



## Communities Directorate

04 November 2014

### Joint Overview & Scrutiny Committee

**Date:** 13 November 2014

**Time:** 6:30pm

**Venue:** Gordon Room, Stoke Abbott Road, Worthing

#### Committee Membership:-

**Adur District Council:** Councillors Liza McKinney (Chair), Rod Hotton (Vice-Chair), Ann Bridges, James Butcher, Brian Coomber, Emily Hilditch, Ken Bishop and Liz Haywood

**Worthing Borough Council:** Councillors Roy Barraclough (Chair), Vino Vinojan (Vice-Chair), Keith Bickers, Edward Crouch, Charles James, Heather Mercer, Mark Nolan and Keith Sunderland

## Agenda

### Part A

#### 1. Declarations of Interest / Substitutions

Members and officers must declare any disclosable pecuniary interests in relation to any business on the agenda. Declarations should also be made at any stage such an interest becomes apparent during the meeting.

If in doubt contact the Legal or Democratic Services representative for this meeting.

#### 2. Minutes

To approve the minutes of the Joint Overview and Scrutiny Committee meeting held on 11 September 2014, copies of which have been previously circulated.

### **3. Public Question Time**

So as to provide the best opportunity for the Committee to provide the public with the fullest answer, questions from the public should be submitted by 6.30pm Thursday 11 November 2014.

Where relevant notice of a question has not been given, the person presiding may either choose to give a response at the meeting or respond by undertaking to provide a written response within three working days.

Questions should be submitted to Chris Cadman-Dando. [chris.cadman-dando@adur-worthing.gov.uk](mailto:chris.cadman-dando@adur-worthing.gov.uk) , 01903 221364

*(Note: Public Question Time will operate for a maximum of 30 minutes.)*

### **4. Items Raised Under Urgency Provisions**

To consider any items the Chairman of the meeting considers to be urgent.

### **5. Consideration of any matter referred to the Committee in relation to a call-in of a decision**

### **6. Review of Open Space, Sport and Recreation Facilities Study**

To consider a report by the Director for Communities, copy attached as item 6

### **7. Interview with the Clinical Commissioning Group on the provision of community beds within the Adur District**

The Joint Chairs request that Committee Members submit questions they intend to ask of the Clinical Commissioning Group in relation to the above matter at least two days prior to the meeting. Please submit questions via Mark Lowe, Policy Officer: [mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

### **8. Interviews with the Executive Members for Resources (Angus Dunn ADC, Daniel Humphreys WBC)**

To consider a report by the Chief Executive, copy attached as item 8

The Joint Chairs request that Committee Members submit questions to the Executive Members at least two days prior to the meeting, particularly in instances where questions require detailed answers that include figures. Please submit questions via Tim Crowhurst, Policy Officer: [tim.crowhurst@adur-worthing.gov.uk](mailto:tim.crowhurst@adur-worthing.gov.uk) . Members are reminded to keep their questions relevant to the portfolio of the Executive Members being interviewed.

**9. Outline 5-Year Forecast and Savings Proposals**

To consider a report by the Director for Digital and Resources, copy attached as item 9

**10. 2nd Capital, Revenue Budget and Performance Monitoring 2014/15**

To consider a report by the Director for Digital and Resources, copy attached as item 10

**11. Beach Huts in Adur and Worthing**

To consider a report by the Director for Communities, copy attached as item 11

**12. ICT Issues and spend**

To consider a report by the Director for Digital and Resources, copy attached as item 12

**13. Adur and Worthing Joint Overview and Scrutiny Committee Work Programme – 2014/15**

To consider a report by the Chief Executive, copy attached as item 14

**14. Members' Items**

Consideration of the future investigation of items to be agreed by the Chairmen of the Committee

**Part B - Not for Publication – Exempt Information Reports**

None

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For Democratic Services enquiries relating to this meeting please contact:

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Ward: All

## Review of Open Space, Sport and Recreation Facilities Study

### Report by the Director for Communities and Director for the Economy

#### 1.0 Summary

- 1.1 This report provides a summary of the “Review of Open Space, Sport and Indoor Sport Facilities Study” (“the review”) which was prepared by the external consultants Knight, Kavanagh and Pace (KKP) on behalf of both Councils.
- 1.2 The study covers three areas:-
  - Open Spaces
  - Playing Pitches
  - Indoor Built Facilities
- 1.3 The review was needed to update the original Open Space, Sport and Recreation Studies which included Playing Pitch strategies that were produced in Adur in 2005 and Worthing in 2006, which had been partially reviewed in 2009.
- 1.4 The review if approved will be adopted to form the direction and guidance for the future provision of accessible, high quality, sustainable open spaces, playing pitches and indoor built facilities in Adur & Worthing.
- 1.5 The study and its findings if approved will also be used to help inform policies in the emerging Adur Local Plan and the Worthing Local Plan.
- 1.6 Sport England recommends that all sport related strategies are updated every three years as a minimum requirement for keeping strategies well informed.
- 1.7 The study also provides guidance on the approach that the Councils are recommended to adopt to secure future outdoor sports facilities through new housing development or to secure developer contributions to improve the condition or maintenance regime of existing facilities.
- 1.8 A copy of all the reports which were provided by KKP including their assessment findings and strategy recommendations can be found on the Council Website <http://www.adur-worthing.gov.uk/meetings-and-decisions/committees/joint/overview-and-scrutiny/committee,121958,en.html>
- 1.9 The key summary findings and recommended strategy for each typology type of open space and sport type present in Adur & Worthing are included in the background section of this report.

## **2.0 Strategic Context**

- 2.1 The review acts as an important source of information to inform strategic plan making and decision taking by the Councils as Planning Authorities. It also helps to provide insight for the Councils in their roles as custodians of significant resources and facilities.
- 2.2 The use of these resources can and do have an important role to play in contributing to the health and wellbeing of communities in Adur and Worthing. At the same time there is an expectation that the Councils make the best use of the assets to maximise their value - be that financial and/or social.
- 2.3 Balancing these objectives is rarely straight-forward and becomes even more challenging in the context of the scarcity of land for open space, sport and recreational use such as that experienced in Adur and Worthing.
- 2.4 As this report illustrates, Adur and Worthing benefit from a substantial number of thriving clubs, societies, and interest groups who provide a wide range activities for all ages, gender and ability. This civic and social activity makes a significant contribution to health and wellbeing locally, both physical health and mental wellbeing. For example, participants can be diverted from antisocial behaviour; while others will avoid the ill effects of social isolation as a result of their involvement in clubs and activities.
- 2.5 In the past 12 - 18 months there has been a growth in users of the Councils' facilities expressing a desire to become more involved in the management of these facilities. This has ranged from consultation to influence decisions made by the Council e.g. design of play areas; pilot schemes involving groups maintaining land e.g. community / guerrilla gardening; self-management e.g. allotments (see 8.0); and conversations about the transfer of assets from the Council to community groups.
- 2.6 This reflects both the vibrancy of many local organisations and a renewed engagement with the Councils following the publication of "Catching the Wave" with its proactive approach in promoting social enterprise and participation.
- 2.7 The Councils now find themselves "rethinking" how it delivers its services and facilities. Promoting engagement with community groups while at the same time seeking to make the best use of its resources. Questioning how it goes about its business, and being willing to challenge the status quo.
- 2.8 In this respect the report illustrates a number of examples of the journey the Councils are on and in particular highlights two areas - Rugby in Shoreham, and Bowls in Worthing - where the Councils are having conversations with clubs about the use of Council resources and arrangements for future provision.

## **3.0 Background**

- 3.1 The review was needed to update the original Open Space, Sport and Recreation Studies which included Playing Pitch strategies that were produced in Adur in 2005 and Worthing in 2006, and which had been partially reviewed in 2009.

- 3.2 For Adur, this review was required to inform relevant policies in the emerging Adur Local Plan, particularly with regard to the site allocations within the Plan and what these allocations should be providing / contributing to in terms of open space, sport and recreation facilities.
- 3.3 The National Planning Policy Framework states the following:  
*'Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required.'*
- 3.4 In Worthing there was a requirement by Sport England to update the Playing Pitch Strategy as part of the approval to relocate Worthing College to The Warren, Hill Barn Lane. Sport England provided £2k funding towards the study. The studies will help to inform the review of Worthing's Local Plan.
- 3.5 Consultation was widespread and included questionnaires, telephone interviews, face to face interviews and the forming of Steering Groups.
- 3.6 Consultation was carried out with the following:
- Adur & Worthing Members
  - Adur & Worthing Councils and West Sussex County Council Officers
  - Friends of Parks and Open Spaces Groups
  - Lancing and Sompting Parish Councils Clerks
  - Local Schools
  - Residents
  - Sports Club representatives
  - Sport England
  - Sport National Governing Bodies
  - West Sussex Wildlife Trust
  - Worthing Allotment Management
  - Worthing and District Allotment Association
- 3.7 The key findings which emerged from the Assessment reports that together form the review for each typology type of open space and sport type present in Adur and Worthing are summarised below.

#### 4.0 **Open Spaces**

- 4.1 Through a process of consultation with Members, officers, public, and detailed surveys of all the open spaces in the district, the consultants set the following open space standards for Adur & Worthing:

(The figures are hectares per 1000 population)

<b>Open Space Typology</b>	<b>Lancing &amp; Sompting</b>	<b>Shoreham-by-Sea</b>	<b>Southwick &amp; Fishersgate</b>	<b>Worthing</b>
Parks and gardens	0.22	0.73	0.04	0.2
Natural and semi-natural green space	2.28	2.33	2.46	2.57
Amenity greenspace	0.72	0.81	1.33	0.78
Provision for children and young people	0.04	0.04	0.08	0.05
Allotments	0.10	0.26	0.53	0.15

4.2 These space standards were then applied at a ward level to assess which wards have surpluses and deficiencies of the different open space typologies.

4.3 It should be noted that the open space and playing pitch studies were undertaken in accordance with the Planning Policy Guidance 17 (Open Space, Sport and Recreation) Companion Guide (2002) and Sport England's 'Towards a Level Playing Field – A guide to the production of playing pitch strategies' (2003).

## 5.0 **Parks and Gardens**

5.1 There are 7 sites in Adur and 16 sites in Worthing classified as Parks and Gardens.

5.2 From the resident survey carried out, the review established that the majority of respondents are willing to walk in order to access parks provision, with 24% willing to walk 11-15 minutes.

5.3 The availability of parks is viewed positively with respondents rating availability of provision as good (40%). A further 25% rate provision as very good.

5.4 Most parks score high for quality (87%). Only three sites score low; Headborough Gardens in Lancing and Molson Community Garden and Robert Marine Gardens in Worthing. All are assessed as lacking appropriate ancillary facilities as well as in appearance. It is noted that Headborough Gardens and Molson Community Gardens are not maintained by Adur & Worthing Councils.

5.5 There is currently one park site in Adur and Worthing with Green Flag status; Highdown Gardens in Worthing. A number of other sites are also identified as having the potential to be submitted for Green Flag accreditation in the future if chosen.

5.6 All parks are assessed as being of high value, with important social inclusion and health benefits, ecological value and sense of place being acknowledged.

## 6.0 **Natural and Semi- Greenspace**

6.1 Adur and Worthing is identified as having 42 individual natural and semi-natural greenspace sites including beaches. This totals over 411 hectares of provision.



- 6.2 Accessibility standards of a 15 minute walk time and 30 minute drive time have been set. Minor walk time deficiencies are identified in central Worthing and to the east of Shoreham-by-Sea. However, it is unlikely new provision is needed due to the areas being served by the natural elements at other typologies such as amenity greenspace. In addition, the South Downs National Park is a significant form of provision within close proximity.
- 6.3 There is a shortfall of 86 hectares of Local Nature Reserve provision across Adur and Worthing based on Natural England recommendations.
- 6.4 A third of survey respondents (33%), rate availability as good; higher than any other rating. An even greater proportion of respondents' consider availability of beaches to be very good (53%) or good (29%).
- 6.5 Natural greenspace sites are generally viewed as being of a good quality by respondents (35%). This is reflected in the audit assessment with the majority (71%) scoring above the threshold. Brooklands Lake scores the highest for quality with 82%; a reflection of its range of associated facilities and general level of standard.
- 6.6 The majority of sites (90%) are rated as being of a high value, although a handful of sites are identified as scoring below the thresholds for both quality and value. This tends to relate to a lack of features and usage on a site.
- 6.7 As well as providing nature conservation and biodiversity value, natural and semi-natural sites are also recognised for their recreational value. Some of the highest scoring sites, such as Shoreham Beach and Worthing waterfront sites, provide a key focal point for residents as well as visitors.

## 7.0 **Amenity Greenspace Summary**

- 7.1 A total of 109 amenity greenspace sites are identified in Adur and Worthing, totalling just over 135 hectares of amenity space.
- 7.2 Most amenity greenspace sites are located in Worthing (59). However, the Southwick and Fishersgate analysis area has the greatest amount of provision proportionally per 1,000 populations with 1.33 (compared to 0.82 for Adur and Worthing).
- 7.3 The multifunctional role of amenity greenspace to local communities is recognised and as such the expectation exists for provision to be locally accessible. Therefore an accessibility of a 5 minute walk has been set. Minor gaps in provision are observed in the more central areas of Worthing as well as to the north of Lancing and Sompting. Both areas are served by other open space typologies such as parks.
- 7.4 Overall the quality of amenity greenspaces is generally positive. The majority of sites (71%) are rated as high for quality in the site visit audit. Furthermore,

respondents to the resident survey also rate quality of provision as average or good.

- 7.5 However, a number of sites do score low for quality and this is felt to reflect their classification as either roadside verges or small grassed areas, which by their nature lack any form of ancillary feature. A handful of sites are observed as suffering from problems such as misuse. This is considered a wider issue that is not just site specific. In total there are 20 sites that score low for both quality and value.
- 7.6 In addition to the multifunctional role of sites, amenity greenspace provision is, in general, particularly valuable towards the visual aesthetics of residential areas. This is demonstrated by the 76% of sites which score high for value. The contribution these sites provide as a visual amenity and for wildlife habitats should not be overlooked.
- 7.7 Adur and Worthing contains a high proportion of LEAP (medium) sized play areas, many of which score high for quality and value. Proportionally Southwick and Fishersgate has the highest amount of provision per 1,000 population, although the actual greatest number of play sites is in Worthing.
- 7.8 No major gaps in provision are identified against a 10 minute accessibility standard. However, there is, in general, a perceived lack of play provision for older age groups across Adur and Worthing. To combat this, there have been a number of new provisions created in recent years designed to cater for older aged children.
- 7.9 The majority of play sites (72%) are assessed as being overall high quality, although there are a number of sites (17) which score low for quality. Often these sites are assessed as low due to issues with anti-social behaviour/misuse which has led to vandalism or damage.
- 7.10 Generally respondents of the resident survey rate quality of play for children as good (32%). For teenage/youth provision it is less clear. Only 15% rate quality of such provision as good but another 15% rates quality as average.
- 7.11 All play provision is rated as being of high value from the site visit audit.

## 8.0 Allotments

- 8.1 A total of 25 sites are classified as allotments in Adur and Worthing, equating to just over 31 hectares. The majority of provision is owned and managed by the local authority; with some activity by groups such as the Worthing Allotment Management (WAM) group.
- 8.2 The WAM group has been involved in the setting up of the self -management arrangements at West Tarring Allotments. It is the only self -managed site but aspirations of WAM are for more sites to become self- managed in Worthing in the next 12 months. WAM and Worthing Borough Council are presently working towards all of WBC's allotment sites being self-managed under WAM by October 2015.
- 8.3 The current provision of 31 hectares is above the nationally recommended amount. However, there are waiting lists totalling 1,100 for local authority owned sites

suggesting demand for allotments is not currently being met by supply. In addition, no vacant plots are identified at sites.

- 8.4 There is currently no allotment strategy in place but one is expected to be drafted for consideration by Joint Overview & Scrutiny Committee in December 2014.
- 8.5 The majority of allotments (92%) score high for quality. The exception is the Chesswood site in Worthing, which is identified as having an issue with invasive species.
- 8.6 All allotments in Adur and Worthing are assessed as high value reflecting the associated social inclusion and health benefits, their amenity value and the sense of place offered by provision.

## 9.0 **Cemeteries**

- 9.1 Adur and Worthing is identified as having 16 sites classified as cemeteries, equating to just less than 33 hectares of provision.
- 9.2 Management of sites is predominately undertaken by the Council. However, some individual (closed) churchyards are also responsible for their own maintenance.
- 9.3 The majority of those sites identified as having active burial provision are recognised as having sufficient spare capacity in terms of future remaining burial space. Most sites are noted as having circa 30-35 years capacity.
- 9.4 The majority of cemeteries are rated as high quality. However, two sites score below the quality threshold. This is a reflection of the lack of ancillary facilities (e.g. benches, signage), sense of security and general maintenance observed.
- 9.5 Broadwater Cemetery is the only site identified as having an active 'Friends of Group'. This helps with regular maintenance and monitoring of the site and is felt to have had a positive impact on the site's overall quality.
- 9.6 All cemeteries are assessed as high value in Adur and Worthing, reflecting that generally provision has cultural/heritage value and provide a sense of place to the local community.

## 10.0 **Green Spaces**

- 10.1 There are five sites classified as civic spaces in Adur and Worthing, equating to over two hectares of provision. Slightly more civic space provision is identified in Worthing.
- 10.2 All civic spaces are regarded as being of high quality. Sites are identified as having overall a good level of general maintenance. Montague Street in Worthing is the highest scoring site predominantly due to its role as the main high street for the town.
- 10.3 All civic spaces are assessed as high value, reflecting provision has a cultural/heritage value and provides a sense of place to the local community.

## 11.0 **Green Corridors**

- 11.1 There are a number of strategically important green corridors in Adur and Worthing. National routes such as Monarchs Way and the South Downs Way run through the area.
- 11.2 The PROW network for West Sussex contributes to the level of accessibility to activities associated with Green Corridors (i.e. walking, cycling). There is circa 2,500 miles of PROW across West Sussex.
- 11.3 No quality or value scores have been undertaken. However, the quality and importance of provision is highlighted through consultation as well being highlighted by sites having SSSI designations and running through the SDNP.

## 12.0 **Playing Pitch Strategy: Football Pitches**

### 12.1 Football Objective

*Meet identified deficiencies at peak times and ensure there is a range of football facilities across the area to service all levels of the game.*

- 12.2 With regards to football pitches, the Playing Pitch Assessment concludes that there are enough adult pitches in Worthing and Adur to meet current demand and future demand up to 2021.
- 12.3 However, the study identifies a current deficit in youth pitches in Adur, specifically in Shoreham, Southwick and Fishersgate, and a further deficit across the whole of the district when future demand up to 2021 is taken into account. Likewise, although there is no current deficit in Adur or Worthing with regard to mini pitches, there will be a deficit in both Adur and Worthing as a result of future demand up to 2021.
- 12.4 Further information on the number of football pitches required to address current and future deficits should be available for the Joint Overview and Scrutiny Committee meeting.
- 12.5 It should be noted that the open space and playing pitch studies were undertaken in accordance with the Planning Policy Guidance 17 ( Open Space, Sport and Recreation ) Companion Guide (2002) and Sport England's 'Towards A Level Playing Field – A guide to the production of playing pitch strategies ' 2003.

## 13.0 **Playing Pitch Strategy: Cricket**

### 13.1 Cricket Objective

*Work to increase the quality of existing provision and existence of 'off pitch' training facilities in order to increase spare capacity at peak time.*

- 13.2 Protect current levels of provision and seek to provide new pitches to meet unmet demand.
- 13.3 Explore options to accommodate Last Man Stands (LMS) in Adur and Worthing as an alternative format of the game at sites with existing artificial cricket provision such as Lancing Manor.

- 13.4 In partnership with clubs, support provision at school sites to help meet identified deficiencies in provision.
- 13.5 Ensure that any facilities developed support opportunities for senior women's and junior girl's competitive cricket.
- 13.6 Support clubs to develop and improve 'off pitch' practice facilities.
- 13.7 Investment should primarily be targeted and directed to ECB priority clubs which support high levels of participation and have also the ECB Clubmark accreditation.

#### 14.0 **Playing Pitch Strategy: Rugby Union**

##### 14.1 Rugby Union Objective

*Work towards meeting identified current and future deficiencies and increase quality as required*

- 14.2 Protect current levels of provision and work to alleviate overplay on competitive grass pitches to help accommodate future anticipated growth.
- 14.3 Support Worthing RFC, where possible, in its intended relocation to a site which can facilitate equivalent existing provision of its current site (at a minimum).
- 14.4 Increase the quality of pitches in order to increase capacity.
- 14.5 Support Shoreham RFC in its asset transfer of facilities and pitches at Buckingham Park.
- 14.6 Ensure clubs continue to have access to, where required, designated grass floodlit training facilities (on club sites). If any new AGPs are to be installed in the area consideration of the additional specification of shock pads should be considered to meet IRB standards to allow competitive rugby to be accommodated.
- 14.7 Work with schools to maximise access to education sites to help address deficiencies.
- 14.8 For the remaining s106 funding there is scope to consider improving the existing Pavilion at Buckingham Park. One of the recommendations of the Playing Pitch Strategy is to improve existing changing rooms across Adur and Worthing and Buckingham Park is a key site in terms of meeting a range of sports provision in Adur District. Shoreham Rugby Club is keen to seek £350k funding from the Rugby Football Union (RFU) and a match funding contribution of £150K from the remaining s106 contribution would help to secure the RFU funding and provide a clubhouse, changing rooms and a new Café to serve the Rugby Club and users of the Park.

#### 15.0 **Playing Pitch Strategy: Hockey**

##### 15.1 Hockey Objective

*Maximise access and maintain the quality of existing provision.*

- 15.2 Work with schools (St Andrew's and Lancing College) to maximise access to (sand based) AGPs to accommodate both hockey training and competitive play and ensure where schools currently provide access to (sand based) AGPs i.e. St Andrew's, that use is secured.
- 15.3 Ensure current level of AGPs suitable for hockey (sand based) is provided across the area, ensuring the needs of hockey clubs is being met.
- 16.0 **Playing Pitch Strategy: Bowls**
- 16.1 Bowls Objective  
*To maintain and enhance existing provision where a need can be justified.*
- 16.2 Ensure bowling greens and pavilions are safe, secure facilities.
- 16.3 Encourage clubs to increase membership levels (particularly junior levels).
- 16.4 Support and encourage clubs to provide consistent pay and play opportunities.
- 16.5 Develop maintenance arrangements with clubs on all Council bowling greens.
- 16.6 Seek to establish leases with larger, sustainable, development-minded clubs to fully manage their own 'home' sites thus facilitating club development.
- 16.7 Further investigate the sustainability of providing bowling hubs to act as central venues and rationalise the overall stock if justified by lack of demand.
- 16.8 Initial consultation with Worthing bowling clubs was carried out in October 2014 between Club Officials, Elected Members and Council Officers ahead of this report to feedback the findings of the report in relation to bowls.
- 16.9 In particular the predicted surplus of two bowling greens after future demand has been taken into account in Worthing. The surplus identified also does not take into account either the private bowling club - Worthing Pavilion Bowls Clubs or indoor provision in Worthing.
- 16.10 Beach House Park with significant spare capacity and Field Place with a large amount of spare capacity were both identified as having the largest significant under use.
- 16.11 The proposal put forward by Officers from Parks and Foreshore and Worthing Leisure after consultation with the Cabinet Member for the Environment was to close two of the three bowling greens at Field Place and to offer relocation to the affected two bowling clubs who presently are based at Field Place – Field Place and West Tarring to Beach House Park in time for the 2015 bowls season which starts next April 2015.
- 16.12 The proposal does not affect the bowling clubs who play at Church House Grounds and Marine Gardens and is also perceived to have no impact on the two clubs who presently play at Beach House Park.

16.13 The proposal also removes the use of dedicated rooms to the two clubs at Field Place. Provision of a room and refreshments would continue to be provided albeit not in a dedicated room solely for each bowling club.

16.14 The rationale behind this proposal is as follows:

- Economies of scale resulting in financial savings of closing two greens in one location
- Alternative use identified for the current bowling greens at Field Place which are much needed to meet the demands of the increased popularity of Field Place as a wedding and party venue, foreign exchange student base and community hub.
- Safeguards Beach House Park's ability to host major tournaments and events in the future with the retention of five greens.
- Utilises current empty buildings at Beach House Park and provides dedicated club rooms to Field Place and West Tarring Bowls Clubs if they relocate.
- Offers the two affected bowls clubs the opportunity to play on bowling greens which are recognised as being on an international class standard.

16.15 The proposal was met with strong opposition from the two affected clubs and has resulted in a large amount of feedback opposing the proposal being received primarily from their club members and also from League secretaries and other User Groups and individuals associated with the Field Place venue.

16.16 A further meeting was held at Beach House with the two affected clubs with the Cabinet Member for the Environment, to discuss further the proposal and for the two clubs to view the rooms being offered for their club rooms.

16.17 It was agreed that a further meeting would be held prior to the November Joint Overview and Scrutiny meeting after the two clubs had consulted their club members on the proposals being put forward.

16.18 Following this consultation, the proposal is still to close the two bowling greens at Field Place and relocate the two clubs but recognises that the proposed relocation would need to be delayed until the 2016 bowls season as the original proposal of relocation for the 2015 bowls season would have a serious impact on the existing bowls league fixtures which are already set in place for 2015.

## 17.0 Other Sports Summary

### 17.1 Other Sports Objective

*Maximise access to existing provision and work towards improving the quality where opportunities exist*

17.2 Tennis, Golf, Athletics and Croquet key findings which emerged from the Playing Pitch Provision Report were summarised together and are provided below:

- 17.3 Where demand exists, support tennis clubs to improve court quality and/or ancillary facilities (in order to increase the capacity) of existing tennis court provision.
- 17.4 Consider the reduction of tennis courts at sites where demand for tennis provision is low.
- 17.5 Continue to support and encourage junior development at key tennis clubs in order to increase participation levels in the sport.
- 17.6 Explore with England Golf the option surrounding Brooklands Golf Course being a potential 'Get into Golf' facility.
- 17.7 Work with England Golf regarding the potential of a driving range in Lancing.
- 17.8 Ensure any new all-weather facilities in the area offer opportunities for training sessions for other sports such as athletic/running clubs.
- 17.9 Support croquet clubs in any plans to increase membership

## **18.0 Future Provision**

- 18.1 The future requirement for playing pitches and informal open space could be met by strategic housing sites in Adur primarily by the provision of new pitches on land west of Sompting and the Country Park proposed as part of the New Monks Farm development. This is currently proposed in the latest Pre-Submission Draft of Adur's emerging Local Plan. The review of Worthing's Core Strategy would need to address future housing requirements and how best to meet increased demand for formal and informal open space.

## **19.0 Indoor Sports Facilities Summary**

- 19.1 The assessment identifies a total of 12 sports hall sites which provides a total of 17 sports halls.
- 19.2 There are seven sports halls of 4 badminton court size or larger.
- 19.3 Just over four fifths of local residents live within a 20 minute walk of a sports hall that is sufficiently large enough to accommodate at least four badminton courts.
- 19.4 Demand for sports halls in Adur & Worthing currently meets demand and will do in the future by a comfortable margin. However there is significantly more provision in Adur.
- 19.5 Sport halls in Adur & Worthing are in the main located on a combination of local authority and school sites.
- 19.6 Indoor or potential indoor hall sports are successful in this area and the negotiation of regular club/access to school indoor sports hall sites would support further expansion.



## **20.0 Proposals**

- 20.1 To use the review to replace the original Open Space, Sport and Recreation Studies which included Playing Pitch strategies that were produced in Adur in 2005 and Worthing in 2006 and which had been partially reviewed in 2009.
- 20.2 To use the review to form the direction and guidance for the future provision of accessible, high quality, sustainable open spaces, playing pitches and indoor built facilities in Adur & Worthing.
- 20.3 To use the study and its findings if approved to help inform policies in the emerging Adur Local Plan and the Worthing's Local Plan.
- 20.4 To use the strategies to comply with Sport England's recommendations that all sport related strategies are updated every three years as a minimum requirement for keeping strategies well informed.
- 20.5 To use the studies recommendations as guidance on the approach that the Councils are recommended to adopt to secure future outdoor sports facilities through new housing development or to secure developer contributions to improve the condition or maintenance regime of existing facilities.

## **21.0 Legal**

- 21.1 Section 19 Local Government (Miscellaneous Provisions) Act 1976 empowers the Council to provide indoor or outdoor recreational facilities as it thinks fit, including the power to provide buildings, facilities, equipment, supplies and assistance of any kind, with or without payment as the Council thinks fit.
- 21.2 Part 1 Local Government Act 2000 places a duty on Councils to promote or improve the economic, social and environmental wellbeing of their area.
- 21.3 Local Authorities Cemeteries Order 1977 provides a burial authority with power to do such things as they consider necessary or desirable for the proper management, regulation and control of the cemetery.
- 21.4 Open Spaces Act 1906 empowers local authorities to acquire and maintain open spaces.
- 21.5 Section 23 Small Holdings and Allotments Act 1908 provides that a Council shall provide a sufficient number of allotments to meet demand and let the same to persons resident in the borough or district.
- 21.6 Section 106 Town and Country Planning Act 1990 provides that a person interested in land in the area of a local planning authority may enter into a planning obligation to pay a sum or sums to the authority.

## **22.0 Financial implications**

- 22.1 There are no financial implications associated with this report.

