

## Joint Overview and Scrutiny Committee

<b>Date:</b>	<b>21 January 2016</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, Rod Hotton, Emily Hilditch, Liza McKinney

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

## 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 26 November 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 19 January 2016

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 Executive Members for Wellbeing, Councillor David Simmons (Adur), Councillor Val Turner (Worthing)**

To consider a report by the Chief Executive, copy attached as item 6

### **7. Crime and Disorder Scrutiny - Interview with the Chairman of the Safer Communities Partnership**

To consider a report by the Chairman of the Adur and Worthing Safer Communities Partnership, copy attached as item 7

### **8. Fuel Poverty Review Update**

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

### **9. The “Surf’s Up” Programme a 12 month update report**

To consider a report by the Chief Executive, copy attached as item 9

**10. Digital Strategy Update**

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

**11. JOSC Working Practices - A new approach**

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

**12. 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 12

**Part B - Not for publication - Exempt Information Reports**

None

**Recording of this meeting:** The Council will be voice recording the meeting including public question time. The recording will be available on the Council’s website as soon as practicable after the meeting. The Council will not be recording any discussions in Part B of the agenda (where the press and public have been excluded).

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 chris.cadman-dando@adur-worthing.gov.uk	Joanne Lee Solicitor 01903 221134 joanne.lee@adur-worthing.gov.uk

**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 Health and Wellbeing**

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

#### **1.0 Summary**

- 1.1 As part of the current Work Programme, the Committee have agreed to interview Executive 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 two Executive Members responsible for Health and Wellbeing, Councillors David Simmons and Val Turner.

#### **2.0 Background**

- 2.1 As part of their 'Challenge' role, the Joint Overview and Scrutiny Committee are asked to consider the delegated functions for each Executive Member as set out below. It is part of the Scrutiny role to challenge, in the form of questions as to progress that has been made in respect of Councillor Simmons and Turner's portfolios.
- 2.2 The Committee are entitled to ask for further investigation into items that they may not be satisfied with the progress.
- 2.3 The Adur District Council Executive Member for Health and Wellbeing has responsibility for the following delegated functions:-
  - Community safety anti-social behaviour management, neighbourhood disputes, safer communities
  - Community development, including cohesion and planning, fuel poverty, wellbeing hubs.
  - Public health, health protection and enforcement, including Food Safety Enforcement Plan.
  - Cross-cutting health issues and NHS liaison.
  - Equalities and diversity.

- Children and young people, including Think Family.
- Partnership working with voluntary and community organisations (including the local Strategic Partnership, grants and commissioning).
- Health and safety and civil contingencies (emergency planning) including business continuity.
- Wellbeing and development functions for culture, leisure and sport, including the cultural Strategy.
- Police performance and intelligent liaison
- Environmental protection, including noise, food hygiene, pest control, air quality.

2.4 The Worthing Borough Council Executive Member for Health and Wellbeing has responsibility for the following delegated functions:-

- Community safety anti-social behaviour management, neighbourhood disputes, safer communities.
- Community development, including cohesion and planning, fuel poverty, wellbeing hubs.
- Public health, health protection and enforcement, including Food Safety Enforcement Plan.
- Cross-cutting health issues and NHS Liaison.
- Equalities and diversity.
- Children and young people, including Think Family.
- Partnership working with voluntary and community organisations (including local strategic partnership; grants and commissioning).
- Wellbeing and development functions for culture, leisure and sport, including the cultural strategy.
- Police performance and intelligence liaison.

### **3.0 Proposals**

3.1 That the Joint Overview and Scrutiny Committee ask questions of the two Executive Members with responsibility for Health and Wellbeing, based on their functions as outlined above.

### **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 Health and Wellbeing.

### **Local Government Act 1972**

#### **Background Papers:**

Joint Overview and Scrutiny Committee Work Programme 2015-16

#### **Contact Officer:**

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

## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 Any Council priorities will be considered within the annex to this report.

### **2.0 Specific Action Plans**

2.1 Any specific action plans will be considered within the report.

### **3.0 Sustainability Issues**

3.1 Matter considered and no issues identified.

### **4.0 Equality Issues**

4.1 Equality is within the Executive Members portfolio and is referred to in the report.

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

5.1 Community Safety is within the Executive Members portfolio and is referred to in the report.

### **6.0 Human Rights Issues**

6.1 Matter considered and no issues identified.

### **7.0 Reputation**

7.1 Matter considered and no issues identified.

### **8.0 Consultations**

8.1 The Executive Members for Health and Wellbeing and key senior officers were consulted as part of the report preparation.

### **9.0 Risk Assessment**

9.1 Any areas of risk are identified in the 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.



**Interview with the Chairman of the Adur and Worthing Safer Communities Partnership - Councillor David Simmons**

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

**1.0 Summary**

- 1.1 As part of the current Work Programme, the Committee have agreed to interview the Chairman of the Adur and Worthing Safer Communities Partnership (A&WSCP or SCP) on the work of the Partnership.
- 1.2 At this meeting, members of the Committee are asked to consider the work and role of the SCP. The Committee will also have the opportunity to interview the Chairman of the Partnership, Councillor David Simmons, who will make a presentation on the work of the Partnership.

**2.0 Background**

- 2.1 As part of their 'Challenge' role, the Joint Overview and Scrutiny Committee are asked to consider the role of the A&WSCP. The Committee are entitled to ask for further investigation into items that they may not be satisfied with the progress. The Committee also has the responsibility under the Police and Justice Act 2006 to scrutinise the work of the A&WSCP.
- 2.2 The Adur & Worthing Safer Communities Partnership vision is to reduce crime and disorder through effective multi-agency working to make Adur and Worthing a safer place to live, work and visit. Safer Communities is also about how safe people feel in their own communities and how it is possible to make a real difference by working together to help cut crime and its causes and the fear of crime.
- 2.3 The A&WSCP has a statutory duty to reduce crime and disorder. The partnership has representatives from a range of agencies including:
  - Adur & Worthing Councils
  - Sussex Police
  - Sussex Police Authority

- West Sussex County Council
- West Sussex Fire & Rescue Service
- NHS West Sussex
- Sussex Probation

Other partners contribute to the work including organisations from the Community Partnership, the voluntary sector, local businesses and members of the Community.

### **3.0 Proposals**

- 3.1 That the Joint Overview and Scrutiny Committee scrutinises and asks questions of the Chairman of the SCP.

### **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 Chairman of the A&WSCP.

## **Local Government Act 1972**

### **Background Papers:**

Joint Overview and Scrutiny Committee Work Programme 2015-16

### **Contact Officer:**

Mark Lowe  
 Policy Officer  
 Tel 01903 221009  
[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 Any Council priorities will be considered within the report.

### **2.0 Specific Action Plans**

2.1 Any specific action plans will be considered within the report.

### **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 The Adur and Worthing Community Safety Partnership is responsible for Community Safety issues and is referred to in the report.

### **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 Any areas of risk are identified in the 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.

## **Adur and Worthing Fuel Poverty Action Plan – Annual Update Report**

### **Report by the Director for Communities**

#### **1. Summary**

- 1.1. This report sets out the progress with the implementation of the recommendations from the joint Overview and Scrutiny review of Fuel Poverty which was undertaken by the joint Adur and Worthing Overview and Scrutiny Working Group in 2010. Regular reports have been provided to the Committee since 2010.
- 1.2. Committee is invited to comment on progress to inform a report to the Executive Members for Health and Wellbeing

#### **2. Background**

- 2.1. An Adur and Worthing Joint Overview and Scrutiny Working Group undertook a review which considered the Council's involvement with Fuel Poverty in deprived areas. The final report was presented to the Joint Overview and Scrutiny Committee (JOSC) in June 2010 and also considered by the Joint Strategic Committee (JSC).
- 2.2. Since the original review work was undertaken, the Adur and Worthing Fuel Poverty Action Plan has been update at least annually, with progress reported to JOSC on an annual basis.

#### **3 Progress Update**

- 3.1 JOSC is requested to note the progress being made to implement the recommendations and the further action being taken, details of which are set out in the Action Plan in the Appendix 1, attached to the report.
- 3.2. Since the completion of the report, progress has been ongoing as shown in Appendix 1. The Director for Communities is overseeing the implementation of the Action Plan with the assistance of the Adur and Worthing Officers Fuel Poverty Working Group which includes the West Sussex Fuel Poverty Coordinator. The Working Group meets on a quarterly basis.
- 3.3. There are a number of significant issues detailed in the Action Plan that your officers wish to draw Committees attention to:
  - 3.3.1. Following the identification of Fuel Poverty as a priority for the Adur and Worthing Financial Inclusion Group, a new Fuel Poverty network has been set up for Adur

and Worthing to help better connect all the local agencies working on alleviating fuel poverty. Members of the network meet quarterly but also share information and opportunities between meetings. The Councils' Executive Members for Health and Wellbeing are members of the network.

