

## Joint Overview and Scrutiny Committee

<b>Date:</b>	<b>26 November 2015</b>
<b>Time:</b>	<b>6:30pm</b>
<b>Venue:</b>	<b>Gordon Room, Stoke Abbott Road, Worthing</b>

### Committee Membership:

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

**Worthing Borough Council:** Councillors Roy Barraclough (Chair), Keith Bickers (Vice Chair), 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 29 October 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 24 November 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. Outline 5-Year Forecast and Savings Proposals**

To consider a report by the Director for Digital and Resources copy attached a item 6

### **7. Joint Overview and Scrutiny Committee - New Ways of Working**

To consider a report by the Director for the Digital and Resources, copy attached as item 7

### **8. 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 8

## **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:
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**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.



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

**1.0 SUMMARY**

- 1.1 The purpose of this report is to update Members on the latest financial forecast for 2016/17 to 2020/21 and to propose options for meeting the projected budget shortfall in 2016/17.
- 1.2 Members are asked to consider the potential efficiency and other savings that have been identified and confirm those savings proposals that should be pursued, taking into account the results of the current budget consultation, and consider the options for growth.

**2.0 BACKGROUND**

- 2.1 The Joint Strategic Committee considered the outline 5-year forecast for 2016/17 to 2020/21 and the Budget Strategy on 7<sup>th</sup> July, 2015, which was subsequently adopted by full Council on 21<sup>st</sup> July 2015 (Worthing Borough Council) and 23<sup>rd</sup> July 2015 (Adur District Council). The report identified the following cumulative shortfalls in funding for the respective General Funds:

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Adur	1,219	1,807	2,500	3,197	3,924
Worthing	1,311	2,428	3,490	4,509	5,553

- 2.2 The report proposed a new strategy whose key feature was that the Councils would become self-sufficient by 2020 reliant, by then, only on income from trading and commercial activities, council tax income and business rate income.
- 2.3 With this strategy in mind, the Councils have set-up several strategic boards who are responsible for taking forward key initiatives aimed at delivering savings for the future:
  - 1. The Major Projects Board will lead on delivering projects to increase employment space and additional housing;

## 2.0 BACKGROUND

2. The Digital Programme Board will lead on the delivery of the Digital Strategy and ensure that the benefits are realised from this programme of work;
3. The Strategic Asset Management Board will lead on delivering the income growth associated with the Strategic Property Fund; and
4. The Customer and Commercial Programme Board will lead on the delivery of the income growth from commercial services and seek to improve the customer experience.

2.4 For 2016/17 both the Digital Programme Board and the Customer and Commercial Programme were set explicit targets as part of the budget strategy.

a. Digital Programme Board (DPB)

As a result of the significant investment in the new digital strategy, the DPB were set the following target:

	2016/17	2017/18	2018/19	2019/20 and beyond
	£'000	£'000	£'000	£'000
Annual Savings	200	200	200	-
Cumulative impact	200	400	600	600

b. Customer and Commercial Board (CCB):

There are three elements to this area of work:

- Existing fee earning services will be reviewed:
  - Services which either have fees set by central government or can only breakeven by statute will be reviewed to ensure that income is sufficient to cover costs. This includes Land Charges, Building Control and Development Management.
  - Services which have an agreed public subsidy (e.g. theatres) will be reviewed to ensure that the net cost of the service can be contained within the agreed subsidy and that the subsidy is reduced over time.
  - Services which operate on a commercial basis will be encourage to maximise profit margins where possible.

## 2.0 BACKGROUND

- The Councils will look for new income generating opportunities. Examples of potential projects include the new Wedding service recently agreed by the Joint Strategic Committee.
- Consider best how to commission services. The future delivery of the revenues and benefits service is currently the subject of a review.

The target increase in income from commercial activities was agreed at least an additional £600k per annum.

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Annual Savings	600	600	600	600	600
Cumulative impact	600	1,200	1,800	2,400	3,000

In addition, overall success in delivering the savings targets are detailed at appendix 4 (DPB) and 5 (CCB)

- 2.5 In addition to the work of the Strategic Boards there are a number of other strands of work being undertaken within the organisation which contribute to the savings targets for 2016/17:

### 1. Efficiency reviews

A number of services are currently going through a review with the intention of re-engineering how the service is delivered. Several reviews have been completed; Communications, Human Resources, Legal, Parks and Foreshore, and Theatres. Several more services will complete the service redesign over the autumn.

In addition, there is still one outstanding strands of the 'New Ways of Working' project to complete, which is the disposal of Adur Civic Centre. Without this sale, Adur District Council will not lever in the expected financial benefits.

### 2. Procurement review

In line with the Councils priority to 'Drive continual improvement and efficiencies in services particularly in procurement and contract management', the Council is working with IESE to review the Councils approach to procurement with a view to:

- reviewing the current Procurement Strategy;

## 2.0 BACKGROUND

### 2. Procurement review

- undertaking a detailed financial analysis of the Councils' external spend and indications of where procurement savings are likely;
- identifying the potential for negotiating existing contracts to realise efficiencies.

The clear intention is to identify potential 'procurement savings' within existing budgets where possible thereby protecting front-line services.

### 3. Base budget review

Adur District Council overspent considerably in 2014/15 whilst Worthing Borough Council under spent marginally. Once the cost pressures associated with the regradings, building maintenance and rent reviews are stripped out, there was an underlying underspend in the rest of the services.

	<b>Under / Over (-) spend</b>	<b>Underlying Position</b>
	<b>£'000</b>	<b>£'000</b>
Adur	323	-262
Worthing	-122	-466

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

2.6 The forecast has also been updated by information captured on "Service Plan" that have been introduced to forge a link between service planning and financial planning. The guidance was circulated to, and completed by, the Service Managers during the summer, and have been used to identify potential savings and growth items.

2.7 To help inform the development of the budget, the Council has also undertaken a consultation exercise. The focus of this consultation this year has been:

- (a) Opinion of the Councils' strategy of becoming self-funding over the next 5 years; and
- (b) The level of Council Tax increase that will be supported;

The initial results from this will not be available in time for Joint Overview and Scrutiny meeting on the 26<sup>th</sup> November but will be reported later in the year.



## 2.0 BACKGROUND

- 2.8 This report represents the stage of the budgetary forecasting process whereby the Joint Overview and Scrutiny Committee are asked to consider and comment upon the progress in balancing the budget before the Joint Strategic Committee consider and agree proposals for savings identified to date. Members of the Committee should be aware that at the time of writing some of the savings were still being verified and so the saving for each Council as a result of the options presented may change marginally.
- 2.9 There will be a further report after Christmas which will detail the final proposed budget for the year, any further savings identified and the amount to be drawn from reserves, if any. The proposed Council Tax increase for 2016/17 is scheduled to be considered by the respective Cabinets on 8<sup>th</sup> February 2016 (Adur District Council) and 9<sup>th</sup> February 2016 (Worthing Borough Council).