## **23.0 Recommendations**

### **23.1 That the Committee:**

**23.2 Notes the Open Places, Sport and Recreational Strategy for Adur & Worthing Councils.**

**23.3 Considers any views which it would like to forward to the Joint Strategic Committee.**

**23.4 Recommend to the Joint Strategic Committee that the Strategy be adopted as background evidence for the emerging Adur Local Plan and the Worthing Local Plan and the recommendations used to prioritise future provision and improvements to existing provision.**

**23.5 Recommend to Joint Strategic Committee that £150k of Adur District Council S106 funding should be used as match funding to help secure RFU funding towards a replacement of the Pavilion building at Buckingham Park.**

**23.6 Considers any views on the bowling greens proposal which it would like to forward to the Joint Strategic Committee.**

## **Local Government Act 1972**

### **Background Papers:**

Adur & Worthing Councils Open Space Study – Open Space Assessment Report March 2014

Adur & Worthing Councils Open Space Study – Standards Paper March 2014

Adur & Worthing Councils Playing Pitch Strategy March 2014

Adur & Worthing Councils Playing Pitch Strategy – Assessment Report March 2014

Adur & Worthing Councils Playing Pitch Strategy- Developer Contributions Paper March 2014

Adur & Worthing Councils Indoor Sports Facilities Assessment Report December 2013

Planning Policy Guidance 17 (Open Space, Sport and Recreation) Companion Guide (2002)

Sport England's 'Towards a Level Playing Field – A guide to the production of playing pitch strategies' (2003).

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## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 This proposal supports the following Council priority: A mixed economy of partnership working.

### **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 Matter considered and no issues identified.

### **8.0 Consultations**

8.1 (A) Internal consultations have included Officers from:

- Community Wellbeing
- Elected Members
- Parks & Foreshore
- Planning
- Leisure

B) External consultation has included representatives from:

- West Sussex County Council Officers
- Friends of Parks and Open Spaces Groups
- Lancing and Sompting Parish Councils Clerks
- Local Schools
- Residents
- Sports Club representatives
- Sport England
- Sport national governing bodies
- West Sussex Wildlife Trust

- Worthing Allotment Management
- Worthing and District Allotment Association

(C) The feedback helped to provide data needed to audit the current position, anticipated future demands and to help to shape the proposed strategy.

## **9.0 Risk Assessment**

9.1 Matter considered and no issues identified.

## **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 The strategies and recommendations contained within this report will help to support existing and promote new opportunities for partnership working in Adur & Worthing.

## Interview of the Executive Members responsible for Resources

### Report by the Chief Executive

#### 1.0 Summary

- 1.1 As part of their work programme, the Committee have agreed to interview Adur & Worthing Councils Executive members on their portfolio responsibilities and priorities for 2014-15.
- 1.2 **At this meeting, members of the Committee are asked to consider the responsibilities and priorities for the Executive members responsible for Resources, Councillors Daniel Humphreys and Angus Dunn.**

#### 2.0 Background

- 2.1 A copy of the Councils' Corporate Priorities are included in the attached annex, with the sections which are most relevant to Resources highlighted. Cost effective resourcing - by spending wisely and focusing investment in areas of highest impact - is also a central theme running through the Councils' new strategic corporate programme *Catching the Wave*.
- 2.2 **As part of their 'Challenge' role, Joint Overview and Scrutiny are asked to consider both the information contained within the annex in respect of Resources and, in particular, the delegated functions listed at paragraphs 2.4 and 2.5 below. It is part of the Scrutiny role to challenge, in the form of questions, the progress that has been made in respect of Councillor Humphreys and Councillor Dunn's portfolios and their priorities for 2014-15.**
- 2.3 The Committee are entitled to ask for further investigation into items that they may not be satisfied with progress.
- 2.4 The *Adur District Council Executive Member for Resources* has responsibility for the following delegated functions:-
- Budgets (including the overall allocation of Revenue and Capital), external funding.
  - Capital programme.
  - Local taxation (benefit fraud - Adur, non-domestic rates).
  - Treasury management including insurance, investments, loans, leasing and banking matters.
  - Property and asset management, facilities management, estates (including Southwick Square shops), property tenancies, corporate property (not in other portfolios) and non-housing property repairs.

- ICT (client side), telephony and eGovernment - Data Protection, Freedom of Information, information security and web team. Includes the CenSus IT Partnership.
- Procurement, including contracts.
- Personnel and staffing (where Executive functions), including organisational development, occupational health and learning and development of staff.
- Other central support services.
- Internal Audit and audit fees.
- Efficiency agenda and business transformation.

2.5 The *Worthing Borough Council Executive Member for Resources* has responsibility for the following delegated functions:-

- Budgets (including the overall allocation of Revenue and Capital), external funding.
- Capital programme.
- Local taxation (fraud investigation - Worthing).
- Treasury management, including insurance, investments, loans, leasing and banking matters.
- Asset management, facilities management, property tenancies and non-housing property repairs.
- ICT (client side); telephony and e-government - Data Protection, Freedom of Information, information security and web team. Includes the CenSus IT Partnership.
- Procurement, including contracts.
- Personnel and staffing (where Executive functions); including organisational development, occupational health, payroll and learning and development of staff.
- Other central support services.
- Internal Audit and audit fees.
- Efficiency agenda and business transformation.

### **3.0 Proposals**

3.1 **That the Joint Overview and Scrutiny Committee ask questions of the two Executive Members with responsibility for Resources, based on their functions as outlined in paragraphs 2.4 and 2.5 above and the relevant Councils Corporate Priorities.**

### **4.0 Legal**

4.1 The Joint Overview and Scrutiny Committee follow the procedures outlined within the Councils Constitution.

### **5.0 Financial implications**

5.1 There are no direct financial implications to consider within this report.

### **6.0 Recommendation**

6.1 **Members of the Committee are asked to question the two Executive Members with responsibility for Resources.**

**Local Government Act 1972**  
**Background Papers:**

Joint Overview and Scrutiny Committee Work Programme 2014-15

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**Councillors**

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## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 The relevant Council Priorities are highlighted within the annex to this report

### **2.0 Specific Action Plans**

2.1 Any specific action plans will be considered within the context of the annex to this report.

### **3.0 Sustainability Issues**

3.1 Matter considered and no issues identified

### **4.0 Equality Issues**

4.1 The Council delivers its services in accordance with the Equality Policy.

### **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 Matter considered and no issues identified

### **8.0 Consultations**

8.1 The Executive Members for Resources and key senior officers were consulted during the drafting of this report.

### **9.0 Risk Assessment**

9.1 Any areas of risk are identified within the annex to this report.

### **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 Matter considered and no issues identified



## Corporate Priorities

### Supporting and improving the local economy

- 1) Promote and support projects and ideas that attract new and retain existing businesses, and generate investment in the area.
- 2) Enable new homes to be built to help meet the housing needs of our communities.
- 3) Support high quality developments.

### Protecting front line services

- 1) Provide and develop customer driven cost effective services (*applicable to both through Budgets - including the overall allocation of Revenue and Capital*)
- 2) Fulfil statutory obligations for delivery of front line services.
- 3) Adopt more sustainable ways of delivering services.

### A mixed economy of Partnership working

- 1) Work actively together in partnership to deliver cost effective services whilst retaining separate identities and seek to extend partnerships with others.
- 2) Work more closely with and commission our communities, the voluntary sector, public organisations, business and commercial sectors to:
  - Develop and deliver services.
  - Reduce crime, fear of crime, antisocial behaviour and support the Early and Family Intervention projects.
  - Deliver interventions that improve the health of our communities.

### Ensuring value for money and low Council Tax

- 1) Keep council tax increases low
- 2) Generate financial capital, increase income and seek external funding sources
- 3) Drive continual improvement and efficiencies in services particularly in procurement and contract management.
- 4) Reduce costs through 'Digital by Default' - getting more transactions online to ensure access to services is straightforward and convenient to the customer.



**OUTLINE 5-YEAR FORECAST AND SAVINGS PROPOSALS  
REPORT BY DIRECTOR FOR DIGITAL AND RESOURCES**

**1.0 SUMMARY**

- 1.1 The purpose of this report is to update Members on the latest financial forecast for 2015/16 to 2019/20 and to propose options for meeting the projected budget shortfall in 2015/16.
- 1.2 Members are asked to consider the potential efficiency and other savings that have been identified and confirm those savings proposals that should be pursued, taking into account the results of the current budget consultation, and consider the options for growth.

**2.0 BACKGROUND**

- 2.1 The Joint Strategic Committee considered the outline 5-year forecast for 2015/16 to 2019/20 and the Budget Strategy on 22<sup>nd</sup> July, 2014, which was subsequently adopted by full Council on 21<sup>st</sup> October 2014 (Worthing Borough Council) and 23<sup>rd</sup> October 2014 (Adur District Council). The report identified the following cumulative shortfalls in funding for the respective General Funds:

	2014/15	2015/16	2016/17	2017/18	2018/19
	£'000	£'000	£'000	£'000	£'000
Adur	498	1,289	1,686	2,252	2,805
Worthing	476	1,308	2,044	2,770	3,470

- 2.2 Since this time, two new major strategic strands of work have been initiated which will be the subject of separate reports to the Joint Strategic Committee:

1. **'Getting in shape'**

Following the approval by members of 'Catching the Wave' in January, four new Directors were appointed. During the summer the new Directors have been considering the shape of their Directorates culminating in a review of the structure of the organisation. This initiative is called 'Getting in Shape' and is designed to produce an organisation that is fit for the future. The proposed structure is now the subject of a consultation exercise with staff; and

## 2.0 BACKGROUND

### 2. Digital Strategy

Members have now received two reports discussing both the problems and opportunities presented by Technology. Members have approved the appointment of consultants to develop a 3 year strategic plan and investment model which is designed to deliver a better IT environment for customers and staff, and better digital services for all to use.

The outcome from these initiatives will be built into the revenue budget in the final budget report for 2015/16.

### 2.3 Progress has also been made on completing the current strands of work identified in the budget strategy:

#### 1. Major Service reviews including both those commissioned by the former Budget Advisory Groups and newly commissioned reviews:

(a) **Leisure provision (Worthing only)** - The work to create 'Southdown Leisure Trust' continues. The Joint Strategic Committee received an update report on the 4<sup>th</sup> November 2014 which indicated that the project is on target to achieve the required saving of £250,000.

(b) **Grounds maintenance** – The service is on target to find an additional saving of £30,000 in 2014/15. In addition, a bid has been made to the DCLG Transformation Challenge award to help transform how the service is delivered by working closely with the voluntary sector and local communities in the management and maintenance of local parks and outdoor sporting facilities. It is anticipated that if successful, this will help accelerate the delivery of further savings

(c) **Legal Services** – Supported by IESE, the Council is currently exploring new ways of delivering legal services with other local Councils. This will be reported to the Joint Strategic Committee in due course.

#### 2. Efficiency reviews - the major reviews currently underway include:

(a) **Accommodation strategy** – Two strands of work are still being completed.

- The completion of the Adur Civic presence which is currently expected to finish in July 2014 which was originally expected to be built by December 2014.
- The sale of the Adur Civic Centre site

## 2.0 BACKGROUND

The delay to both the building of the extension to the Shoreham Centre and the disposal of the site has inevitable financial implications for Adur District Council. Not only will the Council have to fund the continued cost of keeping the Adur Civic Centre open, but will also not benefit from the income from any capital receipt from the disposal. Last year this was equivalent to £323,000 which was funded from reserves.

We are currently finalising the cost of the extended opening of the Civic Centre and the impact of the lost income from the capital receipt and an update will be included in the budget report for January.

- (b) **Administration arrangements** – There has been an ongoing project to redesign, automate and centralise routing administrative arrangements;
3. **Base budget review** - Members will remember that Adur District Council under spent considerably in 2013/14 (either by controlling expenditure or increasing income) but that Worthing Borough Council overspent. However once the overspends associated with Theatres and Grounds Maintenance were stripped out, there was an underlying underspend with the Worthing budgets of around £500,000.

Authority	Under / Over (-) spend £'000
Adur	539
Worthing	-300

A base budget review was undertaken over the summer months. The results of this review have also been included in the savings schedules at Appendix 3.

4. **Strategic Procurement review** - In line with the Councils new priority to 'Drive continual improvement and efficiencies in services particularly in procurement and contract management', work is being commissioned from IESE to review the Councils approach to procurement with a view to:
- Reviewing the current Procurement strategy;
  - Undertaking a detailed financial analysis of the Councils' external spend and indications of where procurement savings are likely;
  - Identifying the potential for negotiating existing contracts to realise efficiencies.

## **2.0 BACKGROUND**

The clear intention is to identify potential 'procurement savings' within existing budgets where possible thereby protecting front-line services. This work is on-going and as savings are levered in they will be built into the budget for future years.

- 2.4 The forecast has also been updated by information captured on "Service Plan" that were introduced to forge a link between service planning and financial planning. The pro-formas were circulated to, and completed by, the Service Managers during the summer, and have been used to identify potential savings and growth items.
- 2.5 To help inform the development of the budget, the Council has also undertaken a consultation exercise. The focus of this consultation this year has been:
- (a) Potential changes to the Council Tax Reduction Scheme for 2015/16; and
  - (b) The level of Council Tax increase that will be supported.

The initial results from this will not be available in time for Joint Overview and Scrutiny meeting on the 13<sup>th</sup> November but will be reported later in the year.

- 2.6 This report represents the stage of the budgetary forecasting process whereby the Joint Overview and Scrutiny Committee are asked to consider and comment upon the progress in balancing the budget before the Joint Strategic Committee consider and agree proposals for savings identified to date.
- 2.7 There will be a further report after Christmas which will detail the final proposed budget for the year, any further savings identified and the amount to be drawn from reserves, if any. The proposed Council Tax increase for 2015/16 is scheduled to be considered by the respective Cabinets on 3<sup>rd</sup> February 2015 (Worthing Borough Council) and 4<sup>th</sup> February 2015 (Adur District Council).

## **3.0 UPDATE OF OUTLINE 5-YEAR FORECAST**

- 3.1 The updated forecast for the General Fund for both Councils is attached at Appendix 1. This has been revised in the light of latest information from Government, inflationary pressures, interest rates, and unavoidable service growth, offset by compensatory savings. This view, whilst more mature than that presented in July, will continue to evolve as the detailed work on the budget progresses and once the detailed settlement to Local Government is made. As a result, the overall shortfall will inevitably change over the next two months.
- 3.2 The likely shortfall in resources necessary to balance the budget over the five years, before consideration of any savings or growth proposals is now in the region of:

### 3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
<b>Adur</b>					
July Forecast	498	1,289	1,686	2,252	2,805
<b>November Forecast (a)</b>	<b>276</b>	<b>1,078</b>	<b>1,481</b>	<b>2,034</b>	<b>2,593</b>
Reduction (-) / increase (+) in shortfall	-222	-211	-205	-218	-212

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
<b>Worthing</b>					
July Forecast	476	1,308	2,044	2,770	3,470
<b>November Forecast (b)</b>	<b>456</b>	<b>1,325</b>	<b>2,059</b>	<b>2,781</b>	<b>3,478</b>
Reduction (-) / increase (+) in shortfall	-20	17	15	11	8

The main changes to the forecast for 2015/16 are summarised in the table below, which shows the changes since the last forecast.

<b>Changes in Budgetary Shortfall/Savings since report to Joint Strategic Committee on 22<sup>nd</sup> July 2014</b>		
	<b>Adur</b>	<b>Worthing</b>
	<b>£'000</b>	<b>£'000</b>
<b>Original 2015/16 budget shortfall</b>	<b>498</b>	<b>476</b>
(a) New Homes Bonus for 2015/16 (see below)	-104	124
(b) Improvements to the income from Council Tax	-147	-179
(c) Impact of 2.2% pay offer	20	35
(d) Retention of part of election budget to provide for by-elections	9	-
<b>Revised Budget Shortfall</b>	<b>276</b>	<b>456</b>
(e) Net committed growth items identified by Service Heads (See Appendix 2)	122	276
(f) Removal of contingency budget	-100	-120
(g) Removal of provision for job evaluation	-	-50
<b>Revised Budget Shortfall</b>	<b>298</b>	<b>562</b>
(e) Potential savings identified to date (see App. 3)	-466	-500
<b>Resources in hand (-) / further savings to be identified (potential withdrawal from reserves)</b>	<b>-168</b>	<b>62</b>

## 4.0 UPDATE OF OUTLINE 5-YEAR FORECAST

4.3 Explanations of the movements shown in the table above are as follows:

(a) **New Homes Bonus 2015/16:**

The 2015/16 new homes bonus is based on:

- The increase in the number of homes on the Council Tax register in 2014/15 as at 8<sup>th</sup> September 2014;
- Any change in empty properties; and
- The number of new affordable homes built in 2012/13.

Following completion of the returns to government on the Council Tax base, officers have now forecast the amount of new homes bonus that the Council is likely to be entitled to next year. There is still a degree of uncertainty as to the number of affordable homes to be taken into account has yet to be confirmed. A broad brush estimate of future grants is included for the period 2015/16 – 2019/20.

For Adur, the number of new homes delivered is higher than expected at 179 new homes. The forecast had assumed that around 117 new homes would be build. Empty properties have increased by 4. The forecast allows for 27 new affordable homes.

The position for Worthing is very different. There are a considerable number of new homes being built within the area and it had been assumed that 389 would be accepted onto the register by September. However, fewer homes (276) were completed within the timescales than expected.

Confirmation of the final amount that the Council will be awarded for 2014/15 should be received before Christmas.

(b) **Council Tax base for 2015/16:**

Following the completion of the Council Tax Base return for each Council, the Council Tax Base calculation has now been revisited. Both Council Tax bases are showing a higher level of growth than originally expected. This is largely due to two factors:

- i) Reducing number of Council Tax Support Claimants
- ii) Reduction in the discounts particularly those associated with empty properties. The discounts were reduced in 2013/14 and far fewer properties are eligible for the new discount than expected.



## 4.0 UPDATE OF OUTLINE 5-YEAR FORECAST

(c) **Impact of the recent pay offer:**

The employers offer to staff has recently been marginally improved. The current offer is 2.2% from 1<sup>st</sup> January 2015 with no further increase until 1<sup>st</sup> March 2016. Lower graded staff (below Spinal Column Point 11) have been offered a marginally higher increases and SCP 5 will be deleted.

Additional payments of between £100 and £325 would be made on all SCPs.

(d) **Minor adjustment to the elections budget:**

Adur District Council does not have an election in 2015/16 and the budget will be deleted for that year. However, the election teams have identified that £9,000 should be retained to fund any by-elections.

(e) **Net Committed Growth Items Identified by Service Heads:**

This is the sum total of financial effects identified via the Service Proformas. A full breakdown of the items identified is included within Appendix 2.

(f) **Removal of contingency budget**

(g) **Removal of provision for job evaluation**

## 5.0 FUTURE STRANDS OF WORK

5.1 There are a number of strands of financial work still to be completed which will influence the final 2015/16 budget as follows:

(a) **Settlement - Revenue support grant and New Homes Bonus:**

The Local Government Finance Settlement is unlikely to be announced until late December. Consequently, the Council will not have confirmation of the amount of grant that it will receive until late December or early January. There continues to be a risk that the grant will be lower than expected.

(b) **Business Rate Retention Scheme:**

The Business Rate Retention Scheme was introduced in 2013/14. Under this scheme, Councils who fail to collect sufficient business rates will have to make up part of the shortfall from within their own resources. The July forecast of business rate scheme indicated that both Councils will benefit from retaining an element of additional business rates.

However, as usual, much depends on business rates appeals which are notoriously difficult to predict. There are a large number of outstanding appeals still to be considered by the Valuation Office, however historically only about 25% are successful.

## 5.0 FUTURE STRANDS OF WORK

(c) **Council Tax income:**

There has been a preliminary reassessment of the Council Tax base which shows that both Councils tax base has increased more than expected. Work is currently being undertaken to establish whether there will be any further growth resulting from new properties being built.

The Collection Fund now needs to be reviewed to establish whether there is any surplus that the Councils can benefit from.

In addition, the Councils will need to consider what level increase is to be made to Council Tax and whether to accept the Council Tax Freeze Grant in January. The current forecast assumes a 1.5% increase for 2014/15.

(d) **Voluntary redundancies:**

The VR window was opened in October as part of the restructure. At the time of writing, these applications were still being considered and so there may be further savings emerging over the coming months.

(e) **Review of rental income from commercial properties:**

Both Councils have seen rental income fall from commercial property in the last few years. There are several factors in this reduction in income:

1. Increasing level of voids;
2. Backlog of rent reviews;
3. Fall in rental levels when properties are re-let; and
4. Rent free periods

The budget is currently being reviewed but there will inevitably be some growth to be built into the overall revenue budget.

5.2 A full update on these issues will be included in the January report.

## 6.0 CONSULTATION

6.1 The Council has undertaken a follow-up consultation to last year's area wide exercise entitled 'Your Chance to be the Chancellor'. This again took the form of a leaflet sent out to each home.

6.2 The focus of this year's consultation was around the potential changes to Council Tax Reduction Scheme, and the level of Council Tax increase that the public would support. A full copy of the consultation is attached as Appendix 4.

6.3 The leaflets were distributed in the early October with a closing date of 21<sup>st</sup> November 2014 and so it is too early to give an indication of the outcome at the time of writing the report.

## 7.0 SAVING PROPOSALS

7.1 The proposed savings are attached at Appendix 3 for consideration. The total savings identified to date are:

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
<b>Adur</b>					
Budget shortfall (as per appendix 1)	276	1,078	1,481	2,034	2,593
Savings identified to date (as per appendix 3)	-520	-520	-520	-520	-520
<b>Add:</b> Savings committed to in 2014/15 budget round included above	54	54	54	54	54
<b>Add:</b> Committed growth (as per appendix 2)	122	122	122	122	122
<b>Less:</b> Contingency	-100	-100	-100	-100	-100
Revised budget shortfall / Surplus (-)	-168	634	1,037	1,590	2,149
<b>Worthing</b>					
Budget shortfall (as per appendix 1)	456	1,325	2,059	2,781	3,478
Savings identified to date	-763	-763	-763	-763	-763
<b>Add:</b> Savings committed to in 2014/15 budget round included above	263	452	452	452	452
<b>Add:</b> Committed growth (as per appendix 2)	276	302	302	302	302
<b>Less:</b> Contingency	-120	-120	-120	-120	-120
<b>Less:</b> Allowance built in for job evaluation	-50	-50	-50	-50	-50
Revised budget shortfall / Surplus (-)	62	1,146	1,880	2,602	3,299

7.2 This has been a successful savings exercise to date and the Councils are well positioned to set balanced budgets. The Councils have virtually identified sufficient savings to meet the initial target; however Members should be aware that there is still some work to be completed which may impact on the final position. Nevertheless, the Councils are in a position to freeze Council Tax if they so choose.

7.3 It should be appreciated that the Councils have reduced down staffing levels considerably over the past years. Whilst, the Councils have maintained front line services as far as possible, it does mean that the organisation is now very 'lean'. The Councils will need to carefully prioritise their aims over the next few years to ensure that we can continue to both deliver services and seek improvements to how we work.

## **7.0 SAVING PROPOSALS**

7.4 Looking ahead to 2016/17, the fallout of the 2008 banking crisis and resulting difficulty for the national budget means that financial pressure is not likely to ease in the short term. Most commentators now agree that we are likely to face another 5 years of difficult financial settlements.

7.5 However, the Council is due to embark on two major initiatives to help the Council meet the financial challenges of the next few years:

- i) The new digital strategy due to improve both the Customer experience and improve the Council systems for the future. This will form the platform for future transformation work and will lever in benefits from 2015/16 onwards.
- ii) The transformation of customer services. This initiative will seek to change how customer services are delivered from current transaction management service to performing as a transforming and cross cutting service which encourages consultation and co-design of services with our customers. The service will also develop an internal quality audit function which reports on and improves customer services across the organisation regardless of departmental boundaries.

7.5 Strategically, the next year will be critical year. In 2015/16 there will be a general election on 7<sup>th</sup> May which will determine the overall direction of travel for the next 4 years, and prospects for the economy for the later part of the strategic plan should become clearer.

7.6 Consequently the financial prospects for the Councils beyond 2015/16 are not entirely clear at the moment; however Members should be aware that if there is a Labour Government then the current system of Local Government will be fundamentally changed; the funding for the council tax freeze built into revenue support grant will disappear; and the new homes bonus will be scrapped. All of which will be to the financial detriment of the Councils.

## **8.0 OTHER BUDGET ISSUES**

### **8.1 Housing Revenue Account**

A full report on the Housing Revenue Account and the recommended rent levels will be considered by the Adur Cabinet January 2015. It is intended that any savings identified by the Service Heads outlined within this report and identified by the Head for Adur Homes will be the subject of consultation with the Cabinet Member for Customer Services, the Housing Management Board and the Adur Consultative Forum in the coming months.

## **9.0 CONCLUSION**

- 9.1 The past few years have been extremely difficult for all parts of the public sector. As members are well aware, local government has already received a significant reduction in funding over the past 4 years and there will be a further cut in 2015/16. The pressure on the Councils' budget is unlikely to ease for some time to come irrespective of which political party wins the general election.
- 9.2 However, the Councils are in a fairly strong position to set a balanced budget with minimal use of reserves for 2015/16. The report to be presented to members after Christmas will bring together the impact of the proposed restructure, the new digital strategy, the final implications of settlement and the business rate retention scheme.

## **10.0 RECOMMENDATIONS**

- 10.1 **The Joint Overview and Scrutiny Committee is asked to consider the report and make comment on the proposals for Worthing Borough Council to the Joint Strategic Committee,**
- 10.2 **The Joint Strategic Committee is recommended to:**
- (i) Note the current 5 year forecast;**
  - (ii) Approve the proposed savings as set out in appendix 3;**

## **Local Government Act 1972**

**Background Papers:** Outline 5-year forecast for 2015/16 and the Budget Strategy for 2015/16 report to the Joint Strategic Committee on 22<sup>nd</sup> July, 2014.

Comprehensive Spending Review

Digital Discovery Feedback & Next Steps report to the Joint Strategic Committee on 7<sup>th</sup> October, 2014

### **Contact Officer:**

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## SCHEDULE OF OTHER MATTERS

### **1.0 COUNCIL PRIORITY**

1.1 The budget supports the Council's achievement of all its priorities.

### **2.0 SPECIFIC ACTION PLANS**

2.1 Matters 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 Matter considered and no issues identified

### **8.0 CONSULTATIONS**

8.1 Matter considered and no issues identified

### **9.0 RISK ASSESSMENT**

9.1 Matter considered and no issues identified

### **10.0 HEALTH AND 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 The report considers the impact that partnership working has on the overall budget.