- 3.3.2.** The advice and information held on the Councils website on Home Energy Efficiency has been updated and two additional web pages have now been created; one is a seasonal campaign page on keeping warm well this winter and the other is a dedicated fuel poverty page.
- 3.3.3.** Adur Homes: A report was submitted and adopted by JSC in 2015 with a view to deploying solar PV panels throughout the Adur homes estate. Unfortunately in November 2015, Central Government announced dramatic reductions of 87% to the feed in tariff incentive payments, a revenue stream which the project relied on. Having reassessed the PV proposals taking into account the new feed in tariff, the viability of solar PV panel deployment to Adur homes has been found to be no longer financially viable. Work will continue to identify any alternative methods by which a solar PV project could be delivered.
- 3.3.4.** Adur Homes: Progress has been made in the Sompting Gas Project in the Test Road area. 72% of properties in the area who signed up (private, RSL and Adur Homes) have been connected already and the remainder are expected to be completed by April 2016. So far, Gas Central Heating has been successfully installed in 21% of the Adur Homes properties. By the expected completion date in April 2016, approximately 74% of the overall area will have been connected to mains gas and 92% of the Adur Homes properties in the area would also have had gas central heating installed.
- 3.3.5.** Local outreach and promotional work was undertaken as part of the Sompting Gas Project working in Partnership with SGN, Yorkshire Energy Solutions, Your Energy Sussex and Communities Matter in July 2015.
- 3.3.6.** The Councils have been working with the West Sussex Fuel Poverty Co-ordinator to contribute towards a West Sussex Fuel Poverty Strategy and Action Plan. The final version is expected to be signed off in February by the West Sussex Fuel Poverty Steering Group.
- 3.4.** In response to a spike in the data for Adur on excess winter deaths and national recommendations from the National Institute for Health and Care Excellence (NICE), in June 2015 the West Sussex Public Health Research Unit carried out local research into Excess Winter Mortality in Adur District. The research has provided a better understanding of excess winter death indicator and made recommendations for local action. The research has been shared and discussed with Executive Members for Health and Wellbeing. It is important to note that it was emphasised by the Public Health Team that the reasons for higher than average numbers of deaths are complex and varied, however it was also made clear that the over 75's, especially if they have a pre-existing chronic or CVD condition and live in cold homes are likely to be affected. Isolation and dementia are most strongly implicated.
- 3.4.1.** It should also be noted that since the briefing was produced, a new dataset has been released and the data for Adur is no longer showing as significantly higher



than the average rates for England, but rates are still slightly higher than average. The Public Health Research Team intend to continue to monitor and consider these figures for Adur and report back to Adur Council.

**3.4.2.** Adur has been selected by WSCC as one of three areas in the County to take part in a street level pilot as part of a county-wide targeted Winter Warmth Awareness Campaign. It is being collaboratively developed by West Sussex Public Health, Fire & Rescue, Your Energy Sussex, Adur District Council and other supporting teams in West Sussex to develop a targeted 'Winter Warmth' Awareness Campaign to raise awareness of the importance of keeping warm and identify residents that may be in need of extra support over winter. The street level pilot will be conducted in late January for a defined area of 100 homes in the east of Southwick.

**3.5.** Guildcare have been awarded funding from Adur Council through the Adur Community Grants fund to extend their existing "Energy and Money Home Visitor" project into Adur District during winter 2016 (currently funding in Worthing by Comic Relief). The extension to the project will allow Guildcare to support any referrals generated by the street level fuel poverty project described above in 3.4.2.

#### **4. Legal**

**4.1.** 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.

**4.2.** Section 2 of the Local Government Act 2000 (2000 Act) empowers the Council to do anything which they consider is likely to achieve any one or more of the following objects –

- The promotion or improvement of the economic well-being of their area;
- The promotion or improvement of the social well-being of their area; and
- The promotion or improvement of the environmental well-being of their area.

**4.2.1.** The power may be exercised in relation to or for the benefit of-

- The whole or any part of a local authority's area; or
- All or any persons resident or present in a local authority's area.

#### **5. Financial implications**

**5.1.** Any financial implications are included in the appendix to the report.

#### **6. Recommendation**

**6.2** That the Joint Overview and Scrutiny Committee notes the progress in implementing the recommendations from the Fuel Poverty Overview and Scrutiny review.

**6.3** Joint Overview and Scrutiny Committee comments on the Fuel Poverty Action Plan (as detailed in Appendix 1) prior to its submission to the Executive Members for Health and Wellbeing for approval.

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

Report to Joint Overview and Scrutiny Committee November 2010 and Joint Strategic Committee December 2010

Action Plan as Home Energy Conservation Act (HECA) Return for 2015-2017  
<http://www.adur-worthing.gov.uk/media/media,132091,en.pdf>

**Contact Officer:**

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## 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. Fuel Poverty is an inequality and the Fuel Poverty review was undertaken to look at ways of reducing this inequality

### **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 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 This report relates to Adur and Worthing.

# Appendix 1: Fuel Poverty Action Plan 2016

**Report Type:** Actions Report

**Report Author:** Mark Lowe

**Generated on:** 11 January 2016

Title	Description	Assigned To	Latest Note
Production of a Joint Fuel Poverty Strategy	Relevant Officers to work with Executive Members for Health and Wellbeing to produce a Joint Fuel Poverty Strategy	Director for Communities West Sussex Fuel Poverty Co-ordinator	<p>To date the focus has been on the development and updating of the Fuel Poverty Action Plan.</p> <p>Work on the development of a Strategy has been delayed pending the appointment of a new West Sussex Fuel Poverty Co-ordinator (see below). In addition consultation will take place with the newly appointed Head of Housing and Head of Wellbeing to agree who should take the lead for the Fuel poverty in the Councils. A Fuel Poverty Framework and Action Plan covering all of West Sussex has now been produced and is due to be signed off by the West Sussex Fuel Poverty Steering Group by spring 2016.</p> <p>Fuel Poverty is featured in the Director for Public Health's Annual Report 2013/14 published in October 2014.</p> <p>The Communities Directorate are currently developing a number of over-arching strategies to address issues such as Housing &amp; Older People, and Social Isolation. Fuel Poverty will be a factor in these strategic approaches.</p>
Tackling Fuel Poverty	<p>Executive Members for Health and Wellbeing to take an active approach to targeting fuel poverty working with the Communications Team to publicise the benefits and grants available to help residents insulate their homes and combat fuel poverty.</p> <p>Councils also to develop a communications action plan to communicate issues of fuel poverty to residents in Adur and Worthing to continue to highlight fuel poverty. This</p>	Head of Housing and Head of Wellbeing	<p>The Private Sector Housing (PSH) team is continuing to take an active approach to targeting fuel poverty and advertising the benefits and grants if and where available. PSH staff have promoted the Energy Switch programme during their visits. The Environmental Health Repair Grant Assistance scheme (administered through Adur &amp; Worthing Home Improvement Assistance) has approved 21 grants for boiler replacements.</p> <p>A further review of Fuel Poverty related content on the Councils website has now been completed and fuel poverty and energy efficiency information have been separated into two pages on the Councils website: Energy Efficiency: <a href="http://www.adur-worthing.gov.uk/home-energy-efficiency-grants/">http://www.adur-worthing.gov.uk/home-energy-efficiency-grants/</a></p> <p>A campaign page has also been published for the winter period (linked to from a title on the home page) offering holistic advice on keeping warm and well: <a href="http://www.adur-">http://www.adur-</a></p>

	should involve creating a dedicated web page on the websites. A guide to be produced for local landlords on the Council websites to highlight funding/grants available for tenants.		<a href="http://worthing.gov.uk/community-wellbeing/keeping-warm-andwell-this-winter/">worthing.gov.uk/community-wellbeing/keeping-warm-andwell-this-winter/</a>  The PSH Team has also arranged additional funds to be available to the RGA scheme for boiler replacements as necessary.
House Condition Survey of private sector properties	Councils to undertake a House Condition Survey of Private sector properties working with the Building Research Establishment at a cost of £10,000 for each Authority (within budget) to help identify those in fuel poverty. With the benefit of the information provided from the survey, target the areas in most need of improvement in energy efficiency and then make contact with the occupants and landlords advising them of the findings and the help that is available to improve the energy efficiency levels of the properties.	Head of Housing	<p>In February 2012, Adur &amp; Worthing Councils commissioned BRE to provide information on key housing indicators, with a focus on private sector housing. Principal among these indicators is the rate of Category 1 Housing Health and Safety Rating Hazards found in the stock as this is now the minimum standard for housing which every housing authority is obliged to keep under review.</p> <p>The report and database was completed in April 2012, and the information provided on the Category 1 Hazards was used as the principal inputs for the Health Impact Assessment (HIA) of private sector housing which was completed in May 2012. The report and database allows the identification of those properties most at risk of Excess Cold, as well as Vulnerable Households.</p> <p>The findings of the stock modelling in combination with national census data allows informed strategic decisions to be made in respect of housing in Adur &amp; Worthing. It is also anticipated that the HIA will assist in the Councils' public health role and in their relationship with the Health and Wellbeing Board. The information within the database has been made available to other departments for intelligence and appropriate actions.</p>
Use of powers under the Housing Health and Safety Rating System (HHSRS) to take action against landlords	Councils to continue to take enforcement action against landlords who, following warnings, fail to improve the energy efficiency levels of their properties and the Executive Members for Health and Wellbeing ensure that the powers and how they can be used, are publicised.	Head of Housing	<p>The primary legislation in respect of housing and housing conditions is the Housing Act 2004, which introduced the Housing Health and Safety Rating System (HHSRS) as the methodology for the evaluation of the potential risks to health and safety from any deficiencies identified in dwellings and replaced the fitness standard contained in the Housing Act 1984. This means that the concept of fit or unfit dwellings no longer exists and that properties are assessed according to whether any Category 1 or 2 Hazards exist. Enforcement actions taken in respect of unsatisfactory housing conditions range from advice given to occupants and/or landlords through to the imposition of Prohibition Orders. The legislation requires that, in the case of any formal action, all decisions must be justified in writing. All enforcement actions will therefore be taken in compliance with the Council's Environmental Health Enforcement Policy.</p> <p>The PSH team have invested in the BRE Excess Cold Calculator which offers a more robust, intensive and evidence based model to calculate heating requirements for properties to support formal cases.</p> <p>During 2014/15, officers from the Private Sector Housing team responded to 413 complaints about housing conditions within the private rented sector. Since April 2015, they</p>

