

## Joint Overview and Scrutiny Committee

<b>Date:</b>	<b>24 September 2015</b>
<b>Time:</b>	<b>6:30pm</b>
<b>Venue:</b>	<b>Council Chamber, Civic Centre, Shoreham-by-Sea</b>

### Committee Membership:

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

**Worthing Borough Council:** Councillors Roy Barraclough, Keith Bickers, Mary Lermite, Nigel Morgan, Luke Proudfoot, Charles James, Keith Sunderland, Vino Vinojan

## Agenda

### Part A

#### 1. Declarations of Interest / Substitute Members

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. Confirmation of Minutes

To approve the minutes of the Joint Overview and Scrutiny Committee meeting of held on 16 July 2015, 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 Tuesday 22 September 2015

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. Interview with the Chairman of the West Sussex County Council Health and Adult Social Care Committee (Margaret Evans)**

The Joint Chairs request that Committee Members submit questions at least two days prior to the meeting, particularly in instances where questions require detailed answers that include quantitative data.

Please submit questions via Mark Lowe, Policy Officer  
[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk) . Members are reminded to keep their questions relevant to the work of the Health and Adult Social Care Committee

### **7. Interview with Executive Members for Customer Services (Councillors Jim Funnell ADC, Heather Mercer WBC)**

To consider a report by the Chief Executive, copy attached as item 7

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 quantitative data.

Please submit questions via Mark Lowe, Policy Officer [mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk) . Members are reminded to keep their questions relevant to the Portfolio of the Executive Member being interviewed

**8. Worthing Theatres Budgets' review**

To consider a report by the Director for the Economy, copy attached as item 8

**9. Surf's up Programme - an update report**

To consider a report by the Chief Executive who will be attending, to present and answer questions. Copy attached as item 9

**10. First Revenue Budget Monitoring 2015/16**

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

**11. Adur and Worthing Joint Overview and Scrutiny Committee Work Programme – 2015/16**

To consider a report by the Director for Digital and Resources, copy attached as item 11

**Part B - Not for publication - Exempt Information Reports**

None

For Democratic Services enquiries relating to this meeting please contact:	For Legal Services enquiries relating to this meeting please contact:
Chris Cadman-Dando Democratic Services Officer 01903 221364 <a href="mailto:chris.cadman-dando@adur-worthing.gov.uk">chris.cadman-dando@adur-worthing.gov.uk</a>	Joanne Lee Solicitor 01903 221134 <a href="mailto:joanne.lee@adur-worthing.gov.uk">joanne.lee@adur-worthing.gov.uk</a>

**Duration of the Meeting:** Four hours after the commencement of the meeting the Chairperson will adjourn the meeting to consider if it wishes to continue. A vote will be taken and a simple majority in favour will be necessary for the meeting to continue.



## Interview with the Executive Members for Customer Services

### 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 Cabinet members on their portfolio responsibilities and priorities for 2015-16.
- 1.2 **At this meeting, members of the Committee are asked to consider the responsibilities and priorities for the Cabinet members responsible for Customer Services, Councillors Dr Heather Mercer and Jim Funnell.**

#### 2.0 Background

- 2.1 **As part of their 'Challenge' role, Joint Overview and Scrutiny Committee are asked to consider both the information contained within the annex in respect of Customer Services and, in particular, the delegated functions listed at paragraphs 2.3 and 2.4 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 Lermite and Councillor Funnell's portfolios and their priorities for 2015-16.**
- 2.2 The Committee are entitled to ask for further investigation into items that they may not be satisfied with progress.
- 2.3 The *Adur District Council Cabinet Member for Customer Services* has responsibility for the following delegated functions:-
- Customer contacts and services, including Help Points.
  - CenSus IT partnership.
  - Housing and Council Tax benefits (Adur).

- Housing - Housing Revenue Account, ACF Tenants' Services, anti-social behaviour / neighbourhood disputes in relation to tenants, sheltered housing, leasehold administration, Adur Housing Voice, Adur Talkback, Choice Based Lettings, Community Alarm, Grounds Maintenance and Building Cleaning, Adur Home Service, Temporary Accommodation Management.
- Housing strategy and housing enabling role; affordable housing provision; housing register need options and advice.
- Housing - non Housing Revenue Account - including homelessness and advice (prevention and management), private sector housing and other housing services - choice based lettings, grants (disability and housing).

2.4 The *Worthing Borough Council Cabinet Member for Customer Services* has responsibility for the following delegated functions:-

- Customer contacts and services, including Help Points.
- Public consultation, including community engagement and citizens panels.
- Affordable Housing Provision.
- Benefit Fraud Detection/Prevention (Worthing).
- Housing and Council Tax Benefits and Adjudication (Worthing).
- Disabled Facilities Grant and other Housing Grants.
- Empty Properties.
- Housing Strategy Development & Review.
- Non-Domestic Rates (Worthing).
- Revenues and Benefits (Worthing).
- Strategic Housing and Enabling.
- Supported People (Other).
- Worthing Cultural Assets; Museum, Art Gallery, Ritz Cinema, Assembly Hall, Pavilion Theatre and Connaught Theatre. (NB. Worthing Pier is with the Regeneration Portfolio).
- Homelessness and Advice (Prevention and Management), including Choice Based Lettings, Bed & Breakfast.

- Housing Need, Options and Advice and Housing Register.

### **3.0 Proposals**

- 3.1 **That the Joint Overview and Scrutiny Committee ask questions of the two Cabinet Members with responsibility for Customer Services, based on their functions as outlined in paragraphs 2.3 and 2.4 above and the relevant Councils Corporate Priorities in respect of Customer Services.**

### **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 Cabinet Members with responsibility for Customer Services.**

#### **Local Government Act 1972**

**Background Papers:** Joint Overview and Scrutiny Committee Work Programme 2015-16

**Contact Officer:** Neil Hopkins

Neil Hopkins  
Head of Communications  
Town Hall  
neil.hopkins@adur-worthing.gov.uk

## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 The relevant Council Priorities are contained in the 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 Cabinet Members for Customer Services 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



## Worthing Theatres Budgets Review

### Report by the

#### 1.0 Summary

- 1.1 Update on the works undertaken following the Worthing Theatres Scrutiny Report compiled by a working group and completed in March 2015

#### 2.0 Background

- 2.1 As part of its Work Programme for 2014/15 the Joint Committee agreed to set up a Working Group to review the Business Plan for Worthing Theatres to examine what had and had not been delivered, this followed concerns that the Theatres budget had incurred serious overspends of £484,000 in 2013/14 of which a significant proportion was not reported until the final quarter of the 13/14 financial year, in part, due to weak financial controls.

#### 3.0 Original Proposal

- 3.1 The review included an assessment of:-

- Income targets versus actual expenditure;
- Budgeting controls in place;
- Catering and events costs/income;
- Benchmarking information to review how the theatres provision in Worthing compares with other local theatres' provision;
- Marketing expenditure and the marketing approach.

The findings from the review were reported to the Joint Strategic Committee.

#### 4.0 Update Report

##### 4.1 Improving Theatres' budget

During 2014 / 15 the theatres accountant produced in depth monthly figures with both an overview of income and expenditure and departmental details. This enabled departmental managers to closely manage the budgets within their control. A

continual review of each expenditure line is made by managers as part of their improved close budget monitoring. reporting back to monthly financial meetings to ensure all areas are on track. Every budget line is monitored to ensure it is cost effective with any liable to go into deficit stopped immediately. All managers now have full understanding of budgets and have received training on Total.

- 4.2 Regular budget 'hot spots' meetings continue to be held at which the Director for the Economy, Theatres Manager and Executive Members for Resources and Customer Services assess budgetary progress. Managers have targets which form part of the PDR process and the Theatres Manager identifies any budget issues in advance during 1:1 meetings with managers.
- 4.3 The Director for the Economy holds bi-weekly department meetings which include budget reporting, in addition he attends monthly meeting with the the new Service Accountant who has helped the Director for the Economy monitor budgets by producing separate reports for each cost centre area ensuring any budget overspends are redressed as quickly as possible.
- 4.4 In 2014 / 15 the marketing budget was poorly managed but this issue was picked up early in the year giving the Finance Manager and Theatres Manager time to pull this budget close to target by year end. Even with this departmental overspend Theatres made an improvement on the previous year's position of £300,000 with a final overspend on the budget of £184,000.
- 4.5 Work continues to increase ticket sales and develop new audiences for the improved programming offer. Significant increases have already been evident for 2014/15 as detailed in later segment regarding marketing.
- 4.6 Improvements affecting the budget:
  - The new film officer works in conjunction with Picturehouse to maximise the potential sales and profitability of film.
  - Secondary spend has seen an increase as a result of an increased drive towards bar sales during intervals in addition to an audit of most profitable items and pricing. We are confident we can still increase this further.
  - Christmas merchandise has been re-evaluated to bring it in-line with the new festive offer and increase profitability.
  - New external signage has been installed at The Denton increasing passing trade.
  - Hires have increased at all venues including The Denton. This is a growing area and can be increased further, particularly with the partnership with the Town Hall for wedding services.
  - The Pavilion box office has been moved to The Denton foyer where it has been incorporated with the Visitor Information Point to in part replace the Tourist Information Centre that has allowed substantial savings in the tourism

department whilst giving a more cohesive customer experience and opportunities for cross-selling to visitors to the town.