**ADUR DISTRICT COUNCIL**  
**Revenue Budget Summary Statement 2014/15 - 2019/20**

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net Spending to be Financed from Taxation</b>						
<b>Base budget</b>	<b>9,538</b>	9,538	9,538	9,538	9,538	9,538
<b>Annual Inflation</b>						
Estimated inflation		250	606	971	1,340	1,729
Impact of pay award (2.2% over 2 years)		20	20	20	20	20
<b>One -off / non-recurring items</b>						
Local Elections (held every other year)		(40)		(42)		(44)
<b>Committed Growth</b>						
Changes to National Insurance Contributions		-	227	232	237	242
Impact of Pension contribution increase		62	127	131	134	137
Contribution to Gypsy and Traveller site		15	15	15	15	15
Contingency		100	100	100	100	100
<b>Compensatory savings</b>						
Fall out of early retirement costs		(25)	(25)	(25)	(25)	(25)
Savings identified as part of 2014/15 budget round (tbc)		(54)	(54)	(54)	(54)	(54)
<b>Impact of capital programme</b>						
Financing costs		68	219	341	469	602
<b>Additional income</b>						
Investment income		(91)	(150)	(211)	(271)	(332)
<b>Total Cabinet Member Requirements</b>	<b>9,538</b>	<b>9,843</b>	<b>10,623</b>	<b>11,016</b>	<b>11,503</b>	<b>11,928</b>
<b>Baseline funding</b>	1,574	1,617	1,657	1,699	1,741	1,785
<b>Less: Safety net pay't / business rate shortfall</b>		-	-	-	-	-
<b>Add: Retained additional business rates</b>	<b>79</b>	243	372	378	390	400
<b>Add: Share of 2013/14 surplus</b>	<b>63</b>					
<b>Adjusted Baseline funding</b>	1,716	1,860	2,029	2,077	2,131	2,185
<b>Revenue Support Grant</b>	1,835	1,276	1,021	868	738	627
<b>Council Tax</b>						
Adjusted Council Tax income	5,403	5,611	5,737	5,895	6,058	6,224
<b>Other grants</b>						
Council Tax Freeze grant 2014/15	63	63	-	-	-	-
New homes bonus (2011/12 - 2016/17)	62	62	62	-	-	-
New homes bonus (2012/13 - 2017/18)	153	153	153	153	-	-
New homes bonus (2013/14 - 2018/19)	244	244	244	244	244	-
New homes bonus (2014/15 - 2019/20)	107	107	107	107	107	107
New homes bonus (2015/16 - 2020/21)	-	191	191	191	191	191
Collection fund surplus/deficit (-)	60	-	-	-	-	-
Total other grants and contributions	689	820	757	695	542	298
<b>Total Income from Grants and Taxation</b>	<b>9,643</b>	<b>9,567</b>	<b>9,545</b>	<b>9,535</b>	<b>9,469</b>	<b>9,334</b>
<b>(Surplus) / Shortfall in Resources</b>	<b>(105)</b>	<b>276</b>	<b>1,078</b>	<b>1,481</b>	<b>2,034</b>	<b>2,593</b>
<b>Contribution to (-) / Use of Reserves to Balance</b>						
Capacity issues reserve	(105)	-	-	-	-	-
<b>Total Income from Reserves</b>	<b>(105)</b>	-	-	-	-	-
<b>AMOUNT REQUIRED TO BALANCE BUDGET</b>	<b>-</b>	<b>276</b>	<b>1,078</b>	<b>1,481</b>	<b>2,034</b>	<b>2,593</b>
Council Tax increase		1.50%	2.00%	2.50%	2.50%	2.50%
<b>Savings required in each year</b>		<b>276</b>	<b>802</b>	<b>403</b>	<b>554</b>	<b>559</b>

**WORTHING BOROUGH COUNCIL**  
**Revenue Budget Summary Statement 2014/15 - 2019/20**

	2014/15 Base	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net Spending to be Financed from Taxation</b>						
<b>Base budget</b>	<b>14,113</b>	14,113	14,113	14,113	14,113	14,113
(a) <b>Annual Inflation</b>						
Estimated inflation		322	829	1,351	1,881	2,437
Impact of pay award (2.2% over 2 years)		35	36	37	38	39
(b) <b>One-off / non-recurring items</b>						
Local Elections (not held once every four years)		-	-	(76)	-	-
(c) <b>Committed Growth</b>						
Changes to National Insurance Contributions		-	466	466	466	466
Impact of Pension contribution increase		112	206	212	216	220
Contingency		120	120	120	120	120
Housing condition survey - carried out once every 3 years		(9)	(9)	-	(9)	(9)
Provision for job evaluation		50	50	50	50	50
Contribution to Gypsy and Traveller site		15	15	15	15	15
(d) <b>Compensatory savings</b>						
Fall out of early retirement costs		(46)	(46)	(46)	(46)	(46)
(e) <b>Impact of capital programme</b>						
Financing costs		101	234	362	493	644
(f) <b>Additional income</b>						
Investment income		(55)	(105)	(164)	(231)	(308)
(g) <b>Agreed Savings</b>						
Savings identified as part of 2014/15 budget round (tbc)		(263)	(452)	(452)	(452)	(452)
Splashpoint - Impact of sale of Aquarena site		-	(150)	(150)	(150)	(150)
Grounds Maintenance budget		(30)	(30)	(30)	(30)	(30)
Leisure Trust (tbc)		(250)	(250)	(250)	(250)	(250)
<b>Total Cabinet Member Requirements</b>	<b>14,113</b>	<b>14,215</b>	<b>15,027</b>	<b>15,558</b>	<b>16,224</b>	<b>16,859</b>
<b>Baseline funding</b>	2,398	2,464	2,526	2,589	2,653	2,720
<b>Less: Safety net payment/business rate sh'fall</b>	-	-	-	-	-	-
<b>Add: Net retained additional business rates</b>	144	246	413	418	433	444
<b>Add: Share of 2013/14 surplus</b>	28					
<b>Adjusted Baseline funding</b>	2,570	2,710	2,939	3,007	3,086	3,164
<b>Revenue Support Grant</b>	2,790	1,945	1,556	1,323	1,125	956



**WORTHING BOROUGH COUNCIL**  
**Revenue Budget Summary Statement 2014/15 - 2019/20**

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Base					
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Council Tax income</b>						
Adjusted Council Tax income	7,631	7,916	8,107	8,342	8,577	8,826
Council Tax Freeze grant 2014/15	88	88	-	-	-	-
New homes bonus (2011/12 - 2016/17)	273	273	273	-	-	-
New homes bonus (2012/13 - 2017/18)	172	172	172	172	-	-
New homes bonus (2013/14 - 2018/19)	220	220	220	220	220	-
New homes bonus (2014/15 - 2019/20)	170	170	170	170	170	170
New homes bonus (2015/16 - 2020/21)	-	265	265	265	265	265
Collection fund surplus/deficit (-)	3	-	-	-	-	-
Total other grants and contributions	926	1,188	1,100	827	655	435
<b>Total Income from Taxation</b>	<b>13,917</b>	<b>13,759</b>	<b>13,702</b>	<b>13,499</b>	<b>13,443</b>	<b>13,381</b>
<b>(Surplus) / Shortfall in Resources</b>	<b>196</b>	<b>456</b>	<b>1,325</b>	<b>2,059</b>	<b>2,781</b>	<b>3,478</b>
<b>Use of / (contribution to) Res'ves to Balance Budget</b>						
Capacity issues reserve	196	-	-	-	-	-
<b>Total Income from Reserves</b>	<b>196</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>AMOUNT REQUIRED TO BALANCE BUDGET</b>	<b>-</b>	<b>456</b>	<b>1,325</b>	<b>2,059</b>	<b>2,781</b>	<b>3,478</b>
Council Tax increase		1.50%	2.00%	2.50%	2.50%	2.50%
<b>Savings required in each year</b>		<b>456</b>	<b>869</b>	<b>734</b>	<b>722</b>	<b>697</b>

COMMITTED GROWTH ITEMS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DEPARTMENT:</b>								
<b>Communities</b>								
<u>Community Safety</u>								
Additional costs of CCTV	0.00	0.40	0.00	0.40	0.00	0.40	0.00	0.40
<u>Parks</u>								
Income lost from Brooklands golf course for 1 year whilst cable is laid for the windfarm.	0.00	0.00	34.00	34.00	0.00	0.00	60.00	60.00
Net impact of staff restructure	6.10	3.78	2.32	6.10	6.10	3.78	2.32	6.10
Overstatement of allotment income - Impact of self management	0.00	0.00	18.80	18.80	0.00	0.00	18.80	18.80
	6.10	4.18	55.12	59.30	6.10	4.18	81.12	85.30
<b>Customer Services</b>								
<u>Land charges</u>								
Net budget correction. Statutorily service can only break even.	0.00	28.70	0.00	28.70	0.00	28.70	0.00	28.70
<u>Environmental Health (incl Licensing)</u>								
Dog Kennelling - Kennel Assistant	5.20	2.08	3.12	5.20	5.20	2.08	3.12	5.20
Reduction in vehicle licensing income due to recession and merger of local firms	0.00	0.00	11.40	11.40	0.00	0.00	11.40	11.40
Reduction in various licences (premises, gambling etc.) due to fall in demand and restriction in income as set by government.	0.00	0.00	11.10	11.10	0.00	0.00	11.10	11.10
	5.20	30.78	25.62	56.40	5.20	30.78	25.62	56.40

COMMITTED GROWTH ITEMS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
DEPARTMENT:	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Digital and Resources</b>								
<u>ICT</u>								
Citrix Support	6.00	2.40	3.60	6.00	6.00	2.40	3.60	6.00
<u>Technical Services</u>								
Impact of job evaluation	75.60	30.24	45.36	75.60	75.60	30.24	45.36	75.60
Income lost from Gordon Room	0.00	0.00	15.00	15.00	0.00	0.00	15.00	15.00
Impact of new retender on public convenience cleansing	0.00	5.30	21.80	27.10	0.00	5.30	21.80	27.10
	81.60	37.94	85.76	123.70	81.60	37.94	85.76	123.70
<b>Economy</b>								
<u>Car Parks</u>								
Impact of job evaluation	8.00	3.20	4.80	8.00	8.00	3.20	4.80	8.00
Impact of fall in PCNs and keeping tariffs low and closure of Riverside.	0.00	21.50	0.00	21.50	0.00	21.50	0.00	21.50

COMMITTED GROWTH ITEMS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DEPARTMENT:</b>								
<b>Economy</b>								
<u>Regeneration</u>								
Income from farmers markets has fallen short of the budget for over 3 years..	0.00	10.00	0.00	10.00	0.00	10.00	0.00	10.00
<u>Museum</u>								
Impact of job evaluation	0.00	0.00	82.00	82.00	0.00	0.00	82.00	82.00
<u>Estates</u>								
Impact of job evaluation	45.00	18.00	27.00	45.00	45.00	18.00	27.00	45.00
	45.00	49.50	109.00	158.50	45.00	49.50	109.00	158.50
<b>Chief Executive</b>								
<u>Organisational Development</u>								
Potential growth from regrading	10.00	4.00	6.00	10.00	10.00	4.00	6.00	10.00
<b>TOTAL</b>	<b>137.90</b>	<b>122.40</b>	<b>275.50</b>	<b>397.90</b>	<b>137.90</b>	<b>122.40</b>	<b>301.50</b>	<b>423.90</b>

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DEPARTMENT:</b>								
<b>Communities</b>								
<u>Adur Homes</u>								
Increased net income from building maintenance.	0.00	100.00	0.00	100.00	0.00	100.00	0.00	100.00
<u>Temporary Accomodation</u>								
Deletion of surplus budget for repairs.	0.00	5.00	0.00	5.00	0.00	5.00	0.00	5.00
<u>Leisure Client</u>								
Budget higher than current payment to ACL	0.00	10.50	0.00	10.50	0.00	10.50	0.00	10.50
<u>Democratic Services</u>								
Base budget review	2.00	5.80	2.50	8.30	2.00	5.80	2.50	8.30
Additional chauffeuring budget allowed for mayoress in 2014/15 not needed in following year	0.00	0.00	5.00	5.00	0.00	0.00	5.00	5.00
Impact of electronic agendas	6.00	2.40	3.60	6.00	6.00	2.40	3.60	6.00
	8.00	8.20	11.10	19.30	8.00	8.20	11.10	19.30
<u>Community Safety</u>								
Net impact of secondment of Community Safety Manager to West Sussex County Council.	8.00	3.84	4.16	8.00	8.00	3.84	4.16	8.00

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
DEPARTMENT:	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Communities</b>								
<u>Housing Services</u>								
Deletion of the vacant post of Housing Assessment and Allocations Manager. Review the remaining management posts, reinvesting any unallocated budget to front line.	42.40	21.20	21.20	42.40	42.40	21.20	21.20	42.40
Increase the recharge to 50% from 40% to Adur Homes for the use of Choice Based Lettings	0.00	1.60	0.00	1.60	0.00	1.60	0.00	1.60
Reduction in publication and printing costs.	0.00	0.00	3.00	3.00	0.00	0.00	3.00	3.00
	42.40	22.80	24.20	47.00	42.40	22.80	24.20	47.00
<u>Wellbeing</u>								
Base budget review - deletion of unused budgets	9.40	3.76	5.64	9.40	9.40	3.76	5.64	9.40
Inflation in grants budget not needed	0.00	0.00	3.40	3.40	0.00	0.00	3.40	3.40
Deletion of unused meeting refreshments budget	1.00	0.40	0.60	1.00	1.00	0.40	0.60	1.00

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DEPARTMENT:</b>								
<b>Communities</b>								
<u>Wellbeing</u>								
Base budget review of grants budgets	0.00	7.30	0.00	7.30	0.00	7.30	0.00	7.30
Reduced demand for room hire	0.00	0.00	8.10	8.10	0.00	0.00	8.10	8.10
Deletion of budget for community engagement. VSM will have no budget to do community engagement work to help develop the post	0.00	0.00	2.70	2.70	0.00	0.00	2.70	2.70
	10.40	11.46	20.44	31.90	10.40	11.46	20.44	31.90
<u>Parks</u>								
Adjustment to equipment budget	2.00	0.72	1.28	2.00	2.00	0.72	1.28	2.00
Additional income from activities within Parks and Recreation grounds	0.00	13.00	0.00	13.00	0.00	13.00	0.00	13.00
Renegotiation of Café lease	0.00	6.00	0.00	6.00	0.00	6.00	0.00	6.00
Net additional income from beach huts	0.00	0.00	6.10	6.10	0.00	0.00	6.10	6.10
Additional income from the Southern Pavillion	0.00	0.00	9.70	9.70	0.00	0.00	9.70	9.70
Reduction in reactive mainenance budget	0.00	0.00	20.00	20.00	0.00	0.00	20.00	20.00
	2.00	19.72	37.08	56.80	2.00	19.72	37.08	56.80
	<b>70.80</b>	<b>181.52</b>	<b>96.98</b>	<b>278.50</b>	<b>70.80</b>	<b>181.52</b>	<b>96.98</b>	<b>278.50</b>

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
DEPARTMENT:	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Customer Services</b>								
<u>Elections</u>								
Impact of new software licensing costs	0.00	5.90	5.90	11.80	0.00	5.90	5.90	11.80
<u>Land charges</u>								
Increase to income budget to reflect improved income levels.	0.00	0.00	4.80	4.80	0.00	0.00	4.80	4.80
<u>Customer Services</u>								
Restructuring of team and deletion of vacant posts.	41.00	16.40	24.60	41.00	41.00	16.40	24.60	41.00
<u>Revenues and Benefits - Worthing</u>								
Deletion of discretionary rate relief budget	0.00	0.00	60.50	60.50	0.00	0.00	60.50	60.50
<u>Revenues and Benefits - Adur</u>								
Fall out of relocation costs	0.00	25.00	0.00	25.00	0.00	25.00	0.00	25.00
Deletion of discretionary rate relief budget	0.00	26.60	0.00	26.60	0.00	26.60	0.00	26.60
	0.00	51.60	0.00	51.60	0.00	51.60	0.00	51.60
<u>Waste Management</u>								
Base budget review of clothing budgets	8.00	3.20	4.80	8.00	8.00	3.20	4.80	8.00



SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
DEPARTMENT:	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Customer Services</b>								
<u>Waste Management</u>								
Rationalisation of staffing levels in the graffiti removal team	20.50	8.20	12.30	20.50	20.50	8.20	12.30	20.50
Rationalisation of staffing levels in cleansing residential team and '4 on 4 off' team. This will result in a more reactive service.	93.60	37.44	56.16	93.60	93.60	37.44	56.16	93.60
Fall in fuel costs	40.00	16.00	24.00	40.00	40.00	16.00	24.00	40.00
Increase price of Garden Waste bin from £60.00 to £62.00	22.00	8.80	13.20	22.00	22.00	8.80	13.20	22.00
Improved take up of garden waste service	18.60	7.44	11.16	18.60	18.60	7.44	11.16	18.60
Increase the price of garden sacks from £0.70 to £0.75	9.00	3.60	5.40	9.00	9.00	3.60	5.40	9.00
Increased income from commercial waste	0.00	8.00	28.00	36.00	0.00	8.00	28.00	36.00
Increase income from external work for the cleansing team	10.00	4.00	6.00	10.00	10.00	4.00	6.00	10.00
	221.70	96.68	161.02	257.70	221.70	96.68	161.02	257.70
<u>Environmental Health (incl Licensing)</u>								
Reduction in Analyst expenditure. If an 'incident' occurs warranting investigation, the funding will have to be found.	0.00	0.00	5.50	5.50	0.00	0.00	5.50	5.50

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
DEPARTMENT:	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Customer Services</b>								
<u>Environmental Health (incl Licensing)</u>								
Cease use of Council vehicles for staff to commute to work.	0.50	0.20	0.30	0.50	0.50	0.20	0.30	0.50
Rationalisation of administration staff	36.50	14.60	21.90	36.50	36.50	14.60	21.90	36.50
Advertise two vending pitches in Montegue Street and allow food vendors to trade. There may be potential opposition from other food retailers in the area.	0.00	0.00	4.00	4.00	0.00	0.00	4.00	4.00
Increase trading vendor licences in Marine Parade / Marine Crescent from £200 to £400	0.00	0.00	2.00	2.00	0.00	0.00	2.00	2.00
	37.00	14.80	33.70	48.50	37.00	14.80	33.70	48.50
<u>Crematorium</u>								
Rationalisation of service and efficiencies resulting from improved control of bookings	0.00	0.00	90.00	90.00	0.00	0.00	90.00	90.00
<b>Less:</b> Fall in income from memorials	0.00	0.00	-45.00	-45.00	0.00	0.00	-45.00	-45.00
	0.00	0.00	45.00	45.00	0.00	0.00	45.00	45.00
<u>Building control</u>								
Income from fire risk assessments	4.00	1.60	2.40	4.00	4.00	1.60	2.40	4.00
Improved income	0.00	12.00	37.00	49.00	0.00	12.00	37.00	49.00
	4.00	13.60	39.40	53.00	4.00	13.60	39.40	53.00

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
DEPARTMENT:	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Customer Services</b>								
<u>Development Management</u>								
Review of the Street Naming and Numbering Team has identified potential efficiency savings	35.00	14.00	21.00	35.00	35.00	14.00	21.00	35.00
	<b>338.70</b>	<b>212.98</b>	<b>395.92</b>	<b>608.90</b>	<b>338.70</b>	<b>212.98</b>	<b>395.92</b>	<b>608.90</b>
<b>Digital and Resources</b>								
<u>Financial Services</u>								
Base budget review	0.00	4.00	1.50	5.50	0.00	4.00	1.50	5.50
Net saving resulting from DWP assuming responsibility for Housing Benefit Fraud investigations	0.00	0.00	45.70	45.70	0.00	0.00	45.70	45.70
Restructure of Financial Services	29.70	11.88	17.82	29.70	29.70	11.88	17.82	29.70
Treasury Management - RSL loan scheme	0.00	0.00	37.50	37.50	0.00	0.00	37.50	37.50
Fall out of pension costs	0.00	0.00	28.00	28.00	0.00	0.00	28.00	28.00
	29.70	15.88	130.52	146.40	29.70	15.88	130.52	146.40
<u>Technical Services</u>								
Base budget review	48.10	23.84	35.36	59.20	48.10	23.84	35.36	59.20
Review of maintenance budgets which have been underspent over the last 3 years	0.00	40.00	0.00	40.00	0.00	40.00	0.00	40.00

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DEPARTMENT:</b>								
<b>Digital and Resources</b>								
<u>Technical Services</u>								
Rationalisation of administration staff	17.50	7.00	10.50	17.50	17.50	7.00	10.50	17.50
Deletion of unused agency staffing budget	38.80	15.52	23.28	38.80	38.80	15.52	23.28	38.80
Net additional income from staff car parking	10.30	4.12	6.18	10.30	10.30	4.12	6.18	10.30
Increased income from letting of space in Portland House	4.30	1.72	2.58	4.30	4.30	1.72	2.58	4.30
	119.00	92.20	77.90	170.10	119.00	92.20	77.90	170.10
<u>Legal services</u>								
Review of base budgets	0.00	2.00	0.00	2.00	0.00	2.00	0.00	2.00
Additional income for Adur from Conveyancing and S06 agreements	0.00	2.00	0.00	2.00	0.00	2.00	0.00	2.00
	0.00	4.00	0.00	4.00	0.00	4.00	0.00	4.00
	<b>148.70</b>	<b>112.08</b>	<b>208.42</b>	<b>320.50</b>	<b>148.70</b>	<b>112.08</b>	<b>208.42</b>	<b>320.50</b>

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DEPARTMENT:</b>								
<b>Digital and Resources</b>								
<b>Economy</b>								
<u>Planning Policy</u>								
There is scope to save £15,000 on Worthing's Consultancy budget. The efficiency can be delivered through more cost effective procuring of specialist advice	0.00	0.00	15.00	15.00	0.00	0.00	15.00	15.00
<u>Museum</u>								
Fall in Utility costs	0.00	0.00	5.00	5.00	0.00	0.00	5.00	5.00
Review of base budgets	0.00	0.00	12.00	12.00	0.00	0.00	12.00	12.00
	0.00	0.00	17.00	17.00	0.00	0.00	17.00	17.00
<u>Estates</u>								
Review of base budgets	0.00	0.00	8.00	8.00	0.00	0.00	8.00	8.00
	<b>0.00</b>	<b>0.00</b>	<b>40.00</b>	<b>40.00</b>	<b>0.00</b>	<b>0.00</b>	<b>40.00</b>	<b>40.00</b>

SUMMARY OF SERVICE PLANS								
SAVINGS	2015/16				2016/17 and future years			
	Joint (memo)	Adur	Worthing	TOTAL	Joint (memo)	Adur	Worthing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DEPARTMENT:</b>								
<b>Chief Executive</b>								
<u>Communications</u>								
Net reduction in hours	10.00	4.00	6.00	10.00	10.00	4.00	6.00	10.00
Advertising income	9.00	3.60	5.40	9.00	9.00	3.60	5.40	9.00
	19.00	7.60	11.40	19.00	19.00	7.60	11.40	19.00
<u>Productivity and Innovation</u>								
Business Support Unit - deletion of vacant post	13.90	5.56	8.34	13.90	13.90	5.56	8.34	13.90
<u>Organisational Development</u>								
Impact of Leisure Trust on training budget	0.00	0.00	2.40	2.40	0.00	0.00	2.40	2.40
	<b>32.90</b>	<b>13.16</b>	<b>22.14</b>	<b>35.30</b>	<b>32.90</b>	<b>13.16</b>	<b>22.14</b>	<b>35.30</b>
<b>TOTAL SAVINGS</b>	<b>591.10</b>	<b>519.74</b>	<b>763.46</b>	<b>1,283.20</b>	<b>591.10</b>	<b>519.74</b>	<b>763.46</b>	<b>1,283.20</b>

**APPENDIX 4**

**(Council Tax consultation leaflet)**

# Proposed changes to Council Tax support for those on low incomes

Changes to the benefit system 2015



# Changes to the benefit system

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From April 2013 the Council had more flexibility over the level of reduction in Council Tax bills for those residents of working age who have low incomes.

This financial support can be given to all residents whether they are working or not, including pensioners, people with disabilities and families who qualify due to their level of income. The council now has the flexibility to decide on the scheme for all working age residents. However pensioners who receive support towards the cost of their Council Tax are part of a national scheme and will continue to receive the same amount in the future as they have in the past.

To date we have chosen to protect all low paid residents from any change and to pay extra benefits to war widows. We have made this choice because we wanted to understand how other changes to welfare payments, such as disability and housing benefit, would affect local residents and we were concerned that local people were facing tough choices.

Both Councils would like to know if you think we should make a change to the amount of support that we give to working aged people on low income. We asked some questions last year to help us understand whether you thought there should be a change and we now need to decide what to do for the next 3 years.

**We have some really important questions on the new scheme which will help us decide what to do for the future.**



**Before you start the survey please be aware that you are required to give an answer for all the multiple choice questions.**

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**In order for us to be able to analyse the results in the best way possible please could you tell us the following.**

## About you

Do you live in? **ADUR DISTRICT**  **WORTHING BOROUGH**

Do you currently claim Council Tax Support? **YES**  **NO**

Do you think the Council should reduce the amount of financial support we give to residents on low incomes by increasing the amount we ask them to pay in Council Tax? (Some residents on very low incomes currently pay no Council Tax)

**YES**  **NO**

**We have come up with 4 ideas of how we could make changes to our current scheme. Please could you answer all the questions.**

## Proposed ideas:

**Idea 1** – All working age claimants should pay something?

**STRONGLY AGREE**  **AGREE**  **DISAGREE**  **STRONGLY DISAGREE**

Some claimants currently have no Council Tax to pay because they receive the maximum level of council tax support. After Council Tax support has been awarded to these working age claimants should they be asked to pay:

**NOTHING**  **AT LEAST £2.50 PER WEEK**   
**AT LEAST £5.00 PER WEEK**  **MORE THAN £5.00 PER WEEK**

**Idea 2** – Working age claimants living in larger properties should pay proportionately more than claimants living in smaller properties?

**STRONGLY AGREE**  **AGREE**  **DISAGREE**  **STRONGLY DISAGREE**  **I DON'T KNOW**

Do you think the maximum support a claimant is entitled to should be higher or lower than the average council tax Band C (equivalent to £1,350.32 (for Worthing) or £1404.32 (for Adur) per year)?

**MORE THAN BAND C**  **SAME AS BAND C**  **LESS THAN BAND C**

**Idea 3** – Some people can afford to pay their Council Tax, but they pay a lower amount because a family member or friend (who is on a low income) lives with them. Do you think these awards should stop for working age claimants?

**STRONGLY AGREE**  **AGREE**  **DISAGREE**  **STRONGLY DISAGREE**

# Changes to the benefit system: cont.

**Idea 4** – Working age claimants with savings should pay more than those with little or no savings? (The current savings cap set by the government is £16,000)

**STRONGLY AGREE**  **AGREE**  **DISAGREE**  **STRONGLY DISAGREE**

What is the level of savings people can have and still be able to claim benefit?

**NONE**  **£6,000**  **£10,000**  **MORE THAN £10,000**

If these ideas go ahead what level of impact do you think this would have on your household?

**HIGH IMPACT**  **MEDIUM IMPACT**  **LOW IMPACT**  **NO IMPACT**  **I DON'T KNOW**

Do you have any comments you would like to make about these proposals

## Council Tax for next year

The councils have managed to freeze council tax for the past four years despite a reduction in government grant of over 40%. Both councils expect a further reduction in grant for 2015-16 of around 20% which is equivalent to £516,000 for Adur District Council and £778,000 for Worthing Borough Council. With this in mind, would you prefer...

**A small increase which will help the councils to protect priority services**

**To freeze Council Tax for the fourth year in a row and cut services**

If you would like to freeze Council Tax for another year please could you give us an idea of which services you would be prepared to have reduced or cut.

Please return your completed form to us by 21st November 2014 to: Adur and Worthing Councils, FREEPOST BR1575, Town Hall, Chapel Road, Worthing, West Sussex, BN11 1HA or you can complete online at [www.adur-worthing.gov.uk/consultations](http://www.adur-worthing.gov.uk/consultations)



## **2<sup>ND</sup> CAPITAL, REVENUE BUDGET AND PERFORMANCE MONITORING 2014/15 REPORT BY DIRECTOR OF DIGITAL AND RESOURCES**

### **1.0 SUMMARY**

- 1.1 This report updates the Joint Strategic Committee with the latest expenditure and income projections for each Council in the current financial year 2014/15, compared to the Revenue Budget approved by both Councils on the 20<sup>th</sup> February 2014 (Adur District Council) and 18<sup>th</sup> February 2014 (Worthing Borough Council).
- 1.2 Information is also provided in respect of earmarked reserves and capital expenditure for the 2 constituent authorities.
- 1.3 The Joint Strategic Committee (JSC) is asked to consider and recommend to Adur and Worthing Councils where appropriate:-
- the current projections of variations in the two Councils' General Fund Revenue Budgets and the anticipated position relating to the staff vacancy provision;
  - the current projections of variations in the Adur Housing Revenue Account;
  - the progress of the 2014/15 Capital Investment Programme for Adur and Worthing Councils;
  - any amendments and virements to budgets for each Council; and
  - the progress on some key local performance monitoring indicators.

### **2.0 BACKGROUND**

- 2.1 In February 2014, the Councils agreed the 2014/15 Revenue Budgets as part of the overall council tax setting process for Adur District Council and Worthing Borough Council. Local authorities have a statutory duty under the Local Government Act 2003, to monitor their income and expenditure against their budget, and be ready to take action if overspends or shortfalls in income emerge. If monitoring establishes that the budgetary situation has deteriorated, authorities are required to take such action as they consider necessary. This might include, for instance, action to reduce spending in the rest of the year, or to increase income, or the authority might decide to take no action but to finance the shortfall from reserves.

## 2.0. BACKGROUND

- 2.2 This report represents the 2<sup>nd</sup> Quarter of the monitoring cycle. The projected outturn is reported three times during each financial year. There will be a further analysis of the variances at the end of the year when the outturn figures are reported.
- 2.3 The Councils' Procedure Rules and Financial Regulations place an obligation on Chief Officers to advise Members where revenue expenditure cannot be contained within the approved estimates.

Budget Managers may, after consultation with the Section 151 Officer, vire up to £10,000 between any heads of expenditure or income within the approved revenue or capital budget of any Executive Member or Committee.

A Director may, after consultation with the Section 151 Officer, vire up to £25,000 between any heads of expenditure or income within the approved revenue or capital budget of any Executive Member or Committee.

A Executive Member may, after consultation with the Section 151 Officer, vire up to £50,000 between any heads of income or expenditure within their approved budgets. This can be agreed through consultation with the Executive Member electronically.

The Executives may incur, without Councils approval, expenditure not within the approved budget provided that the following criteria apply:

- \* The cost is to be met from external funding, a contingency or reserve set up for the purpose; or
- \* it is to be met from proven savings elsewhere in the revenue budget and does not exceed £150,000; or
- \* it is to be met from proven savings in that financial year in the Capital programme and does not exceed £150,000 per project; and
- \* the new project (whether revenue or capital) is fully funded by a grant or external contribution and resources already contained within the Councils' budgets provided that the cost of the project does not exceed £150,000.  
The expenditure does not have the effect of changing Council policy.

Any movements in approved budgets will be identified and any necessary approvals sought as part of the quarterly monitoring reports.

Budget Managers have delegated responsibility to monitor their services on an ongoing basis throughout the year.

- 2.4 The JSC budgets are held separately and operate as holding accounts. They represent pooled budgets of Adur and Worthing Councils. All expenditure and income in the JSC budgets are recharged back to the respective authorities. This means that the net expenditure is fully allocated out to the two councils and the overall projected outturn for the JSC at the year end will be zero. All JSC over or underspends detailed in this report will be incorporated into the individual councils' accounts via the allocation process at the year end.

### 3.0 REVENUE 2014/15 FORECAST

3.1 We adopt a more structured approach to services which have budget problems or hard to predict income streams. For 2014/15, these services are:-

- Building Control
- Crematorium
- Development Control
- Homelessness
- Investment Properties
- Leisure Fit4
- Trade Refuse

We have set up a more rigorous budget monitoring involving the Executive Member of Resources for:

- Theatres
- Grounds Maintenance
- Parking

3.2 Most of these services are subject to more vigorous monitoring because they meet one or more of the following criteria:-

- Demand led
- Income based
- Specialist
- Significant changes to the service are being made in the near future.

3.3 In summary the overall revenue outturns reported for Q2 are as follows:-

<b>Summary of 2nd Budget Monitoring Report</b>			
	<b>Joint</b>	<b>Adur</b>	<b>Worthing</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Current Budget 2014/15	20,590	9,629	13,977
Projected outturn	20,742	9,621	13,821
Projected Forecast over/ (underspend)	152	(8)	(156)
Projected over/(underspend) percentage	0.7%	-0.1%	-1.1%

\* As highlighted earlier in this report, the JSC underspend is transferred to Adur and Worthing Councils in line with their allocated share. The reported budget variances in Adur and Worthing, in the table above, include the total share transferred from the JSC.