			<p>have responded to 396 complaints. In line with the Enforcement Policy, most inspections were carried out under the Environmental Protection Act 1990, which allowed advice to be given without detriment to the complainant's security of tenure. 51 full inspections were necessary under HHSRS, but works to improve conditions including for Excess Cold were completed without recourse to statutory notices.</p> <p>Since April 2015, there have been 94 formal inspections which have resulted in 76 Housing Act notices being served. There have also been 3 prosecutions for breaches of notices which include elements affecting the provision of efficient, effective and affordable heating. Officers have re-inspected and re-licensed over 40 Houses in Multiple Occupation (HMO's), with license conditions now including the provision of efficient, effective and affordable heating.</p>
Targeting Fuel Poverty through Partnership	The Strategic Partnership (Waves Ahead) continue to ensure that fuel poverty is addressed and reduced in local communities.	Communities Team	<p>The Sussex Energy Saving programme has now been renamed Your Energy Sussex (YES) and despite the problems and delays they encountered in securing funding for local energy projects, YES continue to work with local organisations to develop projects and advice around fuel poverty. The Councils have officially signed up to the Your Energy Sussex Partnership as Strategic Partners (see below).</p> <p>Fuel Poverty has been identified as a priority for the Health and Wellbeing Partnership for All Ages (HWPAA). The new Financial Inclusion group for Adur and Worthing (who report to the HWPAA) consists of a range of partners. A number of fuel poverty actions have been identified within the group's new Financial Inclusion Framework.</p> <p>The Financial Inclusion Framework was taken to the Adur &amp; Worthing Strategic Partnership Executive Board (Waves Ahead) in February 2015. The Board fully supported the framework.</p> <p>The report has since been placed on the Adur &amp; Worthing Councils web site on a dedicated page (<a href="http://www.adur-worthing.gov.uk/debt-advice-and-support">http://www.adur-worthing.gov.uk/debt-advice-and-support</a>)</p> <p>A network of local organisations working on fuel poverty in Adur and Worthing has also now been set up to help deliver the Fuel Poverty Actions in the framework with a view to working more closely together through collaboration, but also ensuring unnecessary repetition is avoided. The network meet several times a year: the Executive Members for Health and Wellbeing are included in the network.</p> <p>Once completed, a link to the West Sussex fuel poverty strategy will be placed in the Financial Inclusion Framework</p>
Training on fuel poverty issues for Adur and	Adur and Worthing Councillors to be provided with training on fuel poverty	Communities Team; Fuel Poverty Coordinator	The Councils hosted a half day Energy Awareness Course run by National Energy Action in March 2015 for frontline workers and volunteers working on Fuel Poverty and Energy.

Worthing Councillors	issues, utilising the support of the West Sussex Fuel Poverty Coordinator and other Councillors experienced in fuel poverty issues, to help them deal with, understand and recognise fuel poverty cases amongst their constituents.		Fuel Poverty training has been identified for the Adur and Worthing Wellbeing Advisor Teams and Councillors and is due to be delivered in February 2016.
Fuel Poverty/cold homes as a wider determinant of ill health	That Health visitors, GP's and Practice Managers be encouraged to help highlight fuel poverty when dealing with clients to assess if they are in Fuel Poverty to provide them with information on what is available and what can be done to help them as well as providing them with information outlining the services available to tackle fuel poverty.	Communities Team; Fuel Poverty Coordinator	<p>Further to the 2015 winter warmth project organised by Public Health, West Sussex Fire &amp; Rescue and the Sustainable Energy Partnership, a slightly different, more measurable approach has been adopted this winter.</p> <p>A few remaining free winter warmth packs from 2015 (including insulated mugs to keep drinks hot, socks and hand warmers as well as practical advice and information about staying warm) will be handed out again at some local venues between January-March 2016.</p> <p>The main focus on winter 2015-16 will be a series of (pilot) winter warmth outreach projects involving a doorstep conversation carried out by Fire Officers who will generate referrals to Guildcare's Energy and Money Home Visitor, Public Health's Prevention Assistance Team (PAT) and to the Adur and Worthing Wellbeing Advisors. The target area in Southwick, Adur has been identified as one of three pilot areas in the County. The project will commence at the end of January with 100 houses. The outcomes are expected to form an evidence base to help feed into the design of a larger targeted approach to be rolled out across Sussex in future years.</p>
West Sussex Fuel Poverty Coordinator	That the continuation of the funding for the post of the West Sussex Fuel Poverty Coordinator (FPC) be welcomed.	Director for Communities	<p>Following a lengthy period in 2014 when the Fuel Poverty Co-ordinator post was vacant, the post was filled in January 2015.</p> <p>The Fuel Poverty Coordinator post has now been extended for a further period until March 2017.</p> <p>West Sussex FPC continues to work with the Councils on various projects to tackle fuel poverty issues and is also working with voluntary groups who support vulnerable people. The FPC will partner with the Councils on delivering the tasks identified in the Fuel Poverty Framework for Action 2015-17.</p>
Green Deal and Energy Company Obligation (ECO)	How Adur and Worthing Councils engage in Green Deal and ECO resources	Communities Team; Fuel Poverty Coordinator; Energy & Sustainability Manager	<p>As of October 2015 Adur and Worthing Councils are a fully signed up strategic partner with Your Energy Sussex (YES previously known as the Sussex Energy Saving Programme). This does not incur any financial obligation upon us, but allows us to have a vote in how funds are distributed across the Sussex region through the Your Energy Sussex partnership through the opportunity to sit on the Strategic and Project Boards, which guide and consider investments and projects in our areas.</p> <p>As a full strategic partner to YES, the Councils are continuing to work with Your Energy</p>

			<p>Sussex to better understand how Adur and Worthing can lever in ECO and Feed in Tariff (FIT) resources to improve the energy efficiency of its housing stock.</p> <p>HHCRO (Home Heating Cost Reduction Obligation) is part of ECO that provides funding for boiler replacements / repairs for low income residents in receipt of certain means tested benefits. In January 2015, Your Energy Sussex set up a HHCRO scheme in West Sussex using a Brighton based company called Charlie Mitten. Your Energy Sussex have recently re-tendered for a new company as Charlie Mitten withdrew from the scheme in Autumn 2015. The new company 1, Green Place are due to start taking referrals in late January 2016. The scheme includes providing top-up funding where ECO is not fully funded (which is the case for most applications).</p> <p>Due to difficulties securing ECO funding, a domestic insulation scheme is yet to be rolled out to West Sussex residents, but it is now hoped that an offer will be able to be rolled out soon.</p> <p>CSCO (Carbon Saving Communities Obligation) is an area based programme which forms part of ECO. Specific communities considered income deprived will qualify. There are 5 eligible Local Super Output Areas in Worthing and 8 in Adur. Some of these will cross over with Think Family Neighbourhoods and should be targeted first with any projects through Your Energy Sussex.</p>
<b>Community Energy proposals/projects</b>			
Energy/Fuel Switching initiative		Energy & Sustainability Manager	Adur and Worthing Councils have now been operating and promoting a Fuel Switching offer to the residents of Adur and Worthing since December 2013 in partnership with leading fuel switching company (IChoosr).
Install a gas supply to the electric only estate in Test Road, Lancing		Head of Housing	<p>The project aims to provide a gas supply to an estate of approximately 200 properties, along with other energy efficiency measures leveraged through our partnership with the your energy Sussex scheme. On 6/2/14 JSC approved a proposal for Adur Homes to contribute £54,000 to a scheme alongside £237,500 grant funding from Scotia Gas Networks (SGN) to supply gas infrastructure to the Adur Homes properties in Test Road – approximately 50%.</p> <p>Work continues with SGN to offer affordable funding packages to the private sector element of Test Road so that non-Adur Homes properties can benefit from this scheme.</p> <p>As of the beginning of January 2016, 118 (private, RSL and Adur Homes) properties have been connected to gas and a further 46 connections are expected to be completed by April</p>



			<p>2016. So far Gas central heating has been successfully installed in 21% of the Adur Homes properties. By the expected completion date in April 2016, approximately 74% of the area will have been connected to mains gas and 92% of the Adur Homes properties in the area would also have had gas central heating installed.</p> <p>Adur Homes has set aside £118,000 in its 2015/16 Capital Programme in install Central Heating in Test Road following completion of gas supply.</p>
Solar PV Panels project		Energy & Sustainability Manager	<p>A report was submitted and adopted by JSC in 2015 to deploy solar PV panels throughout the Adur homes estate. This coincided with our signing of a strategic partnership agreement with Your Energy Sussex, who would be funding and coordinating the delivery of this project. By the time the final signatures were secured on the legal agreements, Central Government had moved to dramatically reduce feed in tariff incentive payments which the project relied on. This was to be announced in the November statement and the expected reduction would be an 87% fall in the feed in tariff revenues.</p> <p>This dramatic reduction in feed in tariff means that the viability of the solar PV panel deployment to Adur Homes has been reassessed and found not to be financially viable. Work continues to identify any further methods by which this project can be delivered.</p>



Ward: All

## The “*Surf’s Up*” Programme a 12 month update report

### Report by the Chief Executive and the Councils 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 the Joint Strategic Committee on 2 December 2014). It provides an opportunity at the mid-point of that programme to take stock of progress and identify what is working well, what is not, and where challenges remain.
- 1.2 The “*Surf’s Up*” programme (and commitments) can be found at <http://www.adur-worthing.gov.uk/catching-the-wave-and-surfs-up/>  
As a Leadership Team we have continued to focus on progress against this challenging set of commitments and use it to work with colleagues inside the organisation, and partners and stakeholders outside, to set both context and direction for the work that we do.
- 1.3 Members will recall that the approach sets out a programme to develop the financial and social economies of our places, and ensure that the Council take the opportunities identified to develop our capacity further and faster as community leaders, efficient and effective providers of services and Civic Social Entrepreneurs. Over any 2 year programme there will be a number of emerging new issues and opportunities that we will seize if they are of value to our communities. What “*Surf’s Up*” has provided to date is a useful way of “keeping us on track” ensuring that we do not become too distracted by the emergent and that our resources over time back those identified priorities to achieve maximum value for our places.

