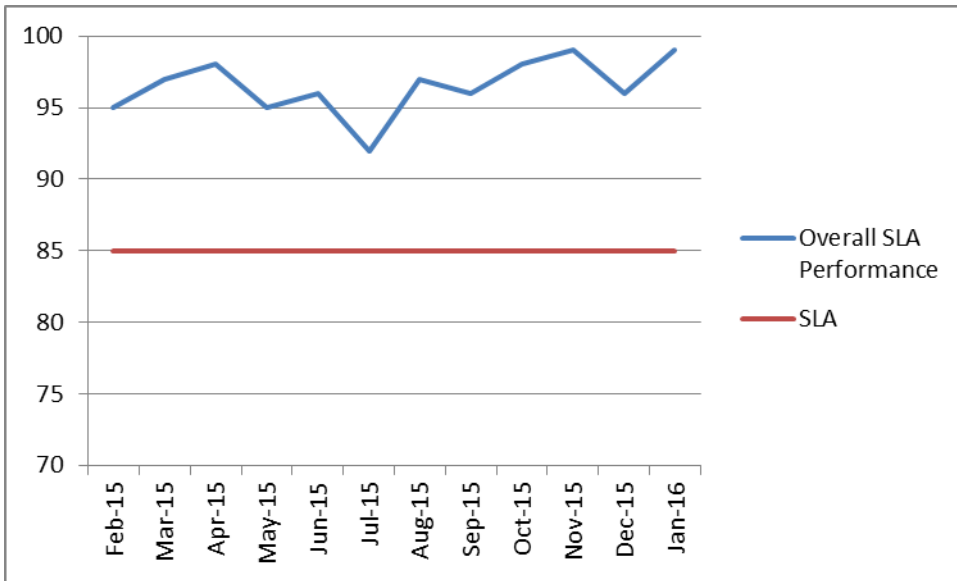
HDC



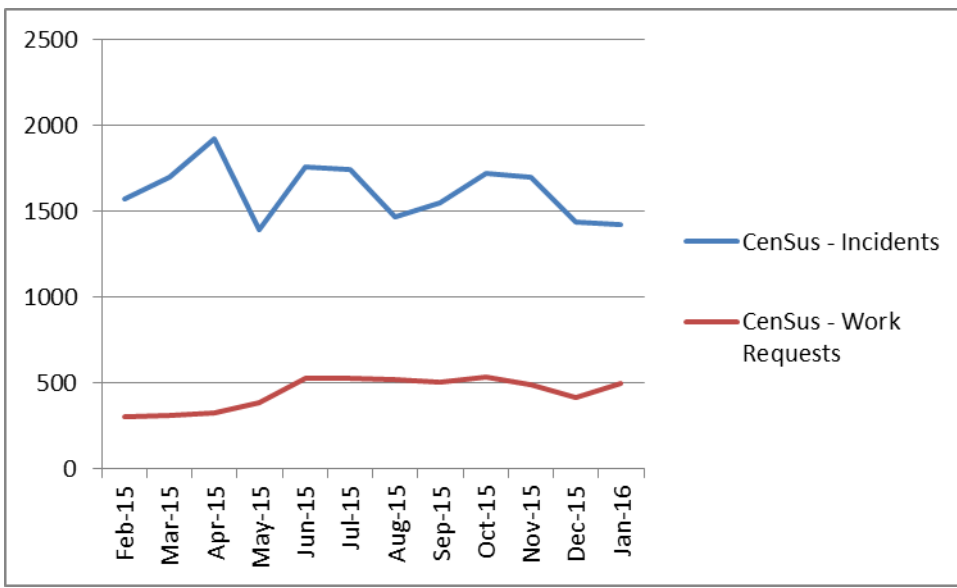
MSDC



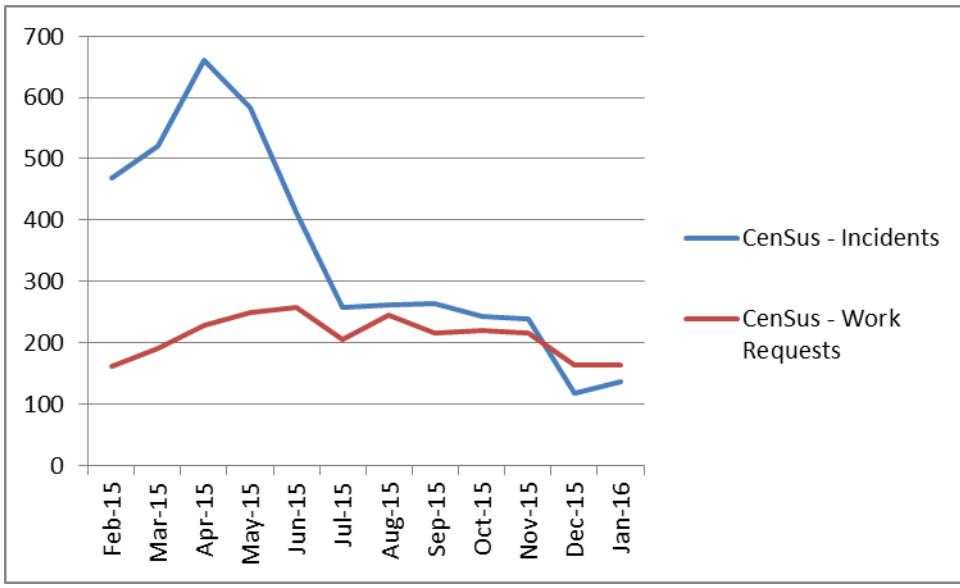
## Help Desk



## Calls Raised – CenSus overall

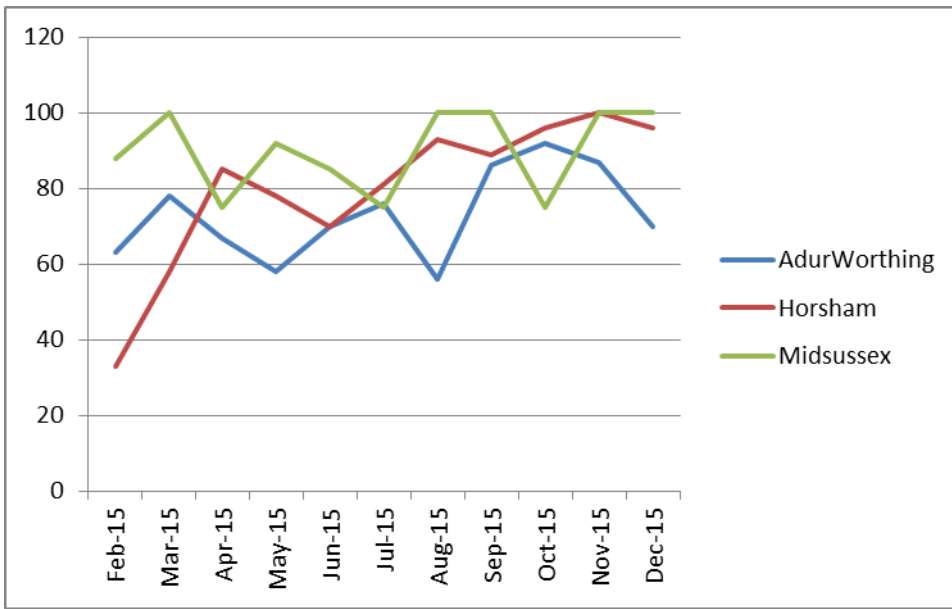


Calls Outstanding – CenSus overall

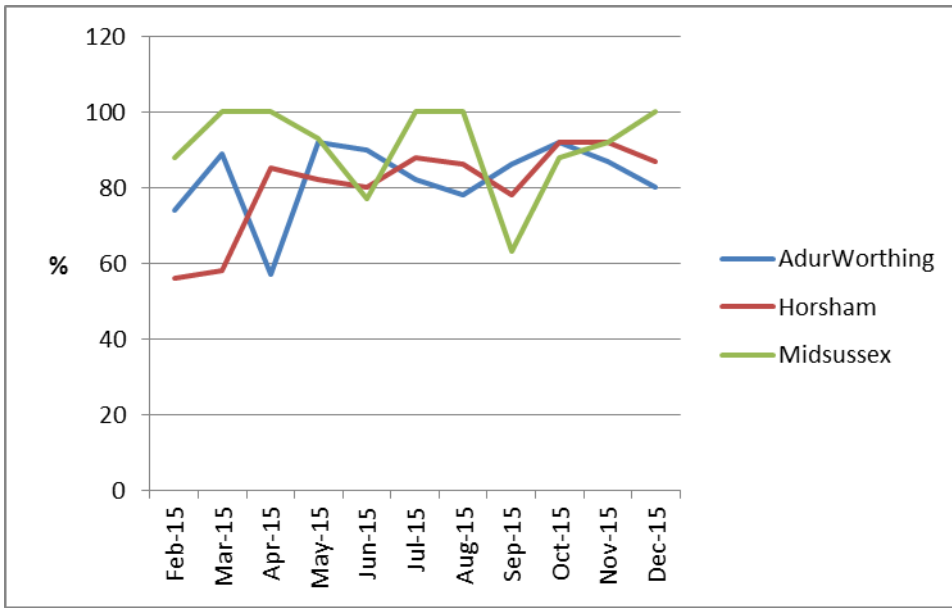


**Customer feedback survey results - % satisfaction ratings.**

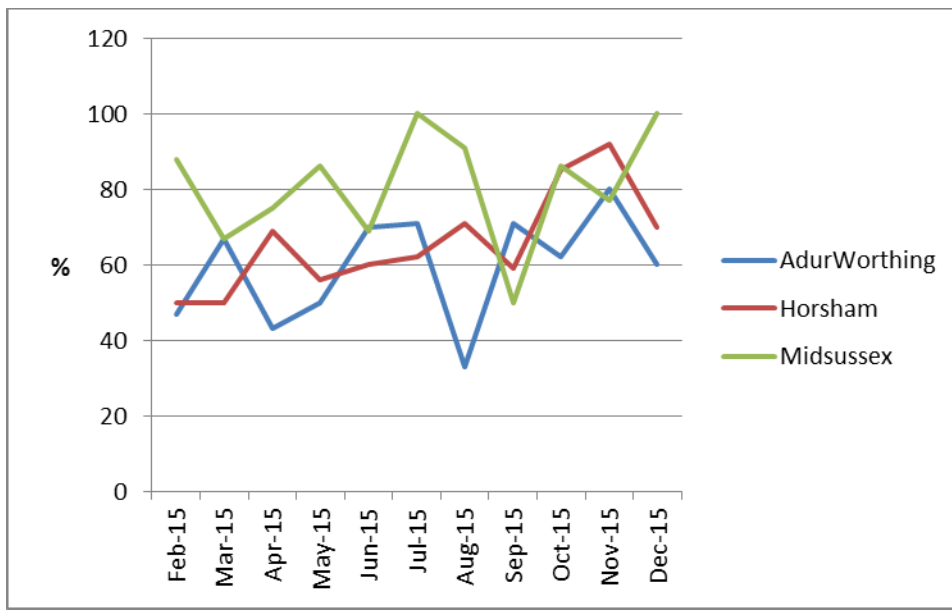