### 3.0 REVENUE 2014/15 FORECAST

3.4 The headline budget variations across both the councils and joint shared services are:-

#### 3.4.1 Business Rate Retention Scheme:

The Business rates retention scheme was introduced from April 2013 and is now in its second year. Councils have a target income level set by DCLG at the start of the year. If they exceed this target they will be able to keep a percentage of the income and if there is a shortfall the difference will be paid over to government, subject to a 'safety net' figure. Overall each Council was budgeted to be in surplus in 2014/15 with net additional income of £142,000 for Adur District Council and £172,000 for Worthing Borough Council. Currently each Council is expected to benefit from higher than expected income due to additional S31 grant paid directly to the General Fund which compensates the Councils for income lost due to new mandatory relief such as the new retail relief. Overall income is as follows:

	Adur	Worthing
	£'000	£'000
Original budget	142	172
Current expected income	297	280
Additional income	155	108

There are a number of volatile risk areas that will feed into the calculation of future growth:-

- Some businesses represent a disproportionate and material business rate within the respective Councils' areas.
- Appeals are granted that go back several years.
- Mandatory rate relief (primarily charitable status).

At this stage of the year Adur DC's Collection Fund net position is showing a 1% reduction and Worthing's is showing growth of 1%.

The Council has jointly procured, with other Councils in the County, a software package which will enable more accurate forecasting of appeals, which are the main unknown factor in forecasting surpluses. Both authorities are now projected to be marginally in surplus in the Collection Fund at the end of the financial year. The 2014/15 surplus will be distributed in 2015/16 as prescribed by the code of practice.

#### 3.4.2 Worthing Theatres

The first quarter shows a healthy improvement on last year in ticket income and a much improved catering position which have been the two areas of major concern. Worthing Theatres have also taken further steps to improve the cultural offer and are very proud of the content of the new season brochure which should help increase sales and revenues.



### **3.0 REVENUE 2014/15 FORECAST**

#### **3.4.2 Worthing Theatres**

The team are currently forecasting a year end overspend of £194,000. The theatres management team are working hard to improve this expected position and bring spend back in-line with the budget by the year-end. The variance relates to a £97,000 overspend on salaries and supplies & services and a shortfall in income of £95,000.

A management action plan is already in place to continuously maximise effectiveness and efficiencies. This includes the appointment of a Venue Hire Co-ordinator which is already resulting in additional venue hire income through wedding receptions, parties and functions and increase to the number of contemporary music hires. Increased venues hires will also result in additional catering income. The service is also promoting the venues and the offer via new social media sites in order to increase ticket sales.

#### **3.4.3 External Borrowing Costs and Investments**

For Adur the net cost of external borrowing and investments is projected to have a favourable variance of £121,000 for Adur and £435,000 for Worthing. This results from slippage in the capital programme which leads to underspends in both interest and repayment budgets. In addition, for Worthing, who are actively borrowing, Officers are taking advantage of the stability in interest rates to borrow short term rather than long term resulting in reduced costs from lower interest rates

#### **3.4.4 Property Management Income**

The Worthing Investment Properties have an income shortfall of £140,000 in Adur and £160,000 in Worthing. Since the economic crisis in 2008 the shortfall on this budget has gradually increased due to difficult market conditions. In 2013/14 the shortfall was £54,000 for Adur and £229,000 for Worthing which was a significant increase on previous years. This trend has continued on into 2014/15.

The situation has improved as vacant sites are let. Some of these have been offered rent free periods as part of their tenancy agreements and the impact of this will reduce into the new-year. However, the budget for this income needs reviewing. The renewal of tenancies reflects market rents which can be lower than previously achieved and the budget should reflect the rental income currently achievable and potential vacancies. Any change needed will be built into the 2015/16 revenue budget.

#### **3.4.5 Car Parks**

Adur Car Parks income is down by £87,000 as the Riverside car park remains un-chargeable, and there have been a number of incidents of vandalism on the machine in Old Fort which led to some days where the machine was not working. This has now been resolved with a lockable cage to protect the machine at night. Penalty charge notice levels have decreased. For Worthing, there has been a negligible impact on income resulting from the tariff trial to date and the service remains on budget.

### 3.0 REVENUE 2014/15 FORECAST

#### 3.4.6 VAT

A claim was submitted to Her Majesty's Revenues & Customs (HMRC) in 2011 for overpaid VAT. The claims arose from HMRC changing the VAT liability of trade waste services provided by local authorities from standard rate to non-business i.e. (zero percent). The claim covers the period from 2007 to 2011 for both Adur and Worthing councils. HMRC have offered to settle the claims at 20% of the original value claimed, determining this to be a reasonable estimation of the loss or damage the councils may have incurred as a result of the incorrect application of VAT. The settlement for Worthing Borough Council would be £107,332 and for Adur District Council would be £54,746. The offer has been accepted and we are awaiting settlement.

#### 3.4.7 Job Evaluation

A number of teams within the Technical Services section had long-outstanding job evaluation exercises to complete. These should have been completed back in 2010. Following the appointment of an interim Head of Technical Services, these have now been finalised and submitted. Members will be aware that the date that the job evaluation outcome is backdated to is the date of establishment of the new Joint Service which in the case of the Engineering, Surveying and Estates teams was 1st April 2010. Consequently, staff are entitled not only to a re-evaluated salary but to back pay which amounts to a substantial sum.

At the same time, there has been a request for grading review in the Museums Service. This has also added substantially to the pay bill this year.

Looking forward, the ongoing impact of the evaluation is:

	<b>£'000</b>
<b>Current estimated annual cost of job evaluation:</b>	
Surveyors and Engineers	75.00
Museum	82.00
Estates	45.00
	<hr/> 202.00 <hr/>

3.5 The variations greater than £10,000 for this budget monitoring report are detailed below:

3.6 Joint variances over £10,000 have been allocated to the individual Council and marked with an asterisk\*.

### 3.0 REVENUE 2014/15 FORECAST

Service Area	Joint £000s (under)/ over- spend		Adur £000s (under)/ over- spend	Worthing £000s (under)/ over- spend	Significant Variations Share of joint services allocated 40:60 to Councils *
<b>Fit 4 Leisure Income</b>				(397)	<b>INCOME:</b> Increased FIT4 income. See offsetting costs below.
<b>Investment Properties</b>			140	160	Underachievement of income due to empty properties. See section 3.4.4
<b>Car Parking Crematorium</b>			87	50	Under achievement of income Income from Cremations and memorials underachieving due to reduced death rate during the first quarter
<b>Building Control</b>				(20)	Early indications show that due to the improving economic position income will be exceeded
<b>Building Maintenance</b>			(50)		Additional income from new contracted works
<b>Community Alarm</b>			14		Shortfall in income partly due to loss of WSCC grant
<b>Licensing</b>				23	Reduced number of private hire operators and demand for various other licences still low but increasing.
<b>Office Accommodation</b>	(10)	*	(4)	(6)	Over achievement of rental income mainly due to new income from The Language Homestays letting
<b>Recycling</b>	(40)	*	(16)	(24)	Increase in Garden Bin and Green Sack take up over and above predicted income
<b>Theatres</b>				95	Net shortfall of income budget. See note 3.4.2
<b>Housing Benefit Administration Southern Pavilion</b>			71	18	Benefit Subsidy claim 12-13 overpaid. Under recovery of income due to rent free period offered to tenant. The full rent will be received in 2015/16.
<b>VAT</b>			(55)	(107)	Back dated VAT refund from HMRC in respect of trade waste income. See 3.4.6
<b>Business Rates Retention Scheme</b>			(155)	(108)	Additional grant for small business rate relief. See section 3.5.1
<b>Total Income</b>	(50)		32	(316)	

### 3.0 REVENUE 2014/15 FORECAST

Service Area	Joint £000s (under)/ over- spend		Adur £000s (under)/ over- spend	Worthing £000s (under)/ over- spend	Significant Variations Share of joint services allocated 40:60 to Councils *
<b>Discretionary Rate Relief</b>			(27)	(61)	<b>COSTS</b> Discretionary Rate Relief now included in the Business Rate Retention scheme for NDR Collection Fund
<b>Fit 4 Leisure</b>				302	Increased variable salary and supplies & services costs associated with generating income.
<b>Homelessness</b>			12		Increased expenditure paid in advance to secure sufficient emergency accommodation to meet statutory duties.
<b>Waste Collection and Street Sweeping</b>	(40)	*	(16)	(24)	Vehicle fuel cost has increased less than anticipated
<b>Office Accommodation Gordon Room</b>	(79)	*	(32)	(47)	Savings on office cleaning contract
<b>Public Conveniences</b>			16	21	The annual contract increase was higher than expected. A tender is currently out for a new contract.
<b>Theatres</b>				97	Overspend on salaries and supplies and services. See note 3.4.2
<b>Treasury Management</b>			(121)	(435)	Investment income below target but offset by lower borrowing costs due to slippage in the Capital programme and continuing strategy of borrowing shorter term to take advantage of lower rates.
<b>Job Evaluations</b>				99	Museum cost of back dated job evaluation.
<b>Job Evaluations</b>	321	*	128	193	Estates, Engineers & Surveyors cost of back dated job evaluation net of any recharges to capital programme
<b>Total costs</b>	202		(40)	160	
<b>Total Variance</b>	152		(8)	(156)	

### **3.0 REVENUE 2014/15 FORECAST**

3.7 The Councils' individual Summary Projected Outturns are reported in Appendix 1a for Adur District Council and Appendix 2a for Worthing Borough Council.

3.8 There are some expenditure items that are not identified until the year end that will impact on the final outturn. These items can have a positive or negative impact on the final position.

They include:-

- Movement in the estimate for doubtful debts
- A review of any amounts needed to be set aside for liabilities that are likely to occur in the future
- Changes in allocations of staff time to outside the General Fund

### **4.0 CROSS CUTTING BUDGETS**

4.1 Last year Joint Strategic Committee budgets in the categories of expenditure detailed below were underspent by £48,370.

- Equipment, furniture and material
- Postage
- Printing stationery and office supplies
- Consultancy costs

For this year we shall also review the following:

- Travel costs.

There are no significant under or overspends anticipated at this stage of the budgetary cycle for these categories.

### **5.0 VACANCY SAVINGS AND PAY AWARD**

5.1 There is an allowance for staff vacancy savings in both authorities' budgets for 2014/15 (Adur £240,640 and Worthing £508,610). There is no savings target included in the JSC budget.

## 5.0 VACANCY SAVINGS AND PAY AWARD

5.2 The projected estimate of salaries underspends in the JSC represents an expected contribution to Adur and Worthing's vacancy savings. At this stage the projected outturn underspend of salaries of £133,000, which is mainly due to the outstanding pay award. There is currently an offer from the employers of 2.20% for 2 years with effect from January 2015, which is duly to be consulted upon. Further details of the proposal are awaited but at this stage, if accepted, it is anticipated that the cost to the Councils will be only marginally different from budget.

## 6.0 ADUR HOUSING REVENUE ACCOUNT (HRA)

6.1 Adur Homes is held within a ring fenced Housing Revenue Account.

	CURRENT ESTIMATE 2014/2015	PROJECTED OUTTURN 2014/2015	VARIANCE (UNDER)/ OVERSPEND 2014/2015	% (UNDER) OVERSPEND On gross expenditure
	£'000	£'000	£'000	
Expenditure	13.395	13.143	(252)	
Income	(13,395)	(13,395)	0	
Net (Surplus)/ Deficit	0	(252)	(252)	1.88%

6.2 Quarter 2 shows a saving for the HRA of £252,000. This is due to a forecast saving in borrowing costs (interest and premia) of £280,000 plus £112,000 from the post of Executive Head of Adur Homes. This saving however is offset by the cost of the new post of Head of Adur Homes (£85,000), the contribution to the Council's Senior Management Team (£41,000) and the contribution of £14,000 to the new post of Head of Organisational Development.

## 7.0 ADUR DISTRICT COUNCIL AND WORTHING BOROUGH COUNCIL CAPITAL INVESTMENT PROGRAMMES 2014/2015

### Background

7.1 In accordance with the Councils' Capital Strategy the Joint Capital Working Group oversees the implementation and progress of both Councils' Capital Investment Programmes.

## 7.0 ADUR DISTRICT COUNCIL AND WORTHING BOROUGH COUNCIL CAPITAL INVESTMENT PROGRAMMES 2014/2015

### Background

- 7.2 The Joint Capital Working Group meets quarterly and monitors the programmes' progress and finance, seeking to address any problems at an early stage in order for schemes to be completed within budget and timescales. Where problems are highlighted the Group considers possible remedies including virements between schemes, reprofiling of budgets between years and the withdrawal of schemes from the programme when schemes are unable to proceed. This could be due to resourcing problems, time delays or other factors beyond the Councils' control.
- 7.3 Full summaries of the progress of all the schemes in the 2014/2015 Capital Investment Programmes are prepared each quarter highlighting:

Schemes not progressing satisfactorily	<b>Red</b>
Schemes where progress is being closely monitored	<b>Amber</b>
Schemes progressing well	<b>Green</b>
Schemes where progress is beyond officers' control	▣
Schemes with financial issues	£
Schemes where progress has improved	▲
Schemes where progress has deteriorated	▼

- 7.4 The Joint Capital Working Group also ensures that capital schemes are approved within financial regulations; a Summary of Project Initiation Document (P.I.D.) Approvals for 2014/2015 schemes and the P.I.D. documents (for schemes costing under £150,000) are available from the Adur District Council and Worthing Borough Council Joint Intranet.
- 7.5 Financial Regulations require officers to report each project on completion detailing the original estimate, tender estimate and the final outturn; a Summary of Capital Project Final Account Forms submitted together with the Forms are available from the Adur District Council and Worthing Borough Council Intranet.
- 7.6 Each year a small number of schemes are selected for a more detailed evaluation on completion and officers are asked to complete a Post Scheme Evaluation Form. These forms are also available from the Adur District Council and Worthing Borough Council Intranet with the Capital Project Final Account Forms above.
- 7.7 Learning points highlighted from 2013/2014 Post Scheme Evaluations and Capital Final Account Forms were:
- (i) Adequate access to Council Buildings and the likely disruption to service provision needs to be agreed in advance of the works contract to avoid timescales slipping and additional contractor costs being incurred.

## 7.0 ADUR DISTRICT COUNCIL AND WORTHING BOROUGH COUNCIL CAPITAL INVESTMENT PROGRAMMES 2014/2015

### Background

- (ii) Communication and planning with ICT is essential prior to scheme commencement to define the works required and to set realistic timescales.
- (iii) Good communications and involvement with local communities regarding their aims and outcomes is essential for community schemes and may reduce vandalism.
- (iv) Additional revenue budgets are required for regeneration schemes and consideration needs to be given as to how these could be incorporated into the revenue budget in future years.
- (v) Good communications are required with the Councils' surveyors and engineers and involvement is required before capital bids are submitted for all construction and property related schemes.
- (vi) Flexibility is required for complex projects and specialist advice and alternative proposals might need to be considered.
- (vii) Project timescales must be clear from the beginning of all projects and must be regularly reviewed in order to prevent over-runs and additional costs.
- (viii) End users of ICT and replacement assets must be fully involved with the purchase from the outset of the project and the time required for this needs to be realistic.
- (ix) Procurement of ICT software licences through authorised resellers as part of the Government Procurement Service is a relatively easy process.
- (x) Involving contractors in the development and planning through the IESE tender process facilitates good communications.
- (xi) Visits by specialist suppliers to the location will help to specify the product required and can be the basis for the tender package; specialist works can be more effectively managed when arranged directly through a specialist contractor/supplier rather than subcontracted through a main contractor.
- (xii) Managing projects which have multi funders is complex and time-consuming and this needs to be factored into the initial project plan.
- (xiii) Timescales for contributions to third parties for non Council assets are beyond the Council's control.
- (xiv) Asset replacement cycles need to be realistic to keep up with technology and need to be linked to use and down time in order to be cost effective.



## **8.0 PROGRESS OF THE ADUR DISTRICT COUNCIL 2014/2015 CAPITAL INVESTMENT PROGRAMME – SEPTEMBER 2014**

8.1 There are 59 schemes in the 2014/2015 current capital investment programme of which 34 schemes are progressing satisfactorily or have completed. Five schemes have been identified as not progressing satisfactorily and a summary of these schemes is attached as Appendix 4 to this report. A summary of the progress of all the schemes in the 2014/2015 Capital Investment Programme is available from the Councils' Joint Intranet. The current 2014/2015 budget is £10,770,080 which has increased by £99,150 from the original budget resulting from slippage from the 2013/2014 capital investment programme, approved changes to the 2014/2015 budget and budgets reprofiled to 2015/2016.

8.2 Budgets totalling £3,486,070 have been reprofiled to 2015/2016, where the original project plan has changed and the schemes are unable to complete in 2014/2015. A list of schemes reprofiled is attached as Appendix 6 to this report.

8.3 The following schemes have also been identified as possibly requiring reprofiling of budget to 2015/2016:

- i) ICT CenSus Projects. The implementation of the 'Redhat Linux' has been delayed by the need to complete all the PSN projects before this scheme can commence.
- ii) ICT Corporate Hardware Replacements. There may be slippage of the Data Centre Air Conditioning system due to officer capacity issues.
- iii) Buckingham Park Outdoor Play Equipment. Consultations are in progress with the local community and the scheme will shortly be out to tender. However, the scheme might not complete this financial year.
- iv) Southwick Green Play Improvements. Community consultation in progress on 2 schemes, but there might not be time to complete this financial year.

8.4 The following amendments, to the 3 Year Capital Investment Programme, are recommended:

### **8.4.1 Shoreham Community Centre New Ways of Working extension works:**

The works are progressing on site and are anticipated to complete in July 2015. However, asbestos has been found during the refurbishment. The cost to remove the asbestos found in the foyer area is £68,000. The costs of asbestos removal from other areas of the building cannot be accurately estimated until works in these areas commence. Current estimates advise that the additional cost could be in excess of a further £182,000, making a total additional estimated cost in excess of £250,000. It is proposed to fund the asbestos removal as follows:

- i) £34,050 from the 2014/2015 asbestos removal budget.
- ii) £40,210 from the public conveniences improvement and upgrading 2014/2015 budget.
- iii) £150,810 from the building maintenance reserve for civic buildings.
- iv) £24,930 from the asbestos removal 2015/2016 Capital Bid.

## **8.0 PROGRESS OF THE ADUR DISTRICT COUNCIL 2014/2015 CAPITAL INVESTMENT PROGRAMME – SEPTEMBER 2014**

### **8.4.2 Provision for new elections software:**

The current software used by Electoral Services has encountered major problems since the Strand Software Product was sold to a different supplier. The problems began when the new supplier migrated information to a new database without adequate testing of the new systems. This resulted in numerous problems for the elections staff:

- i) Data went to the wrong printer which necessitated reprinting of the poll cards for the recent European and local Elections. The cost to the Council for the reprint was £2,814.80.
- ii) Problems with the Edited Register.
- iii) The current software supplier has been slow to develop the functionality required for the transition to individual electoral registration, which has led to a 2 week delay on the start of the transitional canvass.

In view of the problems with the current software it is proposed to purchase a new Electoral Services Software System at an estimated cost of £15,000 funded from underspends carried forward from the 2013/2014 Capital Investment Programme.

### **8.4.3 Remediation of Contaminated Land on Adur Recreation Ground**

The Council is in the process of securing to secure external funding of £50,000 for a new BMX facility on Adur Recreation Ground. Unfortunately the land is subject to contamination which has been disturbed by previous works, and the Council is incurring on-going revenue costs to secure the site to keep the public safe from the contamination.

The proposal is to remove the contamination at a cost of £30,000 to enable the Council to pursue the external funding bid for the new BMX facility. This work can be funded from underspends in the 2014/2015 Capital Investment Programme and this funding will be used as match funding towards the external funding bid.

## **9.0 PROGRESS OF THE WORTHING BOROUGH COUNCIL 2014/2015 CAPITAL INVESTMENT PROGRAMME – SEPTEMBER 2014**

- 9.1 There are 78 schemes in the 2014/2015 current capital investment programme of which 32 schemes are progressing satisfactorily or have completed. Only 2 schemes have been identified as not progressing satisfactorily and a summary of these schemes are attached as Appendix 5 to this report. A summary of the progress of all the schemes in the 2014/2015 Capital Investment Programme is available from the Councils' Joint Intranet. The current 2014/2015 budget is £4,434,960, a decrease of £1,750,810 on the original budget due to slippage carried forward from 2013/2014, approved changes to the 2014/2015 Capital Investment Programme and budgets reprofiled to 2015/2016 and future years.

## **9.0 PROGRESS OF THE WORTHING BOROUGH COUNCIL 2014/2015 CAPITAL INVESTMENT PROGRAMME – SEPTEMBER 2014**

9.2 Budgets totalling £2,544,240 have been reprofiled to 2015/2016 and future years where the original project plan has changed and the schemes are unable to complete in 2014/2015. A list of schemes reprofiled is attached as Appendix 7 to this report.

9.3 The following schemes have been identified as possibly requiring reprofiling of budget to 2015/2016:

- i) Beach House Park replacement of the irrigation system on the bowling greens. The project has been delayed by consideration of the Parks Strategy and recommendations are due to be considered by the Joint Strategic Committee in November 2014. The Strategy recommends that the bowling green at Beach House Park is retained but it might not be possible to procure the new system this financial year.
- ii) Crematorium replacement and resiting of the car park attendant's kiosk. Quotes are still to be obtained prior to approval report being submitted to the Executive Member.
- iii) ICT CenSus Projects. The implementation of the 'Redhat Linux' has been delayed by the need to complete all the PSN projects before this scheme can commence.
- iv) ICT Corporate Hardware Replacements. There may be slippage of the Data Centre Air Conditioning system due to officer capacity issues.
- v) Durrington Cemetery initial assessment of the works required to provide additional burial spaces. Works will be on-going, together with monitoring of the ground until the end of the year and possibly into 2015/2016.
- vi) Outdoor fitness equipment provision at Pond Lane and Seafront. The specification is still being drawn up and installation might not be completed in 2014/2015.
- vii) Pond Lane Recreation Ground reconstruction of footpath and vehicle access. There have been contract delays due to the works having to be undertaken by the gas supplier's own contractor. The contract has still to be awarded. Works are anticipated to start on site November/December 2014 and are estimated to complete in March 2015. However, the timescales are beyond the control of the Authority and works might slip into 2015/2016.
- viii) Solar Renewable Energy Projects at Portland House, Assembly Hall and Worthing Leisure Centre. Schemes were to be progressed by "Your Energy Sussex" a County led initiative but their prices are not competitive and the schemes might now be tendered separately. Start on site is anticipated for March 2015, but if there are delays in the procurement process the schemes may not complete in 2014/2015.
- ix) Theatres Capital Improvements funded from collection of the Theatres Restoration Levy. The options for the Ritz Theatre replacement seating are still being considered and it is likely that this scheme will slip to 2016/2016.

## **9.0 PROGRESS OF THE WORTHING BOROUGH COUNCIL 2014/2015 CAPITAL INVESTMENT PROGRAMME – SEPTEMBER 2014**

- x) Worthing Leisure Centre replacement of service pipework. The initial works have completed but the specification has still to be drawn up for the remaining works and there is the possibility that not all the works will complete in 2014/2015.
- xi) Worthing Pier replacement of timber decking phase 1. The works might slip to 2014/2015 due to officer capacity issues.

9.4 The following amendments to the 3 Year Capital Investment Programme are recommended:

### **9.4.1 Goring Road Car Park Repairs:**

A £50,000 virement from the underspend on the Beach House Park access road scheme, which is not now proceeding, to a new budget for the resurfacing of the Goring Road Car Park has been agreed by the Executive Member for the Environment and the Section 151 Officer. This scheme needs to be added to the 2014/2015 Capital Investment Programme.

### **9.4.2 Conversion of Colonnade House to a creative quarter:**

The Worthing Executive agreed to pursue an external funding bid to the Coastal Communities Fund (CCF) to convert Colonnade House to a creative quarter. The bid successfully passed stage 1 earlier this year and a more detailed business case is being prepared for stage 2 of the bidding process on 16<sup>th</sup> October. As part of this bid it is proposed to use £60,000 from the £150,000 Section 106 funding due from the redevelopment of the Worthing College site in Bolsover Road. This funding will be received upon the grant of planning permission (to be issued in the next few weeks) for an additional two flats in lieu of business units originally proposed at the site. It is therefore requested that £60,000 of the S106 funding due and the external funding sought from CCF (£90,000) is ring-fenced for the Colonnade House project. A further report will be submitted to the Joint Strategic Committee to recommend this scheme is included in the Capital Investment Programme when all the funding is secured.

### **9.4.3 Disabled Access Works to Public Conveniences:**

It has been agreed that the existing disabled provision within the Dome public conveniences on the seafront is to be converted to a fully accessible “changing places” type facility for severely disabled people and their carers alongside the refurbishment and improvement of the general conveniences. It is requested that the £53,000 budget for the DDA access for the Town Hall Gordon Room is vired to the public conveniences budget to fund part of the works to provide this specialist and much needed facility.

The Council has also initially secured a £10,000 external funding grant from Worthing Scope towards this fully accessible convenience and the Capital Investment Programme needs to be amended to include this grant.

## **9.0 PROGRESS OF THE WORTHING BOROUGH COUNCIL 2014/2015 CAPITAL INVESTMENT PROGRAMME – SEPTEMBER 2014**

### **9.4.4 Provision for new elections software.**

The current software used by Electoral Services has encountered major problems since the Strand Software Product was sold to a different supplier. The problems began when the new supplier migrated information to a new database without adequate testing of the new systems. This resulted in numerous problems for the elections staff:

- i) Data went to the wrong printer which necessitated reprinting of the poll cards for the recent European and local Elections. The cost to the Council for the reprint was £4,496.90.
- ii) Problems with the Edited Register.
- iii) The current software supplier has been slow to develop the functionality required for the transition to individual electoral registration, which has led to a 2 week delay on the start of the transitional canvass.

In view of the problems with the current software it is proposed to purchase a new Electoral Services Software System at an estimated cost of £15,000 funded from underspends carried forward from the 2013/2014 Capital Investment Programme.

## **10.0 MINIMUM REVENUE PROVISION (MRP) AND DEBT POSITION**

- 10.1 In recognition of the introduction of the Housing Revenue Account (HRA) Self-Financing regime from 1 April 2012, the Councils' joint treasury management policy requires separate accounting for General Fund and HRA debt for Adur Council in accordance with the "two pool approach" recommended by the CIPFA Treasury Management Code of Practice.
- 10.2 This approach apportioned historic debt at 31 March 2012 between HRA and General Fund in accordance with the Code guidance, and requires new borrowing from 1 April 2012 to be attributed to either General Fund or HRA according to the purpose for which it is obtained. This is because the Code stipulates that General Fund and HRA treasury management decisions are considered independently of each other, and in an equitable and transparent manner.
- 10.3 This transparency is in part facilitated by the reporting here of the analysis presented below, which in turn reflects the Treasury Management Strategy & Annual Investment Strategy, and the HRA Budget Report agreed before the start of the financial year.
- 10.4 Accordingly, the Table below sets out the respective General Fund and HRA debt positions for Adur Council, and also the General Fund position for Worthing (as it does not have an HRA). The table includes a comparison of actual debt with the corresponding underlying need to borrow (the Capital Financing Requirement, or CFR, being capital expenditure not financed from internal resources). It also compares the HRA Debt Limit imposed by central government with the actual indebtedness. The end of year forecast position at quarter 2 is the same as reported for quarter 1, the only changes being minor variations in the General Fund level of borrowing required to fund capital expenditure.

## 10.0 MINIMUM REVENUE PROVISION (MRP) AND DEBT POSITION

CFR v LONG TERM DEBT POSITION	ADUR DISTRICT COUNCIL			WORTHING BOROUGH COUNCIL
	General Fund (£)	HRA (£)	Total (£)	General Fund Total (£)
Actual Debt @ 01/04/14	13,215,445	64,993,382	78,208,827	14,722,209
Forecast Borrowing 2014/15 to fund capital expenditure	4,283,000	372,000	4,655,000	3,133,000
Debt Repaid (Net of re-financing) 2014/15	(516,373)	(1,706,167)	(2,222,540)	(834,440)
<b>Expected Debt @ 31/03/15</b>	<b>16,982,072</b>	<b>63,659,215</b>	<b>80,641,287</b>	<b>17,020,769</b>
Actual CFR 31/3/14	11,029,957	65,253,458	76,283,415	23,759,369
Forecast Unfinanced Capital Expenditure 2014/15	4,283,000	372,000	4,655,000	3,133,000
MRP 2014/15	(802,565)	(1,716,907)	(2,519,472)	(875,825)
<b>Forecast CFR @ 31/3/15</b>	<b>14,510,392</b>	<b>63,908,551</b>	<b>78,418,943</b>	<b>26,016,544</b>
Forecast (Over)/Under Borrowing @ 31/3/15	(2,471,680)	249,336	(2,222,344)	8,995,775
HRA Debt Limit	N/A	68,912,000	N/A	N/A
HRA Borrowing Headroom (Debt Limit – Expected Debt at 31/03/15)	N/A	5,252,785	N/A	N/A

10.5 Treasury management decisions are governed by considerations of prevalent interest rates. Consequently, at any given time, the Councils may legitimately be over or under borrowed for a variety of reasons:

- i) There may be timing differences between when funds are borrowed to fund the capital programme and when the funds are spent.
- ii) When interest rates for investments are lower than those for borrowing the Councils may choose to use internal resources to fund the capital programme (i.e. internal borrowing).
- iii) If interest rates are expected to increase in future the Councils may borrow in advance of the need to fund the capital programme, as permitted by the CIPFA Code for Prudential Borrowing.