Previous reports to JSC may be viewed at:-

- JSC report 2 December 2014 (original JSC agreement to “*Surf’s Up*” programme)  
<http://www.adur-worthing.gov.uk/media/media.129572.en.pdf>  
(Agenda Item 5 pages 5-39)
- JSC report 7 July 2015 (6-month progress update)  
<http://www.adur-worthing.gov.uk/media/media.134733.en.pdf>

- 1.4 JSC has requested 6-monthly update reports to provide an assessment of our overall progress against the commitments.
- 1.5 We have developed “real-time” progress tracking against the commitments which can be accessed through the trello board <https://trello.com/b/PqFkkv3q/surfsupmonitoringreport>. Members will be aware that trello is a free App that the Councils have started to use to move from the “static snapshot” reporting (which rapidly becomes out of date) to something that links to data in real time and to the individuals or teams with accountability for delivery.
- 1.6 This covering report does not contain all of the detail in the trello App. What it does seek to do is to provide an overall strategic perspective on progress to date. It is also worth remembering that “*Surf’s Up*” is not “all that we do”. The on-going provision of services to 170,000 residents, tackling austerity, re-designing of services around the customer and ensuring the Councils plan for the future health and prosperity of our communities remains the substantive part of all of our “day jobs”.
- 1.7 As Head of Paid Service I am encouraged by the progress that we have made after 12 months of the programme. I (and your Directors) will be very happy to talk to any detail at both JSC and JOSOC.
- 1.8 Members will note from the trello boards that some of the commitments have been completed (and indeed progressed further in some cases), virtually all have now commenced and many are currently in progress.
- 1.9 I will make some comments on each of the 3 wave catchers before talking a little more about the context in which we have operated over the last 6 and 12 months and make some observations about the future.

## **2.0 Wave Catcher 1 : Supporting Wealth Generators**

- 2.1 Since the last 6 month progress report to JSC (7 July 2015) the previous Director for the Economy (Scott Marshall) has left and Martin Randall has taken up the role. In early December 2015 Lynda Dine joined the organisation working to Martin as our new Head of Place and Investment. Whilst leadership changes can always cause short term hiatus, it is encouraging to see the progress that has been made across the “Wealth Generating” Wave Catcher.
- 2.2 Amongst the progress worthy of note would be:-
  - Development of a Worthing Town Centre Investment Prospectus is now at an advanced stage. This signals a different approach to attracting inward investment to the town centre (and potentially seafront). It will seek to market opportunities and set out the metrics of most interest to developers and investors and potential public sector joint venture partners.
  - The development of Specific Place Plans for Adur and Worthing as part of a county-wide Growth Plan are now at an advanced stage. The Place Plans

will complement land use planning frameworks and help underpin bids for funding such as Local Growth Fund round 3.

- Local Growth Fund round 3 templates: have now been prepared for 9 key development projects across Adur and Worthing and business cases are under preparation to highlight the economic impact of regeneration schemes such as Union Place, Teville Gate, Grafton and investing in a co-ordinated approach to public realm. This will make sure our projects have maximum chance of securing LEP and other funding.
- Union Place: an “open book” approach is being pursued with the developer to establish and identify how to close any viability gap. Productive conversations are on-going with adjacent land owners, and an active dialogue with statutory consultees under way, to attempt to design out risks to a subsequent planning process.
- Teville Gate: the new owners of the site are an established development team and pre-planning application meetings are taking place and outline proposals currently the subject of serious discussion prior to submission of a planning application.
- Worthing Town Hall car park: a viability study is currently being undertaken with the local health economy included in the project development Board. The aim is to produce a co-ordinated approach to the redevelopment of (and potential co-location) a number of existing public services.
- Adur Civic Centre: following the dissolution of the partnership between the initial preferred bidders, a pro-active approach has been taken to securing the redevelopment of the site. The new opportunity to meet the expansion requirements of key local businesses (over the immediate and medium term) are being pursued by prioritising an employment led scheme on the car park site whilst seeking new development partners for the main site.
- Aquarena: following the refusal of planning application for the previous scheme a series of positive meetings with the developer have taken place and new architects have been appointed. The active engagement of key statutory consultees is underway.
- Shoreham Harbour: a Local Growth Fund round 3 bid (jointly with Port Authority) is under way. Shoreham Port has secured 3 of the land parcels necessary to unlock a significant part of the western harbour arm with active work under way to provide a solution to unlock the fourth site.
- The Cultural offer for Adur & Worthing continues to develop at pace. A cultural partnership has been established and is currently finalising a Cultural Strategy. Colonnade House (Warwick Street) is under development as a base for a number of small independent cultural and “maker” businesses and is a potential hub for our cultural community.
- Worthing Theatres: Cultural Offer is developing fast, with music, dance, comedy, childrens’ and high quality theatre proving popular. The audience base is increasing (and the number of return visits growing). Tickets sales for the Christmas season look promising and the Panto receiving strong reviews.
- The Costume Research Centre proposition was disappointingly turned down for HLF/ACE capital funding and is currently the subject of consideration about how it might be differently resourced.

- Work on developing a Tourism Strategy is under way with a cross Authority project group established and drawing on pooled business rate funds to support the required research and development.
- An annual events calendar is well underway, successful summer events this year included the Wildlife Concert (subsequently winning a national award for best new festival) and the Street Velodrome in Worthing. Final planning is in place for Worthing's first half marathon in February 2016 and a commercial arrangement has been secured for the Winter Ice Rink in Worthing to provide sustainability and development funding for a 5 year term.
- Following successful talks with the Planning Advisory Service (PAS) a pathway for publication of the Adur Local Plan has been set. The Council is working closely with landowners and other stakeholders at New Monks Farm to ensure the necessary level of certainty around the provision of infrastructure to support inclusion in the Local Plan of this strategic site.
- In November Members of the Planning Committee approved proposals to introduce pre-application charging and contribution to CIL
- The MD Hub model has not to date been progressed but with the arrival of the new Head of Place and Investment will be taken forward in the next quarter
- Limited progress has been made on developing an Adur & Worthing skills and employability strategy though strong on-going work with FE colleges, Chamber of Commerce and Adur & Worthing Business Partnership mean that there is a coherent approach under development.
- Worthing Council have contributed £70,000 to fund the delivery of a Start Up/Incubator Centre at Northbrook College ("The Sphere") in partnership with that College and the Chamber of Commerce.
- Over the last 6 months specialist funding and bidding officers have been appointed to both the Economic Regeneration and Theatres and Cultural Teams to maximise our bidding success and ensure we are not missing opportunities. Notable successes have already been achieved in both areas.

Wealth Generators example:

- 2.3 Whilst it would be perhaps unfair to point to any particular event as embodying the "*Surf's Up*" approach it is worth briefly reflecting on the opening in late November of the new production facility for Rayner Lenses in Dominion Way, Worthing. Rayner produce around 700,000 of the optical lenses that surgeons put into our eyes following cataract operations. Their production is high tech sterile and from sales through to production and shipping and they employ over 200 staff. This was a company that had outgrown previous premises in another part of the South East and following productive early conversations with your staff, in the space of 18 months invested £24 million in the building a new production and marketing facility and bringing those jobs into our communities.
- 2.4 Their Finance Director speaks very highly of Worthing Borough Council, our staff and politicians who have actively engaged with them from their initial

search for a site, through the planning process to a number of snagging issues around building and becoming operational. He is clear that the Councils “open to business” attitudes was a significant reason why they chose to invest here and are now very keen to play their full role as a member of the Adur and Worthing family of businesses.

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

3.1 Reasonable progress has been made across a range of the commitments. Areas worthy of particular note include:-

- Revising the participatory budgeting schemes of both Councils to ensure that our grant giving has maximum impact over the medium term.
- Work has started on Member development proposals to enhance role and capacity as community and civic leaders across Adur and Worthing.
- Members continue to play an important role across a wide range of external bodies and Members and officers remain keen to ensure those links are well used and remain valuable.
- Our work in Think Family Neighbourhoods (TFNs) is regarded as an exemplar across West Sussex. The Action Partnership in Northbrook and Eastbrook have facilitated strong engagement between local communities and neighbourhood organisations particularly in our most deprived wards.
- Across Adur and Worthing the Councils continue to innovate, develop and embed a number of programmes helping to change people’s lives, for example connecting work and skills hubs into GP practices; building more resilience in young people (e.g. angling with young people not attending school) and creating a parent/peer network.
- We are developing the capacity of local businesses to support “Enterprising Communities” through their CSR offer. Through the V-Enterprise Programme the Councils have been working with local businesses to help secure and develop corporate social responsibility investment. This includes connecting businesses to local projects, ensuring donations get to the right place and supporting individual residents who want to be active in their communities. The recent LSP Waves Ahead conference focussed on Smart Cities brought together a number of local businesses and community players to develop this work further.
- The Councils continue to develop the V-Enterprise Programme (matching volunteering needs and skills). This has resulted in some significant activity within local schools and communities to improve local green spaces. There is now a developing approach to ensure our volunteering offer supports the Wellbeing approach in local schools in response to the new West Sussex Families Plan.
- The Councils are currently re-commissioning infrastructure support vital to the development of our local Voluntary and Community Sector (VCS). Detailed dialogue has designed what “excellence” could look like with an outcome anticipated early in 2016.