Ease of Contact



Satisfaction of Service from Service Desk

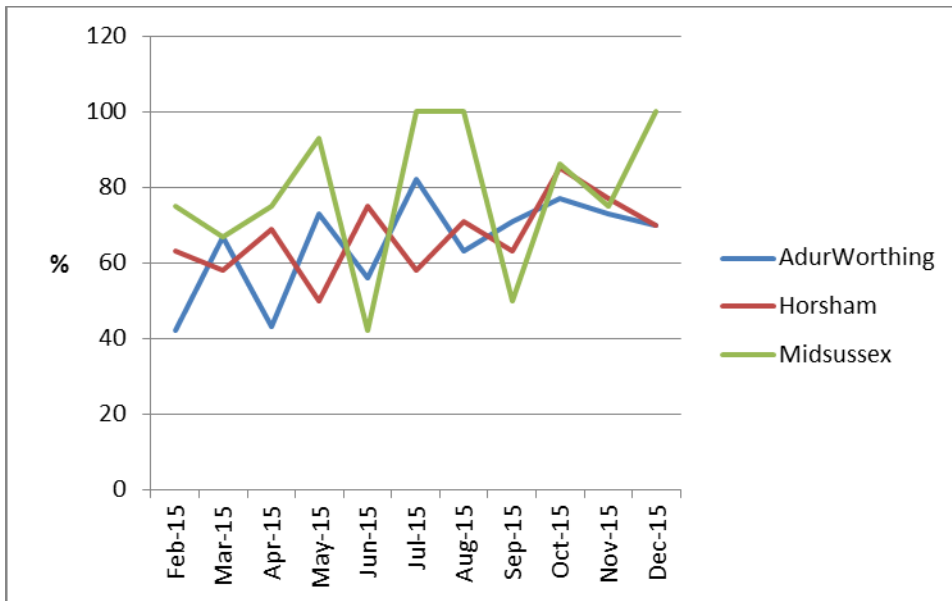


Response time





Customer Communications



## Appendix 3 - Quarterly Service Interruptions

There have been no CenSus wide service interruption events during the reporting quarter: - the following is a summary of site specific interruptions (P1 level) with lost Business time in excess of 30 minutes.