## 3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

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

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
<b>Adur</b>					
July Forecast	1,219	1,807	2,500	3,197	3,924
<b>November Forecast (a)</b>	<b>1,146</b>	<b>1,732</b>	<b>2,423</b>	<b>3,119</b>	<b>3,844</b>
Reduction (-) / increase (+) in shortfall	-73	-75	-77	-78	-80

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
<b>Worthing</b>					
July Forecast	1,311	2,428	3,490	4,509	5,553
<b>November Forecast (b)</b>	<b>1,529</b>	<b>2,469</b>	<b>3,503</b>	<b>4,496</b>	<b>5,511</b>
Reduction (-) / increase (+) in shortfall	218	41	13	-13	-42

### 3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

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

<b>Changes in Budgetary Shortfall/Savings since report to Joint Strategic Committee on 7<sup>th</sup> July 2015</b>		
	<b>Adur</b>	<b>Worthing</b>
	<b>£'000</b>	<b>£'000</b>
<b>Original 2015/16 budget shortfall</b>	<b>1,219</b>	<b>1,311</b>
(a) Improvements to the income from Council Tax	-87	-143
(b) Impact of the pension valuation for South Downs Leisure Trust.	-	175
(c) Delay in selling the Aquarena site	-	150
(d) Updated capital financing costs based on 2014/15 outturn	-47	-28
<b>Revised Budget Shortfall</b>	<b>1,086</b>	<b>1,465</b>
(e) Net committed growth items identified by Service Heads (See Appendix 2)	160	164
(f) Removal of contingency budget	-100	-100
<b>Revised Budget Shortfall</b>	<b>1,146</b>	<b>1,529</b>
(e) Potential savings identified to date (see App. 3)	-1,096	-1,676
<b>Resources in hand (-) / further savings to be identified (potential withdrawal from reserves)</b>	<b>50</b>	<b>-147</b>

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

(a) Council Tax base for 2016/17:

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

- i) Reducing number of Council Tax Support Claimants
- ii) Greater than expected number of new dwellings being completed.

### 3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

(b) Increase in pension costs following the creation of South Downs Leisure Trust:

The employers pension cost for Worthing Borough Council is 19.1%. The actuary has made a preliminary assessment of the contribution to be paid by SDLT which is 26.9%. Under the terms of the contract any increased pension cost due to changes in the pension valuation is the responsibility of the Council.

The actuary has advised that the contribution rate has changed for a variety of reasons as follows:

- i) Worthing Borough Council is one of the employer's in the Fund that utilises the stabilisation method of setting contributions. The rate set is based on modelling thousands of economic scenarios (i.e. different rates of inflation, gilt yields, etc) to obtain a rate that means there's a 2/3 probability of contributing enough to meet all future benefits. By using this method their contribution rate is stabilised and will only go up (or down) in steps of 1% p.a. The reason Worthing have the ability to access this valuation method due to their legal status and probability of being in the Fund for the long term (i.e more than 20 years).
- ii) Worthing Leisure Trust, as an admitted body, do not have the option of stabilising their contribution. Instead their contribution rate is the simple rate calculated in a deterministic manner (i.e. based on one economic scenario rather than thousands). This scenario (or basis as we call it) is set in line with that adopted at the 2013 actuarial valuation of the Fund. It is then updated for market conditions as at the calculation date (i.e. we update for current inflation, investment returns and salary increases). Market conditions have deteriorated since the formal valuation which has put upward pressure on contribution rates set since the valuation.
- iii) The rate for Worthing Leisure Trust is also set with reference to the membership that is transferring from Worthing Borough Council. Differences in this data compared with the average for the council will result in differences to the rate set, e.g. the average age and sex of members, etc. Higher average age and/or a higher proportion of women will result in a higher contribution rate.

However, the following should be noted:

### 3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

(b) Increase in pension costs following the creation of South Downs Leisure Trust:

1. All contribution rates will be re-assessed and revised at the next valuation of the Fund as at 31<sup>st</sup> March 2016, with new rates taking effect from 1<sup>st</sup> April 2017. This valuation will not only undertake a more detailed assessment of the contribution for SDLT but will reassess the Worthing contribution rate in the light of the transfer out of significant staff numbers to SDLT.
2. The pension scheme is a 'closed' scheme for Worthing Borough Council staff TUPE transferring to SDLT. The pension scheme for new employees is a 'defined contribution' scheme with the employer's pension contributions limited to a maximum amount. This means that as staff leave and new employees join the cost associated with the WSCC pension scheme will reduce.

(c) Delay in selling the Aquarena site:

The Aquarena site has been sold subject to planning permission being granted. The recent planning application for the site was refused which means an inevitable delay to receiving the capital receipt and repaying the debt associated with the new pool.

(d) An update of the capital financing costs following the 2014/15 closure of the accounts.

The cost has changed as there was some slippage on the capital programme.

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

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

(f) Removal of contingency budget/

### 4.0 FUTURE STRANDS OF WORK

4.1 There are a number of strands of financial work still to be completed which will influence the final 2016/17 budget as follows:

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

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

## 4.0 FUTURE STRANDS OF WORK

### (b) Business Rate Retention Scheme:

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

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

In addition, we have still to assess the impact of the proposed reforms to business rates announced by the Chancellor which would allow Councils to collectively retain 100% of business rate income generated. But the new freedom came with some restrictions; Councils would only have the power to reduce business rates but not increase rates unless there was an elected mayor, and then only with the agreement of business, by a limited amount, and for infrastructure

The full details of the new scheme are yet to be made public; critically we do not know how the new scheme will work in two tier areas. However the statement from Greg Clarke, the Secretary of State for Communities has made it clear that:

- i) **“As well as phasing out the local government grant from Whitehall, these new powers will come with new responsibilities to ensure the reforms are fiscally neutral.”** This implies that local government will have to take on new burdens/ services, as well as losing grant funding, in return for keeping 100% of business rates income. It is likely that the Treasury will make sure that the move to 100% retention is fiscally neutral
- ii) **“Redistribution between councils will remain important, to reflect the different need of different authorities.”** Given the variation in rates income and needs across the country, this is something that has to be included. The issue, though, is the extent of redistribution and how often it is undertaken.

### (c) Council Tax income:

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

## 4.0 FUTURE STRANDS OF WORK

### (c) Council Tax income:

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

In addition, the Councils will need to consider what level increase is to be made to Council Tax. The current forecast assumes a 2.0% increase for 2016/17. This is equivalent to an average annual increase in the Councils' part of the Council Tax bill of £5.43 for a property in Adur District Council and £4.32 for a property in Worthing Borough Council

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

## 5.0 CONSULTATION

5.1 The Council has undertaken a light touch consultation exercise. This year the consultation has taken the form of an on-line survey and leaflets placed in the main buildings.

5.2 The focus of this year's consultation was around the potential changes to Council Tax Reduction Scheme, and the level of Council Tax increase that the public would support. A full copy of the consultation is attached as Appendix 6.

5.3 The leaflets were distributed in the early October with a closing date of 21<sup>st</sup> November 2015 and so it is too early to give an indication of the outcome at the time of writing the report.

## 6.0 SAVING PROPOSALS

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

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
<b>Adur</b>					
Budget shortfall (as per appendix 1)	1,146	1,732	2,423	3,118	3,844
Savings identified to date (as per appendix 3)	-1,096	-1,321	-1,571	-1,821	-2,071
Revised budget shortfall / Surplus (-)	50	411	852	1,297	1,773

## 6.0 SAVING PROPOSALS

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
<b>Worthing</b>					
Budget shortfall (as per appendix 1)	1,529	2,469	3,503	4,496	5,511
Savings identified to date (as per appendix 3)	-1,676	-1,881	-2,131	-2,381	-2,631
Revised budget shortfall / Surplus (-)	-147	588	1,372	2,115	2,880

6.2 This has been a successful savings exercise to date and the Councils are well positioned to set balanced budgets. The Councils have identified a significant amount of savings to meet the initial target; however Members should be aware that there is still some work to be completed which may impact on the final position and, of course, we still wait for the outcome of the Comprehensive Spending Review and how this will impact upon the Councils financial future

6.3 The council has set a new strategy comprising of three specific strands:

1. Investing in property;
2. Commercialisation of services; and
3. Digitisation of services.

Both the Customer and Commercial Board and the Digital Programme Board have delivered the savings expected for 2016/17:

	Target	Actual	Under (-) / Over target
	£'000	£'000	£'000
Digital Programme Board	200	198	-2
Customer & Commercial Board	600	798	198
<b>TOTAL</b>	<b>800</b>	<b>996</b>	<b>196</b>