- The Councils secured £100,000 DCLG funding to work in partnership with major national charity The Conservation Volunteers (TCV). The project “Growing Communities” is progressing well, accelerating community involvement in and control over Council owned green spaces (and foreshore).
- In October Worthing Allotment Management (WAM) took over management control and budgets for the majority of WBC allotments.
- Good progress is being made working with sports and recreation groups such as Shoreham RFC, Chippendales and Worthing United FC on their proposals for more involvement in the running of sites that are based at key sports facilities. The Councils have continued to work closely with the newly formed South Downs Leisure Trust since it “went live” in May 2015, jointly designing leisure (and increasingly public health related) services.
- The delivery of affordable housing required to meet the need in Adur and Worthing remains highly challenging. A new approach was recently approved by JSC to identify and develop housing on Council owned sites (including using innovative building solutions such as modular build approach on smaller “infill” sites).
- Promoting housing solutions and preventing homelessness remains a key priority and the need to balance the challenges of demand with the relative lack of supply of affordable housing means that an increasing focus on preventing homelessness and an equitable approach to the provision of temporary accommodation will be a key area of focus in the next quarter.
- The Councils’ produced their Financial Inclusion Framework (which is now being regularly used by other Councils as a model). The Councils continue to promote the work of West Sussex Credit Union and preparations for the introduction of Welfare Reform and Universal Credit are underway.
- The Adur and Worthing Public Health Plan 2015/16 is published and recent initiatives include promoting improved diet through the launch of the “Eat Out-Well” initiative, Health at Work Project, the Air Quality Action Plans, Tackling the Impact of Alcohol Harm through a number of projects and promotional events.
- Work on redesigning services for the street communities is making sound progress (e.g. the Winter Night Shelters have re-opened), working with the license trade through “Enough is Enough” and successfully securing £20,000 SHORE funding to support “No Second Night Out” and building stronger relationships with Sussex Partnership Foundation Trust on discharge planning.
- The A&W Health and Wellbeing Partnership continues to progress well, work focused currently on tackling the impact of social isolation with two innovative projects being developed (one a partnership between the Councils and Guild Care to pilot a “home share” project in Worthing and the other a “Good Gym” scheme that links volunteers who run with isolated and vulnerable residents who would value visits).
- The Councils have played an important role in the development of local health systems. The Kings Fund System Leadership Programme has continued to successfully work with local service providers on mental health and homelessness and your Chief Executive and Director for Communities



are representing all Districts and Boroughs in the Coastal West Sussex CCG work on developing an integrated care system.

Cultivating Enterprising Communities example:

- 3.2 Our Communities Team, jointly with the Clinical Commissioning Group (GP Surgeries) and West Sussex County Council have been working over the last couple of months on a model for “social prescribing” in two of our most deprived wards. Taking a “100 day challenge” approach the work is strongly focused in locality, is about partnership activity on the ground with groups and organisations that have historically not been as easy to work with as some, that is ambitious in what it is trying to achieve and that once evaluated has significant impact to scale for future use. For those unfamiliar with the concept of “social prescribing” it is the means by which GPs (or other clinicians) are able to identify with presenting patients the “non medical” issues or themes that would significantly aid their health and wellbeing and refer them on to appropriate local agencies. It is a model that functions well in other parts of the UK and we are keen to understand how such an approach can take hold and be of real value here in Adur and Worthing.

#### **4.0 Wave Catcher 3 : Becoming Adaptive Councils (... and waxing the board)**

4.1 Consistent progress has been made across a range of the commitments over the last 6 months. New digital services are currently in “live testing” in AWCS enabling staff to work mobile.

- Good progress has been made on the digital agenda with the introduction of a range of new technologies that will allow for rapid redesign and digisation of Council services over the next 3 years.
- The savings target of £200,000 of revenue from the Digital Programme has been achieved and our innovative approach has received a national award from the industry body SOCITM.
- New digital services are being rolled out in with staff able to work mobile and projects have begun on several other digital products including complaints and compliments, asset management, HR and Housing. The technologies implemented allow the Councils to rapidly design and build its own applications on the same platform (with in-house resources) and this strategy is receiving considerable attention from both public and private sector organisations.
- Work is beginning with partners and communities around Digital in Community. Early 2016 will see a number of social innovation and “hack day” events where we will begin to explore alternative ways to delivery public service outcomes making much more of the skills and assets in communities and businesses.
- A public Blog is under preparation for launch early in the New Year which will set out our digital road maps and allow a range of people working on the

agenda with us to promote opportunities for community and businesses to contribute.

- A new telephony system is now delayed until Spring 2016 following a robust (though rather lengthy) procurement process. From the Spring the Contact Centre will be able to better analyse calls received and target people more quickly to the service (or self-service) required. The Citizen Platform will be introduced in the Contact Centre which will open up new communication channels with customers (such as social media and live chat).
- Smart phones have now been rolled out to staff and (when used with the Google for Work Platform) connectivity and productivity has increased considerably.
- New systems have been implemented to support corporate performance management (Members will have seen both trello and tableau used and demonstrated) to simplify processes and make information more available and accessible to all. The new data tool (tableau) is currently being developed which allows us to present large data sets in useful visual format as well as supporting “drill down” into important issues. During the next quarter this will be connected to the citizen platform to provide real time analytics, much of which will be publicly accessible.
- Disappointingly the Gigabit Coast project has made slow progress during the latter part of 2015 though work now appears to be progressing well with the commercial model under construction and more active support from West Sussex County Council. It is hoped to be able to complete a business case and proposal for consideration in early Spring 2016.
- Progress on development of a comprehensive procurement strategy has been slow but is now under active development. Identified best practice from other Authorities (and work with IESE) has strongly recommended a category management approach to drive out savings and seek to increase local spend.
- The Communications Team is now in place, and is developing an “agency model” to support proactive communications across the Councils, our communities and a range of our key partnerships. Internal communications, external stakeholder management relationships and work around “place branding” are all under way. In particular our ability to hold (and intervene in) social media conversations is providing very useful insight into “hot issues” and enables us to respond quickly, correct inaccuracy and play an important role in joining up people to progress issues.
- The Finance Team is starting to build capacity to support greater commercialism and entrepreneurialism across the organisation. Targets are now set around investment, efficiency and income generation and, following analysis of the Comprehensive Spending Review (and the settlement figure) a coherent 3 and 5 year view of our revenue, capital and investment positions will be developed.
- The completion of the Shoreham Centre rebuild, and progressing the complex problem of “opening” for various users and the community.
- Following identified weaknesses in project and programme management, project management templates have been redesigned and “key” projects are currently being brought together into a trackable change programme using

new digital tools. Project Management is currently being strengthened in Engineering and Surveying and Digital Teams.

- Leadership Development and Performance Management is being strengthened by work on a revised Performance Development Review process for all staff and a new learning platform has been developed which will be an important resource for staff who want to learn from a wider range of resources on the web (as well as standard e-learning offers)

Becoming Adaptive Councils example:

- 4.2 Colleagues across the Council working with families as part of the “Troubled Families Network” have for some time been looking for a technological solution to the problem of workers having access to a variety of service details to which they could refer clients. Too often the matching of the right person to the right service relied upon the individual knowledge of members of staff (or them carrying a large amount of leaflets and paperwork around with them). Your design and digital team were able to talk to the workers about their precise needs and (within the space of an afternoon) design a prototype Ap that enables the link to be made by mobile phone and the details of the service required to be texted to the phone of the individual. This once rolled out and fully operational potentially saves considerable time, maximise the chances of an individual accessing the services that they need and starts to help people navigate through the maze of individual organisations “out there”.

## **5.0 Development in the Context (and Operating Environment)**

- 5.1 It would a significant oversight in reviewing the last 6 months to ignore the tragedy of the Shoreham Aircrash on 22 August. Any organisation and system is tested to its limits by an event of this magnitude. Whilst other reports have been brought to this Committee on the precise role played by both Councils, it is fair to say that Members, Officers and Communities responded well to very significant challenges in the moment and over the medium term. From initial response, through to the early days of recovery, into re-opening roads and businesses, enabling community recognition events, memorial services and now through to a phase of developing a permanent memorial, the quality, sensitivity and professionalism of all of those involved have been remarked upon by many. Without naming individuals, across the organisations people stepped up, took on significant extra burdens (and their colleagues happily picked up the work they had to leave behind) in helping communities with their shock, grieving and the simple human desire to come together and recognise the event in community.

- 5.2 Other significant developments over the last 6 months would include:-

- The development of Programme Boards that are now leading a number of agendas. These Boards are analysing data, designing ideas and creative solutions to issues and then forming propositions for decisions by Officers

and Members alike. They include:-

- The Customer and Commercial Project Board: has worked across the organisation on a number of propositions that (assuming both Councils accept the draft budget proposals) will see a significant increase in the revenues we generate (and thus reduce the amount of “cuts” we will need to make elsewhere).
- The Digital Programme Board: has played a crucial role in developing our complex digital programmes, ensuring that ideas are tested and prototyped and fit within a comprehensive strategy ... as well as driving financial efficiency.
- Strategic Asset Board: is starting to develop propositions for how we might invest capital to maximise returns on investment (particularly in property).
- Strategic Housing Board: has brought a number of key players in the housing sector together to start to unlock creative solutions to the problem of housing supply.

These Boards all operate slightly differently but are beginning to have a significant impact on the ability of our system to innovate and perform.

- Most service areas have been undergoing significant review and re-organisation to ensure that they are fit for the future and to achieve financial savings. It is currently anticipated that most of these changes will come into place in early 2016.
- The Councils have been involved in two sets of Devolution propositions (one involving Surrey, East Sussex and West Sussex “3SC” and one driven by the City Deal work of the Greater Brighton Economic Board). Both are generating interesting new potential projects and ways of operating and will be the subject of a future report to this Committee.
- There have been some minor organisational structure changes, for example the Organisational Development Team becoming more closely aligned with the Design & Digital Team to ensure that the People Change work supports Systems Change work. The transfer of Parking Services into Customer Services is one of a number of smaller restructures which have succeeded in organising our resources more effectively around customer circles of need (e.g. bereavement, health and wellbeing etc.)
- The Councils continue to collect Council Tax and NNDR debt significantly in excess of the national collection rates whilst administering the benefits of financial inclusion case load for the most vulnerable in our communities.
- Electoral Services have successfully administered the changes required of the new IER protocols and sought to ensure that as many people as possible remain registered on the electoral roll. Extensive outreach work with schools, nursing homes and the community has sought to reduce the number of people inadvertently “disenfranchised” by the changes.

## **6.0 Summary**

6.1 As your Head of Paid Service I am pleased that reasonable progress is being made in most areas though, as set out above, some are proving more challenging than

others. Encouragingly, staff in the organisation and a number of key external partners and stakeholders understand the level of our ambition and are keen to work with us to deliver on our commitments.