10.6 In the longer term, the Capital Financing Requirement and the level of borrowing should be broadly in line with each other. For Adur Council the General Fund is forecast to be over-borrowed by approximately £2.5m at 31 March 2015 if the capital expenditure plans are realised in full. However, in practice, the over borrowed position predicted at the end of the year is invariably below the forecast due to slippage in the capital programme and re-profiling of budgets. Hence, a more accurate position will emerge as the year unfolds.

## 10.0 MINIMUM REVENUE PROVISION (MRP) AND DEBT POSITION

- 10.7 In any event, the forecast over-borrowed General Fund position for Adur at 31 March 2015 is mainly a reflection of past historic debt and the application of the CIPFA two pool approach applied at 1<sup>st</sup> April 2012.
- 10.8 This methodology assumed the HRA was fully borrowed at the level of its CFR, with all remaining debt allocated to the General Fund. This resulted in the General Fund being deemed to be £2.2m over-borrowed at this point in time. But as the forecast for the equivalent figure at 31 March 2015 is £2.5m, there is no significant change to the underlying position. This is to be expected given the long-dated maturity profile of the debt portfolio, and the Council's prudent policy of setting aside MRP each year.
- 10.9 By contrast the HRA for Adur Council is expected to be some £249k under borrowed, similar to the position carried forward at the start of the year (£260k). The under borrowing position reflects the HRA share of the repayment of two PWLB loans of £500,000 each between the period 1 April 2012 and 31 March 2015, and the impact of the forecast unfinanced capital expenditure for 2014/15. One of the two loans was repaid on 21<sup>st</sup> May 2012, while the other is due to be repaid on 11 October 2014.
- 10.10 Significantly, since drawing down the HRA self-financing debt settlement amount (as required by Central Government) of £51.185m on 28 March 2012, Adur Council will have repaid £5.25m by the end of 2014/15. This will provide capacity for new borrowing to fund housing investment in future years.
- 10.11 Worthing Council is expected to be under-borrowed by nearly £9m at 31<sup>st</sup> March 2015, some £143k more than at the end of the previous year. This again assumes the capital expenditure plans are realised in full. The under borrowed position reflects the cumulative effect over many years of using internal cash surpluses as a cheaper alternative to borrowing from the external financial markets as a means of funding capital expenditure.

## 11.0 PERFORMANCE MONITORING

This report sets out the latest progress on key performance indicators.

### Key Performance Indicators

#### 1. % of household waste sent for reuse, recycling and composting

2013/14		2014/15 Q2 (13/14 Comparison)			2014/15 Q1
Adur	30.91%	Adur	35.26%	(35.39%)	36.45%
Worthing	34%	Worthing	37.97%	(35.82%)	40.47%
<b>Targets</b>	<b>38.5%</b>	<b>Targets</b>	<b>37%</b>	<b>(38.5%)</b>	<b>37%</b>

## 11.0 PERFORMANCE MONITORING

### Key Performance Indicators

#### 2. Kilograms of residual household waste per household (Less is best)

2013/14		2014/15 (2013/14 Figures)				
			Adur		Worthing	
Adur	478	July	511	(484)	482	(506)
Worthing	491	August	506	(485)	482	(500)
<b>Target</b>	<b>500</b>	September	505	(482)	487	(496)
		<b>Targets</b>	<b>520</b>	<b>(500)</b>	<b>520</b>	<b>(500)</b>

#### 3. Council Tax Collection (Quarter 2)

2013/14		2014/15 Q2 (2013/14 Figures)		
Adur	97.51%	Adur	57.62%	(57.63%)
Worthing	97.7%	Worthing	60.83%	(60.80%)
<b>Targets</b>	<b>97.50%(A)</b> <b>98.00%(W)</b>	<b>Yearly Targets</b>	<b>97.50%(A)</b> <b>98.00%(W)</b>	

In Adur the Council Tax Collection rate was slightly above the target of 57.6% set for the end of quarter 2.

In Worthing the collection rate as at 30.09.14 was 60.83%, which is an improvement of 0.03% (which equates to approximately £16k) compared to the same period last year. This has been achieved despite 5.27% (or 2,568) accounts being paid by 12, rather than 10, monthly instalments - this represents more than double the number of accounts paying this way compared to the same time last year. Note - payment by twelve instalments is unlikely to have an adverse effect on the collection rate at the end of the financial year but does have an adverse effect during the course of the year.

#### 4. Business Rates (Quarter 2)

2013/14		2014/15 Quarter 2 (2013/14 Figures)		
Adur	97.78%	Adur	57.28%	(60.46%)
Worthing	97.8%	Worthing	62.26%	(65.13%)
<b>Target</b>	<b>(A) 97.00%</b> <b>(W) 95.00%</b>	<b>Yearly Targets</b>	<b>(A) 97.00%</b> <b>(W) 98.00%</b>	

In Adur the collection rate for Non Domestic Rates for Q2 was 3.92% below target of 61.2%, however the increase in target for September was significantly higher than for previous months.



## 11.0 PERFORMANCE MONITORING

### Key Performance Indicators

#### 4. Business Rates (Quarter 2)

In Worthing the collection rate as at 30.09.14 was 62.26%, which is a deterioration of 2.87% (which equates to approximately £92k) compared to the same period last year.

Since April 2014 rate payers have statutorily been able to pay by 12, rather than 10, monthly instalments and whilst this is unlikely to have an adverse effect on the collection rate at the end of the financial year it nevertheless has an adverse impact during the course of the year. As at 30.09.14 9.01% (285) accounts were being paid by twelve instalments and investigations have been instigated to establish whether these accounts relate to large annual liabilities. The reduction in collection rates has been seen throughout West Sussex.

#### 5. Sickness Rates (Quarter 2)

2013/14	2013/14 Q2	2013/14 Q3	2013/14 Q4	2014/15 Q1	2014/15 Q2
Average 6.94 days	1.37 days	2.66 days	1.71 days	2.19 days	To be confirmed

Overall average sickness absence figures for 2013/14 and 2012/13 have fallen from 7.28 days in 2011/12.

#### 6. Council Tax Benefit Payments

##### Worthing

2014/15 CTS Budget = £7,210,000

2014/15 CTS Payments = £6,884,765.85 at 30.09.14

##### Adur

2014/15 CTS Budget = £5,159,500

2014/15 CTS Payments = £4,733,828.70 at 30.09.14

Most payments are made at the start of the financial year and are now accounted for in the Collection Fund. Both Adur and Worthing payments are showing favourable variances set against budgets.

## 11.0 PERFORMANCE MONITORING

### Key Performance Indicators

#### 7. Corporate Contact Centre Quarter 2 – Key Performance Targets

	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15
<b>Call Volumes</b>	61,670	50,656	55,416	55,882	52,201
<b>Call abandonment rate Target – 5%</b>	20.9%	10.04%	4.5%	9.62%	9.52%
<b>Service Level Target – 80%</b>	92.13%	91.13%	95.6%	90.60%	90.0%
<b>Joint call and wrap up time Target - &lt;5minutes</b>	4.51 minutes	4.59 minutes	4.50 minutes	4.53 minutes	4.84 minutes

**Abandoned Call:** This indicator covers a call which the customer terminates before being answered (after waiting 5 seconds).

**Service Level:** This indicator covers the percentage of calls answered that were done so in 20 seconds.

**Average call and wrap time:** This indicator covers the time taken to complete the call to a customer and the subsequent notations.

#### 8. Planning Applications statistics

The latest Planning Performance statistics for Q2 2014/15 are set out below. These show the percentage of Planning applications dealt with inside the Government timescales (13 weeks for major applications and 8 weeks for minor and other applications).

	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15
<b>ADUR</b>					
Majors	50%	50%	67%	100%	100%
Minors	68%	63%	65%	60%	70%
Others	79%	77%	79%	76%	84%
<b>Worthing</b>					
Majors	20%	43%	83%	50%	50%
Minors	63%	64%	82%	75%	70%
Others	74%	74%	80%	85%	76%

## 11.0 PERFORMANCE MONITORING

### Key Performance Indicators

#### 8. Planning Applications statistics

To the end of Q2 there has been an upturn of 14.8% valid applications for officers to process in 14/15 compared with the same period in 13/14 (including Q1 data).

The Planning section works as a joint service for Adur and Worthing and as a general rule Worthing applications are more complicated than Adur applications. With the upturn in applications the overall performance from Q1 is showing a 4% improvement.

#### 9. Work Experience Opportunities within Adur & Worthing Councils (for 18-24 year olds): Arranged by Work Experience Coordinator

See attached Appendix for the detail.

At the end of year 1 (31.3.14) the Councils were on target with 90 candidates placed; the split was 49 within the Councils and 41 with external partners. From April – Sept 14 the Councils have placed 22 further candidates within the Councils and 14 externally; further interviews are in progress and new opportunities available. Applicants on JSA, ESA and Income Support, all ages from 18 up, are now included at the request of DWP. Moving forward it is recognised that the client base is changing, many have additional needs and the Councils may need to adapt the scheme to accommodate this.

## 12.0 CONCLUSIONS

- 12.1 At the end of the second Quarter of the revenue budgetary cycle a relatively small budget percentage variance is anticipated. Overall income streams have been volatile but the net of these variances is projected to be favourable. There are some particular problem areas of expenditure in Worthing offset by Treasury Management gains. It is expected there will be an underspend at outturn in both Authorities, all be it smaller than in previous years.
- 12.2 At Quarter 2 both Adur District Council and Worthing Borough Council Capital Investment Programmes have already identified considerable reprofiling of budgets to future years, and other schemes which might also not complete in 2014/2015. To a certain extent, this reflects the inherent difficulty in accurately profiling capital schemes where, due to the complex nature of a capital acquisition, a number of factors can affect the timing and outturn of those schemes, some of which are outside the control of the Council.

## **12.0 CONCLUSIONS**

- 12.3 However, one significant issue that has emerged recently that affects the delivery of the overall capital programme is the impact on available engineering and surveying technical resources of new schemes being added into the programme at short notice which then impacts on the delivery of the rest of the programme. This year the Councils have been successful at bidding for significant additional resources to fund flood defence schemes. These significant schemes have to be delivered within tight timescales to lever in the external funding and so take a high priority which has inevitable consequences for the remainder of the programme.
- 12.4 Both Adur District Council and Worthing Borough Council are currently forecasting underspends on their capital programmes. However, the capital programmes include some large schemes which could have unforeseen costs as the schemes progress, and the situation might change as the year progresses.

## **13.0 LEGAL**

- 13.1 Section 151 of the Local Government Act, 1972 requires the Councils to make arrangements for the proper administration of their financial affairs.

## **14.0 RECOMMENDATIONS**

### **14.1 The Joint Strategic Committee is asked:**

- (a) (i) To note the report and projected outturn position for the Joint, Adur and Worthing revenue Budgets and proposed use of reserves (Appendix 1b and 2b);
- (b) With respect to the Capital Investment Programme for Adur District Council
- (i) To note the reprofiling of the Adur District Council capital schemes advised in paragraph 8.2 and Appendix 6, and the possible reprofiling of capital schemes listed in paragraph 8.3.
- (ii) To approve the virements and the use of the buildings maintenance reserve to fund the asbestos removal from the Shoreham Centre as detailed paragraph 8.4.1.
- (iii) To approve the purchase and inclusion of the Electoral Services software in the 2014/2015 Capital Investment Programme funded from 2013/2014 underspends carried forward to 2014/2015 as detailed in paragraph 8.4.2.
- (iv) To approve the inclusion of the remediation of contaminated land on Adur Recreation Ground in the 2014/2015 Capital Investment Programme funded from underspends as detailed in paragraph 8.4.3.

## 14.0 RECOMMENDATIONS

### 14.1 The Joint Strategic Committee is asked:

- (c) With respect to the Capital Investment Programme for Worthing Borough Council
  - (i) To note the reprofiling of the Worthing Borough Council capital schemes listed in paragraph 9.2 and Appendix 7, and the possible reprofiling of capital schemes as listed in paragraph 9.3.
  - (ii) To approve the ring-fencing of £60,000 S106 receipts and the Coastal Communities Fund Grant of £90,000 for the Colonnade House Project as advised in paragraph 9.4.2.
  - (iii) To approve the virement from the DDA Town Hall Gordon Room access budget to fund the DDA compliant public conveniences on the seafront as advised in paragraph 9.4.3.
  - (iv) To approve the addition of the external funding of £10,000 from Worthing Scope to the capital project to provide DDA compliant public conveniences on the seafront as detailed in paragraph 9.4.3.
  - (v) To approve the inclusion of the capital scheme to resurface the Goring Road Car Park in the 2014/2105 Capital Investment Programme as detailed in paragraph 9.4.1.
  - (vi) To approve the purchase and inclusion of the Electoral Services software in the 2014/2015 Capital Investment Programme funded from 2013/2014 underspends carried forward to 2014/2015 as detailed in paragraph 9.4.4.

## Local Government Act 1972

### Background Papers:

Revenue Budget 2014/15 Joint, Adur and Worthing <http://www.adur-worthing.gov.uk/media/media,123434,en.pdf>

Joint Overall Budget Estimates 2014/15 - <http://www.adur-worthing.gov.uk/media/media,120116,en.pdf>

Adur Overall Budget Estimates 2014/15 And Setting of 2014/15 Council Tax - <http://www.adur-worthing.gov.uk/media/media,120959,en.pdf>

Worthing Overall Budget Estimates 2014/15 And Setting of 2014/15 Council Tax - <http://www.adur-worthing.gov.uk/media/media,120877,en.pdf>

## **Local Government Act 1972**

### **Background Papers:**

Capital Investment Programme 2014/15 – 2016/17 -

<http://www.adur-worthing.gov.uk/media/media,119298,en.pdf>

Revenue and Capital Outturn for Joint, Adur and Worthing 2013/14

<http://www.adur-worthing.gov.uk/media/media,124885,en.pdf>

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## SCHEDULE OF OTHER MATTERS

### 1.0 COUNCIL PRIORITY

- 1.1 The monitoring of the budget and performance underpins the achievement of both Councils' priorities.

### 2.0 SPECIFIC ACTION PLANS

- 2.1 The Medium Term Financial Plan

### 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 Matter considered and no issues identified

### 8.0 CONSULTATIONS

- 8.1 Matter considered and no issues identified

### 9.0 RISK ASSESSMENT

- 9.1 Matter considered and no issues identified

### 10.0 HEALTH and 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 report contains the projected outturn for the Adur and Worthing Partnership.
- 12.2 Contained within accounts of both Councils is the relevant share of the Adur and Worthing Partnership arrangements.

## SUMMARY -2nd QUARTER PROJECTED OUTTURN 2014/15

Actual Previous year 2013/14	ADUR CABINET MEMBER PORTFOLIOS	Original Estimate 2014/15	Projected Outturn to 31st March 2015	Forecast Over/(Under)
3,094,548	CM for Environment	3,150,480	3,221,480	71,000
1,080,917	CM for Health & Wellbeing	1,011,480	1,010,480	(1,000)
1,004,129	CM for Customer Services	1,179,930	1,250,930	71,000
562,756	CM for Leader	543,470	543,470	0
2,143,932	CM for Regeneration	1,804,090	1,804,090	0
2,941,864	CM for Resources	1,992,040	1,998,040	6,000
5,331	Support services	607,620	607,620	0
10,833,476	<b>Total Cabinet Member</b>	10,289,110	10,436,110	147,000
(1,300,790)	Credit Back Depreciation	(1,366,190)	(1,366,190)	0
750,298	Minimum Revenue Provision	963,680	963,680	0
(295,731)	Non ringfenced grants	0	(155,000)	(155,000)
1,869	Financial Instruments Adjustment Account	0	0	0
9,989,123		9,886,600	9,878,600	(8,000)
	<b>Transfer to/from reserves</b>			
(157,005)	Contribution to/(from reserves)	(308,520)	(308,520)	0
24,170	Budgeted contribution to Reserves	51,060	51,060	0
20,842	Revenue Contributions to Capital Expenditure	0	0	0
(736,143)	Transfer from reserves to fund specific expenditure (carry forwards)	0	0	0
539,433	Net Underspend/(Overspend) Recommended For Transfer To/(From) Reserves	0	8,000	8,000
<b>9,680,420</b>	<b>Total Budget requirement before External Support from Government</b>	<b>9,629,140</b>	<b>9,629,140</b>	<b>0</b>



 <b>Earmarked Revenue Reserve Accounts</b>	Opening Balance 2014/15	Estimated Decrease 2014/15	Estimated Increase 2014/15	Projected Closing Balance 2014/15
Capacity Issues Fund including General Fund Carry Forward Reserve - to set up Worthing and Adur Trust (27/09/2011 JSC) - Contribution to Coastal West Sussex (24/01/2013 JSC/091/12-13) - Events Budget (27/09/11 JSC/038/11-12) - New Ways of Working Project (28/02/12 JSC/085/11-12) - Re the delay in sale of the Civic Centre (28/02/13 JSC/109/12-13) - Contribution to external organisation to run Adur Festival (26/07/12 JSC/026/12-13) agreed for 3 years - Grant to Ropetackle Trust re appointment of professional manager (21 Dec 2012: LDR/013/12-13) agreed for 2 years - To fund secondment for work on EDRMS, 2 years 2013/14 and 2014/15 (28/02/2013 JSC/110/12-13) - Partnership and Business Support Manager post (7/11/13 JSC/058/13-14 40% share) - Costs relating to preparation for WBC in-house car parks service, pending clarification of use of the vehicle (3/12/13 JSC/072/13-14) - Contribution to Travellers' Transit Site (7/1/14 JSC/083/13-14) - Greater Brighton City Deal admin costs (6/2/14 JSC/090/13-14) - Compulsory Purchase for Shoreham Beach Boardwalk (6/2/14 JSC/104/13-14) - Public Service Network BPSS checks (6/5/14 JSC/129/13-14) - Coast Protection Scheme for Kingston Beach (6/5/14 JSC/132/13-14) - Adur Civic Presence revenue costs (6/5/14 JSC/133/13-14) - Pot of Gold (6/5/14 JSC/134/13-14) - Feasibility Study for Anaerobic Digester (24/6/14 JSC/008/14-15) - Strategic Human Resources Consultant (2/9/14 JSC/039/14-15) Carry Forwards agreed JSC 11/06/2013: Adur share of Joint Adur Carry Forwards - Late Carry Forward for Community Safety (2/9/14 JSC/036/14-15) - Budgeted contribution to Reserves	1,765,928			
			51,060	765,448
Insurance Fund	159,675	(9,500)	30,000	180,175
New Technology Fund: JSC/057/13-14 impact of Public Service Network	22,300			22,300
Local Plan (Adur) and PDG	140,476	(96,500)		43,976
Partnership Development Fund	52,011			52,011
Health & Safety	32,545			32,545
Investment Property Maint Fund -Revenue Maint Prog	68,387			68,387
Building Maintenance Fund - Revenue Maint Prog	150,810			150,810
Grants & Contributions held in reserves	258,249			258,249
Performance Reward Grant Fund	26,398			26,398
Election Reserve	10,380			10,380
Special & Other Emergency Reserve	350,000			
- Property Searches Litigation Settlement (24/6/14 JSC/006/14-15)		(40,000)		310,000
Vehicle Repair and Renewal Reserve	29,203			29,203
Others (all under £10,000)	14,451			14,451
<b>Projected Underspend/ (Overspend) (Reserve to be identified at outturn).</b>			8,000	8,000
General Fund Reserve	858,770			858,770
<b>TOTALS</b>	<b>3,939,583</b>	<b>(1,197,540)</b>	<b>89,060</b>	<b>2,831,103</b>

SUMMARY - 2nd QUARTER PROJECTED OUTTURN 2014/15

Actual Previous year 2013/14	WORTHING CABINET MEMBER PORTFOLIOS	Original Estimate 2014/15	Projected Outturn to 31st March 2015	Forecast Over/(Under)
4,099,286	CM for Environment	3,503,140	3,431,140	(72,000)
1,419,297	CM for Health & Wellbeing	1,325,400	1,287,400	(38,000)
4,692,848	CM for Customer Services	3,792,090	4,083,090	291,000
942,708	Leader	1,008,200	1,008,200	-
2,538,060	CM for Regeneration	2,494,550	2,474,550	(20,000)
4,161,817	CM for Resources	3,238,620	3,029,620	(209,000)
(40,700)	Holding Accounts	767,730	767,730	-
<b>17,813,316</b>	<b>Total Cabinet Member</b>	<b>16,129,730</b>	<b>16,081,730</b>	<b>(48,000)</b>
(2,584,760)	Credit Back Depreciation	(3,178,370)	(3,178,370)	-
883,625	Minimum Revenue Provision	1,207,040	1,207,040	-
(384,434)	Non ring fenced grants	-	(108,000)	(108,000)
<b>15,727,747</b>		<b>14,158,400</b>	<b>14,002,400</b>	<b>(156,000)</b>
	<b>Transfer to/from reserves</b>			
50,350	Contribution to/(from reserves)	14,260	14,260	-
(148,572)	Budgeted contribution to/(from) Reserves	(195,880)	(195,880)	-
(1,075,835)	Transfer from reserves to fund specific	-	-	-
(299,260)	Net Underspend/(Overspend) Recommended	-	156,000	156,000
<b>14,254,430</b>	<b>Total Budget requirement before External Support from Government</b>	<b>13,976,780</b>	<b>13,976,780</b>	<b>-</b>

Worthing Borough Council  Earmarked Revenue Reserve Accounts	Opening Balance 2014/15	Estimated Decrease 2014/15	Estimated Increase 2014/15	Projected Closing Balance 2014/15
	£	£	£	£
<b>Capacity Issue Reserve</b>	2,014,902			
- BID Levy		(7,000)		
- Housing Advisor post for 2 years (02/02/09 Cabinet meeting)		(30,000)		
- Invest to save schemes (Theatres) (26/07/12 JSC/035/12-13) *C		(48,752)		
- to set up Worthing and Adur Trust for theatres etc (27/09/2011 JSC)		(3,000)		
- Splash Point net cost of investment		(83,440)		
- Marketing/legal costs re disposal of High St & Civic Centre car park sites (28/02/12 JSC/094/11-12) up to £50k each		(100,000)		
- Investment at Commerce Way and Worthing car parks (27/09/12 JSC/049/12-13)		(30,000)		
- Contribution to Coastal West Sussex (24/01/2013 JSC/091/12-13)		(9,000)		
- Funding for secondment for work on EDRMS, 2 years 2013/14 and 2014/15 (28/02/2013 JSC/110/12-13)		(26,485)		
- Funding for Citizens' Advice Bureau for 2013/14 and 2014/15 (28/03/2013 JSC/125/12-13) conditions apply		(18,500)		
- Events Funding for Worthing (27/09/11 JSC/038/11-12)		(48,000)		
- Funding for EPOS system for Worthing Museum and Visitor Information Centre (01/10/2013 JSC/047/13-14)		(8,500)		
- Partnership and Business Support Manager post (7/11/13 JSC/058/13-14)		(37,080)		
- Preparation costs for WBC in-house car parks service (3/12/13 JSC/072/13-14)		(52,670)		
- Contribution to Travellers' Transit Site (7/1/14 JSC/083/13-14)		(83,750)		
- Greater Brighton City Deal admin costs (6/2/14 JSC/090/13-14)		(7,300)		
- Survey work for Coastal Communities Fund bid (1/4/14 JSC/124/13-14)		(20,000)		
- Public Service Network BPSS checks (6/5/14 JSC/129/13-14)		(27,880)		
- The Money Tree (22/7/14 JSC/028/14-15)		(21,000)		
- Feasibility Study for Anaerobic Digester (24/6/14 JSC/008/14-15)		(12,000)		
- Funding for Leisure Services Trust bid (24/6/14 JSC/012/14-15)		(100,000)		
- Funding for Decoy Farm survey (22/7/14 JSC/031/14-15)		(150,000)		
- Strategic Human Resources Consultant (2/9/14 JSC/039/14-15)		(21,000)		
<b>Expenditure funded from approved carry forwards from 2013/14</b>				
Worthing Capital carry forward re Pavilion Electronic Signage - approved in Capital Outturn Report JSC 24 June 2014		(9,290)		
Worthing share of Joint carry forwards agreed JSC 24 June 2014		(80,450)		
Worthing carry forwards agreed JSC 24 June 2014		(98,651)		
- Late Carry Forward for Community Safety (2/9/14 JSC/036/14-15)		(15,100)		
- Budgeted contribution from reserves		(195,880)		
				670,174
<b>Crematorium Improvement</b> *C	0	(60,000)	60,000	0
<b>Insurance Reserve</b>	435,758	(30,270)	30,700	
- Seaside Improvement Pot (22/7/14 JSC/028/14-15)		(10,000)		426,188
<b>Joint Health Promotion Reserve</b>	21,855			21,855
<b>Leisure Lottery &amp; Other Partnerships</b> *C	77,767			77,767
<b>Museum reserve</b>	112,181			112,181
<b>Theatre Ticket Levy</b> (Expenditure approved with Budget JSC 7/1/2014)	27,065	(84,790)	80,000	22,275
<b>Planning Delivery Grant</b>	124,362	(37,500)		86,862
<b>Special &amp; Other Emergency Reserve</b>	149,427			
- Property Searches Litigation Settlement (24/06/14 JSC/006/14-15)		(74,000)		75,427
<b>Grants &amp; Contributions</b>	545,156			545,156
<b>VAT exemption liability- Palatine Pavilion</b>	211,860			211,860
<b>Vehicle Repairs &amp; Renewal</b>	97,000			97,000
<b>Capital Expenditure Reserve</b> *C	73,158			73,158
<b>Projected Underspend/ (Overspend) (Reserve to be identified at outturn).</b>			156,000	156,000
<b>General Fund Working Balance</b>	843,625			843,625
<b>TOTAL</b>	4,734,116	(1,641,288)	326,700	3,419,528

\* Capital

Appendix 3

HOUSING REVENUE ACCOUNT QUARTER 2 BUDGET MONITORING



Housing Revenue Account			Quarter 2
	ESTIMATE 2014/15	Current Estimate 2014/15	PROJECTED OVER/ (UNDERSPEND) 2014/15
	£	£	£
<b>EXPENDITURE</b>			
General Management	2,436,890	2,464,890	28,000
Special Services	893,370	893,370	-
Rent, Rates, Taxes & Other Charges	29,780	29,780	-
Repairs & Maintenance	2,413,580	2,413,580	-
Revenue Contribution to Capital	1,950,000	1,950,000	-
Provision for refurbishment & New Build	566,060	566,060	-
Charges for Capital/Interest Repayment/Debt	2,868,140	2,588,140	(280,000)
Management Expenses			
Depreciation transfer to MRR Inc Non Op Assets	2,186,710	2,186,710	-
Bad/Doubtful Debt	50,000	50,000	-
<b>TOTAL EXPENDITURE</b>	<b>13,394,530</b>	<b>13,142,530</b>	<b>(252,000)</b>
<b>INCOME</b>			
Dwelling Rents	(12,273,230)	(12,273,230)	-
Non-Dwelling Rents	(538,240)	(538,240)	-
Heating Charges	(70,720)	(70,720)	-
Leaseholder's Service Charges	(102,000)	(102,000)	-
Other Service Charges	(366,630)	(366,630)	-
Contributions towards Expenditure	(15,710)	(15,710)	-
Interest Received	(28,000)	(28,000)	-
<b>TOTAL INCOME</b>	<b>(13,394,530)</b>	<b>(13,394,530)</b>	<b>-</b>
<b>NET (SURPLUS)/DEFICIENCY</b>	<b>-</b>	<b>(252,000)</b>	<b>(252,000)</b>
<b>BALANCES</b>			
1st April	<b>2,108,313</b>	<b>2,108,313</b>	
31st March	<b>2,108,313</b>	<b>2,360,313</b>	

CAPITAL MONITORING SUMMARY 2014/2015								SEPTEMBER 2014	
Cabinet Portfolios	(1) Total ADC Scheme Budgets £	(2) Previous Years' Spend £	(3) 2014/15 Original Budget £	(4) Net Slippage b/f from 2014/15 £	(5) Approved Changes to Original Budget £	(6) 2014/15 Budget Reprofiled to 2015/16 and Future Years £	(7) 2014/15 Current Budget £	(8) 2014/15 Spend £	(9) Spend % of Current Budget
Customer Services	6,971,800	-	5,581,310	1,386,890	7,600	(1,598,520)	5,377,280	1,834,217	33.89%
Environment	1,684,440	190,390	1,223,090	57,700	219,260	(696,260)	803,790	125,228	16.08%
Health and Wellbeing	1,353,280	5,000	275,500	3,030	10,750	-	289,280	21,672	7.49%
Regeneration	770,520	61,860	737,450	(6,680)	1,052,000	(415,070)	1,367,700	18,531	1.35%
Resources	3,825,160	118,910	2,853,580	53,110	801,560	(776,220)	2,932,030	211,031	7.20%
<b>TOTALS</b>	<b>14,605,200</b>	<b>376,160</b>	<b>10,670,930</b>	<b>1,494,050</b>	<b>2,091,170</b>	<b>(3,486,070)</b>	<b>10,770,080</b>	<b>2,210,679</b>	<b>20.53%</b>

**Financing of 2014/15 Current Budget:**

<b>Adur Homes Capital Programme:</b>	<b>£'000</b>
Capital Receipts:	117
Major Repairs Reserve:	3,915
Prudential Borrowing:	372
Reserves:	350
	<u><b>4,754</b></u>

<b>General Capital Programme:</b>	<b>£'000</b>
Prudential Borrowing:	4,291
Capital Receipts:	6
Government Grants:	1,251
Revenue Reserves and Contributions	320
Other Contributions:	148
	<u><b>6,016</b></u>

**Capital Monitoring - Summary of Progress:**

Schemes not progressing satisfactorily or where there are financial issues:	5
Schemes where progress is being closely monitored:	18
Schemes progressing well:	28
Schemes completed:	6
Schemes not proceeding:	2
<b>Total Schemes:</b>	<u><b>59</b></u>