- A new fundraising and PR officer is in place to seek out and apply for additional funding options.
- There has been an increase in hires by community groups with income having raised from £150,000 in 2013/14 to £294,000 in 2014/15.
- Worthing Theatres have maximised purchasing deals with suppliers.

#### **4.7 Budgetary Issues that have been addressed**

- Although the previous report noted a deficit in catering, the final outcome was a profit of £120,000 in 2014/15.
- In 2014/15 there were only two cancelled shows which were both re-booked and tickets transferred.
- Performance income and expenditure is now closely monitored and measured against budget.
- VAT controls and manipulation where permissible has been implemented in favour of the Council.
- Worthing Symphony Orchestra is now independently run with a subsidy from Worthing Theatres that will not exceed £20,000, the majority of this contribution is in kind such as the use of the Assembly Hall for every concert.

4.8 Theatres now focus on items within the budget over which they have some control, whereas mandatory items which cannot be controlled such as Technical Services recharges, continue to be evaluated separately to avoid confusion during the budgetary control process.

4.9 Despite the significant budgetary challenges, Theatres have implemented changes during 2014/15 which have had a marked impact on budgets and their management.

#### **4.10 Marketing Developments**

4.11 The marketing team has been partially restructured with a new experienced Marketing Manager for Culture leading the team and ensuring that all budgets are maintained.

4.12 The work to develop new audiences for the improved cultural offer has resulted in an increase in ticket sales of 58,000 during 2014/15 which contributed £5.2 million to the economy in 2014, with £1.5 million spent in restaurants, shops and in the hospitality industry by people from outside of the borough.

- 4.13 Theatres also celebrated 154 sold out shows during the year which is the most in its history as well as 36% of the audience repeat booking during the year which is in contrast to the country-wide figure of just 25%.
- 4.14 An improved feedback system has been introduced which sees an email questionnaire sent to a percentage of customers after every individual show. The feedback is then assessed to give more complete data about attendees and their requirements for shows.
- 4.15 Social Media has been a core area of growth since the report. Facebook Likes have increased by 10% since March 2015, Twitter followers have seen a 25.5% increase since May and there has been a 737.5% increase in YouTube Channel Subscribers since March 2015. This has all been organically generated content and future monetary investment is likely to see engagement double perhaps even triple in a short space of time.
- 4.16 90% of professional productions provide us with marketing material.
- 4.17 **Employment / staffing**
- 4.18 The restructure of the management tier of Theatres, Museum and Events & Tourism has taken place within the culture portfolio of the new Head of Culture. It now comprises five over-arching managerial posts beneath the Head of Culture: the General Manager, Business Support Manager, Marketing Manager for Culture, Events and Tourism Manager and Museum Senior Curator. All posts within the department of culture, beneath the managers, are currently being evaluated and stream-lined with a restructure planned for January 2016 to ensure maximum productivity is achieved from April 2016.
- 4.19 Worthing Theatres has employed a Customer Experience Manager on a 12-month contract as a 'fixer' to ensure excellent customer care skills are at the core of interactions with customers.
- 4.20 The Culture restructure gave an opportunity for the Museum posts that had salaries above the industry norm to be revised so that all salaries are now in-line.
- 4.21 A Business Development Manager post has been introduced which has relieved some of the business/accountancy pressure on the Head of Culture.
- 4.22 There is still further work to complete with regard to creating a multi-skilled Front of House team which will form part of the Front of House/Box Office restructure in January 2016. One of the milestones towards achieving a multi-skilled Front of House Team has been the success of 15 members of staff who took the optional City & Guilds Welcome Host Gold exam which provides staff with proactive customer service skills, focuses on building customer loyalty and exceeding customer expectations through improving communication skills as well as increasing knowledge of local facilities and services.
- 4.23 A volunteer drive is planned for September 2015 to promote the benefits of becoming a volunteer and create a new team of volunteers able to bring skills from

many different walks of life to the theatres. There is an active volunteer-drive taking place to encourage young people from local colleges into working at the theatres and part of the drive involves an active presence at the many Freshers' Fairs across Sussex.

4.24 During 2014/15 12 interns between the age of 18 and 24 from the local area were employed through the Creative Employment Programme for six months each. A recent bid has successfully secured £33,000 for a further 12 interns for six months each.

#### **4.25 Other issues considered by the Scrutiny Report**

4.26 Communication has greatly improved with better reporting set up between managers, Executive members, Council and Councillors.

4.27 There is an aim to produce a 5-year plan for the Theatres which will be informed by the current investigations into the possibility of the Theatres and Museum operating as a Trust.

4.28 Toilets are still an issue at all venues. A cleaning contract finally started in September 2015 and refurbishment is planned.

4.29 Regarding the additional recharges which were applied to the Theatres budget, Technical Services are currently undergoing an audit and Theatres await the results of that report.

4.30 The core work of building a new audience for the improved programming offer has showed great success over the past year and although there will always be work to do to match audiences with the ever-evolving programme, this year's vastly improved ticket sales and number of sold-out shows indicates a strong base new audience from which to consistently grow; it also provides scope for considering how best to develop the Theatres over the next 5 years to create the most appropriate and diverse offer for the town.

4.31 The booking fee is included in the ticket price and the only additional fee is postage when required.

4.32 The previous report referred to misinformation provided to the Scrutiny panel; no free food has been issued to staff unless on occasion items are out of date at the end of a shift.

## **5.0 Conclusion**

5.1 Theatres have made significant progress over the last 18 months, dramatically improving the financial position, the cultural offer and the structure of the organisation. The process of the scrutiny review was very helpful, enabling the team to see the venues through fresh eyes and develop creative approaches to improvement.

There is still much work to do, these improvements are a first step, and theatres cannot take their eye off the ball.

## **6.0 Recommendation**

6.1 That the Joint Overview and Scrutiny Committee note the contents of the report.

## **Annexes**

JOSC Recommendations from March 2015

### **Contact Officer:**

Amanda O' Reilly  
Head of Culture  
Culture  
07881 590824  
amanda.o'reilly@adur-worthing.gov.uk



## **Schedule of other matters**

### **1.0 Council Priority**

1.1 Matter considered and no issues 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.

### **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.

### **9.0 Risk assessment**

9.1 Any areas of risk are identified within the attached 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 The report from the Working Group relates to Worthing Theatres.

## **APPENDIX**

### **JOSC Theatres Working Group**

#### **Recommendations and timelines**

<b>Recommendations</b>	<b>Activities required</b>	<b>Time line and date</b>
1.Improvements to the marketing of Worthing Theatres	<ul style="list-style-type: none"><li>● (a) Undertake more detailed public consultation/market research to find out more from the public on the type of shows required;</li><li>● (b) Make better use of social media to improve ticket sales by providing better on line booking facilities and creating a mobile phone app to enable mobile phone bookings;</li><li>● (c) Improve the Theatres website provision</li><li>● (d) Provide more information to potential customers on how easy it is to do business with the Theatres</li><li>● (e) Better marketing of the Worthing Theatres to encourage use of the venues for community activities and a review of the rates for hiring of the</li></ul>	September 2015  November 2015  November 2015  Ongoing  May 2015

	<p>Theatres to ensure that income is being maximised;</p> <ul style="list-style-type: none"> <li>● (f) Performers/acts to be encouraged to produce their own marketing material to promote the Theatres;</li> <li>● (g) Booking fee for tickets to be included in the ticket price rather than separate prices;</li> <li>● (h) Investigate bulk buying options to gain economies of scale – eg for catering supplies, confectionery etc</li> <li>● (i) Consider appointing business focused external funding manager to work with Theatres Manager/Head of Culture to seek out and apply for additional external funds and also examine alternative ways to pull in additional external funding;</li> <li>● (j) Develop closer contact between the Theatres and local colleges/schools to assist with work experience and improve marketing.</li> </ul>	<p>June 2015</p> <p>September 2015</p> <p>June 2015</p> <p>September 2015</p> <p>July 2015</p>
--	---	--