### Horsham.

08/12/2015:

**Issue:** External, Internal internet access and External email not working.

**Cause:** WSCC had a DDOS attack against WSCC's internet gateway. The DDOS attacked turned out to be an attack on the Government's "Janet" network that caused issues nationwide with local authorities.

**Effect:** All Horsham hosted websites; inbound and outbound email and HDC users' access to the internet were unavailable for 2 hours 30 mins.

**Solution:** WSCC moved over to their failover connection and once resolved moved back to the primary connection.

### Adur Worthing.

06/11/2015:

**Issue:** Council Building public Wi-Fi connection lost.

**Cause:** Security risk was identified in a pre PSN security assessment. Solution was put in place which took the connection out completely.

**Effect:** Public Wi-Fi was lost over the weekend.

**Solution:** External support contractor identified & implemented solution.

16/11/2015:

**Issue:** 160 users using Info@Work including Contact centre & Revs & Bens

**Cause:** SCCM update to system failed. Software issue.

**Effect:** Info@Work unavailable for 3 hours.

**Solution:** Issue identified & resolved. Group Policy altered to prevent re-occurrence.

23/11/2015:

**Issue:** Theatre's Patronbase system (externally supplied) unavailable

**Cause:** Patronbase had problems with servers in their data centre and had to move the databases to different servers resulting in a loss of service.

**Effect:** Patron base system unavailable for all staff in the theatres

**Solution:** PC configuration files & chip & Pin devices reconfigured to suit new addresses.

08/12/2015:

**Issue:** Commerce Way, Adur Civic Centre & Worthing telephony loss

**Cause:** WSCC had a DDOS attack on their network and moved over to their failover connection. Telephone routing (Gamma) was not configured for the failover connection.

**Effect:** Loss of telephony for 3 hours during resolution.

**Solution:** WSCC switched back to primary connection. Gamma & WSCC (Capita) to ensure the correct routing of calls when in failover mode in the future.

### Mid Sussex.

No P1 incidents > 30 minutes in the reporting period.

**CenSus Joint Committee**  
**18<sup>th</sup> March 2016**  
**Agenda Item 7**



Report From the Director for Customer Service, Adur & Worthing Councils

Key Decision - No

**A review of the current partnership arrangements for the delivery of the Adur Revenues and Benefits Service**

**Executive Summary**

This report is to inform Members of this Committee that on 25th February 2016, Adur District Council determined that it will withdraw from the current CenSus partnership arrangements for the delivery of the Adur Revenues and Benefits Service.

Attached to this report are copies of the following documents :

- The report to the Adur & Worthing Joint Strategic Committee on 2<sup>nd</sup> February 2016
- The minutes of that meeting
- The resolution from Adur Full Council meeting on 25<sup>th</sup> February 2016

In accordance with the decision made by Adur Full Council and section 17 of the CenSus Partnership Agreement dated 12<sup>th</sup> August 2011, on 26th February 2016 formal notice to withdraw from the partnership was served upon Horsham District Council, Mid Sussex District Council and the Secretary to the Joint Committee.

**1.0 Background**

- 1.1 At the meeting held on 11<sup>th</sup> December 2015 Members received a report from the Director of Customer Service at Adur and Worthing Councils. The report advised that on 8<sup>th</sup> October 2015 the Adur-Worthing Joint Strategic Committee authorised the Director for Customer Service to investigate the potential advantages, disadvantages, risks and opportunities for Adur District Council to leave the current CenSus partnership in respect of the delivery of the Adur Revenues and Benefits Service.
- 1.2 The findings of the options appraisal were presented to the Adur-Worthing Joint Strategic Committee on 2<sup>nd</sup> February 2016 and Members determined to recommend to Adur Full Council that option two (Adur's withdrawal from the partnership) was the most appropriate at this time.
- 1.3 The Joint Strategic Committee recommendation was subsequently ratified by Adur Full Council on 25th February 2016.
- 1.4 The Partnership Agreement requires at least twelve months' written notice of termination to take effect from 1<sup>st</sup> April in any year. However, the pressures associated with "annual billing" result in the fourth quarter of any financial year being

the most demanding for any Revenues & Benefits service and officers from all three partners are therefore seeking Member agreement that 1<sup>st</sup> October 2017 is a more mutually acceptable effective date of withdrawal.

- 1.5 Part 1, Schedule 2 of the Partnership Agreement requires that in the event of one or more Member authority gives notice to withdraw

*the Joint Committee meet within one month of the service of any notice of termination for the purpose of preparing an implementation plan for the termination.*

- 1.6 Members will be aware that an “extraordinary “ meeting has been scheduled to take place immediately after this meeting.

- 1.7 Adur District Council acknowledges with thanks that the Revenues & Benefits CenSus partnership has been both productive and resilient since its formation in 2005. However, Adur Members consider that it is now appropriate for Adur & Worthing Councils to develop a joint Revenues and Benefits service in line with other services provided to the residents of Adur and Worthing.

## **Recommendations**

The CenSus Joint Committee is recommended to:

- i) Note the contents of this report.

## **Background Papers**

Report to CenSus Joint Committee dated 11th December 2015

Report to Joint Strategic Committee at Adur & Worthing Councils dated 2nd February 2016 and subsequent Minutes

Resolution of Adur District Council dated 25th February 2016

CenSus Partnership Agreement dated 2011

## **Contact Officers :**

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## **A review of the current partnership arrangement for the delivery of the Adur Revenues and Benefits service**

### **Report by the Director for Customer Service**

#### **1.0 Summary**

- 1.1 At the meeting of the Joint Strategic Committee on 8 October 2015, Members approved a report from the Director of Customer Service asking for permission to explore the potential for Adur District Council to leave the current CenSus partnership arrangement for delivering the Adur Revenues and Benefits Service, subject to some further exploratory work being undertaken.
- 1.2 Members are now asked to consider whether Adur District Council should withdraw from the current CenSus partnership arrangement for the delivery of the Adur Revenues and Benefits Service and if so to authorise Officers to serve notice on behalf of the Council to both Horsham District Council and Mid Sussex District Council by 31st March 2016.