(1) <b>SCHEME</b> (Responsible Officer)	(2) <b>Total ADC Scheme Budget</b>  £	(3) <b>Previous Years' Spend</b>  £	(4) <b>2014/15 Original Budget</b>  £	(5) <b>Budget Reprofiled to 2015/16 and Future Years</b>  £	(6) <b>2014/15 Current Budget</b>  £	(7) <b>2014/15 Spend To Date</b>  £	(8) <b>Anticipated Completion Date (C) / Approval Report(D)/ P.I.D.(P)</b>	(9) <b>2014/15 Anticipated (Underspend) /Overspend (Council Resources)</b>  £	(10) <b>COMMENTS AND PROGRESS</b>	(11) <b>Status</b>
									<input checked="" type="checkbox"/> <b>Progress Beyond Council's Control</b> £ Schemes with financial issues ▲ Scheme Progress Improved ▼ Scheme Progress Deteriorated	
Schemes not progressing satisfactorily or where there are financial issues	4,786,900	154,450	3,841,900	1,989,510	2,642,940	187,038		225,070	Scheme Details Below	RED
Schemes where progress is being closely monitored	7,379,140	85,280	5,071,550	1,154,240	6,139,620	1,673,501		-	Scheme Details on Intranet	AMBER
Schemes progressing well	2,248,210	107,810	1,669,000	342,320	1,825,190	259,581		(18,550)	Scheme Details on Intranet	GREEN
Schemes not proceeding	62,210	-	61,000	-	62,210	-		(40,210)	Scheme Details on Intranet	
Schemes completed	128,740	28,620	27,480	-	100,120	90,559		(198,695)	Scheme Details on Intranet	
<b>TOTAL: C.I.P. 2014/15</b>	<b>14,605,200</b>	<b>376,160</b>	<b>10,670,930</b>	<b>3,486,070</b>	<b>10,770,080</b>	<b>2,210,679</b>		<b>(32,380)</b>		
<b>Customer Services</b> <b>Affordable Housing</b> 1 Partnership Schemes with Registered Social Landlords. (£477k Funded by S106) (ADJ)	810,000	-	810,000	810,000	-	-	T.B.C. (C) T.B.C. (D)	-	No schemes identified to date. Any schemes which come forward now are unlikely to require funding in 2014/15 due to lead in timescales for housing developments. Budget reprofiled to 2015/16.	<input checked="" type="checkbox"/>

(1) <b>SCHEME</b> (Responsible Officer)	(2) <b>Total ADC Scheme Budget</b>  £	(3) <b>Previous Years' Spend</b>  £	(4) <b>2014/15 Original Budget</b>  £	(5) <b>Budget Reprofiled to 2015/16 and Future Years</b>  £	(6) <b>2014/15 Current Budget</b>  £	(7) <b>2014/15 Spend To Date</b>  £	(8) <b>Anticipated Completion Date (C) / Approval Report(D)/ P.I.D.(P)</b>	(9) <b>2014/15 Anticipated (Underspend) /Overspend (Council Resources)</b>  £	(10) <b>COMMENTS AND PROGRESS</b>  <input checked="" type="checkbox"/> <b>Progress Beyond Council's Control</b> £ Schemes with financial issues ▲ Scheme Progress Improved ▼ Scheme Progress Deteriorated	(11) <b>Status</b>
<b>Environmental Improvements</b> <b>Car Park Improvements</b> 2 Enhancements to Lower Beach Road Car Park and provision of a cyclepath link to Ferry Road and the Beach (Contribution of £143,000 from WSCC and £110,000 funded from S106 Receipts) (BC)	585,000	53,640	410,000	486,360	45,000	17,550	Aug 15 (C) 29.11.12 (D)	-	Scheme to be implemented alongside the Ferry Road improvements. The scheme has been delayed by WSCC Traffic Regulation Orders and agreements with WSCC. The CLC are due to discuss the TROs in Oct 14. However, this will be too late for the works to complete before the winter weather. This has resulted in Council needing to re-tender for a start date next Spring, as the current tenders will have exceeded the 90 day deadline. The anticipated start on site is now Mar 15 with completion anticipated Aug 15.	▼
<b>Grounds Maintenance</b> 3 Provision of a storage building with solar panels for equipment and vehicles at Commerce Way (Partnership Scheme with Worthing Borough Council. Total cost revised to £250,000) (HB)	70,400	-	70,400	70,400	-	-	Mar 16 (C) T.B.A. (D)	-	Scheme has been re-evaluated by Parks and Surveyors and an additional £74,000 is required. Capital bid submitted for additional funds in 2015/16.	£

(1) <b>SCHEME</b> (Responsible Officer)	(2) <b>Total ADC Scheme Budget</b> £	(3) <b>Previous Years' Spend</b> £	(4) <b>2014/15 Original Budget</b> £	(5) <b>Budget Reprofiled to 2015/16 and Future Years</b> £	(6) <b>2014/15 Current Budget</b> £	(7) <b>2014/15 Spend To Date</b> £	(8) <b>Anticipated Completion Date (C) / Approval Report(D)/ P.I.D.(P)</b>	(9) <b>2014/15 Anticipated (Underspend) /Overspend (Council Resources)</b> £	(10) <b>COMMENTS AND PROGRESS</b> <input checked="" type="checkbox"/> <b>Progress Beyond Council's Control</b> £ Schemes with financial issues ▲ Scheme Progress Improved ▼ Scheme Progress Deteriorated	(11) <b>Status</b>
<b>Regeneration</b> 4 Ferry Road Environmental Improvements (BC)	142,500	9,750	131,500	122,750	10,000	600	Aug 15 (C) 29.11.11 (D)	-	Scheme to be implemented alongside the Lower Beach (Riverside) car park scheme, which has been delayed by Traffic Regulation Orders and agreements with WSCC. The CLC are due to discuss the TROs in Oct 14. However, this will be too late for the works to complete before the winter weather. This has resulted in Council needing to re-tender for a start date next Spring, as the current tenders will have exceeded the 90 day deadline. The anticipated start on site is now Mar 15 with completion anticipated Aug 15.	▼



(1) <b>SCHEME</b> (Responsible Officer)	(2) Total ADC Scheme Budget £	(3) Previous Years' Spend £	(4) 2014/15 Original Budget £	(5) Budget Reprofiled to 2015/16 and Future Years £	(6) 2014/15 Current Budget £	(7) 2014/15 Spend To Date £	(8) Anticipated Completion Date (C) / Approval Report(D)/ P.I.D.(P)	(9) 2014/15 Anticipated (Underspend) /Overspend (Council Resources) £	(10) <b>COMMENTS AND PROGRESS</b> <input checked="" type="checkbox"/> <b>Progress Beyond Council's Control</b> £ Schemes with financial issues ▲ Scheme Progress Improved ▼ Scheme Progress Deteriorated	(11) Status
<b>Resources</b> 5 <b>Shoreham Community Centre</b> NWoW Extension works (HB)	3,179,000	91,060	2,420,000	500,000	2,587,940	168,888	July 15 (C) 28.2.13 (D) 6.5.14 (D)	225,070 Approx	Works on site. However, asbestos has been revealed during the refurbishment. The cost to remove the asbestos found in the foyer area is £68k. The costs of asbestos removal from other areas of the building cannot be accurately estimated until works in these areas commence. However, current estimates advise that the additional cost could be in excess of a further £182,000, making a total additional cost in excess of £250,000. It is proposed to fund the asbestos removal as follows: i) £34,050 from the 2014/15 asbestos removal budget. ii) £40,210 from the public conveniences improvement and upgrading 2014/15 budget. iii) £150,810 from the building maintenance reserve for civic buildings. iv) £24,930 from the asbestos removal 2015/16 capital bid.	£
<b>TOTAL:</b>	<b>4,786,900</b>	<b>154,450</b>	<b>3,841,900</b>	<b>1,989,510</b>	<b>2,642,940</b>	<b>187,038</b>		<b>225,070</b>		

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
SCHEME (Responsible Officer)	Total ADC Scheme Budget £	Previous Years' Spend £	2014/15 Original Budget £	Budget Reprofiled to 2015/16 and Future Years £	2014/15 Current Budget £	2014/15 Spend To Date £	Anticipated Completion Date (C) / Approval Report(D)/ P.I.D.(P)	2014/15 Anticipated (Underspend) /Overspend (Council Resources) £	COMMENTS AND PROGRESS	Status
									<ul style="list-style-type: none"> <li>● Progress Beyond Council's Control</li> <li>£ Schemes with financial issues</li> <li>▲ Scheme Progress Improved</li> <li>▼ Scheme Progress Deteriorated</li> </ul>	

RESPONSIBLE OFFICERS:

ADJ Arjan de Jong  
 BC Bryan Curtis  
 HB Helen Buck

Housing Strategy and Enabling Officer  
 Principal Engineer  
 Survey and Design Services Manager

CAPITAL MONITORING SUMMARY 2014/2015								SEPTEMBER 2014	
Cabinet Portfolios	(1) Total WBC Scheme Budgets  £	(2) Previous Years' Spend  £	(3) 2014/15 Original Budget  £	(4) Net Slippage b/f 2013/14  £	(5) Approved Changes to Original Budget  £	(6) 2013/14 Budget Reprofiled to 2015/16 and Future Years  £	(7) 2014/15 Current Budget  £	(8) 2014/15 Spend  £	(9) Spend % of Current Budget
Customer Services	1,750,690	192,590	1,457,200	100,900	-	345,400	1,212,700	325,064	26.80%
Environment	2,752,000	160,520	3,107,960	413,970	62,200	1,840,100	1,744,030	342,611	19.64%
Health and Wellbeing	306,810	-	305,940	870	-	60,560	246,250	-	0.00%
Regeneration	699,600	121,480	429,500	96,600	25,000	71,000	480,100	200,142	41.69%
Resources	1,921,710	16,000	885,170	88,330	5,560	227,180	751,880	84,258	11.21%
<b>TOTALS</b>	<b>7,430,810</b>	<b>490,590</b>	<b>6,185,770</b>	<b>700,670</b>	<b>92,760</b>	<b>2,544,240</b>	<b>4,434,960</b>	<b>952,075</b>	<b>21.47%</b>

**Financing of 2014/15 Current Budget:**

	<b>£'000</b>
Borrowing:	3,133
Capital Receipts:	12
Revenue Contributions and Reserves:	403
Government Grants:	566
Other Contributions:	321
	<u><b>4,435</b></u>

**Capital Monitoring - Summary of Progress:**

Schemes not progressing satisfactorily or where there are financial issues:	2
Schemes where progress is being closely monitored:	43
Schemes progressing well:	25
Schemes completed:	7
Schemes not proceeding:	1
<b>Total Schemes:</b>	<u><b>78</b></u>

(1) SCHEME (Responsible Officer)	(2) Total WBC Scheme Budget  £	(3) Previous Years' Spend  £	(4) 2014/15 Original Budget  £	(5) Budget Reprofiled to 2015/16 and Future Years  £	(6) 2014/15 Current Budget  £	(7) 2014/15 Spend  £	(8) Anticipated Completion Date (C) / Approval Report(D)/ P.I.D (P)	(9) 2014/15 Anticipated (Underspend) /Overspend (Capital Resources)  £	(10) COMMENTS AND PROGRESS  <input checked="" type="checkbox"/> Progress Beyond Council's Control £ Schemes With Financial Issues ▲ Scheme Progress Improved ▼ Scheme Progress Deteriorated	(11) Status
Schemes not progressing satisfactorily or where there financial issues	410,800	11,070	405,800	349,730	50,000	-		50,000	Scheme Details Below	RED
Schemes where progress is being closely monitored	3,314,280	57,020	3,304,920	1,878,510	1,453,250	164,554		-	Scheme Details on Intranet	AMBER
Schemes progressing well	3,050,220	309,260	1,874,140	250,000	2,389,440	461,566		7,537	Scheme Details on Intranet	GREEN
Completed Schemes	655,510	113,240	482,910	-	542,270	325,956		(60,175)	Scheme Details on Intranet	
Non Proceeding Schemes	-	-	66,000	66,000	-	-		(16,000)	Scheme Details on Intranet	
<b>TOTAL: C.I.P. 2014/15</b>	<b>7,430,810</b>	<b>490,590</b>	<b>6,185,770</b>	<b>2,544,240</b>	<b>4,434,960</b>	<b>952,075</b>		<b>(18,640)</b>		
<b>Environment</b> <b>Crematorium</b> 1 Driveway works: i) Upgrade of ICT Connection ii) Replace Gas Main iii) Resurface Driveway (HB)	305,200	11,070	300,200	244,130	50,000	-	Mar 15 (C) 3.9.13 (D)	50,000	Following UK Gas works feasibility the estimated costs have now increased to £355k. Report to be submitted to JSC requesting a virement from underspends when decisions have been made regarding the ICT link. Options for the ICT link are being discussed and works might complete in 2014/15. Other works to be undertaken in 2015/16 and the budget has been reprofiled.	▼

(1) SCHEME (Responsible Officer)	(2) Total WBC Scheme Budget  £	(3) Previous Years' Spend  £	(4) 2014/15 Original Budget  £	(5) Budget Reprofiled to 2015/16 and Future Years  £	(6) 2014/15 Current Budget  £	(7) 2014/15 Spend  £	(8) Anticipated Completion Date (C) / Approval Report(D)/ P.I.D (P)	(9) 2014/15 Anticipated (Underspend) /Overspend (Capital Resources)  £	(10) COMMENTS AND PROGRESS  <input checked="" type="checkbox"/> Progress Beyond Council's Control £ Schemes With Financial Issues ▲ Scheme Progress Improved ▼ Scheme Progress Deteriorated	(11) Status
<b>Grounds Maintenance</b> 2 Provision of a storage building with solar panels for equipment and vehicles at Commerce Way (Partnership Scheme with Adur District Council. Total cost revised to £250,000) (HB)	105,600	-	105,600	105,600	-	-	Mar 16 (C) T.B.A. (D)	-	Scheme has been re-evaluated by Parks and Surveyors and an additional £74,000 is required. Capital bid submitted for additional funds in 2015/16.	
<b>TOTAL:</b>	<b>410,800</b>	<b>11,070</b>	<b>405,800</b>	<b>349,730</b>	<b>50,000</b>	<b>-</b>		<b>50,000</b>		

RESPONSIBLE OFFICERS:

HB Helen Buck

Survey and Design Services Manager

**ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO 2015/2016**

Scheme	Reprofiled Budgets	Reason
Adur Homes - Capital Investment Programme	225,000	<p>The overall programme has been reviewed and this has resulted in reprofiling budget of £225,000 to 2015/2016. The main reasons for the slippage is as follows:</p> <p>i) Repointing programme. There are insufficient internal staff resources to prepare contracts at this time.</p> <p>ii) Kitchen and Bathroom Improvements. The contract is in place but it is initially considered that the main contractor will not be able to complete works to fully utilise the 2014/2015 current budget.</p> <p>iii) Central Heating Installation Programme. Budget has been increased to allow commencement of Test Road area central heating installations which will continue into 2015/2016.</p>
Adur Homes - Acquisitions of properties	496,120	<p>The Council is currently purchasing 2 properties and have made an offer on a third property. A further marketing drive is planned in October 2014 so there could be further purchases. However these might not complete this financial year and the budget provision has been reprofiled to 2015/2016.</p>
Affordable Housing (LASHG) Programme 2014/2015 - Unallocated budget	810,000	<p>No schemes requiring funding identified to date. Any schemes which come forward now are unlikely to require funding in 2014/2015 due to lead in timescales for housing developments.</p>
Car Park Improvements - Enhancements to the Lower Beach Road Car Park and provision of a cycle path link to Ferry Road and the beach	486,360	<p>This scheme has been delayed by the need to comply with WSCC Road Traffic Orders and will be implemented alongside the Ferry Road improvements scheme. The CLC are due to discuss the TROs in October. However, this will be too late for the works to complete prior to the winter weather. This has resulted in the Council needing to re-tender for a start date next Spring, as the current tenders will have exceeded the 90 day deadline. The anticipated start on site date is now March 2015 with a completion date in August 2015.</p>
Commerce Way Vehicle Workshop - Replacement of roof including the provision of solar panels (Contribution of £126,500 from Worthing Borough Council)	253,000	<p>Works are currently being assessed but due to the complexity of the scheme, the works are unlikely to be undertaken until 2015/2016.</p>

**ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO 2015/2016**

Scheme	Reprofiled Budgets	Reason
Construction of new beach huts to either sell or rent out (subject to identification of suitable sites and planning permission)	20,000	Planning permission under consideration. Works unlikely to be undertaken this financial year.
Disabled Facilities Grants	50,000	These grants are mandatory and the Council has to approve all eligible grants. All approvals are for 12 months and works can be undertaken at any time in this period. Budget reprofiled to be added to 2015/2016 capital bid to meet the anticipated expenditure of £400k in 2015/2016.
Ferry Road - Environmental improvements	122,750	This scheme is to be implemented alongside the Lower Beach (Riverside) car park scheme, which has been delayed by the need to comply with WSCC Road Traffic Orders. The CLC are due to discuss the TROs in October. However, this will be too late for the works to complete prior to the winter weather, This has resulted in the Council needing to re-tender for a start date next Spring, as the current tenders will have exceeded the 90 day deadline. The anticipated start on site date is now March 2015 with a completion date in August 2015.
Grounds Maintenance - Provision of a storage building with solar panels for equipment and vehicles at Commerce Way. (Partnership scheme with Worthing Borough Council. Total cost revised to £250,000)	70,400	Scheme has been re-evaluated by Parks and Surveyors and an additional £74,000 is required. A capital bid submitted for additional funds in 2015/2016.
Human Resources/Payroll System - Renewal of licence (Partnership scheme with Worthing Borough Council. Total cost £49,400)	23,220	Discussions are taking place as to the possibility of linking this project with the Financial Management System licence renewal. Purchase now anticipated 2015/2016.
Kingston Beach - Environmental improvements	18,000	Scheme initially delayed by issues around village green status and works allowed in the area. The legal issues have been resolved and a way forward has been agreed with the Cabinet Member. Quotes will be obtained for the work over the winter with a view to works starting in Spring 2005.
Lancing Leisure Centre - Health and safety improvements to car park lighting	17,400	Approval report to be submitted to use the Council funding of £17,400 for car park extension works.
Shoreham Community Centre - NWoW extension works	500,000	The scheme started on site 1st August and completion is estimated July 2015. Budget of £500,000 reprofiled to 2015/2016 in line with anticipated spend profile.

**ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO 2015/2016**

Scheme	Reprofiled Budgets	Reason
Shoreham Harbour Project (Externally funded by Central Government Growth Point Programme)	292,320	Wellington Road A259 frontage arts-led public realm project £75,000 being led by Brighton and Hove County Council is now scheduled in future years. Remaining budget also profiled in 2015/2016 as no further schemes have been approved by the Shoreham Harbour Project Board.
Southwick Beach - Promenade resurfacing/refurbishment phase 2	14,000	Budget reprofiled due to lack of staff resources to progress the scheme.
Southwick Recreation Ground - Refurbishment of hard surfaces	47,500	Discussions are on-going with the MS Day Care Centre regarding suitable dates for the work as the Day Centre requires vehicular access 7 days a week. Date could not be agreed for 2014/2015 and the budget has been reprofiled to 2015/2016.
Street Scene - Environmental improvements 2014/2015 Budget	40,000	Coronation Green resurfacing and improvement works £20,000 reprofiled to 2015/2016 due to officer capacity issues. 2. Grass verges improvements £20,000 reprofiled to 2015/2016 in line with WSCC advices regarding spend profile.
<b>Total Reprofiled Budgets:</b>	<b>3,486,070</b>	



**WORTHING BOROUGH COUNCIL - CAPITAL BUDGETS REPROFILED TO 2015/2016**

Scheme	Reprofiled Budgets	Reason
Affordable Housing - Worthing Homes Littlehampton Road Housing Development (22 Units)	250,000	This scheme might start on site this financial year, but the probable completion of the development, when the grant will be claimed, is 2016.
Allotments - Resurfacing of hard surfaces	49,500	Budget reprofiled due to lack staff resources to progress the scheme.
Affordable Housing - Unallocated budget	68,900	One housing development is currently being discussed, but due to lead in times for housing development, funding is unlikely to be required until future years.
Asbestos Removal from Council Buildings	25,370	Asbestos building surveys being considered for asbestos removal in 2015/2016.
Beach House Park - Reconstruction of western access road	66,000	Works postponed and added to the Reserve List.
Beach Huts - Construction and installation of new beach huts (Invest to Save Scheme)	35,000	First phase of 20 beach huts completed. Remaining budget reprofiled for the installation of more beach huts.
Crematorium Driveway Works: i) Upgrade of ICT connection ii) Replace existing gas main iii) Resurface driveway	244,130	Following UK Gas Works feasibility the estimated costs have increased to £355,000. A virement is to be requested from underspends in the Capital Investment Programme. Options for the ICT link are currently being discussed and might complete in 2014/2015. The remaining budget has been reprofiled to 2015/2016.
Commerce Way Vehicle Workshop - Replacement of roof including the provision of solar panels (Contribution to Adur District Council Scheme)	126,500	Works are currently being assessed but due to the complexity of the scheme, the works are unlikely to be undertaken until 2015/2016.
Contribution to WSCC scheme to pedestrianise the area at the south end of Portland Road (Funded from S106 receipts)	19,500	Scheme to be progressed as part of the WSCC Montague Street paving scheme in future years.
Davisons Leisure Centre - Contribution to WSCC scheme to refurbish the tennis courts to improve the drainage	15,000	Scheme delayed by staff changes at WSCC who will be progressing the project.
Disability Discrimination Act Improvements - Rolling programme	35,190	Budget to be used for improvements at the Crematorium. Works under discussion but unlikely to be undertaken until after the winter months to avoid the Crematorium's busiest period.

**WORTHING BOROUGH COUNCIL - CAPITAL BUDGETS REPROFILED TO 2015/2016**

Scheme	Reprofiled Budgets	Reason
Field Place - Main house refurbishment of toilets	26,500	Budget reprofiled due to lack staff resources to progress the scheme.
Goring Recreation Ground - Renewal of high level fence barrier	30,200	Budget reprofiled due to lack staff resources to progress the scheme.
Grafton MSCP - Renew asphalt to deck walkway	33,000	Budget reprofiled due to lack staff resources to progress the scheme.
Grounds Maintenance - Provision of a storage building with solar panels for equipment and vehicles at Commerce Way. (Partnership scheme with Adur District Council. Total cost revised to £250,000)	105,600	Scheme has been re-evaluated by Parks and Surveyors and an additional £74,000 is required. A capital bid submitted for additional funds in 2015/2016.
Homefield Park - Reconstruction of vehicle access from Newlands Road into Homefield Park	14,520	Scheme originally on hold due to the Homefield Park external funding bid. Works now to be progressed alongside other works in the park to the Skate Park.
Human Resources/Payroll System - Renewal of licence (Partnership scheme with Adur District Council. Total cost £49,400)	26,180	Discussions are taking place as to the possibility of linking this project with the Financial Management System licence renewal. Purchase now anticipated 2015/2016.
Highdown Gardens - Resurfacing of vehicular access	55,000	Officers are in discussion with the Chapman's group regarding their contribution prior to commencement of the works.
Homefield Park - Programme of improvements	77,000	Budget provision reprofiled to 2015/2016 to part fund the refurbishment of Homefield Park skatepark. Budget will be supplemented by a further capital bid.
Invest to Save Schemes - General provision	74,500	Provision for small invest to save schemes to be released on a business case basis in consultation with the Cabinet Member for Resources. No schemes identified to date for funding in 2014/2015.
Museum and Art Gallery - Conversion of ground floor area vacated by the Tourist Information Centre into a useable accommodation/exhibition space	36,000	Invest to save report for conversion of the area into a café being prepared for submission to JSC which will incorporate this budget. Works unlikely to commence this financial year.
Parks and Open Spaces - Resurfacing of hard surfaces at Victoria Park	16,500	Budget reprofiled due to lack of staff resources to progress the scheme.

**WORTHING BOROUGH COUNCIL - CAPITAL BUDGETS REPROFILED TO 2015/2016**

Scheme	Reprofiled Budgets	Reason
Play Area Improvements - Bourne Close Site	25,000	Scheme recently approved and might not complete by March 2015 due to lead in times for equipment.
Public Conveniences - Seafront sites improvement and upgrading	20,000	The DDA toilet conversion at the dome site has taken priority. The dome general toilet improvements will take place alongside the DDA works, and other seafront toilets will be refurbished in 2015/2016.
Public Conveniences - Improvement works to Guildbourne Centre and Sea Lane Café	55,000	Works to be undertaken in 2015/2016 after the seafront sites have been refurbished.
Street Lighting enhancements in Conservation Areas and Heritage Sites	30,000	SSE have advised that they will not be able to undertake this work until 2015/2016.
Tennis Courts - Refurbishment of hard surfaces	41,000	Works likely to be undertaken at Homefield Park tennis courts, but delayed by officer capacity.
VAT Provision	926,650	The HMRC have advised that the Council might not have to pay any VAT, provided we do not exceed the limit over a 7 year period up to and including 2014/2015. As the outcome will not be known until 2015/2016 the provision has been reprofiled.
Worthing Pier - Resurfacing between George V Avenue and pier	16,500	Budget reprofiled due to lack of staff resources to progress the scheme.
<b>Total Reprofiled Budgets:</b>	<b>2,544,240</b>	

<b>WORK EXPERIENCE OPPORTUNITIES WITHIN ADUR &amp; WORTHING COUNCILS (FOR 18-24 YEAR OLDS): ARRANGED BY WORK EXPERIENCE COORDINATOR</b>						
<b>Dept/Venue</b>	<b>No. of posts advertised</b>	<b>No. placed</b>	<b>Placement interviews arranged</b>	<b>Awaiting applicants from Job Centre</b>	<b>No. completed</b>	<b>Outcomes</b>
Wellbeing Hubs	7	6		1	6	4 in work
Energy & Sustainability	3	3			3	All 3 in work
Highdown Gardens	4	3		1	2	2 in work
Waste Services	10	7		2	4	2 in work
Field Place	2	2			1	1 in work
Communities / Neighbourhood Team	11	10	1	1	7	4 in work 1 in apprenticeship 1 in carer role
Davison Leisure Centre	1	1			1	
Theatres	17	12			7	4 in work 1 volunteering
Worthing Leisure Centre	2	2			2	1 in apprenticeship
Beach Office	2	1		1	1	1 in work
Crematorium	6	3	1		3	1 in work 1 self employed 1 volunteering
Environmental Health	1	1			1	1 in work
Community Alarm	1	1				1 in work
Energy Switch (based in Contact Centre)	6	5			5	2 in work 1 volunteering
Parks	9	9			5	2 in work 1 volunteering
Visit Worthing	1	1				
Leisure (Events & Hospitality)	4	3		1	1	
Communications	2	1		1	1	1 in work
Local partners	(19 partners) 64 posts	55	5	6	36	19 in work 9 volunteering
<b>TOTALS</b>	<b>153</b>	<b>126</b>	<b>7</b>	<b>14</b>	<b>86</b>	<b>60% who completed are in work, apprenticeships or self employed</b>

Adur Wards: Eastbrook, Churchill & Marine  
Worthing Wards: Heene, Marine & Goring

## Beach Huts in Adur & Worthing

### Report by the Director for Communities

#### 1.0 Summary

- 1.1 This report provides information on beach huts, chalets and beach hut sites sited on the foreshore in Adur & Worthing.
- 1.2 It provides information in response to a question raised at a previous Joint Overview & Scrutiny Committee of Councillor Bryan Turner, Worthing Borough Council's Cabinet Member for Regeneration, with responsibility for the Foreshore relating to the potential sale of the beach huts owned by Worthing Borough Council to generate a one off windfall.

#### 2.0 Background

##### 2.1 Adur

There are 49 council owned chalets which are all located to the west of Carats Café in Southwick.

- 2.2 There are 123 privately owned beach huts sited on Adur's foreshore for which an annual licence fee is charged by the Council granting permission for the beach huts to remain on the foreshore for a 12 month period, renewable each year.

- 2.3 The private beach huts are located on the foreshore at three locations on Adur's foreshore. These are:

- Brighton Road, Lancing - 10
- Shoreham Beach Green, Shoreham - 69
- West Beach, Lancing – 44

##### 2.4 Worthing

- 2.5 There are 41 council owned chalets which are located to the southern end of Denton Gardens and Beach House Grounds in Worthing. Of the 41, 23 are available to the public as beach chalets. 15 are now artist's studios, 2 are let with Coast Café and 1 houses the Council's electrical apparatus and meters.

- 2.6 There are 109 (with a further 20 available from 1<sup>st</sup> December 2014) council owned beach huts which are located on the foreshore between the west of Heene Road and east of King George 5<sup>th</sup> Avenue in Worthing.
- 2.7 There are 289 privately owned beach huts sited on Worthing's foreshore for which an annual licence fee is charged by the Council granting permission for the beach huts to remain on the foreshore for a 12 month period, renewable each year.
- 2.8 The private beach huts are located on the foreshore between the west of King George 5<sup>th</sup> Avenue, Worthing and east of Sea Lane Café, Goring.

### **3.0 Fees and Charges 2014/15**

- 3.1 Appendix 1 details the 2014/15 Fees and Charges for council owned beach huts and chalets on Adur and Worthing Councils foreshore.
- 3.2 Appendix 1 also details the 2014/15 fee received for a licence agreement granting permission to site a beach hut on the locations listed above which are available for private beach huts on Adur and Worthing Councils foreshore.