2. Improvements to Budgeting	<ul style="list-style-type: none"> <li>● (a) Ensure effective budget management and reporting is maintained;</li> <li>● (b) Provide theatres staff with budgetary control training;</li> <li>● (c) Ensure that effective risk management controls are in place to control the risks associated with catering expenditure and provision of catering in general;</li> <li>● (d) Have clear risk assessments in place for booking shows to control profit and loss for events;</li> <li>● (e) Ensure that improved financial scrutiny and accounting is in place, introducing performance v target/spend v budget (Monthly profit and loss approach);</li> <li>● (f) Ensure that VAT controls are applied correctly within the rules to maximise income.</li> <li>● (g) That a review of the funding arrangements for the Worthing Symphony Orchestra should be</li> </ul>	<p>May 2015</p> <p>April 2015</p> <p>April 2015</p> <p>April 2015</p> <p>May 2015</p> <p>Ongoing</p> <p>May 2015</p>
------------------------------	---	--

	<p>undertaken to provide clarification on the budgeting arrangements in place and to ensure full transparency to show how much the funding is and the Council's responsibility in providing funding.</p>	
3. Improvements for Employment/Staffing	<ul style="list-style-type: none"> <li>● (a) Examine the impact and cost savings of introducing 'zero hours' contracts for staff to reduce costs;</li> <li>● (b) Consider the creation of a General Manager/Business Manager post with responsibility for strategy, booking acts and overall management;</li> <li>● (c) Provide staff with additional customer care skills and 'up selling skills' and provide evidence of continuing professional development for all staff reflecting ongoing changes;</li> <li>● (d) Consider appointing a 'volunteer champion' to promote best practice.</li> <li>● (e) Undertake a review of the provision of paid refreshments for staff and volunteers to ensure</li> </ul>	<p>May 2015</p> <p>June 2015</p> <p>April 2015</p> <p>April 2015</p> <p>May 2015</p>

	equalities and value for money for the Council.	
4. General/Other improvements	<ul style="list-style-type: none"> <li>● (a) Improve general communication issues to provide better reporting to Team Managers and reports to the Executive Member for Customer Services, Executive, Council and Councillors to ensure all are kept informed of all matters affecting the Theatres;</li> <li>● (b) Develop a 5 year strategic plan built split into yearly objectives in line with overall aims for cultural delivery;</li> <li>● (c) The Council should decide long term how it wants to run the Theatres;</li> <li>● (d) The cleanliness of the Theatres toilets should be addressed;</li> <li>● (e) That the Theatres staff be given freedom to negotiate on maintenance contract work with both Council departments and also</li> </ul>	<p>Ongoing</p> <p>May 2015</p> <p>September 2015</p> <p>Immediate and ongoing</p> <p>Ongoing</p>

	<p>external contractors to achieve value for money.</p> <ul style="list-style-type: none"><li>• (f) That the Head of Business and Technical Services report back to JOSC providing an overview of how the overall overheads recharge process works and the costs involved to ensure greater openness and transparency.</li></ul>	<p>July 2015</p>
--	--	------------------





## The '*Surf's Up*' Programme - Update

### Report by the Chief Executive

#### 1.0 Summary

- 1.1 This report provides the Committee with an opportunity to review the progress being made in delivering the commitments contained in '*Surf's Up*' which was agreed by the Councils in December 2014.

#### 2.0 Background

- 2.1 Building on Catching the Wave, "*Surf's Up*", set out a programme to develop the financial and social economies of Adur & Worthing and ensure that the Councils take the opportunities identified to develop their capacity further and faster as community leaders, efficient and effective providers of services and as Civic Social Entrepreneurs ensuring the long term health and prosperity of our areas.
- 2.2 As part of its Work Programme for 2015/16, the Committee has requested the opportunity to review the progress being made in delivering the commitments contained in '*Surf's Up*'.
- 2.3 Attached to this report is a copy of a report from the Chief Executive on progress with '*Surf's Up*' which was presented to the Joint Strategic Committee (JSC) on 7 July 2015. A further update on the progress will be presented to JSC in January 2016.

#### 3.0 Proposals

- 3.1 The Committee is requested to consider the accompanying report and progress that has been made in delivering '*Surf's Up*' and consider if any further comments are required to be submitted to the Joint Strategic Committee. Any further updates on the progress being made will be provided by the Chief Executive at the meeting.

## **4.0 Legal**

- 4.1 Section 111 of the Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their function.
- 4.2 Section 1 of the Localism Act 2011 provides the Councils with a general power of competence and empowers Local Authorities to do anything which individuals generally do.
- 4.3 All commitments within “Surf’s Up” should be carried out in accordance with the Councils’ policies and procedures including the Constitution, the Financial Procedure Rules and the Contract Procedure Rules.

## **5.0 Financial implications**

- 5.1 There are no immediate financial implications arising from this report, although of course individual projects contained within Surf’s Up” may require funding which will be the subject of a separate report to JSC at the appropriate time.

## **6.0 Recommendation**

- 6.1 The Committee is requested to note the progress which has been made in delivering the commitments contained in ‘*Surf’s Up*’ and consider if it would like to forward any further comments to the Joint Strategic Committee.

### **Local Government Act 1972**

#### **Background Papers:**

Update report on ‘*Surf’s Up*’ to Joint Strategic Committee on 7 July 2015

#### **Contact Officer:**

Mark Lowe  
Policy Officer  
Town Hall, Worthing  
Tel 01903 221009  
mark.lowe@adur-worthing.gov.uk

## **Schedule of Other Matters**

### **1.0 Council Priority**

- 1.1 Catching the Wave was approved by both Councils as a key strategic policy document in early 2014. "Surf's Up" identifies a number of key deliverables required to ensure the policy aspiration of Catching the Wave is brought to fruition.

### **2.0 Specific Action Plans**

- 2.1 As set out in "Surf's Up"

### **3.0 Sustainability Issues**

- 3.1 There are no specific environmental sustainability issues arising from the report. However the proposals set out are very much about organisational sustainability and how we ensure that the Councils grow and thrive as community leaders over the medium term.

### **4.0 Equality Issues**

- 4.1 Again none specific to this report save that the Councils existing equality and diversity approaches will be applied. The three Wave Catchers are designed to benefit all sectors of the communities of Adur and Worthing and a number of the commitments will specifically target communities or areas where historic opportunities to grow and develop have not been as strong.

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

- 5.1 None specific to this report.

### **6.0 Human Rights Issues**

- 6.1 None specific to this report.

### **7.0 Reputation**

- 7.1 A number of the commitments require considerable engagement and communication with stakeholders and communities in order to successfully deliver them. Our reputation as community leaders that work "with" communities and seek to avoid "doing to" communities, that seek to join up networks and enable businesses and communities to achieve great things will considerably enhance not just the reputation of Adur & Worthing Councils but, potentially, modern local representative and participative democracy.

## **8.0 Consultations**

**8.1** The Catching the Wave document itself was a product of well over 400 conversations with Members, external stakeholders, staff etc. “Surf’s Up” draws from those conversations and individual elements have been the subject of conversations with a variety of Members across both Chambers and a consultation with over 100 managers across the Councils.

## **9.0 Risk Assessment**

**9.1** As set out in Catching the Wave perhaps the biggest risk to Adur & Worthing Councils (and the communities we serve) is to do nothing at a time when the economy is moving into a different phase and our Councils financial base is reducing. Seizing the opportunities that will come about, leading our communities and continuing to develop our organisation to be able to adapt rapidly to environmental changes are the most significant ways of reducing the impact of this risk. In reality it is about seizing opportunity not ameliorating risk.

## **10.0 Health & Safety Issues**

**10.1** None specific to this report.

## **11.0 Procurement Strategy**

**11.1** None specific to this report, though as will be seen from Catching the Wave an enhanced strategic procurement (and potentially commissioning) approach will be vital for the future success of our organisation.

## **12.0 Partnership Working**

**12.1** A number of partners have been engaged in critical conversations that have led to the shaping of both Catching the Wave and the key priorities set out in “Surf’s Up”.