6.2 In my previous 6 month review I drew some conclusions about what were the underlying reasons where progress was slower. These remain valid and are probably worth repeating. My sense is we have made slower progress where:-

- At times we do not have the capacity in the organisation or the system to deliver all of the things (or all of the things concurrently) that we want to achieve. This has led for example to particular “pipeline” issues with some of our internal support services and work is currently under way to address this in terms of improving capacity (and work flow), better overall management of projects and programmes and using the resources of others where that is a viable proposition.
- Systemic or individual competency (at times we struggle to do the things that we should be able to do or to learn quickly the “new”). Inevitably when delivering a range of new and innovative solutions or running experiments, some things will not be successful. This is not a “failure” if we learn what happened and why, and use that learning to redesign a different approach. As a Leadership Team we are conscious that we asking a lot of staff (and asking them at times to pick up new skills and work in different ways). Overwhelmingly the response is a real willingness to try, which is hugely encouraging. Members and Officers have agreed to make investment in some “crunch” areas over the last 12 months or so (e.g. the new “Capital Project” Managers who will arrive in January to run some of our large scale and complex major site regeneration work or some of the specialist skills we need on the communications side to actively manage Social Media approaches).

6.3 With “*Surf’s Up*” we set out a rallying cry to “get organised and get in the water” to start Catching Waves. A couple of people have asked my personal view of whether we are now Catching Waves? To extend the metaphor my sense is that we are in the water, we know which of the waves to catch (and the ones to avoid) that we are catching some and still have others (potentially some quite big ones) to catch over the next 12 months.

6.4 The Council Leadership Team and broader managers and staff of the organisation are aware of the significant challenges ahead and looking forward to meeting them.

## **7.0 Legal**

7.1 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.

7.2 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.

7.3 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.

## **8.0 Financial implications**

8.1 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.

## **9.0 Recommendation for Joint Strategic Committee**

9.1 Note, challenge and comment upon the contents of the paper, the reporting approach and identify any particular areas of interest or concern.

9.2 Request a further progress update to JSC in July 2016

## **10.0 Recommendation for Joint Overview & Scrutiny Committee**

10.1 Note, challenge and comment upon the contents of the report.

## **Local Government Act 1972**

### **Background Papers:**

Joint Strategic Committee Report 7 January 2014 : Organisational Changes 2014

“Catching the Wave” Joint Strategic Committee Report 22 July 2014 “Catching the Wave” :

A progress Update on organisational change.

[JSC report 2 December 2014](#)

[JSC report 7 July 2015](#)

### **Contact Officer:**

**Alex Bailey**

**Chief Executive**

**Town Hall, Chapel Road, Worthing**

## **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 Joint Strategic Committee Agenda item: 5 7 July 2015 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

## Digital Strategy & Programme Update

### Report by the Director for Digital & Resources

#### 1.0 Summary

- 1.1 This report to Committee provides an update on progress with the digital programme which was approved in December 2014. A wide range of highly innovative work has been undertaken at high pace since January 2015, and concrete change has been delivered, leading to annual savings of £200k from 2016/17, meeting the 2016/17 target set by Committee.
- 1.2 In the last 9 months, all staff and members have been migrated to Google for Work, and are now able to access their emails, calendar and documents from any device. We have introduced a ground-breaking Citizen Platform, and new waste and recycling digital services are currently rolling out. A better, cheaper enterprise and contact centre telephony system has been selected, and a mobile re-procurement has delivered staff productivity gains at lower cost too.
- 1.3 Adur and Worthing Councils are already recognised as among the national leaders for digital in local government as a result of this work, and were recently awarded the SOCITM Digital Innovation Award 2015. This paper outlines these achievements in more detail, recognises the scale of the challenge ahead, but explains why the technology choices we have made stand the Councils in very good stead.

#### 2.0 Background

- 2.1 In December 2014, Joint Strategic Committee approved funding for an ambitious digital programme to introduce a set of modern technologies to the organisation. This was described as an essential first step that would enable the transformation of our council services, fit for the digital age. The new technology platforms would provide the flexible building blocks for the rapid digital redesign and simplification of services and provide better tools for staff and members. The potential for these new platforms to be used by other agencies and communities in the future was also a key rationale for moving to “cloud” platforms. The wider role of digital in improving communication and creating more economic and social value with Adur & Worthing residents, communities and businesses is explored further in our “Councils as Platforms” strategy in Appendix A.

- 2.2 The programme of work proposed in December 2014 included the resolution of some key pressing issues such as basic IT service reliability, fixing the telephones, delivering smart-phones and using smarter procurement practices.
- 2.3 In January 2015, products and services were selected using the G-Cloud government procurement framework to meet the highly specialised and innovative direction of travel established in earlier discovery and blueprinting work. Programming and technical work began in two work-streams. In the “productivity” work-stream, Google for Work was selected as a replacement for Microsoft Outlook and this was successfully implemented for all staff and members in April 2015. In the “platform” work-stream, two products were selected, Salesforce and Matssoft to create the “Citizen Platform”. This followed extensive market-testing and interviews in November / December 2014 with a wide range of local government and private sector software suppliers to help design, test and confirm our specialist requirements.
- 2.4 Significant technical work was begun by Methods Digital, specialists in the application of “public cloud” technologies in the public sector. A full enterprise data architecture was created for the organisation and the two cloud products were joined seamlessly together - a highly innovative solution designed to keep ongoing revenue costs low and enable rapid digitisation work. The selected products provide powerful capabilities to do state-of-the-art multi-channel customer service (Salesforce) and end-to-end digital business process and customer self-service (Matssoft). Alongside this, the digital programme initiated procurements of a new enterprise and contact centre telephony system (which will form an integral part of the Citizen Platform) and smart-phones.
- 2.5 The aims of the first year of the programme were not only to establish the new platforms in the organisation but also to begin the process of digitisation of services using the new tools, to deliver tangible benefit. The strategic benefits of moving services onto the new platform would be to take the opportunity to rethink the service design for the digital age (simple, fast, user-friendly), de-commission out-of-date software (simplifying the IT estate and saving money) and drive out administrative inefficiencies.
- 2.6 Work began in the spring with Waste & Recycling to create a range of digital services. The first versions of these have all now been built and are currently being rolled out, including Street Scene, clinical waste, confidential waste, bulky waste, green sacks and green bins. Cashable efficiency savings have been successfully delivered from 2016/17 relating to switching off of old software (£44.9k per year) and making staff savings (£91.7k per year).
- 2.7 As waste and recycling goes live, the platform will be used to manage the end-to-end customer experience across the organisation, breaking down the information barriers between different teams and allowing deep, real-time data analysis to support service improvement. The full multi-channel contact centre will roll out in a Phase 2 programme, including the new telephony and call distribution functionality.

- 2.8 As part of the work to boost productivity, smart-phones were rolled out to staff in the summer and we have had extremely good feedback. The re-procurement of this better technology has also saved the councils £32k per year. Some feedback from users is given below:

*“Great for taking photos when I am out on site and immediately being able to share them with colleagues. Before, I had a digital camera and had to make a special trip back to the office to download the photos. That wasted so much time.”*

*“Just makes life a lot easier when out at meetings – can check email between appointments, check calendar in meetings and even use the route planner to find out where I’m going”*

*“Using docs and sheets whilst out and about means I have the info I need at my fingertips – also saving printing costs. The Google map works great on the phone and I no longer need a separate Sat Nav”*

- 2.9 Google Champions are continuing to support staff and members with using the new technologies and training has recently been undertaken on the use of Google docs which has delivered such benefits around easier collaboration and reducing the headaches of version control.
- 2.10 The enterprise telephony procurement has also been completed, with an award to a local company, Overline, who will provide an Avaya phone system in Spring 2016, replacing the several old and unreliable phones systems in use currently. The new phone system will be integrated into the Citizen Platform, delivering huge improvements to customer experience, far better reliability and generating powerful performance and insight data to help the Director for Customer Service diagnose and improve issues across the organisation. The cost is lower than the current system, saving the councils £32k per year.
- 2.11 In December 2014, Joint Strategic Committee approved funding for the digital programme of £623,900 and set a savings target of £200,000 per annum. In this report we confirm we have achieved the target for 2016/17 through the range of activities undertaken in the programme.
- 2.12 On top of this work, the digital programme has also progressed a number of other digital projects in the period and this illustrates the key benefit of the technologies we now have at our disposal. Our Citizen Platform allows the councils own digital team and other council teams, as we train others, to build digital applications on a single platform. Our use of external experts is now low and will come to an end in March 2016. The Citizen Platform does not require consultants or suppliers to build applications for us, and we no longer have to wait for suppliers to make changes as in the traditional IT model. Although investment was needed to create this strategy and establish the new technologies, Adur and Worthing now have a flexible low cost model going forward which is already paying back benefits to customers and the bottom line.