6.4 Looking ahead to 2017/18 and beyond, the continuing difficulties within the national budget means that financial pressure is not likely to ease, however the proposed strategy will contribute significantly to meeting this challenge easing the burden on individual services as follows:

## 6.0 SAVING PROPOSALS

	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
<b>Budget shortfall (Appendix 1)</b>				
Adur	1,732	2,423	3,119	3,844
Worthing	2,469	3,503	4,496	5,511
Total savings to be identified	4,201	5,926	7,615	9,355
less: Savings identified for 2016/17	-2,772	-2,772	-2,772	-2,772
Savings yet to be identified	1,429	3,154	4,843	6,583
Future savings targets:				
Strategic Asset Management Board	-450	-950	-1,450	-1,950
Customer & Commercial Board	-600	-1,200	-1,800	-2,400
Digital Programme Board	-200	-400	-600	-800
Savings to be identified by Heads of Services	179	604	993	1,433

## 7.0 OTHER BUDGET ISSUES

### 7.1 Housing Revenue Account

A full report on the Housing Revenue Account and the recommended rent levels will be considered by the Adur Cabinet February 2016. It is intended that any savings identified by the Service Heads outlined within this report and identified by the Head for Adur Homes will be the subject of consultation with the Cabinet Member for Customer Services, the Housing Management Board and the Adur Consultative Forum in the coming months.

## 8.0 CONCLUSION

8.1 We are now moving into year 6 of the austerity budget with no prospect of any easing of the financial pressure for the next 3 – 5 years. The past few years have been extremely difficult for all parts of the public sector and as members are well aware, local government has already received a significant reduction in funding with further reductions yet to come.

8.2 However, the Councils are in a fairly strong position to set a balanced budget with minimal use of reserves for 2016/17. The report to be presented to members after Christmas will bring together any last changes to the revenue budget, the impact of Comprehensive Spending Review, the final implications of settlement and the business rate retention scheme.



## **9.0 RECOMMENDATIONS**

**9.1 The Joint Overview and Scrutiny Committee is asked to consider the report and make comment on the proposals for Worthing Borough Council to the Joint Strategic Committee,**

**9.2 The Joint Strategic Committee is recommended to:**

- (i) Note the current 5 year forecast;**
- (ii) Approve the proposed savings as set out in appendix 3;**

### **Local Government Act 1972**

**Background Papers:** Outline 5-year forecast for 2016/17 and the Budget Strategy for 2016/17 report to the Joint Strategic Committee on 7<sup>th</sup> July, 2015.

Comprehensive Spending Review

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

#### **Contact Officer:**

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## **SCHEDULE OF OTHER MATTERS**

### **1.0 COUNCIL PRIORITY**

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

### **2.0 SPECIFIC ACTION PLANS**

2.1 Matters considered and no issues identified.

### **3.0 SUSTAINABILITY ISSUES**

3.1 Matter considered and no issues identified

### **4.0 EQUALITY ISSUES**

4.1 Matter considered and no issues identified

### **5.0 COMMUNITY SAFETY ISSUES (SECTION 17)**

5.1 Matter considered and no issues identified

### **6.0 HUMAN RIGHTS ISSUES**

6.1 Matter considered and no issues identified

### **7.0 REPUTATION**

7.1 Matter considered and no issues identified

### **8.0 CONSULTATIONS**

8.1 Matter considered and no issues identified

### **9.0 RISK ASSESSMENT**

9.1 Matter considered and no issues identified

### **10.0 HEALTH AND SAFETY ISSUES**

10.1 Matter considered and no issues identified

### **11.0 PROCUREMENT STRATEGY**

11.1 Matter considered and no issues identified

### **12.0 PARTNERSHIP WORKING**

12.1 The report considers the impact that partnership working has on the overall budget.

**ADUR DISTRICT COUNCIL**  
**Revenue Budget Summary Statement 2015/16 - 2020/21**

	2015/16 Base	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net Spending to be Financed from Taxation</b>						
<b>Base budget</b>	<b>9,525</b>	9,525	9,525	9,525	9,525	9,525
<b>Annual Inflation</b>						
Estimated inflation		314	658	1,013	1,369	1,746
<b>One -off / non-recurring items</b>						
Local Elections (held every other year)		42	-	44	-	46
<b>Committed Growth</b>						
Changes to National Insurance Contributions		252	257	262	267	272
Impact of Pension contribution increase		70	72	73	74	75
Growth items identified by Heads of Service		160	160	160	160	160
<b>Impact of capital programme</b>						
Financing costs		133	260	370	484	593
Financing costs - Refuse and Recycling vehicles		16	72	72	72	72
<b>Additional income</b>						
Investment income		(13)	(75)	(137)	(199)	(201)
<b>Approved Savings</b>						
<b>Approved Growth items</b>						
Major Projects Team		16	16	16	16	16
Provision for new growth items		60	60	60	60	60
<b>Total Cabinet Member Requirements</b>	<b>9,525</b>	<b>10,575</b>	<b>11,005</b>	<b>11,458</b>	<b>11,828</b>	<b>12,364</b>
<b>Total Cabinet Member Requirements B/fwd</b>	<b>9,525</b>	<b>10,575</b>	<b>11,005</b>	<b>11,458</b>	<b>11,828</b>	<b>12,364</b>
<b>Baseline funding</b>	1,604	1,644	1,685	1,727	1,770	1,815
<b>Less: Safety net pay't / business rate shortfall</b>	-	-	-	-	-	-
<b>Add: Retained additional business rates</b>	<b>270</b>	372	378	390	401	408
<b>Add: Share of 2013/14 surplus</b>						
<b>Adusted Baseline funding</b>	1,874	2,016	2,063	2,117	2,171	2,223
<b>Revenue Support Grant</b>	1,348	1,078	809	539	270	-
<b>Council Tax</b>						
Adjusted Council Tax income	5,472	5,683	5,811	5,942	6,075	6,212
<b>Other grants</b>						
Council Tax Freeze grant	63	-	-	-	-	-
New homes bonus (2011/12 - 2016/17)	62	62	-	-	-	-
New homes bonus (2012/13 - 2017/18)	153	153	153	-	-	-
New homes bonus (2013/14 - 2018/19)	244	244	244	244	-	-
New homes bonus (2014/15 - 2019/20)	107	107	107	107	107	-
New homes bonus (2015/16 - 2020/21)	86	86	86	86	86	86
Collection fund surplus/deficit (-)	156	-	-	-	-	-
Total other grants and contributions	871	652	590	437	193	86
<b>Total Income from Grants and Taxation</b>	<b>9,565</b>	<b>9,429</b>	<b>9,273</b>	<b>9,035</b>	<b>8,709</b>	<b>8,520</b>
<b>(Surplus) / Shortfall in Resources</b>	<b>(40)</b>	<b>1,146</b>	<b>1,732</b>	<b>2,423</b>	<b>3,119</b>	<b>3,844</b>
<b>Contribution to (-) / Use of Reserves to Balance</b>						
Capacity issues reserve	(40)	-	-	-	-	-
<b>Total Income from Reserves</b>	<b>(40)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>AMOUNT REQUIRED TO BALANCE BUDGET</b>	<b>-</b>	<b>1,146</b>	<b>1,732</b>	<b>2,423</b>	<b>3,119</b>	<b>3,844</b>