### **4.0 Current Occupancy Rates and Waiting Lists**

- 4.1 Appendix 2 shows the current occupancy rates and waiting lists for the council owned beach huts and chalets in Adur & Worthing which are summarised below:

#### **4.2 Adur**

##### **4.3 Chalets**

As of 30/10/2014, 44 out of 49 council owned chalets occupied with a waiting list of 14 people.

- 4.4 Two of the vacant chalets are in the process of being let, with the other 3 vacant awaiting minor repairs before being offered to the next people at the top of the waiting list.

##### **4.5 Private Beach Huts**

All of the 123 plots where private beach huts can be sited at the three locations in Adur are fully let. The Council does not operate a waiting list for private beach huts as they are bought and sold on the open market, and once sold the vendor approaches the Council and requests a new licence to be issued to the buyer. The new licence is issued to the buyer on payment of a fee by the Vendor which is set at three times the annual licence fee or 10% of the value of the sale price, whichever amount is the highest.

#### **4.6 Worthing**

##### **4.7 Beach Huts**

- 4.8 As of 30/10/2014, 108 out of 109 council owned beach huts are occupied with a waiting list of 390 people.

4.9 The vacant beach hut has been provisionally let and the Council is presently waiting for the licence agreement to be returned.

4.10 The further 20 beach huts available from the 1<sup>st</sup> December 2014 have been recently offered to the people at the top of the waiting list and the Council is presently processing returned applications.

#### 4.11 **Chalets**

4.12 As of 30/10/2014, 21 of the 23 council owned chalets that are available for the public to occupy under licence are occupied, with a waiting list of 220 people.

4.13 The 2 vacant public beach chalets have recently been offered to the people at the top of the waiting list and the Council is presently awaiting a response.

#### 4.14 **Private Beach Huts**

4.15 All of the 289 plots where private beach huts can be sited in Worthing are fully let. The Council does not operate a waiting list for private beach huts as they are bought and sold on the open market. Once sold the vendor approaches the Council and requests a new licence to be issued to the buyer. The new licence is issued to the buyer on payment of a fee by the Vendor which is set at three times the annual licence fee or 10% of the value of the sale price, whichever amount is the highest.

### 5.0 **Current Profitability**

#### 5.1 **Adur**

##### 5.2 **Profitability of Chalets**

The anticipated profit per chalet for 2014/15 is £401.45. For the 49 chalets, if all fully let this is estimated to realise a profit per site of £19,671.05.

##### 5.3 **Profitability of Beach Hut Sites**

The anticipated profit per beach hut site for 2014/15 is £210.99. For the 123 beach hut sites which are all let this is estimated to realise a profit per site of £25,951.77.

#### 5.4 **Worthing – Profit Per Beach Hut**

5.5 The profit per beach hut each year varies depending on the amount of reactive and planned maintenance that is required. The reactive maintenance is usually in response to vandalism; break-ins; weather conditions and general wear and tear. The planned maintenance is cyclic, presently every 5 years and includes wood treatment, repairs and repainting where required.

5.6 Following complaints about the condition of the beach huts, it is intended to reduce the time between planned maintenance from a 5 years cycle to a 3 years cycle.

5.7 In 2013/14 when reactive but no planned maintenance occurred; the profit per beach hut was £529.20. For 109 beach huts, this realised a profit of £57,682.80.

- 5.8 In this financial year 2014/15 when reactive and planned maintenance will both occur, the estimated profit is projected to be reduced to £239.91 per beach hut. For the 109 beach huts presently let, this is estimated to realise a profit of £26,150.19.
- 5.9 Based on the proposed 3 year cycle of 2 years reactive maintenance and 1 year reactive and planned maintenance, the average profit per beach hut is estimated to be £432.77, with an annual profit estimate for 109 beach huts of £47,171.93.
- 5.10 Prior to 2012/13, beach huts were not separately accounted for; they were treated as part of the Foreshore Service so information prior to this on the beach hut's profitability is not available.

#### **5.11 Profitability per Beach Hut Sites**

- 5.12 The anticipated profit per beach hut site for 2014/15 is £392.00. For the 289 beach hut sites which are all let this is estimated to realise a profit per site of £113,288.00.

#### **5.13 Profitability of Chalets**

#### **5.14 This information will be provided prior to the Joint Overview and Scrutiny Committee meeting**

#### **6.0 Potential Sale of Worthing's Council Owned Beach Huts**

- 6.1 The Councils Estate section have carried out research on the current market value potential of Worthing Borough Council's beach huts, chalets and beach hut sites.
- 6.2 Generally, the value of beach huts appears to vary greatly in West Sussex, however the Estates Section estimates that the values of individual council owned huts in Worthing could range from £8,000 to £12,000, depending on their position/condition.
- 6.3 Appendix 3 provides information on the present market for private beach huts in Adur & Worthing and the surrounding areas.
- 6.4 Given the good annual income presently received and the low maintenance liability (particularly with the sites), along with the current waiting lists, the beach huts, chalets and sites are considered to be an attractive investment opportunity to an investor if the Council decided to sell these assets.
- 6.5 As the Council's capital receipt threshold is £10,000, there would be no revenue advantage in selling off all of Worthing's council owned beach huts, chalets and beach hut sites off in one lot, as all receipts received would have to be capitalised.
- 6.6 Appendix 4 details the additional income the Council could receive if the 109 council owned beach huts were sold off in lots per year of between 7 and 10 per year. The calculations are based on the current sales estimate. The same exercise could be carried out for chalets and beach huts sites in the future if required.



- 6.7 This would result in all of the beach huts being sold in a time period of 12 to 16 years. This would realise additional revenue income of between £738,602.00 (7 per year over 16 years) to £572,316.00 (10 per year over 12 years), however the annual revenue income stream would then dry up. This is based on the assumption that the buyer would have the right to locate the beach hut on the foreshore at no charge for future years.
- 6.8 The 20 new beach huts have not been included in this exercise as no data is available on their current annual maintenance costs.
- 6.9 Further consideration and research would also have to be undertaken on the potential impact of selling off such a large number of individual beach huts, chalets and beach hut sites may have on the balance of supply and demand and ultimately the achievable market price.
- 6.10 In addition to the above, there also needs to be further research undertaken as to how the Council owns the land on which some of the Worthing Borough Council-owned beach huts/sites are located. This is because the Council holds some land under a possessory title (usually arising where ownership by proof of deeds is unavailable).
- 6.11 Where there is a sale of land held by the Council with a possessory title additional cost to the Council will be incurred for the purchase of indemnity insurance by the Council to protect both parties to the sale. The cost of the indemnity insurance may in turn affect the profits received from such a sale. In addition there is a suggestion that the money received from the sale may be reduced if the land is not sold with title absolute, although in reality quantifying the difference in value between a sale with absolute title, and a sale with possessory title with relevant indemnity insurance, is minimal.
- 6.12 There is the risk of Council losing control of how the huts are managed and maintained in the future, which potentially could have a negative impact on the town's reputation.
- 6.13 Given the present profit generated from beach, chalets and beach huts sites, consideration should be given into the Councils creating more locations for beach huts and chalets to increase the revenue raised annually. This would support the Councils' corporate priority of ensuring value for money and low council tax through generating increased income.

## **7.0 Proposals**

- 7.1 To reduce the planned maintenance cycle down from 5 years to 3 years intervals.
- 7.2 Based on the analysis carried out, it is proposed to not consider selling off Worthing's beach huts, chalets or beach hut sites to receive additional income for the next 12 – 16 years and to continue receiving long term this profitable income stream.

## **8.0 Legal**

- 8.1 s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 8.2 s1 Local Government (Contracts) Act 1997 allows the Council to enter into a contract in relation to any of its functions
- 8.3 sections 124/126/127 Local Government Act 1972 empower a local authority to acquire land by agreement, to appropriate and to dispose of land.
- 8.4 s123 Local Government Act 1972 empowers a local authority to dispose of land held by them in any manner they wish (subject to various constraints, details in the relevant legislation, such as a general need to obtain the best price possible).

## **9.0 Financial implications**

- 9.1 There would be a short term gain, but as can be seen in the appendix there would be a loss of revenue to the Council in the longer term based on the profitability of these amenities.

## **10.0 Recommendation**

- 10.1 **That the Committee notes the contents of the report provided.**

**That the Committee considers any views which it would like to forward to the Joint Strategic Committee for consideration.**

### **Local Government Act 1972**

#### **Background Papers:**

Appendix 1 - 2014/15 Fees and Charges for council owned beach huts, chalets and beach hut sites on Adur and Worthing Councils foreshore.

Appendix 2 - Present occupancy rates and waiting lists for the council owned beach huts and chalets in Adur & Worthing.

Appendix 3 – Market Information – October 2014

Appendix 4 – Potential Income against Sale Receipts of Beach Huts in Worthing

#### **Contact Officer:**

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## Schedule of Other Matters

### **1.0 Council Priority**

1.1 This proposal supports the following Council's priority: Ensuring value for money and low Council Tax.

### **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 Matter considered and no issues identified.

### **8.0 Consultations**

8.1 Matter considered and no issues identified.

### **9.0 Risk Assessment**

9.1 Matter considered and no issues identified.

### **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 Matter considered and no issues identified.

## Foreshore Fees and Charges ADC & WBC

### Adur

BEACH HUTS & CHALETS (Per Annum)	2014/15 Charge	VAT Status Non Business or Vatable
	£	
<b>Council Chalets</b>		
All year charge	735.00	Included
<b>Private Beach Hut Sites</b>		
Annual fee	350.00	Included
Private Hut New Licence Fee	1,050.00	Included

### Worthing

Beach Hut and Chalets (Per Annum)	2014/15 Charge	VAT Status Non Business or Vatable
	£	
<b>Council Beach Huts</b>		
All year charge	1,020.00	Included
<b>Council Chalets</b>		
All year charge	1,160.00	Included
<b>Private Beach Hut Sites</b>		
Annual fee	470.00	Included
Private Hut New Licence Fee	1410.00	Included

Private Craft Licences and Structures	2014/15 Charge	VAT Status Non Business or Vatable
	£	
Private Craft Annual Licence Fee	124.00	Included
Private Craft Registration Plates	22.00	Included
Structures – Annual Fee (per item)	68.00	Exempt

### Appendix 3

#### Beach Huts/Chalets – Adur & Worthing

	Number Of:	Number Unoccupied	Number Occupied	Number on Waiting List
<b>Adur</b>				
Southwick Chalets	49	5 2 let but we are awaiting licence to be returned	42	14
Brighton Road Shoreham Beach Green West Beach Private Beach Huts	10 69 44 (123)	N/A	123	N/A
<b>Worthing</b>				
Council Beach Chalets	23	2 2 been offered out – awaiting response.	21	220
Council Beach Huts	109 +20 new ones currently under construction*	1 1 let but we are awaiting licence to be returned	108	390
Private Beach Huts	289	N/A	289	N/A

\* 20 new Council beach huts have been constructed In Worthing. Parks and Foreshore Section taken ownership 22/10/14. To be let from 1<sup>st</sup> December 2014.

Average Value 109 huts £ 940,125 total market value at current prices

Period	Sales Per Year															
	7				8				9				10			
	huts	Sales	Income	Total	huts	Sales	Income	Total	huts	Sales	Income	Total	huts	Sales	Income	Total
			47172			47172				47172				47172		
Yr 1	109	60,375	45,493	105,868	109	69,000	45,253	114,253	109	77,625	45,013	122,638	109	86,250	44,773	131,023
Yr 2	102	60,375	43,813	104,188	101	69,000	43,333	112,333	100	77,625	42,854	120,479	99	86,250	42,374	128,624
Yr 3	95	60,375	42,134	102,509	93	69,000	41,414	110,414	91	77,625	40,694	118,319	89	86,250	39,975	126,225
Yr 4	88	60,375	40,454	100,829	85	69,000	39,495	108,495	82	77,625	38,535	116,160	79	86,250	37,576	123,826
Yr 5	81	60,375	38,775	99,150	77	69,000	37,576	106,576	73	77,625	36,376	114,001	69	86,250	35,177	121,427
Yr 6	74	60,375	37,096	97,471	69	69,000	35,656	104,656	64	77,625	34,217	111,842	59	86,250	32,777	119,027
Yr 7	67	60,375	35,416	95,791	61	69,000	33,737	102,737	55	77,625	32,058	109,683	49	86,250	30,378	116,628
Yr 8	60	60,375	33,737	94,112	53	69,000	31,818	100,818	46	77,625	29,899	107,524	39	86,250	27,979	114,229
Yr 9	53	60,375	32,058	92,433	45	69,000	29,899	98,899	37	77,625	27,739	105,364	29	86,250	25,580	111,830
Yr 10	46	60,375	30,378	90,753	37	69,000	27,979	96,979	28	77,625	25,580	103,205	19	86,250	23,181	109,431
Yr 11	39	60,375	28,699	89,074	29	69,000	26,060	95,060	19	77,625	23,421	101,046	9	77,625	0	77,625
Yr 12	32	60,375	27,020	87,395	21	69,000	24,141	93,141	10	77,625	21,262	98,887				
Yr 13	25	60,375	25,340	85,715	13	69,000	22,221	91,221	1	8,625	0	8,625				
Yr 14	18	60,375	23,661	84,036	5	43,125	0	43,125								
Yr 15	11	60,375	21,982	82,357												
Yr 16	4	34,500	0	34,500												
<b>Total Income net of expenses</b>		940,125	506,056	1,446,181		940,125	438,582	1,378,707		940,125	397,648	1,337,773		940,125	339,770	1,279,895
<b>Do nothing</b>				707,579				707,579				707,579				707,579
<b>Additional Income</b>				<b>738,602</b>				<b>671,128</b>				<b>630,194</b>				<b>572,316</b>

## Appendix 4- Market Information October 2014

- 1.0 Some current examples in Adur and Worthing (which are all asking prices) of private beach huts presently for sale are detailed below:
- 1.1 Beach hut no. 202 near yacht club at £13,500 (asking) <http://www.beach-huts.com/beach-huts-for-sale-town-worthing.php>
- 1.2 Beach hut no 2 in Brighton Road Lancing at £9,500 (asking) <http://www.gumtree.com/p/flats-houses/a-nice-and-clean-beach-hut-in-brighton-road-worthing/1079898425>
- 1.3 Beach hut in Goring by Sea at £12,000 (asking) [http://www.zoopla.co.uk/for-sale/details/34324443?utm\\_source=trov&utm\\_medium=feeds#YD7gy4S0JfMISyBG.97](http://www.zoopla.co.uk/for-sale/details/34324443?utm_source=trov&utm_medium=feeds#YD7gy4S0JfMISyBG.97)
- 1.4 Others for sale nearby include:
- in Ferring at £18,000 (asking)
  - in Bognor at £12,500 (asking)
  - in Rustington at £15,000 (asking)
  - in Felpham at £10,500 and £12,500 (asking)

These values are for huts sold individually.

- 1.5 As an investment, based on an approximation of net income, it is estimated that the estimated value to be in the region of the following:
- 109 Beach Huts - approximately £940,000 or £8,625 each
  - 23 Beach Chalets - approximately £225,500 or £9,800 each
  - 289 Beach Hut Sites - approximately £1,213,800 or £4,200 each



Ward: All

## ICT ISSUES & SPEND

### Report by the Director for Digital and Resources

#### 1.0 Summary

This report outlines the assessment and improvement work that has been undertaken by the Director for Digital & Resources and colleagues on telephony and ICT issues since May 2014. Problems have been found in all domains and much work is to be done. This paper makes clear what the most pressing issues are and how they are being tackled, from fixing the phone system, improving ICT stability to initiating a leading edge project to adopt platform and cloud technologies, getting Adur and Worthing into a strong position in early 2015 to rapidly design and deploy mobile friendly digital customer services along with much improved systems for staff to aid collaboration and boost productivity.

#### 2.0 Background

- 2.1 On July 22<sup>nd</sup> 2014, Joint Strategic Committee received a report entitled "ICT Position Statement" (appendix A) from the Director for Digital & Resources following his initial assessment in May/June 2014. The report was a frank description of the serious problems the councils were having with telephony and ICT infrastructure services, which were causing productivity loss among staff and serious frustration for customers.
- 2.2 The report set out the position with regard to fixed telephony, ICT infrastructure, disaster recovery arrangements, Public Service Network (PSN) accreditation and the Wide Area Network (WAN). The report also proposed that Adur and Worthing councils undertake their own strategy development work to define how the councils could deliver better, end-to-end and digital services for customers at pace, increasing customer satisfaction and delivering efficiencies. It should be noted that software applications strategy and support is the responsibility of individual councils, not Census ICT.
- 2.3 The problems with fixed telephony remain hard to overstate (see the report at appendix A for further details). It is the single biggest frustration for staff and customers alike, and the difficulties people face making contact with each other are totally unacceptable. The Director escalated matters as promised over the summer, and has met with the supplier and issued formal letters demanding that the problems are finally resolved by December 2014. Unfortunately, a recent meeting with the supplier (on 22<sup>nd</sup> October 2014) did not give cause for optimism. So, as anticipated, Adur & Worthing are undertaking soft-market testing with 8 alternative suppliers in mid-November, preparing for the possibility of having to implement a simpler

replacement system in the new year, subject to approval by Joint Strategic Committee.

- 2.4 With regard to ICT infrastructure, a number of pieces of improvement work have been undertaken since July 2014. PSN accreditation was achieved in September and very recently a full power up/power down test exercise was performed successfully by Census ICT. Adur and Worthing completed the first phase of work to improve disaster recovery arrangements and we are now working on phase 2 with Census, which is a detailed look at scenario planning, technical procedure design and documentation, as well as wider business continuity arrangements for services. There remain some concerns, shared by all partners, about the resilience of the Census ICT service, particularly around staff resources and single points of failure. Adur and Worthing is currently conducting its own independent assessment as part of the consultancy work approved by Joint Strategic Committee in July (“discovery”) and October (“blueprint”).
- 2.5 The provision of wide area network connections is vital for proper business operations in sites such as Commerce Way and Splashpoint. At present sites are under-served or relying on legacy arrangements. There have been long delays in deploying the WAN and recent escalation by Census ICT has triggered efforts by Capita. Adur and Worthing understands that acceptance testing is now taking place with a view to roll-out from November 2014.
- 2.6 During September 2014, the Methods Digital “discovery” exercise was completed. This was an initial high-level investigation of ICT and involved 25 interviews with service managers and support services across the organisation, identifying and categorising an extensive set of problems and opportunities. A capability map was created from these findings to set out what technology functions the Councils will need in order to operate effectively as a digitally-enabled organisation and drive higher customer satisfaction and staff productivity. Feedback on the process was very positive on both sides and we succeeded in fostering a high level of understanding and engagement from staff.
- 2.7 Methods found that our current technology landscape is characterised by:
- Siloed data
  - A reliance on not fit for purpose legacy technology
  - Low adoption of some existing business applications
  - Over-lapping and duplicated capabilities (i.e. several piece of software across the organisation that do the same thing)
  - An historic “non-architected” approach to technology choices (things don’t fit together at all well)
  - Occasional complete outages and frequent system failures
- 2.8 The Methods Discovery work provided an initial assessment of the councils current IT services as follows:
- Governance issues – in both Census ICT and the Councils
  - Infrastructure – an unusually high level of disruption to IT and telephony services
  - Applications – no rationalisation strategy, many not fit for purpose
  - Integration – a lack of systems integration between line of business systems causing manual duplication and fragmented customer experience

- Data – no clear data strategy and data locked away in siloed systems
- Sourcing – Disjointed procurement process between Census and A&W and limited knowledge on the use of procurement frameworks

The discovery work showed that there has been a lack of strategy and direction over a significant period of time with services struggling to “keep the lights on”. Good work has been done by A&W staff rolling out more customer “e-forms” and a document management system called Information@Work, but this work is not properly guided or resourced and is fundamentally constrained by the underlying fragmentation of systems and data. Staff reported huge frustration with the split between network/desktop (Census) and applications support (A&W). Individual Census staff received praise for “doing their best”.

2.9 A rapid analysis of overall ICT spend was conducted during discovery and a far more detailed financial profile is currently being produced as part of “blueprint”:

IT BUSINESS AREA	(CENSUS) INFRASTRUCTURE	(A&W) Line of Business APPLICATIONS	TOTAL (£)
Application Costs	0	143,805	143,805
Licensing	821,478	505,265	1,479,827
Maintenance		153,084	
Upgrades	5,000	2,058	7,058
Infrastructure	102,727	45,625	148,352
Staffing	604,900	171,000	775,900
Other	0	7,146	7,146
<b>Total (£)</b>	<b>1,534,105</b>	<b>1,027,983</b>	<b>2,562,088</b>

Examination of all software contracts – costs, renewal dates etc – is being done as part of the development of a road map to migrate away from legacy systems as quickly as possible and as opportunities arise.

2.10 A high level **business capability map** was produced for Adur & Worthing from the interviews and analysis undertaken in discovery. Business capability maps provide an organisation with a framework for capturing the key characteristics of its business model and core functions which can then be used to assess business needs, understand technology costs and align technology investments with strategic priorities. Collected together, the "capability map" of the organisation documents all the business capabilities and their relationships as part of the business-operating model that need to be supported by technology. The benefits of driving technology decisions through capability maps are listed below:

- Clarify priorities and uncover common interests
- Improve the technology investment process
- Connect business process and IT change initiatives
- Link the "bill of IT" to the business model
- Have a better-informed discussion on the right SLAs (service-level agreements)
- Meaningfully rationalize the application portfolio
- Educate project teams on business context

- Guide innovation around business impacts

Examples of the required capabilities in the Adur and Worthing map include: case management, e-signature, live chat, online payments and direct debit, events management, wi-fi, SMS notifications, mass email marketing, etc.

The capability map will encourage the business to think in terms of technology support they need for a particular business capability rather than in terms of silo'ed products.

For example, the current solutions in place to take payments from customers are not working well. In fact in some areas we lose revenue through the inflexibility of the direct debit solution. This situation causes the Councils unnecessary cost as so many people pay manually rather than making online payments. Methods have suggested that payments is one of the priority capabilities that needs to be delivered flexibly, not as a product-led silo'ed service. The more detailed work now being undertaken in the blueprint phase will allow the development of a full set of priorities in an ambitious but realistic programme.

2.11 As a result of the findings from discovery, Methods advised that there are 3 ways the councils could attempt to meet its technological challenges:

i) Improving what it already has with tactical upgrades, purchases and improvements.

This could include:

- Tactical replacement of Line of Business applications.
- Implementation of middleware and data warehousing technology to improve data accessibility and sharing.
- Implementation of more connectors between key Line of Business applications to improve customer workflow experience.
- Detailed investigation into and remediation of the current infrastructure, network and telephony issues.
- Further enhancement of current desktop and device estate.
- Invest and implement plug-ins and layers that enhance mobility and accessibility of business applications.

ii) Letting a long term outsourcing deal to a private sector partner to deliver all layers of IT back to the organisation. This could include:

- A long term contract, so that the supplier can include a transformative element to the contract, applying fixes and improvements such as those outlined in the bullets above.

iii) Adopting a completely different approach to technology – buying modern products in a different way and delivering them differently into the business.

- This last option was Methods Digital recommendation.

Having learnt of the councils ambitions for digital delivery in Catching the Wave - automation and driving service re-design through analytical insight - Methods propose that the first two options will not meet A&W's ambitions. Additionally, they may not be practically possible and have a poor track record of success within Local Government.

**2.12 A new approach:** As stated in the July and October reports to Joint Strategic Committee, there are now technology and service options that make it possible to transition from the costly and out-dated legacy towards a properly planned architecture, using efficient, mobile and cloud first technology platforms and software services that drive customer satisfaction and staff productivity. This is very different to the model of the single contract with a large private sector partner largely deploying its own solutions. The new approach provides flexibility to select best of breed enterprise tools while also creating the space for innovative solutions from SMEs.

A number of councils have already initiated programmes to harness the benefits of enterprise platforms, cloud-based software services and/or go infrastructure free. These include Kingston and Sutton (implementing Google Apps – cloud email replacement), Hounslow (Salesforce CRM enterprise platform) and Bristol (going infrastructure free with Eduserv).

Joint Strategic Committee on October 7<sup>th</sup> 2014 Adur and Worthing approved the next step on this journey (Appendix B) – to develop of its own cloud/platform vision and strategy during a six week blueprinting exercise which is now underway.

The blueprinting stage will provide a critical test of the benefits of the approach for Adur and Worthing prior to any investment. It will examine the readiness of the organisation and clarify the investment, in-house resource and governance required to support the programme. A digital strategy and investment profile will be prepared for presentation to Joint Strategic Committee on December 2<sup>nd</sup> 2014. It will:

- Develop an ambitious but high level 3 year Technology Vision and Strategy to paint the final destination
- Develop a plan for year 1 of the strategy that will deliver some quick wins - improved productivity, customer platforms and review the current infrastructure issues in detail
- Deliver digital training courses across the wider workforce to prepare the organisation for the forthcoming changes and to begin the cultural change process
- Design a governance approach to oversee delivery of the Strategy.

2.13 Strategy is being developed in three areas, which includes soft-market testing with suppliers in November.

**PRODUCTIVITY**

This is the area designed to support the **efficiency of staff** in the services they are delivering. It will explore opportunities to adopt cloud-based tools to **enable collaborative working** and help drive adoption of the new digital approach. It will start to enable more **flexible working** and delivery rapid benefits to the organisation.

**PLATFORM**

This is the area designed to support the delivery of **customer-centric services**. It will explore the opportunities to buy or build cloud-based apps to place **customer needs** at the heart of service delivery. It will encourage the move away from isolated processes in silo'd systems towards **collaborative working** across teams by sharing data and joining up the **customer's journey**.

**INFRASTRUCTURE**

This is the area looking at the backbone for existing technology delivery which underpins the transition to a new operational environment. It will explore opportunities to improve service delivery by adopting new cloud-based technologies and **improving governance** & support arrangements. This will **improve reliability** for business customers and enable a **stable environment** for new digital delivery.

2.14 The discovery work pointed to some areas that may provide starting points for the “platform” stream in year 1:

1. **Parks & Foreshore** – Currently don't have any support for managing parks and the inspecting / maintenance of them. Would like for Members of the public to be able to report a problem with them etc. Pretty simple case management style app as a good starter in service delivery platform. Mobile assessing is a big want in the team. The team lead seems up for digital change. Could tie up nicely with the front end / customer insight etc. Not supported by technology at present so nothing to replace.
2. **Planning** - Currently find their workflow too technical. They often find that the plans they receive do not scale or are missing, and fees are sometimes not included. There are issues with address matching from their online portal as well as formatting problems. There is a definite desire to go paperless but there is currently a policy of four-year paper retention. They could benefit greatly from a document and workload management system (capability) (especially centralised documents). They also expressed an interest in mobile working, specifically using mobile tablets.
3. **Housing** – Currently don't have an app for managing Homeless People – Prevention and management once they become homeless. Would like to be able to have a customer record, manage interactions, store docs, collaborative work, work remote etc. Again, the team seem up for digital change. Not supported by tech so nothing to replace.
4. **Crematoria** – Currently using an access database which could be replaced with a case management app with on online booking / payments capability. Opportunity for Funeral Directors to make online requests for crematoria. New

pet crematorium being established so good opportunity for new revenue from better tech support designed around the customer.

5. **Call Centre Service Desk** – Currently using a number of systems to manage CRM functionality. Would like to use just one and start to have a central customer record and gain insight into their journeys etc. A bit more meaty than the apps above but would add a lot of value around the customer and would establish a good front-door process going forward on the platform.

2.11 **Underpinnings:** The following sections will also be covered in the Strategy produced during blueprint:

- Data and Information Approach
- Data and Software Standards
- Governance Design
- Detailed Technology Selection Criteria
- Business Change and Communications approach
- Project Management and Implementation/Development methodology
- Indicative Investment Profile (approved by our CFO)
- High Level Architecture
- Roadmap

The architectural principles under-pinning the overall strategy would be:

#### Business focus

- Drive Service Delivery Improvement
- Improve visibility and transparency
- Enable business transformation
- Enable the delivery of the Target Operating Model

#### Cloud First

- Platform-based
- Work towards becoming infrastructure free
- Mobile by default
- Scalable and flexible

#### Architecturally Driven

- Less complex and more standardised
- Categorise, rationalise and consolidate applications
- API-based messaging architecture
- Open Standards

#### Data and Information Led

- Information Management as an enabling and supportive function
- Labelling, classification and segregation of data
- Recording of datasets in a central register
- Transparency and public availability of data
- Partner access to data within the secure platform

#### Secure and Compliant

- Demand highest levels of compliance in the most sensitive systems
- Allow greater levels of flexibility in more general technology - only the most sensitive systems will be subject “restricted” classification
- Sensitive data will be stored separately from other data
- Security should never be an excuse to reduce service provision

#### Green and environmentally sustainable

- Environmental impact will become a formal part of technology selection process
- Aim for infrastructure free – outsourcing via different ‘as a Service’ approaches to ensure maximum efficiency of our infrastructure
- Thin client – reduce energy consumption through thin client and virtual
- PCs with the ultimate aim of chrome book style devices for most users

#### Driven by Total Cost of Ownership (TCO)

- Utility and commoditised ICT solutions will be the first choice for PCC
- Adoption of an enterprise-wide view of technology – supporting business capabilities rather than specific systems
- No departmental software budgets
- Services should be built in accordance with the Government Service Design Standard: <https://www.gov.uk/service-manual>.

### **3.0 Conclusions**

- 3.1 There is a pressing need to resolve the councils’ fixed telephony problems. The necessary contract management and escalation work has been undertaken with the current supplier, and plans have been developed to select an alternative system for recommendation to Joint Strategic Committee and implementation early 2015.
- 3.2 There remain some concerns about ICT infrastructure (Census) services, particularly with regard to single points of failure and their ability to respond. However, progress has been made recently with disaster recovery planning and successful PSN accreditation.
- 3.3 Adur and Worthing has embarked on leading edge work to explore platform/cloud strategy and the current blueprinting work will provide further evidence, a strategy and an investment case for pursuing this route, for consideration by Joint Strategic Committee in December 2014.