- 2.13 Because the platform is “low code”, we are able to skill up our current workforce to build digital services using “drag and drop” from the menu of capabilities we established in the technical work during the spring/summer 2015. As our AWCS service manager has said:

*"Matsoft has allowed a fresh approach. Matsoft enables us to look at any digital process we've got – streamline it, change it, and improve the service to the public"*

*The Matsoft system enables us to stand up new services quite quickly – e.g. a colleague built a bus shelter cleaning system very quickly. So the benefit we get from this is that with a bit of tweaking in that process map we can do change very quickly. Whether it's waste collection, pest control, street cleansing, coast protection, etc – things happening very quickly in front of you with Matsoft.*

*Matsoft is good because we can tweak it as we want – contra the old days (SAP, etc) which was black-boxed."*

- 2.14 A “complaints and compliments” product will be completed soon and a “new starters” HR app has removed 9 paper forms that managers used to have to fill in. We are already making progress with a bereavement services app and a service signposting product for Think Family workers. In some of these cases there will be cashable savings to book in 2017/18, but in others, new digital products will simply help relieve pressures on existing staff.
- 2.15 The next large design & digitisation project will be for Adur Housing services and we have already undertaken the research phase. All projects are assessed for their ability to improve the customer experience and drive out efficiencies, and projects are locked into the annual service planning process to ensure savings are realised. Work is underway to assess which service areas will enter the programme after housing.
- 2.16 With regard to ICT infrastructure (the many existing line of business applications), we have been working closely with the Head of Census ICT on future strategy. The Head of Census has recently helped us engage a consultancy, Eduserv, who are currently investigating the detailed business case for moving existing applications to the cloud - called “Infrastructure as a Service” - with the aim of improving resilience and delivering cost savings. Mid Sussex District Council plan to undertake the same exercise and the implications for the how the Census service might change will be assessed collaboratively with all partners.
- 2.16 Adur and Worthing’s Digital & Design team still have a journey in front of them to build skills and capacity around programme management, product management and data analysis in this new service design and technology environment. Nevertheless, much great work has been delivered so far.
- 2.17 The strategy Adur and Worthing Councils have adopted, and the technologies invested in have set us on a strong course to quickly help the councils gain relevance in this digital age, better meet the needs of customers through the work

led by the Director for Customer Service, and help the organisation deliver the necessary efficiencies to meet the financial challenge.

### 3.0 Legal

- 3.1 Section 111 Local Government Act 1972 provides that the Council shall have the power to do anything (whether or not involving expenditure, borrowing, or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to the discharge of any of their functions.
- 3.2 Section 1 Localism Act 2011 provides a Local Authority with the power to do anything that individuals generally may do, providing no other legislation exists to prevent it. This provision confers power upon the Local Authority to do it in any way whatever, including power to do it anywhere in the UK or elsewhere, for a commercial purpose, or without charge, and for the benefit of the Authority, its area or persons resident, or not.
- 3.3 Section 1 Local Government (Contracts) Act 1997 confers power on the local authority to enter into a contract for the provision or making available of assets or services for the purposes of, or in connection with, the discharge of the function by the local authority.
- 3.4 In entering into contracts the Councils must comply with their own Contract Standing Orders at Part 4 of the Constitution. They must also comply with all procurement legislation including the Public Contracts Regulations 2006.

### 4.0 Financial implications

- 4.1 The programme is still expected to spend within the budget allocated. This is regularly being reported to the Joint Strategic Committee as part of the Capital and Projects report.

Total 2 year programme	Approved budgets	Spend in 2014/15	Forecast spend in 2015/16	Total spend	Over (-) / under spend
	£	£	£	£	£
Main Programme	671,600	275,002	434,103	709,106	-37,506
Small Ad Hoc projects	13,000	14,337	0	14,337	-1,337
Microsoft Licences	137,990	0	109,383	109,383	28,607
Google Licences and implementation	146,010	45,177	54,626	99,803	46,207

Telephony	170,000	0	170,000	170,000	0
Total Revenue Spend/Forecast	1,138,600	334,516	768,112	1,102,628	35,972

4.2 Indicative savings of just over £200k associated with the Digital Programme have been identified as part of the 2016/17 budget round.

	2016/17		
	Adur	Worthing	Total
	£'000	£'000	£'000
<b>Capacity created by the digital programme</b>			
Business Support - AWCS admin efficiencies	13,240	19,860	33,100
Insurances and financial administration - Business Support to provide support to the insurance manager from capacity created by removal of AWCS admin duties	4,020	6,030	10,050
HR Restructure - Business Support to provide administration support from capacity created by removal of AWCS admin duties	8,252	12,378	20,630
AWCS restructure savings	11,170	16,750	27,920
<b>Software savings</b>			
Cancel Northgate contract - consolidation onto main corporate solution removes need for separate licence	0	16,750	16,750
Deletion of subscription to WSASP which funded Lagan	10,000	10,000	20,000
Deletion of Covalent licence	3,270	4,910	8,180

## Procurement savings

Reprocurement of telephony solutions	25,600	38,400	64,000
<b>Total savings released by programme to date</b>	<b>75,552</b>	<b>125,078</b>	<b>200,630</b>
Target			200,000
Over / Under (-) target			630

## 6.0 Recommendation

- 6.1 That Joint Overview and Scrutiny Committee note the progress that has been made with the digital programme and the savings realised for 2016/17.

### Local Government Act 1972

#### Background Papers:

None

#### Contact Officer:

#### Paul Brewer

Director for Digital & Resources

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## Schedule of Other Matters

### 1.0 Council Priority

1.1 The digital programme is a core plank of the Adaptive Councils priority in Catching the Wave.

### 2.0 Specific Action Plans

2.1 A number of "[Surfs up](#)" commitments are also delivered through the programme.

### 3.0 Sustainability Issues

3.1 Matter considered and no issue identified

### 4.0 Equality Issues

4.1 Accessibility is an important part of user experience design, and this is a matter of continuous improvement and ongoing research & design with customers.

### 5.0 Community Safety Issues (Section 17)

5.1 Matter considered and no issue identified

### 6.0 Human Rights Issues

6.1 Matter considered and no issue identified

### 7.0 Reputation

7.1 Providing modern, user-friendly digital services is very important to the reputation of the Councils in these digital times

### 8.0 Consultations

8.1 Staff affected have been closely involved in the design, testing and implementation of new digital services.

### 9.0 Risk Assessment

9.1 Security assessments have been undertaken by our Information Governance Officer and approved by the Senior Information Risk Officer (Director for Digital & Resources) and an independent security assessment was completed as part of the programme. Further work is being undertaken in liaison with a CLAS security consultant as part of ongoing accreditation work and this is expected to include "penetration testing" (ethical hacking testing) of the live platform environment.



## **10.0 Health & Safety Issues**

10.1 Matter considered and no issue identified

## **11.0 Procurement Strategy**

11.1 The Digital Programme has utilised the G-Cloud government procurement framework in a number of areas, saving cost and time, in line with central government policy.

## **12.0 Partnership Working**

12.1 Matter considered and no issue identified



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

### Report by the Director for Digital and Resources

#### 1.0 Summary

1.1 This report outlines the proposed new ways of working for the Joint Overview and Scrutiny Committee (JOSC) which, if approved, are to be implemented in full from the start of the 2016/17 Municipal Year.

#### 2.0 Background

2.1 As part of an adjournment at the meeting of the Committee on 26 November 2015, the Committee undertook a 'Creative session', splitting into four groups to discuss and agree some 'New Ways of Working' to help improve the overview and scrutiny role. The 'Creative session', attended by Councillors Roy Barraclough, Keith Bickers, Ann Bridges, James Butcher, Paul Graysmark, Emily Hilditch, Charles James, Mary Lermite, Nigel Morgan and Vino Vinojan, followed on from some previous preliminary discussions which the Committee had held at its meeting on 29 October 2015.

2.2 The four Groups all discussed the following themes:-

- How to get issues on JOSC agendas
- Meeting content - Themed meetings
- Holding the Executive to account
- Public involvement/engagement

2.3 An analysis of the Group discussions has now been undertaken to provide some achievable new ways of working and the detailed suggested proposals are attached in the appendix to this report. These proposals also include a detailed procedure and process diagram to explain how themed and issue based items can be suggested and added to the Work Programme. As the process evolves it will be possible to fine tune how these and the other new procedures will work in practice and any proposals will be brought to JOSC for consideration but at this stage these proposal do provide a strong platform to be able to enhance and develop the working/role of the Committee.

### **3.0 Proposals**

- 3.1 The Committee is requested to confirm the new ways of working for the Committee as set out in the report which will be phased in during the next few months with the aim that the detailed arrangements can be implemented in full by the start of the next Municipal Year (May/June 2016).
- 3.2 The Leaders of Adur and Worthing Councils have been consulted on the proposals and are broadly supportive.

### **4.0 Legal**

- 4.1 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.
- 4.2 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).
- 4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 4.4 Section 1 Local Government (Contracts) Act 1997 empowers the Council to enter into a contract in relation to any of its functions.

### **5.0 Financial implications**

- 5.1 There are no known financial implications arising from this report but some of the items discussed as part of the new ways of working may have financial/resource implications.

### **6.0 Recommendation**

- 6.1 That the Committee approve the proposed new ways of working as set out in the appendix to this report to be implemented in full with effect from the start of the next Municipal Year 2016/17.**

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

**Contact Officer:**

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## **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. Some of the issues considered by the Committee may relate to crime and disorder.

### **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 will involve working together and also in partnership with other Councils.