**Ward: All**

## The "Surf's Up" Programme : A 6 month update report

### Report by the Chief Executive and the Council's Leadership Team

#### 1.0 Summary

- 1.1 This paper updates Members on progress against the commitments set out in "Surf's Up" (a 24 month programme of activity) approved by Joint Strategic Committee on 2<sup>nd</sup> December 2014. In December JSC requested regular 6 month updates on progress. JSC also asked that the "Surf's Up" document be designed in an engaging and eye catching way and that a "light touch, low cost but effective" way of tracking progress over time was developed.
- 1.2 The final designed version of "Surf's Up" was produced in January <http://www.adur-worthing.gov.uk/catching-the-wave-and-surfs-up/> It has been widely communicated with staff, Members, key partners and via the Local Strategic Partnership and various networks at a regional and national level. Feedback overall has been very positive (with at times an honest degree of scepticism about the scope of the ambition) and has proved a useful declaration around which to mobilise our activities and those of partners.
- 1.3 Building on Catching the Wave Members will recall that "Surf's Up" <http://www.adur-worthing.gov.uk/catching-the-wave-and-surfs-up/> set out a programme to develop the financial and social economies of Adur & Worthing and ensure that the Councils take the opportunities identified to develop their capacity further and faster as community leaders, efficient and effective providers of services and as Civic Social Entrepreneurs ensuring the long term health and prosperity of our areas.
- 1.4 "Surf's Up" does not contain everything we need to do but is an attempt to identify key priorities and ensure we focus time, energy and resource on delivering them. There will over time be a number of "new things" that emerge and other opportunities that we will seize if they are of value to our communities. What "Surf's Up" has provided so far is a useful way of "keeping us on track" and ensuring, when our resources are already stretched, that those resources are invested in the right things to achieve maximum value for our places. The previous JSC report on 2 December 2014 may be viewed at <http://www.adur-worthing.gov.uk/media/media.129572.en.pdf>

## 2.0 6 monthly update report

- 2.1 JSC has requested a 6-monthly update report to be able to assess our overall progress against the commitments. The Chief Executive (with the 4 Directors making up Councils Leadership Team) has been experimenting with the best way to track progress. This report aims to give a full and honest appraisal of progress on a number of strands of activity and will also cover some of the significant contextual changes that have occurred since December 2014. Members feedback on the approach, how useful it is and whether there is particular data that is missing, will be most valuable for our next 6 month report. The report tries to avoid a “state of the nation” tone whilst being as full and frank as we possibly can.
- 2.2 One of the key challenges has been to find a way of tracking progress that is not intensive of officer time or expensive new software packages. Following research by the new Head of Digital & Design we have begun using a free app “Trello”. The Trello Boards enable live updates of progress against each of the commitments and therefore real time access to information (rather than static “snap shot” reporting, which is very often out date by the time it gets to senior officers or Members). For this 6 monthly update, the Trello Board and reports are accessible via the link <https://trello.com/b/PqFkkv3q/surf-s-up-monitoring-report> It should be noted that there is information provided in some of the reports attached to the Trello Boards that is of a commercially sensitive nature and therefore at this stage we are not proposing that those reports should become broader public documents but are used for internal management purposes only. As we organisationally become more familiar with Trello our hope is that we can then extend their use to the broader public without stripping out so much data that they becomes less valuable. Again Members views on the Trello Board approach will be welcome.
- 2.3 Overall, as Head of Paid Service, I am pleased to note that significant progress has been made across a range of the commitments set out in “*Surf’s Up*”. Almost all have started, some virtually completed and, as could be anticipated, some have proved more difficult to make progress on than others. Rather than seek to comment on each and every commitment (the detail being available via the Trello Boards for those interested) my comments overall are broken down into the individual Wave Catchers.

## 3.0 Wave Catcher 1 : Supporting Wealth Generators

- 3.1 Notable progress has been made in a number of commitments including:-
- The appointment of preferred developers for both the Adur Civic Centre site and Union Place (with agreed timetables for planning processes)
  - The announcement of a new owner for Teville Gate
  - An agreement in principal to relocate Stagecoach to Decoy Farm
  - The creation of the Commit to Culture Partnership with an agreed Action Plan including development of a new Cultural Strategy, and an Audience Development Plan for the Councils (and the Places)
  - The appointment of a new Events Manager to lead an all year round Events Programme, including safe management of the Wildlife Festival in Shoreham and the creation of the Street Velodrome Cycling Event in Worthing

- Securing Coastal Communities Funding for a new arts based enterprise centre at Colonnade House
- The development of a new Visitor Economy Strategy (Working title “Underground Sussex”) with partners across the County.
- Agreeing the draft Adur Local Plan and Worthing Community Infrastructure Levy
- Significant work with West Sussex County Council on the creation of an Investment Prospectus for Worthing Town Centre to maximise the potential for inward investment in infrastructure and facilities
- Raising our profile and participation in the Coastal West Sussex Business Partnership, the Greater Brighton Economic Board and gaining greater engagement with significant local employers in the growth agenda.

3.2 Less progress has been made on some sites (e.g. Grafton Street car park and Worthing Town Hall car park - although we do have four developers preparing feasibility studies on the Town Hall car park site for possible joint venture options); our inability to secure Heritage Lottery Funds for a Costume Research Centre (working jointly with the University of Brighton and Northbrook College); the creation of a new Asset Management Plan and comprehensive Parking Strategy.

With the arrival of the new Head of Place and Investment in early June a number of the skills, business engagement and major investment work has received a new impetus and we can be confident that considerable progress against a number of these slower moving areas will be made over the next 6 month period.

Worthing Theatres had an increase in ticket sales of over 58,000 compared to the previous year. The Connaught Pantomime broke all records and with over 100 sold out shows throughout the year, 2014/15 was a year of real growth.

3.3 It is worth noting that Scott Marshall, Director for the Economy will be leaving the Council on 3 July 2015 and an offer was made to Martin Randall to become the new Director who will take up the post on Scott’s departure.

#### **4.0 Wave Catcher 2 : Cultivating Enterprising Communities**

4.1 Good progress is being made across a range of the commitments set out in “*Surf’s Up*” under the Enterprising Communities Wave Catcher. There are a small number of projects with deadlines in later 2015 (or 2016) where work has not yet started.

4.2 In the main milestones are being met and surpassed in some cases; for example:

- the setup and go live of South Downs Leisure Trust;
- the production of the Adur & Worthing Financial Inclusion Framework;
- the refresh and approval of the Fuel Poverty Action Plan;
- securing £100,000 grant funding to support the Rethinking Parks project, working in partnership with The Conservation Volunteers (TCV);;
- community development and capacity building interventions in the Think Family Neighbourhoods (particularly in Northbrook and Eastbrook);
- the delivery of the Digital Hubs in neighbourhoods to help tackle digital exclusion and improve employability prospects;
- the creation of the staff volunteering programme “V-Enterprise”
- the completion of the Adur Homes Business Plan, supported by the Adur Homes Management Board;

- securing DWP funding for an extension of the Adur & Worthing Work Experience role into 2015/16
- the continued development of the Adur & Worthing Employability Network, including a successful and well received “Making Changes” event in April 2015.

4.3 Work has commenced on a review of both Councils’ Participatory Budgetting schemes and community grant making arrangements. A first meeting has also been held with representatives of the voluntary and community sector (VCS) on the recommissioning of VCS services by the Councils and County Council from April 2016.

4.4 Areas that will require particular attention to progress will be the supply of good quality and affordable housing, preventing homelessness and supporting the development of our voluntary and community sector. The new Head of Housing has, since January, been undertaking a significant review of our operational and strategic capacity and is currently working to ensure that we have the ability to properly progress the agenda. Housing supply issues (including affordable housing supply) in both Adur and Worthing continue to be of real concern to residents and business alike.

4.5 West Sussex County Council having recently announced significant changes to its approach in Public Health and Wellbeing has asked Adur & Worthing Councils to lead some of the cross-county design work for a better Public Health & Wellbeing approach. Whilst at the date of writing this work is in its infancy, it would appear to give the real opportunity to build upon the strong local leadership provided in both Think Family Networks & the Wellbeing Hubs to ensure a stronger (and potentially better resourced) Wellbeing offer to our residents and communities.

## **5.0 Wave Catcher 3 : Becoming Adaptive Councils (and Waxing the Board!)**

5.1 Significant progress has been made with “*Surf’s Up*” commitments across most areas. Most commitments are rated amber (with good progress), rather than final completion.

- The Digital Programme is on track, delivering Google for Work and the Citizen Platform has been designed and implemented (with two new self build digital products being close to deployment and a cadre of developers trained for future applications).
- The Smart Phone contract is now let
- Enterprise Telephony will be let in July for summer deployment.
- The Digital & Design Team is coming into place and is already generating greater capacity for Service Design and data/performance
- Progress on the Digital Economy and Digital Communities is being made through the Gigabit Coast Project and work is developing with the Communities Team on two locality based Citizen and Food projects.
- HR, Engineering and Surveying restructures have progressed well and the Council is developing a “rapid service redesign” methodology to assist with further changes in Legal, Finance and more widely across the organisation.
- Improved financial forecasting and strategy is an area for on-going design and improvement.