ADUR DISTRICT COUNCIL Revenue Budget Summary Statement 2015/16 - 2020/21						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Savings identified to date:</b>						
<b>Strategic Investments</b>						
Property investment programme / fund		-	225	475	725	975
<b>Commercial activities and commissioning</b>						
Commercial and Property Board (See appendix 4)		290	290	290	290	290
<b>Efficiency Measures</b>						
Digital strategy (See appendix 5)		71	71	71	71	71
<b>Restructures and service plan savings not included above</b> (See appendix 3)		735	735	735	735	735
<b>Total future initiatives identified</b>		<b>1,096</b>	<b>1,321</b>	<b>1,571</b>	<b>1,821</b>	<b>2,071</b>
<b>Savings still to be found/ (surplus)</b>		<b>50</b>	<b>411</b>	<b>852</b>	<b>1,298</b>	<b>1,773</b>
Council Tax increase		2.00%	2.00%	2.00%	2.00%	2.00%
Average annual increase (Band D property)		£5.73	£5.84	£5.96	£6.08	£6.20
<b>Savings required in each year</b>		<b>1,146</b>	<b>586</b>	<b>691</b>	<b>695</b>	<b>726</b>

**WORTHING BOROUGH COUNCIL**  
**Revenue Budget Summary Statement 2015/16 - 2020/21**

	2015/16 Base	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net Spending to be Financed from Taxation</b>						
<b>Base budget</b>	<b>13,704</b>	13,704	13,704	13,704	13,704	13,704
(a) <b>Annual Inflation</b>						
Estimated inflation		437	1,013	1,608	2,213	2,847
(b) <b>One -off / non-recurring items</b>						
Local Elections (not held once every four years)		-	(76)	-	-	-
(c) <b>Committed Growth</b>						
Changes to National Insurance Contributions		405	413	421	429	438
Impact of Pension contribution increase		97	99	101	103	105
Housing condition survey - carried out once every 3 years		-	9	-	-	9
Additional maintenance costs associated with Splashpoint swimming pool		60	60	60	60	60
Impact of pension valuation for SDLT		175	149	123	96	70
Growth items identified by Heads of Service		164	164	164	164	164
(e) <b>Impact of capital programme</b>						
Financing costs - General Programme		130	263	408	526	648
Financing costs - Refuse and Recycling vehicles		29	125	125	125	125
(f) <b>Additional income</b>						
Investment income		(6)	(55)	(113)	(180)	(209)
(g) <b>Agreed Savings</b>						
Splashpoint - Impact of sale of Aquarena site		-	(150)	(150)	(150)	(150)
(h) <b>Approved Growth items</b>						
Major Projects Team		38	38	38	38	38
Provision for new growth items		90	90	90	90	90
<b>Total Cabinet Member Requirements</b>	<b>13,704</b>	<b>15,323</b>	<b>15,846</b>	<b>16,579</b>	<b>17,218</b>	<b>17,939</b>
<b>Total Cabinet Member Requirements b/fwd</b>	<b>13,704</b>	<b>15,323</b>	<b>15,846</b>	<b>16,579</b>	<b>17,218</b>	<b>17,939</b>
<b>Baseline funding</b>	2,444	2,505	2,568	2,632	2,698	2,765
<b>Less: Safety net payment/business rate sh'fall</b>	-	-	-	-	-	-
<b>Add: Net retained additional business rates</b>	234	343	346	359	368	373
<b>Add: Share of 2014/15 surplus /deficit (-)</b>						
<b>Adusted Baseline funding</b>	<b>2,678</b>	<b>2,848</b>	<b>2,914</b>	<b>2,991</b>	<b>3,066</b>	<b>3,138</b>

**WORTHING BOROUGH COUNCIL**  
**Revenue Budget Summary Statement 2015/16 - 2020/21**

	2015/16 Base	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Revenue Support Grant</b>	2,043	1,634	1,226	817	409	-
<b>Council Tax income</b>						
Adjusted Council Tax income	7,898	8,231	8,429	8,632	8,831	9,044
Council Tax Freeze grant 2014/15	86	-	-	-	-	-
New homes bonus (2011/12 - 2016/17)	273	273	-	-	-	-
New homes bonus (2012/13 - 2017/18)	172	172	172	-	-	-
New homes bonus (2013/14 - 2018/19)	220	220	220	220	-	-
New homes bonus (2014/15 - 2019/20)	170	170	170	170	170	-
New homes bonus (2015/16 - 2020/21)	246	246	246	246	246	246
Collection fund surplus/deficit (-)	(3)	-	-	-	-	-
Total other grants and contributions	1,164	1,081	808	636	416	246
<b>Total Income from Taxation</b>	<b>13,783</b>	<b>13,794</b>	<b>13,377</b>	<b>13,076</b>	<b>12,722</b>	<b>12,428</b>
<b>(Surplus) / Shortfall in Resources</b>	<b>(79)</b>	<b>1,529</b>	<b>2,469</b>	<b>3,503</b>	<b>4,496</b>	<b>5,511</b>
<b>Use of / (contribution to) Res'ves to Balance Budget</b>						
Capacity issues reserve	(79)	-	-	-	-	-
<b>Total Income from Reserves</b>	<b>(79)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>AMOUNT REQUIRED TO BALANCE BUDGET</b>	<b>-</b>	<b>1,529</b>	<b>2,469</b>	<b>3,503</b>	<b>4,496</b>	<b>5,511</b>
<b>CLT - Strategic Initiatives to balance the budget</b>						
<b>Strategic Investments</b>						
Property investment programme / fund		-	225	475	725	975
<b>Commercial activities and commissioning</b>						
Commercial and Customer Board (See appendix 4)		508	508	508	508	508
<b>Efficiency Measures</b>						
Digital Strategy Board (See appendix 5)		118	118	118	118	118
<b>Restructures and service plan savings not included above</b> (See appendix 3)		1,050	1,050	1,050	1,050	1,050
		<b>1,676</b>	<b>1,901</b>	<b>2,151</b>	<b>2,401</b>	<b>2,651</b>
<b>Savings still to be found/ (surplus)</b>		<b>(147)</b>	<b>568</b>	<b>1,352</b>	<b>2,095</b>	<b>2,860</b>
Council Tax increase		2.00%	2.00%	2.00%	2.00%	2.00%
Average annual increase (Band D property)		£4.32	£4.41	£4.50	£4.59	£4.68
<b>Savings required in each year</b>		<b>1,529</b>	<b>940</b>	<b>1,034</b>	<b>993</b>	<b>1,015</b>

	2016/17						2017/18	2018/19	APPENDIX 2  <b>Notes:</b>
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
	£'000	£'000	£'000	£'000	£'000	£'000			
Tree inspections	0	15,000	0	15,000	5,000	20,000	20,000	20,000	Following an incident in one of the local parks, the Council now needs to institute a tree inspection programme to ensure public safety. This has previously been discussed at the AIC
Potential growth in members allowances - Adur		27,000		27,000	7,000	34,000	34,000	34,000	5% increase agreed for 2015/16, further above inflation increase expected for 2016/17 following the report of the Independent Remuneration Panel.
Fall out of Planning Delivery Grant previously used to support budget	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
Planning policy post previously funded by Planning Delivery Grant	35,500	14,200		14,200	21,300	35,500	35,500	35,500	
Senior Planning Officer - salary higher than that allowed for in the budget	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
Impact of additional capital investment in car parks	0	0		0	7,500	7,500	55,800	83,700	£0.5m investment per year to deal with priority 1 repairs
Impact of the Chief Ex's pay rise	13,820	6,910		6,910	6,910	13,820	13,820	13,820	
Annual contribution to the Greater Brighton Economic Board		6,100		6,100	9,500	15,600	15,600	15,600	