## **APPENDIX**

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

<p><b>A</b> <b><u>How to get issues on the agenda</u></b></p> <ul style="list-style-type: none"><li>• Themed/issue based meetings to be introduced. Issues to be chosen based on value and outcomes. JOSC to consider the viability of items and if agreed the Member proposing the issue will draw up the scope for submission to JOSC Chairmen/Vice-Chairmen for approval. The process for agreeing items for the agenda will need to be concise to speed up consideration of items. Any Ward related issues will be discussed with the relevant Ward Members. If the item is urgent then the proposal will be submitted direct to JOSC to decide if the matter should be considered further or referred to a Working Group.</li><li>• A prioritising/scoring system for agreeing items will be produced eg PAPER (Public interest, Ability to change, Performance, Extent and Replication)</li><li>• An on line form to be provided to increase the opportunity for the public to suggest items. (This will be considered as part of the improved public engagement proposals referred to below)</li><li>• If the Work Programme is too full then repeat suggestions will receive priority.</li><li>• Notice of the 'New ways of working' to be advertised to the public/other Councillors via official launch.</li></ul> <p><b><u>(See also detailed procedure for considering Work Programme items attached to this appendix)</u></b></p> <p><b><u>Other Agenda issues</u></b></p>	<p><b>B</b> <b><u>Meeting content/How themed meetings will work</u></b></p> <ul style="list-style-type: none"><li>• When a themed meeting is suggested the relevant Executive Members and Officers should be involved in the process in providing evidence.</li><li>• Contractors and suppliers should also be involved where possible in the meeting process.</li><li>• Involve community and voluntary sector representatives where appropriate</li><li>• Involve front line officers.</li><li>• Have less formal seating to relax people and encourage discussion/more informality.</li><li>• Have an Annual review meeting to discuss how the new arrangements are working.</li><li>• Themed meetings will be planned in advance with appropriate questioning in advance/specific questions for specific attendees.</li><li>• Expected outcome for the themed meeting to be identified in advance and this to be made clear to JOSC.</li><li>• Use of Working Groups to undertake reviews to be agreed as appropriate.</li><li>• Officers to provide subject overviews.</li></ul>
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<ul style="list-style-type: none"> <li>All noting reports will be removed from the agenda.</li> </ul>	
<p><b>C</b> <b><u>Improving Holding the Executive to account</u></b></p> <ul style="list-style-type: none"> <li>Leader interviews to be held twice a year (6 monthly) - Questioning to cover high level strategic Council issues and and issues relating to their portfolios but not day to day Council matters. Interviews to coincide with the report from the Chief Executive on progress with Surf's Up.</li> <li>All Executive Members to attend JOSC at least once per year if possible as part of the themed meetings.</li> <li>Executive Members to attend JOSC meetings when Officers present reports that relate to their portfolio to provide more accountability of Executive Members.</li> <li>List of all Cabinet/JSC/Executive Member decisions to be provided to JOSC to assist JOSC in deciding if there needs to be further scrutiny on those items. Scrutiny of individual policy issues could be the subject of a particular themed meeting.</li> <li>As part of the 'holding to account' role, JOSC Members to provide questions in advance for Executive Members.</li> <li>Executive Members to be allowed to suggest topics for JOSC scrutiny.</li> <li>Consideration to be given to further Partnership Scrutiny including participating in the work of the West Sussex Joint Scrutiny Steering Group.</li> <li>Six monthly review of the Executive Member issues considered</li> </ul> <p><b><u>Other issues</u></b></p> <ul style="list-style-type: none"> <li>The existing format for other Executive Member interviews to be discontinued.</li> </ul>	<p><b>D</b> <b><u>Improving Public involvement/engagement/Public question Time</u></b></p> <ul style="list-style-type: none"> <li>There is a need to explain and publicise more on the overview and scrutiny process and the work of JOSC. This will involve the Communications team helping to deliver the scrutiny message and will include:- <ul style="list-style-type: none"> <li>Providing more succinct meeting information and promotion</li> <li>Providing a website homepage banner for meeting information with drop down information for further detail</li> <li>Providing in-depth coverage of the work of JOSC</li> <li>Involving the public in the JOSC work with opportunities for them to get involved</li> <li>Providing the media with more information on the work of JOSC to advertise meeting dates and agendas etc</li> <li>Better use of social media to publicise the work of JOSC and have more public involvement. Show and share information. Also better use of social media to help with 'non-issues' and stem unneeded contact. Needs to be moderated/controlled</li> <li>Better use of other social media streams such as 'Facebook' to advertise the work of JOSC and encourage more public involvement.</li> <li>Looking at the possibility of introducing a mini scrutiny roadshow to explain what JOSC is looking at and how the scrutiny process works</li> <li>Having a section on the website for 'submit your ideas - ask your Committee'. Track your question/idea.</li> <li>Introducing a 'Big Scrutiny survey'</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>- Introducing a JOSOC blog - Post meeting analysis from the Chairman</li><li>- Introducing Live tweeting/live blogging Q&amp;A tweeting #scrutiny hour</li><li>● Work with the Political parties to include JOSOC meeting dates and information in party newsletters (If this is legally possible).</li><li>● Work with resident groups/Panels - Invite them to meetings</li><li>● Have more feedback/workshops in meetings eg Council Tax/Shoreham Fort issues</li><li>● Have a roving microphone for public participants</li><li>● Better community intelligence (eg working with Police etc to find issues.</li><li>● Strategically involve partners - 2 way plus businesses.</li></ul>
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## **How themed/issue based items will be chosen - A Work Programme procedure for the Adur and Worthing Joint overview and Scrutiny Committee**

### **1.0 Introduction**

- 1.1 Any Councillor or Member of the public can submit a request for the Joint Overview and Scrutiny Committee (JOSC) to consider an item as part of its Work Programme.
- 1.2 The Committee wants to make sure that the limited time it has is spent productively and as such has a procedure in place to assess items submitted for discussion and to manage the workload of the Committee.
- 1.3 Items for noting will not be considered by the Joint Overview and Scrutiny Committee at its meetings.

### **2.0 Assessment**

- 2.1 Assessment of 'item bids' will be made against the 'PAPER' criteria which is defined as follows

- Public interest - *Is the issue in the Public Interest? The concerns of local people should influence the issues chosen for scrutiny*
- Ability to change - *Does the Authority have powers in relation to the issue and can the Committee realistically influence the issue?*
- Performance - *Does the issue concern the level of performance of a Council service?*
- Extent - *How big is the issue problem? Does it concern issues relevant to a large part of the District/Borough? Minor issues should be given lower priority*
- Replication - *Is this being considered elsewhere? Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort*

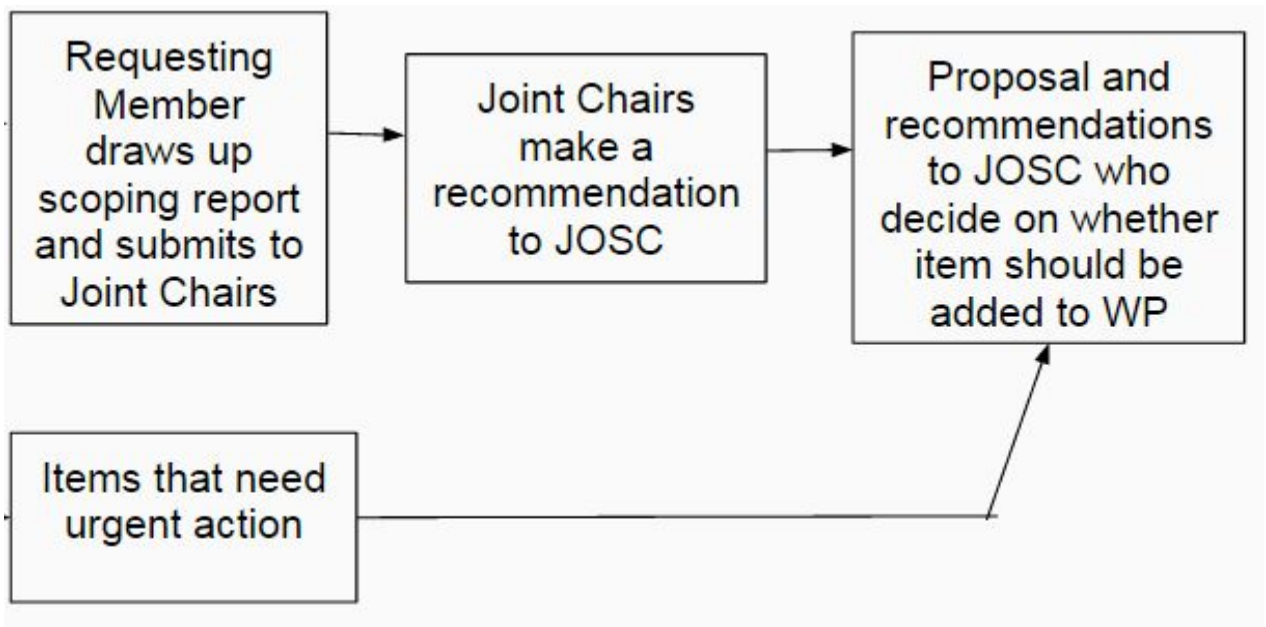
- 2.2 Bids do not have to meet all of the criteria as set out in 'PAPER'
- 2.3 An Initial assessment of the bids will be considered at a meeting of the Joint Chairmen and Vice-Chairmen who will make a recommendation to the next available meeting of JOSC for a final decision. All bids received will be set out on the Work Programme Trello Board for reference, together with the outcomes.
- 2.4 The Policy Officer will devise a pro forma that must be completed by anyone making an 'item bid' to JOSC. This pro forma will give the detail of the proposed bid to enable a complete assessment to be undertaken. An Electronic form for this will also be developed for use on the Councils' Website and any associated blogs.

2.5 When submitting a bid the 'bidder' can seek help from officers at the Council in completing the pro forma but should approach the Policy Officer in the first instance. Members of the Public wishing to submit a bid can do so with the help of their local Ward Member or other Member if necessary.

### 3.0 Urgent issues

3.1 There will be issues that are urgent in these instances and they will be submitted directly to JOSC for consideration, any urgent items will be considered in conjunction with urgency provisions as set out in the Councils' constitution.

### 4.0 Flow Chart - How the process will work



## 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 26 November 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.



JOSC Work Programme 2015/16 Public

JOSC meeting 21/1

Interviews with Executive Members for Wellbeing

Digital Strategy update

Crime and Disorder Scrutiny - Interview with Chairman of the Safer Communities Partnership

Revenue Budget 16/17 (Worthing only)

Surf's Up monitoring (6 monthly progress report)

Fuel Poverty review update

New Ways of working - Follow up report from the JOSC creative session

Add a card...

JOSC 17/3

Interview with Executive Members for the Environment  
 7 Mar

Review of the Grounds Maintenance budgets  
 7 Mar

Review of the Performance of South Downs Leisure and Adur Community Leisure  
 7 Mar

Digital Inclusion review outcomes  
 7 Mar

Overview of how the overall overheads recharge process works and the costs involved to ensure greater openness and transparency  
 7 Mar

Add a card...

Other JOSC issues (Dates TBC)

September 2012 - Sewage spill and local flooding issues

Joint West Sussex County review of flooding issues

CVS Commissioning in Adur and Worthing - Proposals

Add a card...

Add a list...