#### **2.0 Background**

- 2.1 The report considered in October 2015 paid tribute to the partnership's success in stabilising the service since 2005 but acknowledged that it is now appropriate timing for Adur and Worthing Councils to consider alternative ways of working to consolidate the service for both Adur and Worthing in line with other Council services.
- 2.2 Clause 17 of the CenSus partnership agreement states that at least twelve months' notice must be served on the remaining partners in order for a contract exit to take effect from 1 April in any given year, the earliest year that notice can be served being 2016, although it also allows for amendment of this term subject to negotiation with the other partners.
- 2.3 The partnership agreement also defines whether the exiting authority or the remaining partners will be liable to meet potential liabilities (financial and otherwise) that arise from one or more partners serving notice to withdraw from the arrangement.

2.4 The agreement requires “the Joint Committee to meet within one month of the service of any notice of termination for the purpose of preparing an implementation plan for the termination”. In this instance it is anticipated that would occur during March or April 2016.

### **3.0 Proposals**

3.1 Three possible options have been considered as part of this review and have been the subject of a high level SWOT analysis:

1. That Adur District Council should remain in the partnership, possibly with the partnership agreement being revised and expanded to include customer service performance outcomes and other service delivery indicators;
2. That Adur District Council leave the partnership and consolidate its Revenues and Benefits Service with that of the existing Worthing Borough Council service;
3. That the Worthing Borough Council service should join the CenSus Revenues and Benefits service.

3.2 A summary of the potential advantages and disadvantages of these options are listed in Appendix A.

3.3 The findings of a review suggests that option two (a joint Adur-Worthing service) would provide:

1. An opportunity to achieve an estimated financial efficiency of £150,000 per year rising to £210,000 after 3 years (once any staffing-related transport costs end) as detailed in section five of this report;
2. Improved customer service provision for Adur residents particularly in terms of face-to-face service provision, visibility of demand and enquiry types, together with consistency of service provision in line with that provided to Worthing residents. Currently the Partnership Agreement does not require this analysis to be provided;
3. Economies of scale across both authorities;
4. Joint investment opportunities across both authorities;
5. Capability to redesign both Revenues and Benefits services across Adur and Worthing including links to other related services (e.g. Adur Homes and Housing Needs);
6. Improved control/flexibility in respect of the mitigation of risks;
7. Improved control/flexibility in respect of financial decisions;
8. Improved control/flexibility in respect of any future changes in Government legislation.

3.4 A number of potential risks/issues have been identified which Members should consider. These are listed in Appendix B and officers are of the opinion that these can be managed satisfactorily.

3.5 Various elements of service delivery will need to be considered before and during the transition period some of which will require careful discussion and negotiation with our CenSus colleagues to ensure a smooth transition and minimal disruption in service provision to the residents of Adur, Horsham, Mid Sussex and Worthing.

- 3.6 Whilst it is understood that consideration of withdrawal is a disappointment to the partners within CenSus, the partnership has served the Council well for a number of years. It is acknowledged that this has been a productive partnership but there is now an opportunity to realise the benefits of a joint Adur-Worthing service.
- 3.7 Part 1, Schedule 2, paragraph 1.2 of the most recent CenSus Partnership Agreement dated 12 August 2011 states that if one or more Member Authority gives notice to withdraw from the partnership

*“The Member Authorities shall each act reasonably in co-operating with each other and facilitate the disaggregation of the Shared Service Functions in such a manner (including entering into any transitional arrangements so as to:*

*1.2.1 cause the least disruption to customers and to maintain levels of service so far as possible;*

*1.2.2 agree arrangements for the transfer of staff and avoid redundancies wherever possible;*

*1.2.3 facilitate the transfer of data and records; and*

*1.2.4 mitigate costs so far as practicable”*

If Adur Council withdraws from the partnership there will be two “work streams”:

- Horsham and Mid Sussex Councils to consider the on-going operating model for CenSus Revenues & Benefits
- Adur and Worthing Councils to consider the operating model for the new joint service

Officers will therefore seek to work collaboratively across all four authorities and it is anticipated that there will inevitably be “touch points” between the two work streams.

- 3.8 Members are asked to consider whether they wish to :
1. Benefit from the potential advantages listed herein for Adur residents and the two councils as a whole
  2. Accept the potential risks/issues subject to officers implementing appropriate project management controls to mitigate those risks/issues are far as is practicable to do so
  3. Accept the financial implications referred to in this report both in terms of potential savings and costs for which the Council is liable
  4. Mitigate future financial penalties as notified by the Department for Work & Pensions arising from formal qualification of annual Benefit subsidy audits and “official error” overpayments in respect of the past three financial years
  5. Accept the recommendations in section 6, instructing officers to proceed in respect of Adur District Council serving notice to withdraw from the CenSus partnership arrangement in respect of the Revenues & Benefits service

#### **4.0 Legal**

- 4.1 Regulation 2 in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provides that certain responsibilities may not be the responsibility of the Executive and that includes “making arrangements for the structure of Committees and discharge of the Council’s functions”.

On this basis Adur District Council is able to determine how the Council's functions in respect of the Revenues and Benefits service are discharged, although this is reserved to a decision of the Full Council rather than the Joint Strategic Committee.

## 5.0 Financial implications

5.1 The CenSus service currently costs Adur District Council £970,000 per annum. This excludes any court cost income.

5.2 The new service is currently estimated to generate a saving of £150,000 per annum, based on the following:

	Current budget 2015/16 £'000	New service 2015/16 £'000
Payments to CenSus	970	
Staffing costs		703
Systems		123
Other costs	37	130
Recharges	327	327
Total expenditure	1,334	1,283
Housing Benefit Administration Grant	-558	-558
NNDR Administration Grant	-97	-97
Other income	-150	-249
Net costs	529	379
Annual saving		150

The overall estimated saving has been reduced since the initial costings to reflect the latest CenSus service budget. These costings will need to be revised to reflect the latest information in 2016/17.

5.3 The partnership agreement has clauses which detail the responsibilities of each partner in the event of an exit. Adur District Council will be responsible for the following costs if we withdraw from the partnership:

- i) Any redundancy or redeployment costs;
- ii) The costs associated with any termination of a lease or licence;
- iii) The costs associated with the reconfiguration of any hardware or software reasonably required for the provision of the on-going service
- iv) The cost of dis-aggregating any data or records.