	2016/17						2017/18	2018/19	APPENDIX 2
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
Continued opening of the Civic Centre		20,000		20,000	0	20,000	20,000	20,000	<b>Notes:</b> Assumes that we will get rental income from tenants (e.g BBC) and that we convert the car park to a pay and display car park  Impact of national insurance increases and pension contribution rate (£25K), licence costs deleted in error in 2015/16 budget cycle by CenSus ICT (42k), increases in network maintenance costs (£43k)
CenSus ICT	110,000	41,800	5,500	47,300	62,700	110,000	110,000	110,000	
Google licences	48,000	18,240	2,400	20,640	27,360	48,000	48,000	48,000	
Amazon cloud based services	8,000	3,040	400	3,440	4,560	8,000	8,000	8,000	
	235,320	160,290	8,300	168,590	163,830	332,420	380,720	408,620	
Allowance for committed growth items		100,000		100,000	100,000	200,000	200,000	200,000	
Over / Under (-) target		60,290	8,300	68,590	63,830	132,420	180,720	208,620	



**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Chief Executive</b>									
<b>Communications</b>									
Communications restructure	65,010								
Less: Pension costs payable over three years	-23,730								
	41,280	16,512		16,512	24,768	41,280	45,520	69,250	Restructure is completed
<b>Communities</b>									
<b>Director - Leisure support</b>									
Annual reduction in ACL expenditure		10,000		10,000		10,000	20,000	30,000	ADC grant to Impulse reduces by £10k p.a. until 17/18 when the grant is £160k. Negotiations will begin with Impulse as to grant funding from 18/19 onwards - clearly there is an opportunity to significantly reduce or remove grant funding from this point onwards
Base budget review	2,000	5,800		5,800	1,200	7,100	7,100	7,100	Budgets are consistently underspent
	2,000	15,800	0	15,800	1,200	17,100	27,100	37,100	

Summary of service plans received to date:

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Communities</b>									
<b>Head of Housing</b>									
Restructure savings		44,000		44,000	60,000	104,000	104,000	104,000	Final impact of the proposed restructure will be confirmed in the February report
	0	44000	0	44000	60000	104000	104000	104000	
<b>Head of Environment</b>									
Increase in Beach Hut Fees		4,290		4,290	20,110	24,400	24,400	24,400	
Increase in burial costs		9,760		9,760	12,750	22,510	22,510	22,510	
Increase in cremation fees		0		0	163,050	163,050	163,050	163,050	
Proposed adjustments to fees and charges across all other fee types		3,450		3,450	1,440	4,890	4,890	4,890	
Additional grounds maintenance contract income from new services		25,000		25,000	25,000	50,000	50,000	50,000	Bohunt Academy and HRA
Additional 1.5% contract price increase on existing contracts	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
Additional Memorialisation Income		2,500		2,500	30,000	32,500	32,500	32,500	
Impact of restructure	55,000	22,000		22,000	33,000	55,000	55,000	55,000	
Procurement savings	15,000	6,000		6,000	9,000	15,000	15,000	15,000	
Petrol and vehicle maintenance savings	25,000	10,000		10,000	15,000	25,000	25,000	25,000	Staff have now stopped taking vehicles home saving on petrol and maintenance
	105,000	87,000	0	87,000	315,350	402,350	402,350	402,350	

**Summary of service plans received to date:**

**APPENDIX 3**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Communities</b>									
<b>Head of Wellbeing</b>									
Base Budget Review	13,400	5,360		5,360	8,040	13,400	13,400	13,400	
Deletion of post from Democratic Services	21,700	8,680		8,680	13,020	21,700	21,700	21,700	Vacant post of clerical support officer
Full year impact of 2014/15 restructure	36,960	14,784		14,784	22,176	36,960	36,960	36,960	
Wellbeing restructure	100,000	40,000		40,000	60,000	100,000	100,000	100,000	
Environmental Health System cost	8,000	3,200		3,200	4,800	8,000	8,000	8,000	
Reduction in mayoral transport costs		0		0	4,000	4,000	9,000	9,000	Provision for taxi hire fees no longer required
Youth Information Service		0		0	7,590	7,590	7,590	7,590	
Base Budget Review - Worthing budgets		0		0	1,180	1,180	1,180	1,180	
Review of Member budgets		4,000		4,000	0	4,000	4,000	4,000	
	180,060	76,024	0	76,024	120,806	196,830	201,830	201,830	
<b>Total for Communities Directorate</b>	287,060	222,824	0	222,824	497,356	720,280	735,280	745,280	

**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Customer Services</b>									
<b>Head of Waste &amp; Cleansing</b>									
Reduction in fuel budget due to reducing prices	75,000	30,000		30,000	45,000	75,000	75,000	75,000	
Base budget review	13,000	5,200		5,200	7,800	13,000	16,000	19,000	
Reduce agency budget on Commercial Waste	6,000	2,400		2,400	3,600	6,000	6,000	6,000	
Increase in green bin income arising from increase demand based on 2015/16 growth	65,000	26,000		26,000	39,000	65,000	65,000	65,000	
Increase price for green bins to £65.00 from £62.00 in 2016/17 with further increases planned in later years	21,820	8,730		8,730	13,090	21,820	68,070	114,870	
Stretch sales target of an additional 500 bins per year	32,500	13,000		13,000	19,500	32,500	67,500	105,000	
Increase the cost of garden sacks from £0.80 to £0.90	13,860	5,540		5,540	8,320	13,860	27,720	41,580	
Pest control - Base budget review	12,000	4,800		4,800	7,200	12,000	12,000	12,000	
Pest control - increased income	40,000	16,000		16,000	24,000	40,000	40,000	40,000	
Increase in charges for commercial waste	16,500	4,950		4,950	11,550	16,500	33,500	50,500	
Increased sales of commercial waste	40,000	12,000		12,000	28,000	40,000	40,000	40,000	
Commercial waste - Increased income from bin hire	15,300	4,590		4,590	10,710	15,300	15,300	15,300	

**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Customer Services</b>									
<b>Head of Waste &amp; Cleansing</b>									
Commercial waste - Impact of 2015/16 increase in sales	31,000	9,300		9,300	21,700	31,000	31,000	31,000	
Increase in cost of disposal of commercial waste	-51,200	-15,360		-15,360	-35,840	-51,200	-51,200	-51,200	
Adjustment for the recharge of commercial waste to reflect relative growth of service in Worthing		29,780		29,780	-29,780	0	0	0	Allocation is to move to 30 / 70 from 37/63 to reflect relative growth in the service.
Bulky waste - Impact of 2015/16 increase in sales	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
Bulky waste - Increase fees above inflation	2,130	850		850	1,280	2,130	4,630	7,630	
Refuse and Recycling - Impact of new fleet on cost of maintenance.	10,000	4,000		4,000	6,000	10,000	60,000	60,000	
Increased income for recycling from WSCC	76,060	30,420		30,420	45,640	76,060	76,060	76,060	New 5 year agreement on recycling payments agreed. Additional reward grant expected for the quality of recycle materials.
Delete production of collection calendars	17,000	6,800		6,800	10,200	17,000	17,000	17,000	Customers expect a printed calendar. Information may need to be provided in other ways
Restructuring of service	87,460	34,980		34,980	52,480	87,460	126,190	126,190	Some capacity released from digitisation of the service
Additional cleansing income	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
	543,430	241,980	0	241,980	301,450	543,430	749,770	870,930	

**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint (Memo)	Adur			Worthing	Grand Total			
	£	General fund	HRA	Total					
<b>Customer Services</b>									
<b>Head of Customer Engagement</b>									
Loss of vacant post	33,100	13,240		13,240	19,860	33,100	33,100	33,100	Post has been held vacant for some time.
Car Parks									
Increase car parking fees in Adur		150,000		150,000	0	150,000	150,000	150,000	Fees were last increased in 2011 and are currently around £0.50 per hour. The proposal is to increase them to £0.75 per hour which is still less than neighbouring authorities. who generally charge. Current income per year is £360,000.
	33,100	163,240	0	163,240	19,860	183,100	183,100	183,100	