- High level monthly financial monitoring is now in place with a “Flash” system (a first look at the numbers on a monthly basis)
- The Strategic Investment Board is leading on the development of a medium term financial strategy to provide a creative and “new income driven” approach to the challenge of a reducing Revenue Support Grant.
- There is considerably more work to be done on performance data (though the new tools, such as Trello, being used are showing encouraging take up and innovation).
- Procurement category management and contract management training work has been delayed but is now in progress (working jointly with iESE).
- Engineering and Surveying has transformation work starting with particular focus on improving programme and project delivery (with a new Manager in place since April).
- Work is progressing well across our Leadership systems with a range of new players coming to the Local Strategic Partnership table, a clearer focus on priorities and the ways that the Executive will lead the agenda and real progress made on a large scale conference for Autumn 2015.
- Systems Leadership work (financed by a successful bid to the Kings Fund) is progressing well and has already led to collaborations around mental health, housing and wellbeing projects with a range of partners across Adur & Worthing
- On the Customer Service agenda the vast majority of actions are either on target or are completed which has included a significant review of baseline demand, identification of requirements for technology improvements to increase efficiency, a review of alternative delivery methods for Revenue & Benefits Service across Adur and Worthing, improved capturing and reporting of complaints data, considerable work on developing customer cultures across the organisation, creating of a new Customer Service Strategy (moving away from handling simpler transactions to providing richer and more relevant response at the first point of contact, managing demand across all contact channels, and moving from process to knowledge and advocacy. We will significantly transform the way we do business, focussing on customer need to drive organisational transformation, increased productivity and customer reach).

5.2 The next 6 months is likely to be a key phase, building on a range of the foundations laid across the Adaptive Council Strand:-

- Significant progress in our resource units as they go through rapid service redesign processes (delivering efficiencies through greater self-service, a reduction in bureaucracy and improved timely delivery of support and projects)
- A medium term Financial Strategy to support a clear approach to tackling funding shortfalls
- A strategy to move our IT applications into the Cloud (with clarity about how that would impact on our relationship with the CenSus Partnership)
- Waste & Recycling increasingly digitised and the commencement of a significant digital programme in Housing
- Full deployment of smart phones and a new telephony system in place
- Use of google docs and other productivity tools built upon and broadened
- The implementation of Customer Contact Centre “omni-channel” service
- The first complete baselining of customer demand and our success or otherwise in responding to that demand

- A number of propositions to increase income from existing services and build upon them to create new revenue streams

## 6.0 Developments in the Context (and Operating Environment)

6.1 As set out above “*Surf’s Up*” is not “all that we do”. Since December 2014 your officers have:-

- Redesigned the “third tier” of the organisation to ensure we have the skilled leadership capacity and focus required to drive the agenda and to reduce our overall management cost base.
- Established a range of Operational Boards (Strategic Investment Board, Adur Major Projects Board, Worthing Major Projects Board, Digital Programme Board, Strategic Housing Board, Customer & Commercial Board, Strategic Assets Board ... each chaired by either the Chief Executive or a Director to drive key agendas and ensure the right people are around the right table for the right conversation to get things done.
- Continued our investment in building the right culture in which we operate (progressing with our mentoring schemes, starting a Talent Management approach, designing and commencing a Council-wide Induction Programme, targeted bespoke development work with the 17 new third tier Heads of Service Managers, etc.)
- Run a challenging set of Elections in May 2015
- Produced realistic capital and revenue budgets for 2015/16
- Begun to appraise the impact of a new Central Government and its likely policy agenda
- Explored much stronger collaborative working with West Sussex County Council, other districts and boroughs, our CCG and Sussex Police
- Positioned ourselves for key conversations around Regional Growth Fund Round 3 money with our Coast to Capital LEP, the Greater Brighton Economic Board, the Coastal West Sussex Business Partnership and with the group of Counties actively pursuing a devolution based on a County model.

## 7.0 In Summary

7.1 In short we are making progress. That progress is tangible both in terms of things being “delivered” across our Communities but also a growing sense of ambition and willingness to work with the Council across communities and partners. This is encouraging but provides no grounds for complacency.

7.2 The areas where less or slower progress has been made are predominantly down to a combination of:-

- System capacity (at times we bite off more than we can chew)
- Systems/individual competency (at times we struggle to do the things that we should be able to)
- Not being able to leverage the right resources/relational capital at the right time to do the right thing (in essence we are not yet strong enough Civic leaders, but our competence and capacity here is growing).

7.3 Whilst reasonably happy with progress so far the Chief Executive and CLT are very much aware that the next 6 months is about building on the platform that has been made, designing and seizing strategic opportunities in the post-Election landscape and not taking our eye off the ball of the delivery of great services to all of our residents. Our sense is that both Members and officers have real appetite for the challenge.

## **8.0 Legal**

8.1 Section 111 of the Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their function.

8.2 Section 1 of the Localism Act 2011 provides the Councils with a general power of competence and empowers Local Authorities to do anything which individuals generally do.

8.3 All commitments within “*Surf’s Up*” should be carried out in accordance with the Councils’ policies and procedures including the Constitution, the Financial Procedure Rules and the Contract Procedure Rules.

## **9.0 Financial implications**

9.1 There are no immediate financial implications arising from this report, although of course individual projects contained within *Surf’s Up* may require funding which will be the subject of a separate report to JSC at the appropriate time.

## **10.0 Recommendation**

10.1 JSC area asked to :-

- a. Note, challenge and comment upon the contents of the paper, the reporting approach and identify any particular areas of interest or concern
- b. Request a further progress update for JSC in January 2016

## **Local Government Act 1972**

### **Background Papers:**

Joint Strategic Committee Report 7<sup>th</sup> January 2014 : Organisational Changes 2014  
“Catching the Wave”

Joint Strategic Committee Report 22<sup>nd</sup> July 2014 “Catching the Wave” : A progress Update on organisational change.

**Contact Officer:** Alex Bailey  
Chief Executive  
Town Hall, Chapel Road, Worthing

01903 221001  
alex.bailey@adur-worthing.gov.uk

## **Schedule of Other Matters**

### **1.0 Council Priority**

- 1.1 Catching the Wave was approved by both Councils as a key strategic policy document in early 2014. *“Surf’s Up”* identifies a number of key deliverables required to ensure the policy aspiration of Catching the Wave is brought to fruition.

### **2.0 Specific Action Plans**

- 2.1 As set out in *“Surf’s Up”*

### **3.0 Sustainability Issues**

- 3.1 There are no specific environmental sustainability issues arising from the report. However the proposals set out are very much about organisational sustainability and how we ensure that the Councils grow and thrive as community leaders over the medium term.

### **4.0 Equality Issues**

- 4.1 Again none specific to this report save that the Councils existing equality and diversity approaches will be applied. The three Wave Catchers are designed to benefit all sectors of the communities of Adur and Worthing and a number of the commitments will specifically target communities or areas where historic opportunities to grow and develop have not been as strong.

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

- 5.1 None specific to this report.

### **6.0 Human Rights Issues**

- 6.1 None specific to this report.

### **7.0 Reputation**

- 7.1 A number of the commitments require considerable engagement and communication with stakeholders and communities in order to successfully deliver them. Our reputation as community leaders that work “with” communities and seek to avoid “doing to” communities, that seek to join up networks and enable businesses and communities to achieve great things will considerably enhance not just the reputation of Adur & Worthing Councils but, potentially, modern local representative and participative democracy.

### **8.0 Consultations**

- 8.1 The Catching the Wave document itself was a product of well over 400 conversations with Members, external stakeholders, staff etc. *“Surf’s Up”* draws from those conversations and individual elements have been the subject of conversations with a variety of Members across both Chambers and a consultation

with over 100 managers across the Councils.

## **9.0 Risk Assessment**

- 9.1 As set out in *Catching the Wave* perhaps the biggest risk to Adur & Worthing Councils (and the communities we serve) is to do nothing at a time when the economy is moving into a different phase and our Councils financial base is reducing. Seizing the opportunities that will come about, leading our communities and continuing to develop our organisation to be able to adapt rapidly to environmental changes are the most significant ways of reducing the impact of this risk. In reality it is about seizing opportunity not ameliorating risk.

## **10.0 Health & Safety Issues**

- 10.1 None specific to this report.

## **11.0 Procurement Strategy**

- 11.1 None specific to this report, though as will be seen from *Catching the Wave* an enhanced strategic procurement (and potentially commissioning) approach will be vital for the future success of our organisation.

## **12.0 Partnership Working**

- 12.1 A number of partners have been engaged in critical conversations that have led to the shaping of both *Catching the Wave* and the key priorities set out in *“Surf’s Up”*.