- 5.4 In addition, any equipment used by the CenSus service will not transfer to the new joint service.
- 5.5 Consequently the Council will need to provide for some transition costs, although most of these will be incurred in 2017/18. To date the following costs have been identified as requiring funding:

<u>Description</u>	<u>£'000</u>
<p>Transfer of the Academy data base</p> <p>The Academy system is used for the administration of Revenues accounts and Benefit claims. Fortunately each Council operates on a separate database, although the Adur databases will need to be moved to the Council's own servers which will require consultancy time (£10,000) and potentially some additional server space (£10,000)</p>	20
<p>Transfer of documents from the Northgate Document Management System</p> <p>The CenSus partnership currently operates a shared Document Management System. The Adur &amp; Worthing Councils already utilises Northgate under its own licence but there will be a significant exercise undertaken to extract the Adur data and potentially renumber the documents. This will require consultancy support</p>	10
<p>New ICT equipment for staff transferring</p> <p>The staff transferring will require laptops and associated equipment but there is already a corporate budget for the purchase and renewal of ICT equipment</p>	30

- 5.6 In addition the Council may have to fund the following which have yet to be quantified:

- i) Any redundancy or redeployment costs:
 

There is an 18 month lead-in time for the new arrangements during which time officers will work with partners at Mid Sussex and Horsham to minimise any costs which are currently unknown.
- ii) Residual contractual costs:
 

The CenSus partnership has a number of key contracts used in the delivery of services. Whilst some of these are with suppliers that Adur & Worthing Councils already use (Capita and Northgate), there are contracts in place for document scanning and the printing & mailing of documentation. Officers will establish the options that exist to novate, renegotiate or terminate these contracts as far as they apply to Adur before the new joint service is created.

## 6.0 Recommendation

6.1 Based on the findings of this review and recognising the limited information currently available, the Joint Strategic Committee is asked to recommend to Adur District Council that:

1. Adur District Council should withdraw from the CenSus partnership in respect of the provision of the Revenues and Benefits service; and
2. The Director for Customer Services be authorised to serve formal notice on Mid Sussex District Council and Horsham District Council by 31 March 2016 confirming that Adur District Council is terminating its membership of the CenSus Revenues & Benefits service; and
3. The Director for Customer Services be authorised to seek agreement with the remaining partners that the effective date for termination of the Contract should be 1 October 2017.

## Local Government Act 1972

### Background Papers:

Report to Joint Strategic Committee dated 8 October 2015  
CenSus Partnership Agreements dated 2005 and 2011

### Contact Officers:

Report authors:

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## **Schedule of Other Matters**

### **1.0 Council Priority**

- 1.1 The proposals detailed in this report directly contribute towards the following areas of focus detailed in “Catching the Wave”.
- Providing or commissioning efficient and effective public services and solutions. This is because transferring the Adur Revenues and Benefits functions back “in-house” will realise financial savings whilst enhancing service provision aligned to the needs of residents
  - Consistently developing the “Commons” to help our wealth generators and enterprising communities thrive. This is because the Revenues and Benefits functions are vital statutory services and transferring it back “in-house” will increase the ability to operate it intelligently to ensure a consistent approach across the whole of Adur-Worthing

### **2.0 Specific Action Plans**

- 2.1 Matter considered and no issues identified.

### **3.0 Sustainability Issues**

- 3.1 Matter considered and no issues identified.

### **4.0 Equality Issues**

- 4.1 Matter considered and no issues identified.

### **5.0 Community Safety Issues (Section 17)**

- 5.1 Matter considered and no issues identified.

### **6.0 Human Rights Issues**

- 6.1 Matter considered and no issues identified.

### **7.0 Reputation**

- 7.1 Improved service delivery will enhance the Council’s reputation.

## **8.0 Consultations**

8.1 No consultations have been undertaken at this time but any necessary TUPE consultations together with consultations with CenSus partners will be undertaken at the appropriate time.

## **9.0 Risk Assessment**

9.1 There is no a statutory duty on the Council to do what is proposed beyond seeking to provide high-quality services in a cost-effective way.

## **10.0 Health & Safety Issues**

10.1 Matter considered and no issues identified.

## **11.0 Procurement Strategy**

11.1 Matter considered and no issues identified.

## **12.0 Partnership Working**

12.1 This proposal seeks to identify opportunities to rationalise service delivery and enhance the Adur-Worthing partnership.

**Summary of SWOT analysis**

Notes:

1. This analysis has been undertaken by Adur Council only. It does not represent an analysis by all four partners;
2. Subject to a decision by Adur Council to withdraw from the partnership, the partners have already agreed that the issues in section 2 will be key areas for joint consideration.

Options	Strengths	Weaknesses
1. Status quo	<ul style="list-style-type: none"> <li>● Resilience of service provision across three councils</li> <li>● Performance against contract is good</li> <li>● Shared procurement capability</li> </ul>	<ul style="list-style-type: none"> <li>● Adur's in-year collection rates are slightly lower than those achieved within Worthing although they remain broadly comparable</li> <li>● Residents do not currently receive a locally-based service that enables them to access related services</li> <li>● Access to the CenSus telephone service can be problematic leading to residents phoning the Adur-Worthing contact centre resulting in duplication of effort</li> <li>● Adur Housing Benefit subsidy claims have been qualified for three successive years due to auditors' concerns over the quality of benefit assessments</li> </ul>
2. ADC to withdraw from CenSus	<ul style="list-style-type: none"> <li>● Strategic fit for ADC/WBC - Surfs Up</li> <li>● Shared procurement capability with WBC</li> <li>● The partnership agreement has clear exit provision</li> <li>● Similar demographics between Adur &amp; Worthing</li> <li>● Improved customer service for Adur residents including the corporate Contact Centre and access to related services</li> <li>● Single line of sight and accountability for residents</li> <li>● Potential to act locally to mitigate the risks of further audit qualifications/financial penalties</li> <li>● Review existing contracts for services provided to ensure optimum use</li> <li>● Will allow HDC/MSDC to review/refresh the ongoing partnership</li> <li>● Will allow HDC/MSDC to consider efficiencies in reduced HR and Payroll support services and will re-allocate resources to Adur &amp; Worthing</li> </ul>	<ul style="list-style-type: none"> <li>● Potential additional unit costs for CenSus partners</li> </ul>

<p>3. WBC to join CenSus</p>	<ul style="list-style-type: none"> <li>• Shared procurement capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Would require a full re-negotiation of the Partnership Agreement to allow for improved customer service and performance objectives. In seeking to align service provision this work would inevitably result in an associated increase in costs for all partners</li> <li>• Potential affect of future audit qualifications and financial penalties on CenSus service</li> <li>• Potential increase in costs for widening the partnership to include WBC</li> <li>• WBC is already a high performing service</li> <li>• Worthing residents currently receive high quality, local and effective service provision with close links to related services e.g. Housing Needs</li> </ul>
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## Summary of risks/issues identified