**Summary of service plans received to date:**

**APPENDIX 3**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Customer Services</b>									
<b>Head of Building Control and Land Charges</b>									
Loss of Senior Building Control post	48,000	19,200		19,200	28,800	48,000	48,000	48,000	
5% increase in market share following marketing campaign	23,000	9,200		9,200	13,800	23,000	23,000	23,000	
Above inflation increase in building control fees	12,000	4,800		4,800	7,200	12,000	12,000	12,000	
Impact of fire safety service									
Additional income expected	10,000	4,000		4,000	6,000	10,000	15,000	20,000	
Less: Cost of full time post	-12,000	-4,800		-4,800	-7,200	-12,000	-12,000	-12,000	
Rationalisation of LLPG / SNN service	19,000	7,600		7,600	11,400	19,000	19,000	19,000	
	100,000	40,000	0	40,000	60,000	100,000	105,000	110,000	
<b>Head of Revenues and Benefits</b>									
Base budget review - deletion of relocation budget		22,100		22,100	0	22,100	22,100	22,100	
Review of revenues and benefits services		0		0	0	0	100,000	200,000	
	0	22,100	0	22,100	0	22,100	122,100	222,100	
<b>Total for Customer Services Directorate</b>	676,530	467,320	0	467,320	381,310	848,630	1,159,970	1,386,130	

**Summary of service plans received to date:**

**APPENDIX 3**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Digital and Resources</b>									
<b>Head of Finance</b>									
Closure of cash office	15,110	6,040	1,510	7,550	7,560	15,110	15,110	15,110	Customer services representatives will have the ability to take card payments. However those who want to pay by cash will be redirected to the local PayPoint outlets.
Bring car park cash handling back in house	12,000	3,600		3,600	8,400	12,000	12,000	12,000	Saving will be made in contract for cash handling (£9k) and charges made for the provision of change by the bank (£4k). This should improve overall control of car park cash.
Reduction in external audit fees									
Joint Strategic Committee will no longer be subject to audit	24,190	12,090		12,090	12,100	24,190	24,190	24,190	
Audit fees for the constituent Councils due to reduce by 25%.		18,840		18,840	1,340	20,180	20,180	20,180	Worthing grants audit budget is currently understated.
Reduction in the internal audit plan by 1/3rd	59,010	29,510		29,510	29,510	59,020	59,020	59,020	Will require the redeployment of one member of staff within the team.
Recharge to the HRA for the fraud work programme		0		0	20,000	20,000	20,000	20,000	Team are currently undertaking a review of RTB so far preventing 10 sales (£1.5m in property values) and tackling tenancy fraud



**Summary of service plans received to date:**

**APPENDIX 3**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Digital and Resources</b>									
<b>Head of Finance</b>									
RSL Loan scheme		0		0	32,500	32,500	35,000	35,000	Loan to Worthing Homes
Restructure of management and accountancy teams	129,400	51,760		51,760	77,640	129,400	129,400	129,400	Includes an allowance for pay protection
Deletion of exchequer and investigations manager post	22,380	8,950		8,950	13,430	22,380	22,380	22,380	Post was deleted during 2015/16. This is the full year impact of the 2014/15 saving.
Deletion of Exchequer officer post	13,380	5,350		5,350	8,030	13,380	13,380	13,380	Adur Homes have re-engineered the leasehold billing process and this post is no longer needed.
Rationalisation of transactional teams		0		0	0	0	40,790	40,790	A further restructuring will follow on from the roll out of the new digital tools.
Insurances and financial administration - Business services to provide support to the insurance manager	10,050	4,020		4,020	6,030	10,050	10,050	10,050	Capacity built into the business support team following the role out of the new digital systems to take on new work.
Deletion of subscription to WSASP which funded Lagan		10,000		10,000	10,000	20,000	20,000	20,000	
Cancel Northgate contract - consolidation onto main corporate solution removes need for separate licence		0		0	16,750	16,750	16,750	16,750	

**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Digital and Resources</b> <b>Head of Finance</b> Fall out of pension strain costs which are paid in three installments		7,600	2400	10,000		10,000	10,000	10,000	
	285,520	157,760	3,910	161,670	243,290	404,960	448,250	448,250	
<b>Head of Legal</b> Impact of restructure	209,000	83,600		83,600	125,400	209,000	209,000	209,000	To be split out
	209,000	83,600	0	83,600	125,400	209,000	209,000	209,000	
<b>Head of Digital and Design</b> Deletion of covalent licence	8,180	3,270		3,270	4,910	8,180	8,180	8,180	
	8,180	3,270	0	3,270	4,910	8,180	8,180	8,180	Awaiting outcome of consultants report for future savings
<b>Head of People</b> HR restructure Less: Pension costs payable over three years	32,870								
	-13,350								
	19,520	7,808		7,808	11,712	19,520	19,520	32,870	Restructure is completed

**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Digital and Resources</b>									
<b>Head of Business and Technical Services</b>									
Base budget review		12,260		12,260	1,840	14,100	14,100	14,100	
Public Conveniences Contract Cleaning		8,500		8,500	62,000	70,500	70,500	70,500	Procurement saving - new contract
Rental income from local community group	20,000	8,000		8,000	12,000	20,000	20,000	20,000	
Reprocurement of telephony solution	64,000	25,600		25,600	38,400	64,000	64,000	64,000	
Reduction in courier van maintenance costs following purchase of a new vehicle	1,000	400		400	600	1,000	1,000	1,000	
Town Hall grounds maintenance costs	10,780	4,310		4,310	6,470	10,780	10,780	10,780	
Deletion of surveyors agency staff budget	15,850	6,340		6,340	9,510	15,850	15,850	15,850	
Plan printer budget no longer required	5,000	2,000		2,000	3,000	5,000	5,000	5,000	
Community Buildings - deletion of maintenance budgets no longer needed.		7,440		7,440	0	7,440	7,440	7,440	
	116,630	74,850	0	74,850	133,820	208,670	208,670	208,670	

**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Digital and Resources</b>									
<b>Head of Organisational Development</b>									
Reduction in training budget	16,360	6,540		6,540	9,820	16,360	39,360	62,360	
Change in on-line training solution	4,200	1,680		1,680	2,520	4,200	27,200	50,200	
	20,560	8,220	0	8,220	12,340	20,560	66,560	112,560	
<b>Total for Digital and Resources Directorate</b>	659,410	335,508	3,910	339,418	531,472	870,890	960,180	1,019,530	
<b>Economy</b>									
<b>Head of Growth</b>									
Cease advertising all planning applications		0		0	10,000	10,000	10,000	10,000	
Savings on computer costs	10,000	4,000		4,000	6,000	10,000	10,000	10,000	
Charging for pre-application advice and PPAs (Planning Performance Agreements)	25,000	10,000		10,000	15,000	25,000	25,000	25,000	Subject to approval of planning committee
Predicted additional income on commercial property		30,000		30,000	36,500	66,500	66,500	66,500	
Less: Rates budget for unlet properties		0		0	-15,000	-15,000	-15,000	-15,000	
Planning policy - Base budget review		0		0	5,000	5,000	5,000	5,000	
	35,000	44,000	0	44,000	57,500	101,500	101,500	101,500	