**1<sup>ST</sup> REVENUE BUDGET MONITORING 2015/16  
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 2015/16, compared to the Revenue Budget approved by both Councils on the 19<sup>th</sup> February 2015 (Adur District Council) and 17<sup>th</sup> February 2015 (Worthing Borough Council).
- 1.2 Information is also provided in respect of earmarked reserves for the 2 constituent authorities.
- 1.3 The Joint Strategic Committee (JSC) is asked to consider:-
- 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; and
  - any amendments and virements to budgets for each Council which may require a recommendation onto Council for approval;

**2.0. BACKGROUND**

- 2.1 In February 2015, the Councils agreed the 2015/16 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.
- 2.2 This report represents the 1<sup>st</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.

## 2.0. BACKGROUND

- 2.3 The Councils' Procedure Rules and Financial Regulations place an obligation on Directors 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.

An 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 2015/16 FORECAST

3.1 We adopt a more structured approach to services which have more volatile budgets or hard to predict income streams. For 2015/16, these services are:-

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

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

- Theatres (Worthing only)
- Parking (Worthing only)
- Building Services (started in 2015/16 for Adur only)

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 Q1 are as follows:-

<b>Summary of 1st Budget Monitoring Report</b>			
	<b>Joint</b>	<b>Adur</b>	<b>Worthing</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Current Budget 2015/16	21,744	9,606	13,843
Projected outturn	21,584	9,760	13,817
Projected Forecast over/ (underspend)	(160)	154	(26)
Projected over/(underspend) percentage	-0.7%	1.6%	-0.2%

\* 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 2015/16 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 third 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 2015/16 with net additional income of £271,000 for Adur District Council and £234,000 for Worthing Borough Council. Overall income within the General Fund is as follows:

	<b>Adur</b>	<b>Worthing</b>
	<b>£'000</b>	<b>£'000</b>
Original budget	271.0	234.0
Current expected income	271.0	239.5
Less / Additional ( ) income	0	(5.5)

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 4.5% decrease and Worthing's is showing an decrease of 5.5%.

Both authorities are at this early stage projecting to be marginally in deficit in the Collection Fund at the end of the financial year. The 2015/16 deficit will be allocated to precepting Authorities in 2016/17 as prescribed by the Code of Practice.

#### 3.4.2 Worthing Theatres

To-date there is an overspend of £81k as at 31/07/2015, this is an improvement of £30k compared to the same period last year. This overspend to date relates to:

- a poor first quarter for catering due to the Manager and 50% of the staff leaving for a new venue,
- salaries, which include some non-funded posts recruited to generate additional income following a restructure,

### **3.0 REVENUE 2015/16 FORECAST**

#### **3.4.2 Worthing Theatres**

- an under achievement of events income.

Based on the year to date position, if this level of performance continues, the position at the year-end would be an over-spend of £189k. The Theatres team are confident that the position will improve during the remainder of the year and that the final position will be significantly better, given that catering showed improvement in July and the events income is seasonal. Steps are being taken to improve on last year's position.

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

The net cost of external borrowing and investments is projected to have a favourable variance of £300,000 for Worthing. This results from slippage in the capital programme which leads to underspends in both interest and repayment budgets. In addition, 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. Adur, who are not currently actively borrowing, are operating within budget.

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

Overall, there is a projected reduction in income due to the downturn in market rents and potentially more than anticipated vacancies. The 2015/16 budgets now reflect the rental income currently achievable, as they were decreased in line with the reduction in market values throughout the recession. There is a predicted income shortfall of £40,000 from Southwick Square site in Adur and £60,000 in Worthing from rentals at Meadow Road depot.

#### **3.4.5 Car Parks**

At this stage Adur car parking is projected to be on target.

Worthing Car Parking – Due to a variety of factors, the budget forecast for income is projected to be under achieved by £50,000. The increased income target amounted to £61,500, which at the time of writing does appear to be unachievable. However, a further forecast review should be undertaken at the end of Q2 15/16 as it is felt that the income may benefit from the summer season and initiatives to boost season ticket uptake and other receipts.

Factors contributing to income shortfall are:

- Budget was set at an ambitious level.
- Reduced uptake of season tickets.

### 3.0 REVENUE 2015/16 FORECAST

#### 3.4.6 Building Maintenance

Extensive investigation of the £360,000 overspend in 2014/15 has been carried out and is still on-going. This has revealed income not accounted for in that year of £76,000. It is proposed to adjust the 2014/15 accounts by this amount, reducing the over spend.

Taking a prudent approach to this year, current spend would indicate a projected overspend of £165,000 but corrective management action is being taken to address this and will be reported through a hotspot review of the service.

#### 3.4.7 Development Control Income

Development management income for Worthing Borough Council is currently lower than expected with few large scale developments coming through for consideration at this time. However, it is relatively early in the year and the position could quickly change by the year end. An updated full forecast will be presented to members in the next monitoring report.

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\*.

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>INCOME:</b>					
Car Parking			-	50	Under achievement of income
Recycling	(75)	*	(30)	(45)	Increase in Garden Bin and Green Sack take up over and above predicted income
Theatres				(9)	The new cultural offer is making a positive impact on income and this should exceed the budget but this will only partially offset additional costs shown below
Business Rates Retention Scheme				(6)	Minor variations in the small business rate relief. See section 3.4.1. A minor increase in income is expected for Worthing.
Investment Properties			40	60	Projected shortfall in rental income from Meadow Road depot in Worthing & Southwick Square in Adur
<b>Total Income</b>	(75)		10	50	

### 3.0 REVENUE 2015/16 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>COSTS:</b>					
<b>Building Control</b>	(49)	*	(20)	(29)	Vacant posts within the Building control & LLPG teams
<b>Building Services</b>			165		Net under-recovery of contract costs.
<b>Revenues &amp; Benefits</b>			14	-	Contribution to Census Capita module upgrades not budgeted
<b>South Downs Leisure</b>				76	Projected under achievement of target saving of £250k due to later than anticipated start of the Trust
<b>Theatres</b>				198	Additional staff recruited to generate income but these posts are not currently funded plus shortfall in catering operation offset by other underspends on non staff costs
<b>Treasury Management</b>			-	(300)	Lower borrowing costs due to slippage in the Capital programme and continuing strategy of borrowing shorter term to take advantage of lower rates.
<b>Legal</b>	25	*	10	15	IESE Consultancy costs for joint project with IESE & Aylesbury
<b>Customer Services</b>	(29)	*	(12)	(17)	The Customer Services section is currently holding some vacant posts
<b>Housing Services</b>	(32)	*	(13)	(19)	£20k current underspend in Housing Services Management, and £12k in Lettings Team. Going through a restructure and then posts will be appointed to.
<b>Total costs</b>	(85)		144	(76)	
<b>Total Variance</b>	(160)		154	(26)	

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

### **3.0 REVENUE 2015/16 FORECAST**

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 The following categories of expenditure are analysed across various services. It is anticipated at this early stage that this will be on target

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

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

5.1 There is an allowance for staff vacancy savings in both authorities' budgets for 2015/16 (Adur £245,450 and Worthing £514,700). There is no savings target included in the JSC budget. However, during the year we intend to transfer the authority targets into the JSC to improve the transparency of monitoring, as the majority of services are now within the JSC.

5.2 At this stage of the year it is too early to project the likely level of vacancies and no over or underspend has been predicted.

### **6.0 ADUR HOUSING REVENUE ACCOUNT (HRA)**

6.1 The Adur Housing Revenue Account is a ring fenced account. The HRA forecast is shown in Appendix 3.

## 6.0 ADUR HOUSING REVENUE ACCOUNT (HRA)

	CURRENT ESTIMATE 2015/2016	PROJECTED OUTTURN 2015/2016	VARIANCE (UNDER)/ OVERSPEND 2015/2016	% (UNDER) OVERSPEND On gross expenditure
	£'000	£'000	£'000	
Expenditure	13,647	13,647	0	
Income	(13,563)	(13,563)	0	
Net (Surplus)/ Deficit	84	84	0	0
Funded from reserves	(84)	(84)	0	
Overall position	0	0		

- 6.2 Quarter 1 shows that the Housing Revenue Account is forecast as being on budget. There have however been a number of revisions to the budget primarily to accommodate a revised reporting structure but secondly the budget has been reviewed in the light of the 2014-15 outturn and the 2015-16 performance to date.

The £84,000 proposed use of reserves in the current year is the value of approved budget Carry Forwards from 2014-15 for an Asset Management System £45,000, a Leasehold Database £13,000, Environmental Initiatives £20,000 and Rebranding £6,000 which were approved by the Joint Strategic Committee in July 2015.