Risk/Issue	Mitigation	RAG
Adur & Worthing implementation of a new telephony system	To occur April 2016 - will be well established by the time a joint Adur-Worthing Revenues & Benefits service goes live	
The Worthing Academy database is currently supported by knowledgeable and experienced staff. The software provider has confirmed extract and import of Adur database possible.	Likely to require additional analyst support to ensure continuity/reliability of service provision from the Digital team at Adur-Worthing. Additional resource requirements will be included in future budget provision.	
The Adur R&B EDRMS database is currently hosted by CenSus but Adur data will require migration to the Adur-Worthing database. The software provider has confirmed extract and import of Adur database possible.	Anticipated no additional in-house system support required once migration and consolidation of the Adur-Worthing databases has occurred.	
The Council's ICT infrastructure is provided by CenSus ICT. There have been several "outtages" in recent times.	This is being reviewed corporately and with the Head of CenSus ICT to address any ongoing issues.	
Need to establish if TUPE applies in this instance. There is potential for redundancy costs to arise.	To obtain formal clarification if TUPE applies; allow for any potential redundancy costs in budget provision.	
Need to establish work volumes - information is not currently unavailable.	This report assumes Adur volumes are proportional to Worthing volumes based on the comparative tax bases and benefit caseloads	
Accommodation.	Suitable accommodation is being explored, sufficient to accommodate the number of staff anticipated to deliver the new Adur-Worthing service.	
Equipment for additional staff.	There is already corporate budgetary provision for the purchase and renewal of equipment.	
Residual contract costs to be identified and quantified as part of the exit project.	Partners have, as the partnership agreement requires, undertaken to work together to minimise any potential costs as far as is practicable to do so. Identification of existing contracts (including their duration, exit clauses/costs etc.) is required in order to determine whether it is possible to novate contracts or possibly share with CenSus until expiry of the term.	





**Minutes of a Meeting of the  
Joint Strategic Committee of  
Adur District and Worthing Borough Councils**

**Queen Elizabeth II Room, Shoreham Centre, Shoreham-by-Sea**

**Tuesday 2 February 2016**

Councillor Neil Parkin (Chairman)

**Adur District Council:**

\*Councillor Pat Beresford  
Councillor Keith Dollemore  
Councillor Angus Dunn  
Councillor Jim Funnell  
Councillor David Simmons

**Worthing Borough Council:**

Councillor Daniel Humphreys  
Councillor Heather Mercer  
Councillor Mark Nolan  
\*Councillor Clive Roberts  
Councillor Bryan Turner  
Councillor Val Turner

\*Absent

**Other Members Present**

ADC – Councillors Paul Graysmark and Liz Haywood

**JSC/078/15-16      Declarations of Interest**

Councillor Bryan Turner declared a personal interest in relation to Item 12 as a Member of West Sussex County Council.

**JSC/079/15-16      Minutes**

**Resolved** that the minutes from the Joint Strategic Committee meeting held on the 5 January 2016 be approved as an accurate record and be signed by the Chairman.

**JSC/080/15-16      Public Question Time**

There were no questions from the public.

**JSC/081/15-16      Items Raised Under Urgency Provisions**

There were no items raised under urgency provisions.

## **JSC/082/15-16 Revenue Budget Estimates for 2016/17**

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 5.

The report represented the culmination of the annual budget exercise and asked members to consider the final revenue estimates for 2016/17 for the Joint Strategic Committee and an updated outline 5-year forecast.

The budgets reflected the decisions taken by Members to date, in relation to agreed savings proposals and the decisions made at both Councils, together with some minor changes which were detailed in the report. A number of growth items had been identified which required some additional resource.

The budget had been analysed by Service within each Directorate. In addition, the draft estimates for 2016/17 had been prepared in accordance with the requirements of the Service Reporting Code of Practice for Local Authorities 2016/17 (except in relation to pension costs adjustments that do not impact either on the Budget Requirement or the Council Tax Requirement).

The Committee noted that the respective Adur and Worthing 2016/17 Estimate and Council Tax setting reports were due to be considered by the Adur Executive on 8 February 2016 and the Worthing Executive on 9 February 2016. Both the Estimates for Adur District Council and Worthing Borough Council included their respective share of the cost of the Joint Strategic Committee.

### **Decision,**

The Joint Strategic Committee

- considered the non-committed growth items outlined in Appendix 2;
- agreed the budgets for 2016/17, as outlined in Appendix 3, which would be adjusted by any non-committed growth items approved by members.

### **Call In:**

The call in deadline for this decision will be 5.00pm on 12 February 2016.

## **JSC/083/15-16 Treasury Management Strategy**

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 6.

The report provided:-

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);

- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A Member questioned whether receipts from the Strategic Property Investment Fund would be treated as Capital or Revenue. Officers advised that the Councils would receive a revenue income from the fund and a capital receipt following the disposal of property.

### **Decision,**

The Joint Strategic Committee:-

- i) approved and adopted the TMSS and AIS for 2016/17-2018/19, incorporating the Prudential Indicators and Limits, and MRP Statements;
- ii) recommended the Prudential Indicators and Limits, and MRP Statements for approval by Worthing Council at its meeting on 23 February 2016, and by Adur Council at its meeting on 25 February 2016;
- iii) recommended the report for noting to the meeting of the Joint Governance Committee to be held on 22 March 2016.

### **Call In:**

The call in deadline for this decision will be 5.00pm on 15 January 2016.

There is no call-in for recommendations to Council.

### **JSC/084/15-16 Strategic Property Investment Fund - Investment Strategy**

Before the Committee was a report by the Director for the Economy, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 7.

The report set out a joint strategy for the acquisition of commercial property to be held for investment purposes. It considered a set of broad objectives to inform the Strategy along with more detailed criteria for investment.

The Committee were informed that the purpose of the Strategy would be to:

- define the Councils' objectives for acquiring property investments, in the context of the Councils' wider corporate objectives;
- establish the character of investments and desired acquisition criteria;
- identify risks to the Councils and the appetite for risk;
- establish the acquisition (and disposal) process, governance and seek to ensure consistency in approach;
- consider where the properties were to be held (integrated into the existing portfolio or held in a vehicle such as a trading company)

Members expressed their support for the proposals and sought clarification that the Strategy would come back to the Joint Strategic Committee for approval. Officers confirmed that the strategy would come back to the Joint Strategic Committee.

An amendment to recommendation 6.2 (i) was proposed and seconded to read ‘...in consultation with the Leader and Executive Member for Resources and the Chief Financial Officer.’

### **Decision,**

The Joint Strategic Committee recommended that Adur Full Council and Worthing Full Council:

- (i) approve the key principles and criteria set out in the report to form the basis of the new Joint Investment Strategy in accordance with paragraph 4.03(d) of the Councils’ Constitutions;

The Joint Strategic Committee also recommended that the Joint Governance Committee;

- (ii) recommends to both Councils an amendment to the current Officer Scheme of Delegation at paragraphs 3.15.16 to restrict the use of the Head of Growth’s authority to acquire land on behalf of the Council, to be exercisable only in consultation with the Leader and Executive Member for Resources and the Chief Financial Officer.