**Summary of service plans received to date:**

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Economy</b>									
<b>Head of Place &amp; Investment</b>									
Deletion of vacant post	23,500	9,400		9,400	14,100	23,500	23,500	23,500	
	23,500	9,400	0	9,400	14,100	23,500	23,500	23,500	
<b>Head of Culture</b>									
Full year impact of the closure of the TIC (including the shop)		0		0	12,470	12,470	12,470	12,470	
Museum Energy costs lower than expected		0		0	4,000	4,000	4,000	4,000	
Base budget review - Theatres		0		0	34,800	34,800	34,800	34,800	
Proposed Town Hall wedding service		0		0	19,000	19,000	42,400	42,400	
Additional income from the museum shop		0		0	6,000	6,000	8,000	10,000	
Additional catering income - East Kiosk		0		0	10,000	10,000	12,000	14,000	
Increase in filming income	5,000	500		500	4,500	5,000	5,000	5,000	
Reduction in tourism marketing budget				0	15,000	15,000	15,000	15,000	
Additional box office receipts				0	15,000	15,000	15,000	15,000	
Additional marketing income for theatres				0	2,000	2,000	2,000	2,000	
Restructure savings from museums and theatres	22,000			0	22,000	22,000	22,000	22,000	

Summary of service plans received to date:

APPENDIX 3

Savings	2016/17						2017/18	2018/19	Notes:
	Joint	Adur			Worthing	Grand Total			
	(Memo)	General fund	HRA	Total					
£	£	£	£	£	£	£	£		
<b>Economy</b>									
<b>Head of Culture</b>									
Theatres - music promotion income				0	15,000	15,000	15,000	15,000	
Theatres - Additional income from hire of venue				0	10,700	10,700	10,700	10,700	
	27,000	500	0	500	170,470	170,970	198,370	202,370	
<b>Total for Economy Directorate</b>	85,500	53,900	0	53,900	242,070	295,970	323,370	327,370	
<b>OVERALL TOTAL</b>	<b>1,749,780</b>	<b>1,096,064</b>	<b>3,910</b>	<b>1,099,974</b>	<b>1,676,976</b>	<b>2,777,050</b>	<b>3,224,320</b>	<b>3,547,560</b>	

	2016/17						2017/18	2018/19
	Joint	Adur			Worthing	Grand Total		
	(Memo)	General fund	HRA	Total				
	£'000	£'000	£'000	£'000	£'000	£'000		
<b>Capacity created by the digital programme</b>								
Business Support - loss of vacant post	33,100	13,240	0	13,240	19,860	33,100	33,100	33,100
Insurances and financial administration - Business services to provide support to the insurance manager	10,050	4,020	0	4,020	6,030	10,050	10,050	10,050
HR Restructure - Business services to provide administration support	19,520	7,808	0	7,808	11,712	19,520	19,520	32,870
Restructring of waste and cleansing service	26,240	10,490	0	10,490	15,740	26,240	37,860	37,860
<b>Software savings</b>								
Cancel Northgate contract - consolidation onto main corporate solution removes need for separate licence	0	0	0	0	16,750	16,750	16,750	16,750
Deletion of subscription to WSASP which funded Lagan	0	10,000	0	10,000	10,000	20,000	20,000	20,000
Deletion of covalent licence	8,180	3,270	0	3,270	4,910	8,180	8,180	8,180
<b>Procurement savings</b>								
Reprocurement of telephony solution	64,000	25,600	0	25,600	38,400	64,000	64,000	64,000
	161,090	74,428	0	74,428	123,402	197,840	209,460	222,810
Target						200,000	400,000	600,000
Over / Under (-) target						-2,160	-190,540	-377,190

	2016/17						2017/18	2018/19
	Joint	Adur			Worthing	Grand Total		
	(Memo)	General fund	HRA	Total				
	£'000	£'000	£'000	£'000	£'000	£'000		
<b>Development of existing businesses</b>								
Increase in Beach Hut Fees	0	4,290	0	4,290	20,110	24,400	24,400	24,400
Increase in burial costs	0	9,760	0	9,760	12,750	22,510	22,510	22,510
Increase in cremation fees	0	0	0	0	163,050	163,050	163,050	163,050
Additional Memorialisation Income	0	2,500	0	2,500	30,000	32,500	32,500	32,500
Increase in green bin income arising from increase demand based on 2015/16 growth	65,000	26,000	0	26,000	39,000	65,000	65,000	65,000
Increase price for green bins to £65.00 from £62.00 in 2016/17 with further increases planned in later years	21,820	8,730	0	8,730	13,090	21,820	68,070	114,870
Stretch sales target of an additional 500 bins per year	32,500	13,000	0	13,000	19,500	32,500	67,500	105,000
Increase the cost of garden sacks from £0.80 to £0.90	13,860	5,540	0	5,540	8,320	13,860	27,720	41,580
Pest control - increased income	40,000	16,000	0	16,000	24,000	40,000	40,000	40,000
Increase in charges for commercial waste	16,500	4,950	0	4,950	11,550	16,500	33,500	50,500
Increased sales of commercial waste	40,000	12,000	0	12,000	28,000	40,000	40,000	40,000
Commercial waste - Increased income from bin hire	15,300	4,590	0	4,590	10,710	15,300	15,300	15,300
Commercial waste - Impact of 2015/16 increase in sales	31,000	9,300	0	9,300	21,700	31,000	31,000	31,000
Bulky waste - Impact of 2015/16 increase in sales	10,000	4,000	0	4,000	6,000	10,000	10,000	10,000
Bulky waste - Increase fees above inflation	2,130	850	0	850	1,280	2,130	4,630	7,630
Additional cleansing income	10,000	4,000	0	4,000	6,000	10,000	10,000	10,000
5% increase in market share following marketing campaign	23,000	9,200	0	9,200	13,800	23,000	23,000	23,000
Above inflation increase in building control fees	12,000	4,800	0	4,800	7,200	12,000	12,000	12,000
Additional income from the museum shop	0	0	0	0	6,000	6,000	8,000	10,000
Additional catering income - East Kiosk	0	0	0	0	10,000	10,000	12,000	14,000
Increase in filming income	5,000	500	0	500	4,500	5,000	5,000	5,000
Increase car parking fees in Adur	0	150,000	0	150,000	0	150,000	150,000	150,000



	2016/17					2017/18	2018/19	
	Joint	Adur			Worthing			Grand Total
	(Memo)	General fund	HRA	Total				
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Recommissioning of services</b>								
Review of Revenues and Benefits Service	0	0	0	0	0	0	100,000	200,000
<b>New Business Opportunities</b>								
RSL Loan scheme	0	0	0	0	32,500	32,500	35,000	35,000
Proposed Town Hall wedding service	0	0	0	0	19,000	19,000	42,400	42,400
	338,110	290,010	0	290,010	508,060	798,070	1,042,580	1,264,740
Target						600,000	1,200,000	1,800,000
Over / Under (-) target						198,070	-157,420	-535,260

**APPENDIX 6**

**(Council Tax consultation leaflet)**



# Budget Consultation 2016/17

The Council faces a challenging five years with Government Grant being phased out. However to meet this challenge the Council is embarking on an ambitious five year strategy to become self funded by 2020 by:

- Increasing business rate income by attracting new business to the area;
- Investing in property and new commercial services to generate income to support the Council; and
- Changing the way that the Council works and taking advantage of new digital technologies to streamline how the Council does business.

We would like your input to shape some of this future.

## About you

1. Do you

- Live in Adur and Worthing
- Work in Adur and Worthing
- Run a business in Adur and Worthing
- None of the above

2. Your age

3. Your postcode

4. Do you receive support towards the cost of Council Tax?

- Yes
- No
- Don't know

## Becoming self-funding Councils

The Councils are working to become self funding over the next five years to protect services from the effects of reductions in Central Government Grants. This may be through investing in property, setting up new businesses and exploring new income, as well as continually improving the way we work to reduce costs where practical (for example through delivering more services online and in partnership with others).

5. Do you support this course of action?

- Yes
- No

## Setting Council Tax in the Future

As part of our strategy to become self funding by 2020, we need to ensure that Council Tax levels are set correctly. Despite a reduction of over 40% in the amount of money made available to Adur & Worthing Councils from the Government, both Councils frozen their proportion of the Council Tax for the past five years. Both Councils expect a further reduction in Central Government Grant for 2016-17 of around 20% which is equivalent to £333,000 for Adur District Council and £495,000 for Worthing Borough Council.