### 6.3 HRA – Other Matters

The Housing Revenue Account has a Reserve of £15,627.40 earmarked for Tenants Partnership Compact Development Reserve. However the Tenants Compact is no longer produced. Good accounting practice requires this reserve to be transferred to a similar active HRA Tenant related Reserve. It is therefore proposed that the £15,627.40 be transferred to the HRA Discretionary Assistance Fund.

## 7.0 CONCLUSIONS

- 7.1 At the end of the first Quarter of the revenue budgetary cycle, it is anticipated that the Joint Committee and Worthing BC will be underspent whereas Adur DC will be overspent, mainly due to Building services. There are some particular problem areas of expenditure in Worthing BC, but these are offset by Treasury Management gains.

## 8.0 LEGAL

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

## 9.0 RECOMMENDATIONS

9.1 The Joint Strategic Committee is asked:

- (a) 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) To approve the transfer of £15,627.40 from the Tenants Partnership Compact Development Reserve to the HRA Discretionary Assistance Fund.

9.2 The Joint Overview and Scrutiny Committee is asked to note the report.

## Local Government Act 1972

### Background Papers:

Revenue Budget 2014/15 Joint, Adur and Worthing – 2015/16 Budget Book

<http://www.adur-worthing.gov.uk/media/media,123434,en.pdf>

Joint Overall Budget Estimates 2015/16–

<http://www.adur-worthing.gov.uk/media/media,131226,en.pdf>

Adur Overall Budget Estimates 2015/16 And Setting of 2015/16 Council Tax –

<http://www.adur-worthing.gov.uk/media/media,131157,en.pdf>

Worthing Overall Budget Estimates 2015/16 And Setting of 2015/16 Council Tax –

<http://www.adur-worthing.gov.uk/media/media,131077,en.pdf>

Joint Revenue Outturn 2014/15

<http://www.adur-worthing.gov.uk/media/media,134734,en.pdf>

Capital and Projects Outturn for Joint, Adur and Worthing 2014/15

<http://www.adur-worthing.gov.uk/media/media,134735,en.pdf>

### Contact Officer:

Jo-Anne Chang-Rogers - Finance Manager

Direct Dialling No: (01903) 221232

Email: [Jo-Anne.Chang-Rogers@adur-worthing.gov.uk](mailto:Jo-Anne.Chang-Rogers@adur-worthing.gov.uk)



## 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 - 1st QUARTER PROJECTED OUTTURN 2015/16

Actual Previous year 2014/15	WORTHING CABINET MEMBER PORTFOLIOS	Original Estimate 2015/16	Projected Outturn to 31st March 2016	Forecast Over/(Under)
3,111,676	CM for Environment	3,176,270	3,146,270	(30,000)
972,053	CM for Health & Wellbeing	1,155,320	1,155,320	-
1,113,290	CM for Customer Services	1,094,360	1,095,760	1,400
548,997	Leader	666,010	666,010	-
1,844,842	CM for Regeneration	1,766,380	1,746,380	(20,000)
3,601,699	CM for Resources	1,954,140	2,157,140	203,000
-	Holding Accounts	460,930	460,930	-
11,192,558	<b>Total Cabinet Member</b>	10,273,410	10,427,810	154,400
(1,333,967)	Credit Back Depreciation	(1,403,250)	(1,403,250)	-
851,204	Minimum Revenue Provision	995,830	995,830	-
(20,586)	Non ring fenced grants	-	-	-
1,962	Financial Instruments Adjustment Account	-	-	-
10,691,171		9,865,990	10,020,390	154,400
	<b>Transfer to/from reserves</b>			
(663,013)	Contribution to/(from reserves)	(301,000)	(301,000)	-
-	Budgeted contribution to/(from) Reserves	40,870	40,870	-
(399,018)	Net Underspend/(Overspend) Recommended For Transfer To/(From) Reserves	-	(154,400)	(154,400)
<b>9,629,140</b>	<b>Total Budget requirement before External Support from Government</b>	<b>9,605,860</b>	<b>9,605,860</b>	<b>-</b>

 <b>Earmarked Revenue Reserve Accounts</b>	Opening Balance 2015/16	Estimated Decrease 2015/16	Estimated Increase 2015/16	Projected Closing Balance 2015/16
Capacity Issues Fund including General Fund Carry Forward Reserve - 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 - Partnership and Business Support Manager post (7/11/13 JSC/058/13-14 40% share) - Travellers' Exclusion Measures (7/1/14 JSC/083/13-14) - Adur Civic Presence revenue costs (6/5/14 JSC/133/13-14) - Pot of Gold 22/7/14 JSC/027/14-15) - New Technology (2/12/14 JSC/076/14-15) Carry Forwards agreed JSC 07/07/2015: Adur share of Joint Adur Carry Forwards - Budgeted contribution to Reserves	612,602	(315,000)  (4,400)  (12,600)  (4,900)  (47,530)  (50,000)  (120,950)	40,870	61,612
Insurance Fund	185,877	(9,500)	30,000	206,377
New Technology Fund	22,300			22,300
Local Plan (Adur) and PDG	70,824	(40,000)		30,824
Health & Safety	32,545			32,545
Investment Property Maint Fund -Revenue Maint Prog	68,387			
- Fishersgate Community Centre fencing (7/7/15 JSC/017/15-16)		(30,000)		38,387
Grants & Contributions held in reserves	247,768			247,768
Election Reserve	7,880			7,880
Special & Other Emergency Reserve	287,600			287,600
<b>Projected Underspend/ (Overspend) (Reserve to be identified at outturn).</b>				
General Fund Reserve	459,752			459,752
<b>TOTALS</b>	<b>1,995,535</b>	<b>(671,360)</b>	<b>70,870</b>	<b>1,395,045</b>

SUMMARY - 1st QUARTER PROJECTED OUTTURN 2015/16

Actual Previous year 2014/15	WORTHING CABINET MEMBER PORTFOLIOS	Original Estimate 2015/16	Projected Outturn to 31st March 2016	Forecast Over/(Under)
3,977,536	CM for Environment	3,265,280	3,346,280	81,000
1,157,052	CM for Health & Wellbeing	1,215,000	1,215,000	-
4,095,479	CM for Customer Services	3,981,290	4,151,290	170,000
1,017,715	Leader	893,980	893,980	-
2,476,353	CM for Regeneration	2,296,610	2,267,610	(29,000)
4,024,487	CM for Resources	2,782,420	2,540,420	(242,000)
1	Holding Accounts	864,510	864,510	-
<b>16,748,624</b>	<b>Total Cabinet Member</b>	<b>15,299,090</b>	<b>15,279,090</b>	<b>(20,000)</b>
(2,782,416)	Credit Back Depreciation	(2,738,770)	(2,738,770)	-
1,077,811	Minimum Revenue Provision	1,221,070	1,221,070	-
(373,748)	Non ring fenced grants	-	(6,000)	(6,000)
<b>14,670,271</b>		<b>13,781,390</b>	<b>13,755,390</b>	<b>(26,000)</b>
	<b>Transfer to/from reserves</b>			
(814,774)	Contribution to/(from reserves)	(17,190)	(17,190)	-
-	Budgeted contribution to/(from) Reserves	79,280	79,280	-
121,283	Net Underspend/(Overspend) Recommended For Transfer To/(From) Reserves	-	26,000	26,000
<b>13,976,780</b>	<b>Total Budget requirement before External Support from Government</b>	<b>13,843,480</b>	<b>13,843,480</b>	<b>-</b>

 <b>Earmarked Revenue Reserve Accounts</b>	Opening Balance 2015/16	Estimated Decrease 2015/16	Estimated Increase 2015/16	Projected Closing Balance 2015/16
	£	£	£	£
<b>Capacity Issue Reserve</b>	890,415			
- BID Levy		(7,000)		
- Invest to save schemes (Theatres) (26/07/12 JSC/035/12-13) *C		(15,950)		
- 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)		
- Partnership and Business Support Manager post (7/11/13 JSC/058/13-14)		(18,900)		
- Survey work for Coastal Communities Fund bid (1/4/14 JSC/124/13-14)		(20,000)		
- Money Tree participatory budget (22/7/14 JSC/028/14-15)		(21,000)		
- Funding for Decoy Farm survey (22/7/14 JSC/031/14-15)		(150,000)		
- New Technology (2/12/14 JSC/076/14-15)		(181,430)		
<b>Expenditure funded from approved carry forwards from 2014/15</b>				
Worthing share of Joint carry forwards agreed JSC 7 July 2015		(29,160)		
Worthing carry forwards agreed JSC 7 July 2015		(93,710)		
- Budgeted contribution to revenue			79,280	
				249,105
<b>Insurance Reserve</b>	460,659	(30,270)	30,700	
- Beach House Park new changing rooms(3/3/15 JSC/103/14-15)		(40,000)		
- Seaside Improvement Pot (22/7/14 JSC/028/14-15)		(10,000)		411,089
<b>Joint Health Promotion Reserve</b>	21,856			21,856
<b>Leisure Lottery &amp; Other Partnerships</b> *C	77,766			77,766
<b>Museum reserve</b>	106,931			106,931
<b>Theatre Ticket Levy</b> (Expenditure approved with Budget JSC 7/1/2014)	35,004			35,004
<b>Planning Delivery Grant</b>	98,663	(10,000)		88,663
<b>Special &amp; Other Emergency Reserve</b>	41,827			41,827
<b>Grants &amp; Contributions</b>	476,906			476,906
<b>Capital Expenditure Reserve</b> *C	73,158			73,158
<b>Projected Underspend/ (Overspend) (Reserve to be identified at outturn).</b>				0
<b>General Fund Working Balance</b>	843,625			843,625
<b>TOTAL</b>	3,126,811	(810,860)	109,980	2,425,931