### **Call In:**

There is no call-in for recommendations to Council.

### **JSC/085/15-16      2016/17 Council Tax Support Schemes**

Before the Committee was a report by the Director for Customer Service, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 8.

The report informed Committee that since April 2013 Members have had the freedom to set a local Council Tax Support Scheme in respect of ‘working age’ customers. Both Councils opted to retain the national scheme for 2013/14 and 2014/15 and whilst Adur District Council also retained the national scheme for 2015/16, Worthing Borough Council introduced a £5.00 per week restriction for all working age customers together with a discretionary budget to allow additional assistance to be provided where appropriate.

At the full Council meetings in December 2014 Members decided that their respective decisions in respect of 2015/16 should also form the basis of the schemes for 2016/17 and 2017/18 subject to consultation and formal approval.

The Committee was now asked to recommend the final schemes for 2016/17 (which mirror those agreed for 2015/16 subject to some minor amendment to bring the proposed

schemes in line with changes made to the national Housing Benefit scheme) to the respective full Councils.

To help inform the decision, a public consultation exercise had been run and the consultation document (which also contained questions about Council Tax setting and customer service provision) was attached to the report at Appendix 1.

### **Decision,**

The Joint Strategic Committee:-

- (i) recommended that Adur District Council
  - a. approve that the Council Tax Support scheme for 2016/17 should be based upon the scheme for 2015/16 with no changes beyond necessary technical amendments required to keep the scheme consistent with the national rules in respect of Housing Benefit;
  - b. agree that the preferred scheme for 2016/17 should form the basis of the scheme for 2017/18 subject to further considerations based on a report being brought back to the Committee in June 2016.
- (ii) recommended that Worthing Borough Council
  - a. approve that the Council Tax Support scheme for 2016/17 should be based upon the scheme for 2015/16 with no changes beyond necessary technical amendments required to keep the scheme consistent with the national rules in respect of Housing Benefit;
  - b. agree that the preferred scheme for 2016/17 should form the basis of the scheme for 2017/18 subject to consultation;
  - c. delegate authority to determine the scheme for 2017/18 to the Executive Member for Resources in consultation with the Executive Member for Customer Services.

### **Call In:**

There is no call-in for recommendations to Council.

### **JSC/086/15-16 Housing Digital Transformation**

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 9.

As part of the Councils digital transformation programme, it had been identified that significant opportunity existed within the Housing Service to achieve efficiency and customer experience improvements by developing apps and services on the Adur and

Worthing Digital Platform. It was anticipated that the programme would also have considerable positive impact corporately.

The Committee noted that £250,000 had been set aside within the Business Improvement Reserve, from the Housing Revenue Account, to support transformation in the Housing Service. Of this, £50,000 had already been released to support improvement within the Building Services unit. Further funding, of up to £200,000, could also be drawn down with approval from the Joint Strategic Committee on the production of a business case.

Members discussed the need and importance of identifying short term projects that would deliver working prototypes within weeks of a project starting. However, Members also agreed this must not be to the detriment of existing projects which should be completed before new projects commence. Officers advised that a new Housing Digital Board would prioritise projects and also confirmed that the digital work with AWCS would not be detrimentally affected by the Housing Digital Transformation work.

### **Decision,**

That the Joint Strategic Committee:-

- a) approved the proposed investment in resources to deliver digital transformation in the housing service;
- b) approved the release of funding totalling £141,000 from the Adur Homes HRA Business Improvement Reserve.

### **Call In:**

The call in deadline for this decision will be 5.00pm on 12 February 2016.

### **JSC/087/15-16      Strengthening our Anti-Social Behaviour Programme: a proposal to consult communities about Public Space Protection Orders**

Before the Committee was a report by the Director for Communities, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 10.

The report sought agreement to proceed with a public consultation on the implementation of Public Space Protection Orders (PSPOs). The Orders would facilitate a reduction in anti social behaviour in key locations in Adur and Worthing. The proposed draft Orders comprised of;

#### **Worthing Borough Council**

- PSPO 1:      Public Drinking in Worthing
- PSPO 2:      Begging in Worthing Town Centre
- PSPO 3:      Overnight camping in various locations

#### **Adur District Council**

- PSPO 1:      Overnight camping in various locations

Officers proposed the inclusion of Denton Gardens in the locations for the proposed Public Space Protection Orders and requested that Members consider setting the level of Fixed Penalty Notices issued under the provisions of the Anti Social behaviour, Crime and Policing Act 2014 at a fixed level.

Members welcomed the proposals and considered the implications of targeted enforcement operations.

### **Decision,**

The Joint Strategic Committee:-

- approved the public consultation exercise, which would run from February 8th 2016 to March 20th 2016; and
- agreed to consider the findings of the consultation at its meeting on 5 April 2016.

### **Call In:**

The call in deadline for this decision will be 5.00pm on 12 February 2016.

### **JSC/088/15-16      Review of the current partnership arrangement for the delivery of Adur Revenues and Benefits Service**

Before the Committee was a report by the Director for Customer Service, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 11.

The report asked Members to consider whether Adur District Council should withdraw from the current CenSus partnership arrangement for the delivery of the Adur Revenues and Benefits Service, and if so, to authorise Officers to serve notice on behalf of the Council to both Horsham District Council and Mid Sussex District Council by 31st March 2016.

The Committee wished to place on record its thanks to the Head of CenSus Revenues and Benefits and his team for their work over the past 10 years.

### **Decision,**

The Joint Strategic Committee recommended to Adur District Council that:

1. Adur District Council should withdraw from the CenSus partnership in respect of the provision of the Revenues and Benefits service; and
2. The Director for Customer Service be authorised to serve formal notice on Mid Sussex District Council and Horsham District Council by 31 March 2016 confirming that Adur District Council is terminating its membership of the CenSus Revenues & Benefits service; and

3. The Director for Customer Service be authorised to seek agreement with the remaining partners that the effective date for termination of the Contract should be 1 October 2017.

**Call In:**

There is no call-in for recommendations to Council.

**JSC/089/15-16 Investment Prospectus for Worthing Town Centre**

Before the Committee was a report by the Director for the Economy, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these Minutes as Item 12.

The report recommended that Members approve the proposed Investment Prospectus and accompanying Delivery Strategy.

The Committee was informed that the prospectus provided the mechanism through which Worthing could be pitched to potential investors. Officers would be taking the prospectus to Sitematch, a national event in London and preparations for a local launch were also underway, providing an opportunity for potential investors to take a tour of Worthing Town Centre and look at some of the key development sites.