6. With this in mind, would you prefer

- A small increase which will help the Councils to protect priority services
- To continue to freeze Council Tax and potentially reduce services

## Council Tax Support

Each year, the Council is required to consult the community on any changes to the level of Council Tax benefit. Whilst there are no significant changes planned for the next financial year, we need to seek your views on the overall approach.

## Adur District Council

For this financial year, Adur District Council intends to continue with the current level of Council Tax benefit protecting the poorest residents in our area.

## Worthing Borough Council

Following last years consultation exercise, the Council introduced a minimum payment of £5.00 per week for all working age claimants.

Apart from making any necessary changes to keep the rules about the way that Council Tax Support is calculated the same as the rules for Housing Benefit from April 2016, we are intending to keep the scheme for 2016/17 the same as the scheme for 2015/16 and keep the level of benefits paid to working age residents at a similar level.

7. Do you agree with this proposal?

Yes

No

## Customer Service

The Council is trying to improve the way that residents and businesses can get in contact. To help us improve, please answer the following questions.

8. How easy is it to contact the Councils?

Very easy

Fairly easy

Fairly difficult

Very difficult

9. How effective are we at solving problems raised?

Very effective

Fairly effective

Not very effective

10. Please tell us how you prefer to get in touch with the Councils (tick all that apply)

Email

Telephone

In person

Social media

By post

As we improve, we would like to keep in better contact with the local community.

If you would be happy for us to get in touch with you again, please enter your email below.

**Thank you for taking the time to complete this survey!**

You can return it to:

Worthing Town Hall  
Chapel Road,  
Worthing,  
West Sussex,  
BN11 1HA

Portland House,  
44 Richmond Road,  
Worthing,  
West Sussex,  
BN11 1HS

Adur Civic Centre,  
Ham Road,  
Shoreham-by-Sea,  
West Sussex,  
BN43 6PR

## Joint Overview and Scrutiny Committee - New Ways of Working

### Report by the Director for Digital and Resources

#### 1.0 Summary

- 1.1 This report requests that the Joint Overview and Scrutiny Committee (JOSC) confirms the new ways of working practices, to help and enhance the Overview and Scrutiny role, which were discussed and agreed in principle at the Committee on 29 October 2015.

#### 2.0 Background

- 2.1 The suggested new working practices for JOSC were discussed at the meeting on 29 October 2015 and were agreed in principle subject to them being discussed at a 'Creative' session. As part of this meeting it is planned that the Committee will adjourn to hold the 'Creative' session and discuss in more detail those new working practices. A brief explanation of how these new practices will work is set out in the attached appendix to this report.
- 2.2 If agreed, it is the intention that the changes will be implemented in a graduated trial with effect from the January 2016 JOSC meeting on the basis that new procedures would then be fully implemented with effect from the start of the 2016/17 Municipal Year (May 2016).

#### 3.0 Proposals

- 3.1 That JOSC consider the proposed new ways of working set out in the report and discuss them as part of the 'Creative' session.

#### 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.

## **5.0 Financial implications**

5.1 There are no immediate financial implications arising from this report, although individual projects contained within the JOSOC Work Programme may have financial implications.

## **6.0 Recommendation**

**6.1 The Committee is requested to confirm its new ways of working as set out in the appendix to this report and as discussed as part of the separate 'Creative' session.**

## **Local Government Act 1972**

### **Background Papers:**

None

### **Contact Officer:**

Councillors James Butcher and Stephen Chipp (Adur District Council)  
Councillors Roy Barraclough and Keith Bickers (Worthing Borough Council)

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 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. Some of the issues to be considered by the Committee may have sustainability implications.

### **4.0 Equality Issues**

4.1 Matter considered. Some of the issues to be considered by the Committee may have equality implications.

### **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. Outcomes from the discussion of the issues can help to improve the reputation of the Councils.

### **8.0 Consultations**

8.1 Matter considered. Some 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 and no issues identified.

## **APPENDIX**

### **JOSC New ways of working**

#### **'Following through' with recommendations**

Reporting and monitoring the work and recommendations from the Working Groups  
Updates of the Trello Board to provide a 'live' progress on the Work Programme

#### **Meeting Content**

Proposal to have themed/issue based meetings based upon value and outcomes which could be achieved from discussing the item (This could provide JOSC with the opportunity to become more involved in policy development) - In order to achieve this the Committee would need to identify why an item is being considered and how it could be reviewed when considering adding items to the Work Programme.

Reports to be 'Noted' will be removed from the agendas and can be added to the Members bulletin if relevant.

#### **How themed meetings develop**

Item can be raised at a JOSC meeting.

JOSC agrees whether or not to consider the issue as a possible item.

The Member who requests the item would then be responsible for building up a template (scoping report to support their proposal for the item)

The scoping report would then be submitted to the Joint Chairmen who would provide a recommendation on the proposal

The full proposal and recommendation of the Joint Chairmen would then be submitted to the next available JOSC meeting and JOSC would consider the full proposal and agree whether or not it should go forward onto the Work Programme. This process would probably extend over a two meeting cycle.

If any items are urgent and need to be considered at the next meeting, then JOSC/Chairmen would need to make a judgement on the item and whether it needs to be considered earlier.

#### **Holding the Executive to Account**

The Annual Leader interviews at JOSC should continue but it is suggested that the other Executive Member Interviews, in their current format (once a year interviews), should be discontinued.

To improve transparency and accountability of the work of the Executive Members it is suggested also that the Leaders and relevant Executive Members should be expected to attend JOSC meetings when items relating to their portfolios are being considered.

It is proposed that there should be more focus on scrutinising outcomes from the decisions of the JSC. This should be both forthcoming items from JSC and also historical policy which has been

implemented to scrutinise the effectiveness of those policies. A 'Surf's Up' themed meeting could also be a good example of a themed meeting.

#### **What a JOSC meeting might look like:-**

##### ***Draft Agenda looks like:***

##### ***Standard items***

***Themed Issue of the meeting (Executive Member/Leader to attend as key interviewees for these items where they relate to their portfolio)***

***To consider any recommendations from JOSC Chairmen regarding scoping reports***

***To review the JOSC work programme - Displayed on Trello Board at meeting with link to Trello Board included in the JOSC report.***

The meetings will be structured on the basis of interviewees, questions, debate, recommendations / resolutions.

#### **Public Involvement**

It is considered that there is a need to try and increase the public involvement in the JOSC process.

There does need to be a better follow up on public questions and answers to these questions should be published. It is suggested that there could be a scrutiny blog produced.

The public do need to be involved in the scrutiny process and there needs to be more engagement with social media and the communications team need to assist in delivering the message about scrutiny. We need to ask the public what they want to be scrutinised.

#### **Implementation of the new ways of working**

That the new ways of working should initially be implemented in trial with effect from the January JOSC meeting on the basis that new procedures should be fully implemented with effect from the start of the 2016/17 Municipal Year (May 2016).

November 2015

Councillors James Butcher, Stephen Chipp (Adur District Council) and Roy Barraclough and Keith Bickers (Worthing Borough Council)

## **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 previously reviewed by the Committee at its meeting on 29 October 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 now set out in a Trello Board to help in the monitoring of the work and this can be accessed via the following link <https://trello.com/b/g16nZ3mf/josc-work-programme-2015-16> The Trello Board will be displayed at the meeting.
- 3.2 The Work 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. When considering any further items for the Work Programme, the Committee should also refer to proposals on future working practices which are being considered elsewhere on the agenda.

#### **4.0 Proposals**

- 4.1 To note the progress in implementing the Work Programme for 2015/16 and to consider any further 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  
13 November 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.