### **4.0 Legal**

- 4.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 4.2 Alternatively s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation



4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

## **5.0 Financial implications**

5.1 None

## **6.0 Recommendation**

That Joint Overview & Scrutiny Committee:-

- (i) Notes the contents of this report
- (ii) Considers what further updates it requires on the digital agenda going forward

## **Local Government Act 1972**

### **Background Papers:**

(A) Joint Strategic Committee ICT Position Statement July 22<sup>nd</sup> 2014

(B) Joint Strategic Committee Digital Discovery and Next Steps October 7<sup>th</sup> 2014

### **Contact Officer:**

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Director for Digital & Resources

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## **Schedule of Other Matters**

Matter considered and no issues identified

### **1.0 Council Priority**

1.1 The proposals are in support of the Catching the Wave focus areas, in particular adaptive councils.

### **2.0 Specific Action Plans**

2.1 These proposals will assist the delivery of Catching the Wave, particularly by creating the “digital commons”, the platform upon which new personalised services can be delivered and new community support networks can be built.

### **3.0 Sustainability Issues**

3.1 Cloud services make a positive contribution to sustainability: The cloud encourages important clean-tech applications like smart grids and it also encourages consumers to use virtual services such as video streaming to replace resource-heavy physical products. The cloud also draws resources to where they are used most efficiently and its jobs tend to be cleaner and safer than those of more traditional industries. The cloud’s efficiency and scalability help reduce energy usage. By reducing the need for hardware, companies can reduce costs and eliminate the need for maintenance and upgrades. The cloud offers cheaper running costs and more flexibility for businesses hoping to expand. The cloud also increases productivity through its ability to accommodate online collaboration that reduces the need for face to face meetings.

### **4.0 Equality Issues**

4.1 Digital inclusion issues will be a key feature in the digital road map, where needs such as wi-fi and broadband provision will be addressed, and device trends and application use-ability and simplicity are key to success.

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

5.1 New digital services can help with engagement and involvement of young people and in connecting them to support. Improved multi-agency working through digital tools like Patchwork can also help improve communication between enforcement and support agencies.

### **6.0 Human Rights Issues**

6.1 Privacy and security issues are the most important issues for citizens in relation to government use of digital and it will be essential to strike the balance of risk and reward here, and communicate exceptionally well with residents and members.

### **7.0 Reputation**

7.1 A failure to act to radically improve the digital offer risks a continued experience of loss of telephony and ICT services which is very damaging.

## **8.0 Consultations**

8.1 None so far

## **9.0 Risk Assessment**

9.1 Risks are managed through a staged approach to developing the digital road map. Strong project governance will be essential as the programme develops.

## **10.0 Health & Safety Issues**

10.1 None identified

## **11.0 Procurement Strategy**

11.1 Methods are being engaged through the G-Cloud framework with the support of the procurement team

## **12.0 Partnership Working**

12.1 None at present



**Ward: All**

## **ICT Position Statement**

### **Report by the Director for Digital and Resources**

#### **1.0 Summary**

1.1 This report describes the problems being experienced with basic telephony and ICT services and the urgent actions being taken to improve these business critical services. It also seeks to outline the proposed initial steps for developing a digital road map which will allow the councils to harness the benefits of cloud technologies for a range of stakeholders in our council areas, through buying or building next generation local government digital services, keeping users at the heart of the design/specification process.

#### **2.0 Background**

2.1 The Chief Executive, through the Catching the Wave Programme and using a member led recruitment process, successfully recruited 4 new Directors in March 2014. Paul Brewer was appointed Director for Digital and Resources and started on May 6<sup>th</sup> 2014. The Director has now completed an initial discovery phase allowing the production of this first report to Joint Strategic Committee, the ICT Position Statement.

#### **Telephony Position**

2.3 The Unify Openscape phone system, deployed to most staff in Worthing Town Hall and Portland House as part of New Ways of Working (NWoW) Phase 1, is still not operating as required despite the efforts of officers. A report to Joint Strategic Committee on New Ways of Working / Accommodation Project, 5th March 2014 refers to earlier severe problems and since then there have been several further system outages on: 6/3/14 (2hrs 6 mins), 12/3/14 (1hr 10 mins), 13/3/14 (1hr), 7/5/14 (45 mins).

The problems are not only with system outages however. A number of important functions have not yet been adequately delivered, in particular the softphones and hunt groups which allow a call to circulate round a group of phones until it is answered. Initial testing of softphones quickly uncovered problems with operating at any scale and this is still unresolved. This means users continue to use desk phones and a complicated web interface that they struggle with. The effect is that users are often not correctly logged in/out or diverted, often making staff unable to contact each other: *"I get ringing tones, but the phone's not ringing their end"*. We have not yet fully investigated the extent of the day-to-day communication failures but it is clear staff productivity is being very significantly affected, and this constitutes a large

amount of “hidden harm”, users now having changed their behaviour from fault reporting to adaptive working around over time.

- 2.4 There are two main reasons why the Unify Openscape system has not yet been deployed to the customer contact centre and outlying sites, such as Commerce Way and Worthing Crematorium. The first is a low level of trust in the stability of the new system (the outages), and the second is the ongoing delay with the delivery of the Capita Wide Area Network (WAN), which is needed to support the increased network traffic. The WAN issue is discussed further in para 2.11.

The Siemens HiPath system, used by the contact centre, suffered downtime itself on 16th June 2014 for a full day, with a full service only being restored after 1.5 days. This was due to an internet outage at West Sussex County Council which interrupted the routing for certain key phone lines into the Town Hall.

Commerce Way uses the old Phillips switchboard also in use at Adur Civic Centre. There have always been problems with the call routing from that system to the Unify system. Staff at Commerce Way reported to the Director that they often resort to using their mobiles or emailing for a call back to colleagues on the Unify system, a totally unacceptable situation.

Worthing Crematorium, Worthing Leisure and Theatres operate their own small PBX systems which are outdated and therefore also vulnerable to failure. Staff are using their mobiles at Lancing Housing Office.

### **Immediate Actions**

- 2.5 *Contract meetings:* Problems with the Unify system have been escalated to the supplier over the last year in August, September, November and December 2013. An action plan was developed and a number of issues were resolved, such as one-way audio and problems with transferring calls. However there remain problems and more are emerging as staff are consulted again. Following the Openscape outage on May 7th, the Director for Digital & Resources called an urgent contract meeting with the supplier, Unify. As a result, and after some delay, Unify produced a report which while containing promises has not yet resulted in any concrete delivery of improvement. Unify promise to resolve many issues (though have not detailed which) with the “Version 8” upgrade in September 2014. The new Head of Census ICT, John Ross (who started in early June), also met with both Unify and Datrix, the hosting supplier, where he identified problems with the Datrix fail-over (backup system) arrangements which are now apparently being addressed.
- 2.6 *Timeline for supplier and market testing:* The Director and officers have not been satisfied with the commitments given by the two suppliers and we are now working on two strands in parallel. Firstly we plan to set out clear and detailed expectations in a letter to Unify, tied to their commitment to resolve a range of problems in their software upgrade, due in September 2014. We will set out a timeline for delivery with two stages of acceptance testing (September for software changes, then October for successful testing at scale for softphones). Secondly, we plan to conduct a rapid market testing exercise to identify an alternative supplier.

Should Unify fail to deliver a properly working system as specified in the council’s original contract specification, the Council will be in a stronger position to declare

Unify in default of the Contract and consider exercising its rights of termination, and exits rights, under the framework contract.

The Unify report (see 2.5) contains some admissions as to the present unsatisfactory elements of the system at para 3 page 5; 3.1 page 5; 3.2 page 6; last para page 4; for Horsham para 5 page 8;

A breach of contract by Unify would entitle the Council financially to be in the position it would have been in had the contract been properly performed, and a claim for additional expenditure incurred by the Council in dealing with the faults, may be made. As it is unlikely that Unify would willingly return funds paid, such action would inevitably result in a claim against Unify, and potential litigation, although it may be possible to negotiate the provision of a less sophisticated, but acceptable, telephone system from them with a return payment.

In a letter to Unify dated 20<sup>th</sup> November, the Council's additional costs were expressed to be; additional consultation time £9,000; abortive training costs £8,000; and additional costs for handsets £5,000.

A further report on telephony to Joint Strategic Committee will be needed in October/November 2014, potentially with a proposal for urgent change.

- 2.7 *On the ground support:* The Business Support Manager has been tasked to urgently assess problems on the ground and provide immediate assistance. This work will also help categorise the problems (i.e. software faults, user set-up issues, network etc) and provide evidence to support decision making.

### **ICT Position – Infrastructure**

- 2.8 *Outages:* On 11<sup>th</sup> April 2013, Joint Strategic Committee received a report on the severe ICT network outage during November 2012. The report reported a financial impact of £52,000 (consulting and overtime) and at least £15,000 in lost income from leisure and theatre services. The loss of staff productivity was not estimated but was considerable given the system only began to be recovered after 12 days. The report highlighted a lack of an ICT Disaster Recovery Plan and adequate Business Impact Analyses for each service. An exempted report by Deloitte was also presented: "ICT Incident Root Cause Analysis".

Since then, staff and customers have experienced frequent service interruptions, and the main ones are listed below. The ICT Disaster Recovery Plan has not yet been produced (Census ICT responsibility) and the Business Impact Analyses (councils responsible) are still outstanding.

A list of major outages since November 2012:

- 15<sup>th</sup> February 2013 – Power loss to the Worthing data centre resulting in ½ day loss of systems
- 25<sup>th</sup> February 2013 – Power loss resulting in ½ day loss of systems
- 4<sup>th</sup> September 2013 – Loss of network link to Worthing Leisure Centre from 8.37 pm to 2.52pm the following day
- 13<sup>th</sup> December 2013 – Loss of server for contact centre telephone system (1.5 hours)

- 19<sup>th</sup> May 2014 – Power loss to data centre resulting in lost productivity of a day

It is important to point out that there are also frequent localised outages, for example with single systems, such as finance (Total), payroll (Resource Link), document management (EDRMS) and human resources (MyView). Users have also reported very slow performance when accessing systems located at other sites via Citrix.

- 2.9 *Census ICT service:* The Director and the Chief Executive have recently held meetings with Mid Sussex and Horsham councils voicing concern with the service levels provided by Census ICT. It has been agreed that the new head of service (who started in June) will conduct a rapid assessment of the service; it's people, processes and technology and report back at the end of July. Adur and Worthing have been clear that it wishes to see a full range of options for the future in the report. An independent IT Health check will be undertaken on 14<sup>th</sup> July which should provide very useful insight, although this will focus on security rather than performance and service availability. Adur and Worthing also propose to undertake its own Discovery exercise as part of work on a "digital road map" and this is described in section 3 below.
- 2.10 *Public Service Network (PSN):* During the last year, the PSN accreditation process has placed significant demands on all local authorities, and there have been criticisms nationally around the strictness of the central policy and the costs incurred. Adur and Worthing's PSN accreditation expired on 24<sup>th</sup> June 2014 but an extension has been granted to Census and all its partner councils to end of July 2014. An IT Healthcheck is scheduled for 14<sup>th</sup> July 2014 by which time, Census ICT firewall transition, replacement of 30 XP machines and a fully deployed protective monitoring system will have been completed according to Census ICT. The PSN submission is currently planned for 28<sup>th</sup> July 2014.

It is worth noting that the PSN work has helped identify important vulnerabilities and for example triggered the replacement of hardware that was end-of-life and could have caused future outages. It is not acceptable that this PSN work is identified as the cause for delay in producing a disaster recovery plan however.

- 2.11 *Wide Area Network (WAN):* As mentioned in 2.4 above, the physical network lines connecting our offices (WAN) need to be enhanced to support New Ways of Working technology. This was ordered from Capita by Census (i.e. in large part paid for) in March 2013 and has still not been delivered. The Head of Census ICT is escalating this via Horsham legal services at present, and is also working on alternative solutions, for example with the current provider 6degrees. The Director has escalated the situation to Capita's Local Government Market Director. As an example of the impact of the WAN issue, Lancing Housing Office remains unable to access services as basic as printing.

### **Immediate Actions**

- 2.12 *Disaster Recovery Plan & Business Impact Analyses:* In May, work was initiated to bring in specialist consultant PTS Consulting to rapidly produce a Disaster Recovery Plan. This work was handed on to the new Head of Census ICT and Adur & Worthing services are being interviewed week commencing 7<sup>th</sup> July, with a view to

producing a highly practical DR action plan by end of July. The Director is working with the Emergency Planning Officer to take proposals to Council Leadership Team on business continuity requirements in the round. This will develop the action plan to include completion Business Impact Analyses across our services.

- 2.13 *Census Review:* The new Head of Census ICT is conducting a rapid review which will report at the end of July, diagnosing the issues relating to people, processes and technology and offering up a full range of options for the future.
- 2.14 *Project Management:* We are re-establishing project management for New Ways of Working, alongside the telephony support previously mentioned in 2.7. This will register the issues for staff and manage the resolution of them where possible, and ensure better, more regular communication with staff. It will also bring together evidence of issues which cannot be immediately resolved, be they related to technology or ICT service levels, to support decision making. This project will be included in the programme of the Digital Projects Board (see 2.17).

### **ICT Position – Applications**

- 2.15 Analysis of the applications portfolio is underway with the aim of quantifying total spend on software, maintenance, human resources, and understanding contract commitments. This data will feed into the initial Discovery work to be commissioned by Adur & Worthing discussed in section 3 below. An audit of Access databases has revealed 44 bespoke in-house databases which are difficult to maintain and present business continuity risk (they require bespoke knowledge and skills).
- 2.16 In terms of human resources, business analysis, applications development/support and data insight resources currently sit in different parts of the Adur and Worthing structure and there is a lack of strategy to steer effort and investment. An assessment of structure and skills will also be a key part of the Discovery work.

### **Immediate Actions**

- 2.17 A Digital Projects Board is being set up to establish strong project governance over current projects to ensure decisions are taken in light of emerging strategy and overlaps in spend and effort are addressed.
- 2.18 *Gathering data:* The Director is gathering data on ICT spend and contract commitments to be fed into the Discovery work.
- 2.19 *Interviews and Visits:* The Director has now visited many front line teams, as well as technical teams and gained a high level understanding of the challenges and opportunities for digital at Adur and Worthing. Visits to Harrow, Eastbourne and Monmouthshire have also been very useful in developing an approach to creating a “digital road map”.

## **3.0 Proposals**

### **Digital Road Map for Adur and Worthing**

- 3.1 At present, Adur and Worthing is in a very challenging situation, lacking reliable basic ICT and telephony services. Urgent improvement is required and action is being



taken as outlined in section 2. But it is also vital that we begin to develop our own approach and build the capabilities that allow us to harness the potential of modern digital cloud-based technology – indeed potentially to develop a leading role in the sector. We will require energy, discipline and pace because it is vital to pursue both agendas together.

- 3.2 The internal review of the Census ICT service is welcome but alongside this the Director for Digital and Resources proposes to begin staged work on a digital road map for user-centred technology transformation, supporting Catching the Wave focus areas by delivering new capabilities for the organisation, partners, residents, communities, businesses and tourism.
- 3.3 It will be vital to develop this thinking collectively and collaboratively “from the outside in”. To this end, residents, members, communities, local businesses and partners must all be involved along with staff in creating and delivering the digital road map and early work will involve designing appropriate participation events. As one starting point, Adur and Worthing has offered to host a south-east regional Localgovcamp in the autumn (a digital “unconference” popular with thought leaders), which will provide an opportunity to host fringe events for local groups and industry experts on developing our digital road map ambitions.
- 3.4 The very first stage identified for the road map ties in the urgent questions around our infrastructure and its support arrangements along with assessment of our current software choices and costs. It will explore the technology architecture that we have and begin to map out the new capabilities we will need for the future. This is a 3 week Discovery piece looking at: business need, data, applications, technology, finance and commercials. Through workshops and 1-2-1s we will gain our own understanding of our current technology position and produce a high level capability needs map to inform the next stage of the work and also to inform key decisions about ICT service requirements going forward.
- 3.5 Subject to approval by Councils Leadership Team who will receive a presentation / discussion on July 22<sup>nd</sup> 2014, we propose to engage Methods Consulting via the G-Cloud procurement framework. Methods (methods.co.uk), an independent technology consultancy, have more experience than anyone of implementing public cloud solutions into local government. The Discovery work will be 25 days at a cost of £16.5k, being a 2 week sprint and 1 week review using an agile project approach, during September.
- 3.6 It is expected that these findings, along with the continued assessment and design work of the Director, Councils Leadership Team and Cabinet colleagues, will lead to next stage proposals for Joint Strategic Committee in the autumn. These next stage proposals, developed within a broader “digital road map” concept for our areas, will include recommendations for telephony, ICT services (infrastructure and desktop support), and the undertaking of a 9 week blueprinting exercise (through a consultant) which will examine the business case for investment in a fundamental technology refresh to reduce overall revenue costs in the long term and deliver significant multiple customer and business benefits. It is not yet clear what level of ongoing external support will be required, but this will very likely be a vital component for affecting change and introducing new skills into the organisation. There are also emerging commercial opportunities through partnership with another council and private enterprise which the Director is actively exploring at present.

3.7 It is proposed that the staged approach to consultant engagement will effectively manage financial risks and help build confidence and understanding incrementally. For the first Discovery work, the consultancy Methods undertake to handover their findings to another supplier if that were needed, and indeed discussions with other consultancies, councils and technology agencies will continue as we strive to develop the right mix of contributions.

#### **4.0 Legal**

4.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.

4.2 Alternatively s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation

4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

#### **5.0 Financial implications**

5.1 The Methods Discovery work (£16.5k) will be funded from existing budgets within the Digital and Resources Directorate.

5.2 The set-aside of £225k proposed in the capital strategy 2014/17 to support the emerging digital strategy will be used to fund new software services and associated implementation costs. This will be subject to the approval of the Joint Strategic Committee in later reports.

5.3 It should be noted that there may be further revenue resources required later in the year to take the strategy work forward as a result of our findings. Again, this will be subject to the approval of the Joint Strategic Committee.

#### **6.0 Recommendation**

That Joint Strategic Committee:-

- (i) Notes and agrees the immediate actions being taken by the Director for Digital and Resources and Census ICT to address the urgent issues with telephony and ICT services.
- (ii) Approves, subject to Council Leadership Team approval on July 22<sup>nd</sup>, the Methods Discovery Consultancy work.
- (iii) Approves the staged approach to creating a digital road map for the councils, agreeing the emergent nature of the strategy and the commitment to

developing it with a range of stakeholders

**Local Government Act 1972**

**Background Papers:**

Joint Strategic Committee on New Ways of Working / Accommodation Project, 5th March 2014

**Contact Officer:**

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Director for Digital & Resources

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## **Schedule of Other Matters**

### **1.0 Council Priority**

- 1.1 The proposals are in support of the Catching the Wave focus areas, in particular adaptive councils.

### **2.0 Specific Action Plans**

- 2.1 These proposals will assist the delivery of Catching the Wave, particularly by creating the “digital commons”, the platform upon which new personalised services can be delivered and new community support networks can be built.

### **3.0 Sustainability Issues**

- 3.1 Cloud services make a positive contribution to sustainability: The cloud encourages important clean-tech applications like smart grids and it also encourages consumers to use virtual services such as video streaming to replace resource-heavy physical products. The cloud also draws resources to where they are used most efficiently and its jobs tend to be cleaner and safer than those of more traditional industries. The cloud’s efficiency and scalability help reduce energy usage. By reducing the need for hardware, companies can reduce costs and eliminate the need for maintenance and upgrades. The cloud offers cheaper running costs and more flexibility for businesses hoping to expand. The cloud also increases productivity through its ability to accommodate online collaboration that reduces the need for face to face meetings.

### **4.0 Equality Issues**

- 4.1 Digital inclusion issues will be a key feature in the digital road map, where needs such as wi-fi and broadband provision will be addressed, and device trends and application use-ability and simplicity are key to success.

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

- 5.1 New digital services can help with engagement and involvement of young people and in connecting them to support. Improved multi-agency working through digital tools like Patchwork can also help improve communication between enforcement and support agencies.

### **6.0 Human Rights Issues**

- 6.1 Privacy and security issues are the most important issues for citizens in relation to government use of digital and it will be essential to strike the balance of risk and reward here, and communicate exceptionally well with residents and members.

### **7.0 Reputation**

- 7.1 A failure to act to radically improve the digital offer risks a continued experience of loss of telephony and ICT services which is very damaging.

## **8.0 Consultations**

8.1 None so far

## **9.0 Risk Assessment**

9.1 Risks are managed through a staged approach to developing the digital road map. Strong project governance will be essential as the programme develops.

## **10.0 Health & Safety Issues**

10.1 None identified

## **11.0 Procurement Strategy**

11.1 Methods are being engaged through the G-Cloud framework with the support of the procurement team and the engagement is fully compliant with procurement rules.

## **12.0 Partnership Working**

12.1 None at present



Ward: N/A

## **Adur and Worthing Joint Overview and Scrutiny Committee Work Programme – 2014/15**

### **Report by the Chief Executive**

#### **1.0 Summary**

1.1 This report outlines progress on the work contained in the 2014/15 Joint Overview and Scrutiny Committee Work Programme.

#### **2.0 Background**

2.1 The current Joint Overview and Scrutiny Work Programme is a 'rolling' Programme which the Committee reviews at each meeting.

2.2 The Work Programme for 2014/15 was previously reviewed by the Committee at its meeting on 11 September 2014.

#### **3.0 Progress with the Work Programme for the Joint Overview and Scrutiny Committee for 2014/15**

3.1 Detailed progress with the Work Programme is set out in the Appendix to this report. The Programme includes details of any changes to work and dates made since it was last reported to the Committee and as requested by the Committee it now includes a 'date' column advising when the item will be reported. The Committee have the option to include other issues in the rolling programme, in particular, the Committee may wish to include policy development issues and/or scrutiny reviews on issues which are important to the communities.

#### **4.0 Proposals**

4.1 To note the progress in implementing the Work Programme for 2014/15.

#### **5.0 Legal**

5.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.

- 5.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 5.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness
- 5.4 Section 1 Local Government (Contracts) Act 1997 empowers the Council to enter into a contract in relation to any of its functions.

## **6.0 Financial Implications**

- 6.1 There are no known financial implications arising from this report but some of the recommendations arising from the issues being considered in the Work Programme may have financial implications.

## **7.0 Recommendations**

- 7.1 **That the progress in implementing the Work Programme for 2014/15 be noted; and**
- 7.2 **That the Committee considers any other issues/reviews which it would like to be included as part of the 2014/15 Work Programme.**

### **Background Papers:**

None.

### **Contact Officer:**

Mark Lowe, Policy Officer – Tel 01903 221009  
3 November 2014



## **Schedule of other matters**

### **1.0 Council Priority**

1.1 Matter considered and issues related to Council Priorities identified.

### **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. Some of the issues to be considered by the Committee may impact on equality issues.

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

5.1 Matter considered. Issues relating to crime and disorder are contained in the Work Programme.

### **6.0 Human Rights Issues**

6.1 Matter considered and no issues identified.

### **7.0 Reputation**

7.1 Matter considered and no issues identified. Outcomes from the discussion of the issues can help to improve the reputation of the Councils.

### **8.0 Consultations**

8.1 Matter considered. Some of the issues identified in the Work Programme may involve some form of consultation.

### **9.0 Risk assessment**

9.1 Matter considered and no issues identified.

### **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 Matter considered. Some of the issues identified do involve working together and also in partnership with other Councils.

## Joint Overview and Scrutiny Committee – Forward Work Programme 2014/15

Subject Area	Officer(s) Responsible	Comments/ Progress	Date for next report to JOSC
Economic Recovery Review update	Director for the Economy/Policy Officer (ML)	<p>To look at how the Councils can support businesses, the community and housing toward economic recovery.</p> <p>Review undertaken in 2010. Monitoring report presented to JOSC on 11 September 2014. Update report to be presented annually to JOSC.</p>	September 2015
Fuel Poverty Review update	Director for Communities/Policy Officer (ML)	<p>To consider the Councils involvement with fuel poverty in deprived areas.</p> <p>Monitoring report presented to JOSC in March 2014. Further update now planned for JOSC.</p>	March 2015
Review of Planning Enforcement	Director for Customer Services/Policy Officer (ML)	Report from the Working Group chaired by Councillor Michael Donin presented to JOSC on 14 November 2013. Report to be considered by JOSC on the effectiveness of the scheme six months after implementation.	January 2015
Review of Allotments (Worthing)	Director for Communities and Parks and Foreshore Manager	Worthing Cabinet Member for the Environment attended JOSC on 14 November 2013 to address the issues relating to a lack of progress with the development of an allotments strategy/policy.	January 2015

		A report reviewing an allotments policy will be submitted to JOSC.	
Review of public recreation facilities for the children and youth in Adur/Worthing	Policy Officer (ML)	A report on the Open Spaces Play study to be discussed at Member Workshop followed by report to JOSC.	November 2014
Worthing Age of School Transfer	Policy Officer (ML)	<p>Findings from the Working Group were reported to JOSC on 31 January 2013 and subsequently agreed at Worthing Council meeting on 19 February. Recommendations subsequently submitted to West Sussex County Council.</p> <p>The West Sussex Cabinet Member for Education and Schools attended JOSC in September 2013 to report on the progress with his work. A further update on progress with the consultation and other issues was presented to JOSC on 30 January 2014. It is intended that further updates will be presented to JOSC in due course.</p>	March 2015
Interviews with Leaders and Cabinet Members from Adur and Worthing	Policy Officer (TC)	<p>Leaders and Cabinet Members to be interviewed at meetings between June 2014 and March 2015.</p> <p>Report detailing progress with the Cabinet Member's priorities to be considered by the Committee as part of each interview.</p>	<p>Cabinet Members for Customer Services – September 2014</p> <p>Cabinet Members for Resources – November 2014</p> <p>Cabinet Members for the</p>

			Environment – January 2015  Cabinet Members for Health and Wellbeing – March 2015
Adur and Worthing Budgets 2015/16	Director for Digital and Resources/Chief Financial Officer	Medium Term Financial Plan – 31 July 2014  Revenue Budget proposals – November 2014 and January 2015. (Worthing only)	July 2014  November 2014 and January 2015
Review of the effectiveness of the 2013/14 Budgets	Directors of the Service	Review of previous budget to assess its effectiveness – 31 July 2014. Further updates on the Scrutiny of the relevant parts of the budget to be presented to JOSOC in due course as requested.	Beach Huts in Adur and Worthing – November 2014  ICT issues and spend on ICT – November 2014  Worthing Leisure Centre sites performance – January 2015  Grounds Maintenance in Adur and Worthing – January 2015

Annual Report 2013/14	Policy Officer (ML)	Annual report for 2013/14 considered and agreed by JOSC on 3 July and subsequently endorsed by Adur and Worthing Council meetings.	Issue complete. Next report in July 2015.
Crime and Disorder Scrutiny	Director for Communities/Policy Officer (ML)	Report advising on crime and disorder issues and the work of the Adur and Worthing Safer Communities Partnership presented to JOSC at least once a year. Update report presented to JOSC on 11 September 2014. To be reported annually.	Issue complete. September 2014
Local Strategic Partnership/Waves Ahead Scrutiny	Community Wellbeing/Policy Officer (ML)	Update performance reports on the work of the Local Strategic Partnership/Waves Ahead – Two reports per year to be circulated to all as information items. Last update report circulated in March 2014. Further report to be circulated in 2014.	November 2014
Updates on the work of the West Sussex Health and Social Care Committee	Council representatives on the Committee	Quarterly. To be circulated as information items.	November 2014
September 2012 Sewage Spill and local flooding issues	Policy Officer(ML)	Representatives from Southern Water attended JOSC in November 2013 to address the issues of flooding in East Worthing. Environment Agency to attend JOSC in	To be confirmed.

		2014/15 when legal issues have been resolved.	
ICT Failure	Director for Digital and Resources	<p>JOSC considered the report on the ICT failure at its meeting on 11 April 2013. It was agreed that JOSC would receive the minutes of the Census Committee to continue to monitor the implementation/progress with the action plan set up to ensure that the ICT failure did not happen again.</p> <p>Update report presented to JOSC on 11 July 2013 and further report presented on 14 November 2013.</p> <p>JOSC will consider a further update report in 2014.</p>	November 2014
Joint West Sussex County review of flooding issues	Joint County Task and Finish Group	<p>Joint County review of flooding issues reported to JOSC/JSC in January and February 2014 respectively.</p> <p>The West Sussex Joint Scrutiny Steering Group to reconsider the outcomes from the review at a meeting in late 2014 with a view to reconstituting the Task and Finish Group to undertake further work on flooding.</p>	Late 2014

Joint West Sussex Community Legal Services review	Policy Officer (ML)	The final report from the Task and Finish Group was considered by JSC.	Issue complete. October 2014.
Worthing Theatres Budgets Review	Director for the Economy/Policy Officer (ML)	JOSC agreed to set up a Working Group of Adur and Worthing Members to look at the Worthing theatres budgeting situation.  Working Group currently undertaking review and gathering evidence. Final report from Working Group to be presented to JOSC.	January 2015
Provision of community beds in the Adur District	Policy Officer (ML)/Clinical Commissioning Group	Representatives from the Clinical Commissioning Group attending JOSC regarding the provision of community beds in the Adur District.	November 2014.
Review of Core Strategies	Director for the Economy	Report on the review of the Core Strategies and how relevant national guidance is being interpreted.	January 2015.
Interview with Police and Crime Commissioner and Chief Inspector Jo Banks	Policy Officer (ML)	Interview with Police and Crime Commissioner and Chief Inspector Jo Banks on policing issues	January 2015.