The prospectus highlighted the role of the public realm, the streets and places in-between. Officers advised that development activity in Worthing Town Centre must include upgrading the public realm as an integral part of development.

Members expressed their thanks to the consultants for their work in producing an amazing document which positively promoted development opportunities in Worthing.

**Decision,**

The Joint Strategic Committee approved the Worthing Town Centre Investment Prospectus and accompanying Delivery Strategy and endorsed its vision and key recommendations for attracting public and private sector investment to deliver sustainable economic growth.

**Call In:**

The call in deadline for this decision will be 5.00pm on 12 February 2016.

**JSC/090/15-16 Exclusion of the Press and Public**

The Committee was advised that in the opinion of the Proper Officer the press and public should be excluded from the meeting for consideration of the remaining items of business.



## **Resolved,**

'that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting from the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the paragraph of Part 3 of Schedule 12A to the Act indicated against the item'.

### **JSC/091/15-16      Lease negotiations with Worthing Caravan Club**

Before the Committee was an exempt report by the Director for the Economy, copies of which had been circulated to all Members as Item 14.

The report updated the Joint Strategic Committee following the Committee's consideration of a proposal from the Caravan Club for a possible new Lease of their site in Titnore Way in March last year.

The report recommended that the Club's proposal be agreed, in principle, and that detailed terms now be finalised with the Club.

## **Decision,**

The Joint Strategic Committee authorised the Director for the Economy, in consultation with the Leader of Worthing Borough Council, to:

- (i) agree a precise split of the site with the Caravan Club following a feasibility study; and,
- (ii) finalise negotiations with the Caravan Club for a new Lease.

## **Call In:**

The call in deadline for this decision will be 5.00pm on 12 February 2016.

The meeting was declared closed by the Chairman at 7.51pm, having commenced at 6.30pm.

## **Chairman**



**Extract from the Adur Council meeting - 25 February 2016**

**C/044/15-16 Recommendations from the Executive and Committees to Council**

**(B) Joint Strategic Committee**

The Leader presented and proposed the four recommendations from the meeting of the Committee on 2 February, a copy of items 7B (i) to (iv) are attached to the minutes.

**(iv) Review of current partnership arrangements for the delivery of Adur Revenues and Benefits Service**

Councillor Bridges seconded the proposal.

On a vote For 26 Against 0 Abstain 1

**Resolved that**

1. Adur District Council should withdraw from the CenSus partnership in respect of the provision of the Revenues and Benefits service;
2. The Director for Customer Service be authorised to serve formal notice on Mid Sussex District Council and Horsham District Council by 31 March 2016 confirming that Adur District Council is terminating its membership of the CenSus Revenues & Benefits service;
3. The Director for Customer Service be authorised to seek agreement with the remaining partners that the effective date for termination of the Contract should be 1 October 2017.





## Census Joint Committee dates - 2016/17

### Executive Summary

The Committee is asked to consider the proposed meeting dates for 2016/17.

### Proposed Dates

Meeting	Papers for PMB needed by	PMB meeting	Papers for JC needed by	Joint Cttee meeting
<b>2016</b>				
PMB	27 <sup>th</sup> May	1 <sup>st</sup> June (MSDC)	8 <sup>th</sup> June	17 <sup>th</sup> June HDC
PMB	2 <sup>nd</sup> Sept	7 <sup>th</sup> Sept (ADC)	14 <sup>th</sup> Sept	23 <sup>rd</sup> Sept HDC
PMB	18 <sup>th</sup> Nov	23 <sup>rd</sup> Nov (MSDC)	30 <sup>th</sup> Nov	9 <sup>th</sup> Dec HDC
<b>2017</b>				
PMB	24 <sup>th</sup> Feb	1 <sup>st</sup> Mar (WBC)	8 <sup>th</sup> Mar	17 <sup>th</sup> Mar HDC

### Recommendations

The Joint Committee is recommended to agree the proposed dates and locations for Census Joint Committee meetings in 2016/17.





<b>CenSus Joint Committee Work Programme 2016 -2017</b>			
<b>Committee Date</b>	<b>Item</b>	<b>Owner</b>	<b>JC approved programme changes</b>
Page 71	Minutes of last JC meeting	Dem Services	
	Financial Outturn	PS	
	ICT Service end of year report for 2015/16 and performance update 2016/17 inc Q1 financial information & risks	JR	
	ICT Disaster Recovery Plan	JR	
	ICT & WAN	JR	
	Service Catalogue	??	
	IT Resilience and Efficiency - Hosting Applications in the Cloud	DB	
	Withdrawal of Adur from the Census Revenues and Benefits Partnership / Future Service Provision	PS	
	Revenues and Benefits end of year report for 2015/16 and performance update for 2016/17 inc Q1 financial information & risks	TD	
	Joint Committee Work Programme 2016/17	DB	



Page 72	23 September 2016	Minutes of last JC meeting	Dem Services	
		Revenues and Benefits Performance Update 2016/17 inc Q2 financial information & risks	TD	
		ICT Service Performance update 2016/17 inc Q2 financial information & risks	JR	
		ICT project and activity plan 2016 – progress report	JR	
		ICT Strategy for CenSus	JR	
		Budget Monitoring report for current year 2016/17	PS	
		Withdrawal of Adur from the Census Revenues and Benefits Partnership / Future Service Provision	PS	
		Joint Committee Work Programme 2016/17	DB	



Census Joint Committee  
 18th March 2016  
 Agenda Item 9



Committee Date	Item		
9 December 2016	Minutes of last JC meeting	Dem Services	
	Draft Revenue and Capital Budgets for 2017/18	PS	
	Revenues and Benefits Performance Update 2016/17 inc Q3 financial information & risks	TD	
	ICT Service Performance Update 2016/17 inc Q3 financial information & risks	JR	
	Withdrawal of Adur from the Census Revenues and Benefits Partnership / Future Service Provision	PS	
	Joint Committee Work Programme 2016/17	DB	
17 March 2017	Minutes of last JC meeting	Dem Services	
	Revenues and Benefits Performance Update 2016/17 inc Q4 financial information & risks	TD	
	ICT Service Performance Update 2016/17 inc Q4 financial information & risks	JR	

Page 73



Page 74	Approve CenSus Revenue and Capital Budgets for 2017/18	PS	
	Withdrawal of Adur from the Census Revenues and Benefits Partnership / Future Service Provision	PS	
	Agree Joint Committee Work Programme Plan for 2017/18	DB	
	Agree Meeting Dates for 2017/18 (MSDC to chair)	DB	