\* Capital

	ORIGINAL ESTIMATE 2015/16	CURRENT ESTIMATE 2015/16	PROJECTED OVER/(UNDERS PEND) 2015/16
	£	£	£
<b>EXPENDITURE</b>			
General Management	2,788,660	2,211,930	-
Special Services	836,930	836,930	-
Rent, Rates, Taxes & Other Charges	33,940	33,430	-
Repairs & Maintenance	2,552,810	2,552,810	-
Depreciation & Impairment of Fixed Assets	2,000,000	2,000,000	-
Bad/Doubtful Debt	50,000	50,000	-
Provision for refurbishment and new build	566,060	624,060	-
<b>Capital Financing Costs</b>			
Loan Repayments	1,717,000	1,717,000	-
Interest charges	2,636,660	2,636,660	-
Revenue Contributions to Capital	409,060	409,060	-
<b>TOTAL EXPENDITURE</b>	<b>13,591,120</b>	<b>13,071,880</b>	-
HRA Services share of Corporate & Democratic Core	-	603,240	-
	13,591,120	13,675,120	-
HRA Investment income	-	(28,000)	-
<b>SURPLUS OR DEFICIT FOR THE YEAR ON HRA INCOME AND EXPENDITURE STATEMENT</b>	<b>13,591,120</b>	<b>13,647,120</b>	-
<b>INCOME</b>			
Dwelling Rents Gross	(12,496,040)	(12,496,040)	-
Non Dwelling Rents Gross	(527,080)	(527,080)	-
Tenants charges for services and facilities	(74,070)	(431,720)	-
Leaseholders charges for Services & Facilities	(104,040)	(104,040)	-
Other charges for Services & Facilities	(345,860)	-	-
Contributions towards Expenditure	(16,030)	-	-
Reimbursement of costs	-	(4,240)	-
Interest Received	(28,000)	-	-
<b>TOTAL INCOME</b>	<b>(13,591,120)</b>	<b>(13,563,120)</b>	-
<b>NET (SURPLUS)/DEFICIENCY</b>	<b>(0)</b>	<b>84,000</b>	-

## **Adur and Worthing Joint Overview and Scrutiny Committee Work Programme – 2015/16**

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

#### **1.0 Summary**

- 1.1 This report outlines progress on the work contained in the 2015/16 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 2015/16 was reviewed by the Committee at its meeting on 16 July 2015.

#### **3.0 Progress with the Work Programme for the Joint Overview and Scrutiny Committee for 2015/16**

- 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. The Committee have the option to include other issues in the rolling programme for consideration during 2015/16, in particular, the Committee may wish to include other 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 2015/16 and to consider any issues for consideration.

#### **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 2015/16 be noted; and**
- 7.2 **That the Committee considers any other issues/reviews which it would like to be included as part of the 2015/16 Work Programme.**

### **Background Papers:**

None.

### **Contact Officer:**

Mark Lowe, Policy Officer – Tel 01903 221009  
26 August 2015



## **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.

APPENDIX

**Joint Overview and Scrutiny Committee – Forward Work Programme 2015/16**

<b>Subject Area</b>	<b>Officer(s) Responsible</b>	<b>Comments/ Progress</b>	<b>Date for next report to JOSC</b>
Interviews with Leaders and Executive Members from Adur and Worthing	Head of Communications	<p>Leaders and Executive Members to be interviewed at meetings between June 2015 and March 2016.</p> <p>Report detailing progress with the Executive Member priorities to be considered by the Committee as part of each interview.</p>	<p>Leaders and Executive Members to be interviewed again between June 2015 and March 2016 as follows:-</p> <p>Leaders - 18 June 2015                      Regeneration - 16 July 2015                      Customer Services - 24 September 2015                      Resources - 29 October 2015                      Environment - 21 January 2016                      Wellbeing - 17 March 2016</p>
Annual Report 2014/15	Policy Officer (ML)	Annual report for 2014/15 considered and agreed by JOSC on 16 July 2015. To be reported to Council meetings in October for endorsement.	Completed July 2015. Council meetings in October 2015.

Economic Recovery Review update	Director for the Economy/Policy Officer (ML)	To look at how the Councils can support businesses, the community and housing toward economic recovery.  Review undertaken in 2010. Monitoring report presented to JOSC on 11 September 2014. Update report to be presented annually to JOSC.	September 2015
Updates on the work of the West Sussex Health and Social Care Committee and Health issues	Council representatives on the Committee	Committee agreed to create a Working Group to look at health issues and link with the work of the Health and Social Care Committee.  As a starting point to the discussions, the Chairman of the West Sussex Health and Social Care Committee (HASC), Margaret Evans, will be attending JOSC to facilitate some discussion .	September 2015.
Worthing Theatres Budgets Review	Director for the Economy/Policy Officer (ML)	JOSC undertook a review of the Worthing Theatres budgeting situation. The final Working Group report was considered in March 2015 by JOSC and JSC.  A follow up report on the implementation of	September 2015

		The recommendations from the review will be reported to JOSC.	
Surf's Up monitoring	Chief Executive	Report on progress in delivering the activities associated with the Commitments in Surf's Up.	September 2015
Digital Strategy update	Director for Digital and Resources	<p>JOSC considered the report on ICT issues and progress with implementing the Digital Strategy at its meeting on 13 November 2014.</p> <p>JOSC agreed to receive regular updates on progress with the implementation of the Digital Strategy and a further report was considered in July 2015. Further reports ongoing.</p>	October 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.	October 2015
Overview of how the overall overheads recharge process works and the costs involved to	Head of Business and	Report on the overall overheads recharge process.	October 2015

ensure greater openness and transparency	Technical Services		
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>	Written update report from WSCC circulated to JOSC Members in March 2015. Further update report to JOSC in November 2015.
Adur and Worthing Budgets 2015/16	Director for Digital and Resources/Head of Finance	Revenue Budget proposals – November 2015 and January 2016. (Worthing only)	November 2015
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. Update reports circulated in November 2014 and March	Written update - November 2015

		2015. Further report to be circulated in November 2015.	
Digital Inclusion	Head of Digital and Design/Policy Officer (ML)	JOSC agreed to set up a Working Group to assist in work to review the Council's Digital Inclusion project. Councillors Bickers, Haywood, Hotton and Morgan appointed to this Working Group. First meeting of Group held on 3 September.	January 2016
Fuel Poverty Review update	Director for Communities/Policy Officer (ML)	To consider the Councils involvement with fuel poverty in deprived areas.  Monitoring reports presented regularly to JOSC. Further update now planned for JOSC in 2016.	March 2016
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 JOSC in due course as requested.	Grounds Maintenance in Adur and Worthing – March 2016
Review of the Performance of South Downs Leisure and Adur Community Leisure	Director for Communities	Review of the Performance of South Downs Leisure	March 2016

<p>September 2012 Sewage Spill and local flooding issues</p>	<p>Policy Officer(ML)</p>	<p>Representatives from Southern Water attended JOSC in November 2013 to address the issues of flooding in East Worthing. Environment Agency to attend JOSC in 2015/16 when legal issues have been resolved.</p>	<p>Court case held in July/August 2015 and Southern Water found guilty. Sentencing is to take place later in 2015.</p>
<p>Joint West Sussex County review of flooding issues</p>	<p>Joint County Task and Finish Group</p>	<p>Joint County review of flooding issues reported to JOSC/JSC in January and February 2014 respectively.</p> <p>The West Sussex Task and Finish Group on flooding is being reconstituted to undertake further work on flooding. The findings will report back to JOSC in due course.</p>	<p>Task and Finish Group now meeting again in October 2015.</p>